

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

When calling please ask for:  
Leila Manzoor, Democratic Services Officer

**Legal & Democratic Services**

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Date: 10 March 2023

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

Cllr Stephen Mulliner (Chair)  
Cllr Joan Heagin (Vice Chair)  
Cllr Dave Busby  
Cllr Jan Floyd-Douglass  
Cllr Jerome Davidson  
Cllr Brian Edmonds

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

**Substitutes**

Cllr David Else

Cllr Christine Baker

**Members who are unable to attend this meeting must submit apologies by the end of Monday, 13 March 2023 to enable a substitute to be arranged.**

Dear Councillor

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

DATE: MONDAY, 20 MARCH 2023

TIME: 7.00 PM

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

The Agenda for the Meeting is set out below.

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

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### **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.

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## **NOTES FOR MEMBERS**

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

### **AGENDA**

1 **APOLOGIES FOR ABSENCE AND SUBSTITUTES**

To receive apologies for absence and note any substitutions

2 **DECLARATIONS OF INTERESTS**

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

3 **MINUTES** (Pages 7 - 14)

To confirm the Minutes of the Meeting held on 23<sup>rd</sup> January 2023 and published on the Council's website.

4 **QUESTIONS FROM MEMBERS OF THE PUBLIC**

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

The deadline for receipt of written questions is 5pm on Tuesday 14 March 2023.

5 **QUESTIONS FROM MEMBERS**

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

The deadline for receipt of written questions is 5pm on Tuesday 14 March 2023.

6 **BUSINESS IMPROVEMENT DISTRICTS - CRANLEIGH, FARNHAM AND GODALMING** (Pages 15 - 24)

The report provides an update on the Business Improvement Districts - Cranleigh, Farnham and Godalming. The Overview & Scrutiny Committee – Resources is invited to consider the principles and to make observations and/or recommendations to the Executive.

7 **COMMITTEE WORK PROGRAMME AND EXECUTIVE FORWARD PROGRAMME** (Pages 25 - 46)

The Resources 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.

Annex 1 details the response from Cllr Paul Rivers, Co-Portfolio Holder for Housing (Operations), to O&S recommendations on the Ockford Ridge refurbishment project (R23-2-20).

Upon request of the Committee, a copy of the Executive Forward Programme has been provided. This sets out the decisions which the Executive expects to take over forthcoming months and identifies those which are key decisions.

8 ASSET MANAGEMENT (Pages 47 - 50)

The Committee to receive a briefing on asset management within the HRA.

9 HOUSING DEVELOPMENT UPDATE (Pages 51 - 56)

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

10 CORPORATE PERFORMANCE REPORT Q3 (Pages 57 - 126)

The Corporate Performance Report provides an analysis of the Council's performance for the third quarter of 2023-23. 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.

11 SERVICE PLANS 2023 - 2026 (Pages 127 - 168)

The Committee to scrutinise the three-year rolling service plans for the service areas under the remit of the Committee.

12 ASSETS INVESTMENT ADVISORY ACTIVITY UPDATE (PAGES 169 - 172)

13 EXCLUSION OF PRESS AND PUBLIC

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

**Recommendation**

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

Part 1 of Schedule 12A to the Act (to be specified at the meeting).

14 PROPERTY INVESTMENT QUARTERLY REPORT (EXEMPT) (PAGES 173 - 178)

**Officer contacts:**

**Louise Norie, Corporate Policy Manager**

**Tel. 01483 523464 or email: [louise.norie@waverley.gov.uk](mailto:louise.norie@waverley.gov.uk)**

**Leila Manzoor, Democratic Services Officer**

**Tel. 01483 523224 or email: [Leila.manzoor@waverley.gov.uk](mailto:Leila.manzoor@waverley.gov.uk)**

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WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW AND SCRUTINY - RESOURCES - 23 JANUARY 2023

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

**Present**

Cllr Stephen Mulliner (Chair)  
Cllr Joan Heagin (Vice Chair)  
Cllr Dave Busby  
Cllr Jerome Davidson

Cllr Peter Martin  
Cllr John Neale  
Cllr Peter Nicholson

**Also Present**

Louise Norie, Councillor Paul Follows and Councillor Richard Seaborne

1 APOLOGIES FOR ABSENCE AND SUBSTITUTES (Agenda item 1)

Apologies were received from Councillor Howard.

2 MINUTES (Agenda item 2)

Members agreed the Minutes of the meeting held on the 23 November 2022 were correct.

3 DECLARATIONS OF INTERESTS (Agenda item 3)

Councillor Martin declared a non-pecuniary interest in Item 7 as a Member of the Save Crown Court Car Park Action Group.

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

None received.

5 QUESTIONS FROM MEMBERS (Agenda item 5)

None received.

6 COMMITTEE WORK PROGRAMME (Agenda item 6)

Louise Norie (Corporate Policy Manager) reminded Members that part 1 & 2 of the work programme reflected the responses to the committee's recommendations and part 3 identified the resolutions. Part 4 of the Work Programme reflected the current agenda going forward.

Louise Norie informed the Board that recurring items had not been included in the agenda and there would be an extraordinary O&S meeting in February to discuss

those items. Councillor Hyman recommended that the Resources Committee should also have access to the Executive Forward Plan.

Members agreed to the recommendation and the motion was carried

7 PETITION - SAVE CROWN COURT CAR PARK (Agenda item 7)

Fiona Cameron (Senior Governance Officer) presented the report to note receipt of the petition received at Full Council on 13/12/2022 by the 'Save Crown Court Car Park Action Group'. In accordance with the Council's Petition Scheme, a petition with 2,000-4,999 signatures would be referred to the Overview and Scrutiny Committee.

It was recommended that the Resources Overview and Scrutiny committee note the petition as the item had already been debated at Full Council.

The committee resolved to make the following recommendations to the Executive:

- To provide a detailed Risks and Revenue Analysis for the regeneration project, to outline the timeline and cashflows.
- To ask the Executive for a formal update of the work and timeline for taking this matter forward.

Members agreed to the recommendations.

8 CAPITAL STRATEGY 2023-24 (Agenda item 8)

Peter Vickers (Executive Head of Finance and Section 151 Officer) presented the capital strategy. He noted that the Capital Strategy brought together the Council's detailed policies, procedures and plans related to capital expenditure, capital financing and treasury management activity. He explained that it incorporated the Treasury Management Framework, Prudential Indicators and Asset Investment Strategy. It was noted that the capital strategy provided an overview of how associated risk was managed and the implications for future financial sustainability.

Councillor Heagin raised concerns about the Treasury management policy statement and pointed out that the treasury management quarterly report did not identify risk. Peter Vickers explained that within the quarterly performance indicators, the treasury management indicators were usually reported. He agreed to amend the report in response to the Councillor's recommendation.

Councillor Martin queried where he could find the capital expenditure in relation to climate change. Peter Vickers informed the committee that the details could be found in the Capital Programme. Officer Rosie Plaistow added that when assessing capital projects, a climate change impact column is created to score and assess projects. She noted that the column could be found at Page 42 of the papers.

Councillor Mulliner queried the Second Stage Priority Scoring; and whether a project was more desirable if it required 100% external funding or no external funding. Officer Rosie Plaistow explained that the score 5 reflected where a project had secured 90-100% external funding and the score 0 was where no external funding had been secured. She noted that a higher score was more desirable as it



required less engagement from Waverley borough council. Councillor Mulliner recommended the papers were amended to make the weighting clearer.

Councillor Mulliner went on to reference page 43, more specifically the direct revenue savings, the savings from efficiencies and the cost avoidance, for example paying down MRP. He asked how they were different from each other. Peter Vickers explained that direct revenue savings referred to a project that would avoid costs going forward so it would generate direct savings. He advised that savings for efficiencies were more strategic in terms of what took place in whole teams rather than individual processes. He also noted that cost avoidance was focused on capital programme rather than service delivery.

Councillor Mulliner queried the scale of the CFR in table 1.7, he expressed that it was larger than the other previous tables. It was noted that Peter Vickers would circulate a summary of the table in a spreadsheet and accept questions from Members outside of the meeting. Councillor Mulliner suggested that the writing of the documentation in section 1 was reviewed. He suggested a sub-group should be set up to meet with officers to gain a full understanding of the concepts so this could be communicated back to the Committee effectively. He advised that the task group would essentially look at the documents and agree on more simplified wording.

The Committee resolved to make the following recommendations to the Executive:

- To simplify the wording of the documents in section 1 so that it can be more readily understood by Members. The Chair suggested that a small task and finish group should be set up to meet with officers and gain a full understanding of the concepts so it can be communicated back to Members effectively. The task group would essentially look at the documents and agree on more simplified wording.

Members agreed to this recommendation and the motion was passed.

9 GENERAL BUDGET 2023-24 AND MEDIUM-TERM FINANCIAL PLAN 2023/24 - 2026/27 (Agenda item 9)

Rosie Plaistow (Finance Manager) presented the General Fund Budget and Medium-Term Financial Plan 2023/34. She advised that the report detailed a number of issues brought into the 2023/24 Budget, including:

- A 2.99% increase in Waverley's Band D council tax charge for the next financial year
- A general inflationary increase to fees and charges
- A 4% increase in the weekly charge for garages
- Details assumptions regarding inflation and mitigating inflationary cost through some of the targets set commercially.

Rosie Plaistow further explained that the Fair Funding Review had been delayed by a further year and would be carried out in line with Government Spending Review. It was noted that the funding provided by the government for the next financial year was set out in the report.

Councillors Edmunds and Hyman joined the meeting at 18:28pm due to technical difficulties and requested the incident be minuted.

During the meeting, several councillors expressed concern about the proposed budget. Councillor Neale raised concerns about item 10.4, he queried why garages intended for council tenants were being rented to private residents; and if that related to tenants parking on roads and possible Electric vehicle charging concerns. Councillor Mulliner queried whether garages were mainly leased to HRA tenants or other tenants. Officer Peter Vickers stated that 75% of garages were leased to private tenants. He also explained that garages as they stand were not part of the Housing Act 85 Provision of Dwellings due to the state of repair. Peter Vickers noted that they could not be ring fenced in the HRA therefore they have to fall to the General Fund. Councillor Hyman queried the appropriation of garages from HRA to general fund. Officer Peter Vickers explained the garages were appropriated through the CFR in the treasure management strategy with a net revenue stream of £100,000 a year to the General Fund.

Councillor Heagin expressed concern that some of the financial issues attributed to COVID-19 in Annex 1 Note A, may be due to the cost-of-living crisis, such as reduced gym membership and changes in parking.

Councillor Martin asked for more information regarding savings from collaboration with Guildford Borough Council. There was an identified budgetary saving of £202,000 in 23/24 but wanted to understand the savings from the financial year and the previous financial year. He went on to request more information on staff vacancies, local costs, and income from leisure centres, as well as fluctuations in the new homes bonus and the funding guarantee grant. The Officer responded by offering to provide further information on staff vacancies and agency costs outside of the meeting. He went on to explain that the new homes bonus was driven by the performance of the council tax base itself i.e., new properties brought into use within the course of the year. He also noted that the funding guarantee grant was a late announcement from the government in response to the cost-of-living crisis, guaranteed a 3% spending power guarantee, but this was a one-off and would not be received next year. The Officer also agreed to circulate more information on the income from leisure centres and the savings from collaboration with Guildford Borough Council at a later time.

Councillor Edmunds and Mulliner queried the pension contribution decline due to a rise in interest rates. Officer Rosie Plaistow confirmed that a triannual review of the pension fund was carried out every 3 years for current members and back funding applied to members. She advised that forecasts had been provided for the next year which included savings for the following 2 years until the next triannual review. It was noted that there was a cash saving made.

Councillor Heagin sought clarification on the redundancy costs as part of the collaboration savings included estimates on pension strains. Officer Rosie Plaistow agreed that the costs of collaboration savings and redundancy would also include pension strain. However, from the known redundancies made, pension strain was not applicable to any at Waverley. However, efforts would be made to include pension strain alongside redundancies going forward.

The Committee then discussed Council Tax increases. Councillor Martin referred to Annex 2 and queried the correlation of council tax to the increase in the number of houses. He also queried the £1m funding grant from the government and how the funds were distributed within the service costs. Officer Rosie Plaistow explained that Annex 1, showed a tax increase as part of the £11,232,335 figure and the £63,465 growth element that indicated an increase in taxable dwellings within the year which was a higher increase than usual. She advised that it was important to note that Waverley borough council only keeps 10% of the revenue. To answer the second question, the officer referred to Annex 1 Note C, which outlined that the government grant was predominantly used for the increase in Property Maintenance Fund, growth in the development management and the local plan review. Councillor Martin then referred to the Waste Contract in Annex 1 Note I and the CPI and house increases, he sought further clarification on the increase in house numbers. Rosie Plaistow agreed to circulate the requested information outside of the meeting.

Councillor Mulliner referred to item 7.7 and recommended that within the structural deficit to Waverley's budget, 'other sources of income' should be added, because they were also limited by government controls. He then referred to Annex 1 and recommended a proper breakdown of collaboration savings be included and sent to the Executive, as a full analysis of JMT savings for Waverley was essential. Councillor Mulliner highlighted item 13.1 'Investment Property Voids'; he sought further clarification of the wording and felt that the word 'voids' should be changed to prevent negative connotations where the document stated that it was an increasingly important revenue stream. Councillor Mulliner queried the investment property voids reference to the loss of income or the creation of provisions to avoid loss of income Peter Vickers explained that the investment property stream was an important source of income to the Council and voids needed to be mitigated. Officers agreed to amend the wording.

Councillor Edmunds asked if leisure centres were becoming unsustainable due to heating costs. He also queried why the council was entering into contracts with inflations risks. Rosie Plaistow explained that contractors would not accept contracts without inflation risk and that the Council would be faced with increased contract costs or reduced contract income where contractors had mitigated the risk themselves.

It was noted that the proposed budget allocated 5% of funds for road maintenance, while 30% was allocated for new construction. Councillors argued that the borough's roads were already in poor condition and in need of repair, and that prioritising new construction over maintenance was short-sighted.

It was also argued that the proposed 10% cut in funding for social services would have a negative impact on vulnerable members of the community who relied on those services for support. Councillors expressed the need for a more balanced budget that prioritised critical infrastructure and public services, such as road maintenance and public safety, while still allowing for necessary investments in new construction and economic development.

The committee resolved to make the following recommendations to the Executive:

- The Executive must consider whether it is appropriate to continue referring to the Covid run-off where cost of living may be more appropriate. This is in

reference to Annex.1, Note. A where a number of items were attributed to Covid.

- The Committee requested a detailed breakdown of the collaboration savings.

Members agree and the motion was passed.

#### 10 HOUSING REVENUE ACCOUNT BUDGET PAPER 2022-23 (Agenda item 10)

Candice Keet (Senior Accountant) introduced the item. She advised that the recommendation drawn out in the report was to:

- Increase rents by 4%
- Proposing to increase service charges by 4% for senior living
- Increase fees and charges by 9% in line with inflation

Members discussed the pros and cons of different rent increase options and considered factors such as borrowing stress, inflation, and tenant impact. Councillor Martin expressed his opinion on the rent levels, he stated that he would prefer a 4% increase. He compared it to the inflation increases in the general fund and council taxes, which were going up by nearly 3%. However, he acknowledged that it was a difficult call, and he was not sure where the right balance lay.

Councillor Nicholson further added to the discussion by stating that if they could eliminate the borrowing stress, then he would consider a 4%. Councillor Edmonds also felt that with regard to the borrowing profile that the 5% increase was a reasonable option. He stated that councils had a legal obligation to keep track of borrowing. The chair asked if any other members wished to contribute, and Councillor Heagin noted that doing less than the maximum was a good thing for regulatory purposes and asked officers if there was any opportunity for advanced lobbying. She suggested that a gradual catch up should be allowed for councils who did not implement the full rent increase.

Candice Keet noted that within the papers, a proposal for additional borrowing was made in order to finance the capital program and debt repayments. She also noted that the debt repayments would be ramped up in the next few years and an additional £4.5 million would be borrowed over the next 12 years, totalling £26 million of additional borrowing based on a 4% rent increase in 2023-24. Members discussed the differences between a 4% and 5% rent increase, with the latter being preferred due to concerns about the debt profile. Members expressed concern about the impact on tenants, suggesting that a more gradual catch-up approach may be more appropriate. Overall, the committee concluded that the 4 or 5% rent increase discussion should be revisited by the Executive.

Councillor Heagin addressed the issue of rental increases and the recharge for energy costs in HRA properties in the context of the proposals. She went on to raise concerns that the recharge for energy costs for senior living accommodation was not fully recovering the energy costs, and it might be subsidising some residents to the tune of almost £300,000. Councillor Heagin questioned whether the energy costs were just for heating or the full-service charge cost and if any other groups of residents were receiving the same level of subsidy. Councillor Heagin also asked whether any senior living residents had gained anything from the energy support

packages that were currently in place but likely to be less generous from April. Councillor Heagin suggested that the Executive should investigate it and that a 4% increase might not be enough to cover the costs proportionally.

Councillor Mulliner referenced recommendation 8 and recommended that the Cabinet Portfolio holder for Housing and the Section 151 Officer comments must be sought.

Members also discussed the possibility of reducing energy costs and reconsidering the target rate of return on HRA investments.

The Committee resolved to make the following recommendations to the Executive:

- To include Cabinet Portfolio holder for Housing and the Section 151 Officer comments on recommendation 8.
- To reconsider the possible 4 or 5% rent increase.

Members agreed to the recommendations and the motion was carried.

**The meeting commenced at 7.00 pm and concluded at 9.00 pm**

**Chairman**

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## WAVERLEY BOROUGH COUNCIL

### OVERVIEW & SCRUTINY COMMITTEE – RESOURCES 20 March 2023

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#### Business Improvement Districts – Cranleigh, Farnham and Godalming

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**Portfolio Holder:** Cllr Liz Townsend, Planning and Economic Development

**Head of Service:** Abi Lewis, Executive Head of Regeneration and Planning Policy

**Key decision:** Yes

**Access:** Public

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#### 1. Purpose and summary

- 1.1 The business communities in Cranleigh, Farnham and Godalming are progressing with developing Business Improvement Districts (BIDs) in their High Street areas and intend to go to ballot in June (Cranleigh) and October (Farnham and Godalming) 2023.
- 1.2 Waverley Borough Council (WBC) is a business rate payer, and as such will have a number of votes (relating to the number of rateable properties) to cast in the ballot. If the outcome of the ballot is positive, the Council will be required to pay the levy contribution, regardless of how the Council voted in the ballot. The estimated cost to the Council in the event of positive ballots in each town is set out in section [4.13] of the report.
- 1.3 Whilst the BIDs are being developed independently the Council has supported this work as part of its Economic Development Strategy and corporate priorities to help sustain and develop the vitality and vibrancy of the Borough's High Streets.
- 1.4 The Cranleigh BID is the most well developed at this stage and the Cranleigh BID Project Manager will be attending the O&S meeting to present to Members an outline of what is proposed for the Cranleigh BID and can take questions on the advantages of a BID for the settlement. The final Business Case for each BID will be published in the month prior to the ballot opening so that affected business rate payers are able to make a judgement on whether they wish to cast their ballot in support of the BID.
- 1.5 The Farnham and Godalming BIDs will have slightly different local flavours to their proposals on the general themes of destination marketing, clean, business support and safety.

## 2. **Recommendation**

The Overview & Scrutiny Committee – Resources is invited to:

- Consider and comment on WBC's support for BIDs in Cranleigh, Farnham and Godalming.
- Note the cost to WBC, as a Business Rate Payer, in the event of the BID ballots being successful.

The Committee is invited to make observations and/or recommendations to the Executive on the above matters, and any others including an indication on how Waverley should cast its ballot in each of the forthcoming ballots, with the limited information provided to date.

## 3. **Reason for the recommendation**

This proposal will support the Council's strategic priority to support a strong, resilient local economy.

## 4. **Background**

4.1 The British high street is facing significant pressures from the change in customer buying behaviour due to online shopping, falling footfall numbers, high rents and high business rates. The pandemic compounded issues for the physical high street when consumers moved to online shopping. This trend has continued post pandemic. In Waverley, retail offers 6,000 jobs, second to the education sector with 8,000 jobs.

4.2 Across the country, BIDs have been developed to try and address this trend, seeking to generate additional investment for focused activities to support retail and other businesses in high streets. Legislation enabling the formation of BIDs was passed under the Local Government Act 2003, specifically the BIDs (England) Regulations 2004.

4.3 A BID is a not for profit company formed within a defined geographical area and delivers a programme of agreed actions set out in an approved business plan. There are currently over 330 BIDs in the UK. The BID is formed following a vote of all eligible businesses liable for business rates within the BID area and will generate sufficient funding to implement the business plan.

A successful vote is one that has a simple majority both in votes cast and in rateable value of votes cast. Each business entitled to vote in a BID ballot is allowed one vote in respect of each property occupied or (if unoccupied) owned by them in the geographical area of the BID. There is not a minimum turn out required, but validity could be questioned with a low turnout (15%), for example if the ballot is during the summer holiday period or without sufficient consultation.

Activities that might be funded by a BID include town centre management, marketing, community safety initiatives and improvements to the physical environment (e.g. Christmas lights and wayfinding).

4.4 In formulating the scope of the business plan and the thresholds for inclusion in the BID, once approved through a ballot, all business rate payers will contribute



within the defined area. The BID will run for five years after which another ballot must be held if the BID is to continue.

- 4.5 Once BIDs have been voted in by a ballot, they generally continue past their first term. For example, the 'Experience Guildford' BID was initially set up with a 5-year lifespan, but due to its strong performance it has now successfully been extended into a third 5-year term. This BID raises £500,000 per annum.

"Experience Guildford" successes to be continued during 2023-28 include:

- Employ five town rangers – who make over 450 business visits per year.
- Annual Customer Service Awards.
- 2,000 employees provided training.
- Guildford Business Crime Reduction Partnership (BCRP) - 236 members including Guildford Borough Council, Surrey Police and homeless outreach/support agencies.
- In the Business Crime Reduction Partnership (BCRP) exclusion scheme, 230 warning letters have been handed out since Oct 2020 with 90% of recipients not re-offending.
- Provide taxi marshals three nights a week and late-night bus security twice a week. Reduced alcohol-related incidents by 85% in their first year.
- Welfare Champions trained and in place in the late-night venues

- 4.6 The main benefits of a BID to the business community of an area are:

- An open and accountable partnership between the private and public stakeholders.
- An ability to plan long-term as the funding lasts for five years.
- An equitable share of the BID costs amongst all eligible businesses.
- A distinction between the Borough Council, County Council and Police base line services and enhanced services to encourage economic prosperity for the three settlements concerned.
- Increased scope for sustainable economic development through inward investment.
- Enhanced infrastructure investment.
- Support local employment by enabling the settlements to compete favourably with competitor destinations and online services.
- The ability to bring in additional funding, in kind funding, grant funding, event sponsorship.

The responsibilities for a local authority in enabling the establishment and successful operation of a BID are:

1. Being familiar with the BID Regulations
2. Rating List Holder
3. Service Provider - for provision of statement of existing baseline services
4. Collection of the BID Levy
5. Ballot Holder - for provision of Ballot Services. (This can be outsourced).
6. Notification of Ballot Outcome
7. Declaring a Ballot Void
8. Termination Procedure

### Progress of the three BIDS in Waverley

- 4.7 The four Chambers of Commerce requested WBC's support in 2017 to fund a feasibility study into a BID for the borough. In 2019 following a procurement process, Mosaic Partnership, who have supported over 100 BIDs, undertook a feasibility study funded by WBC. The study indicated that the implementing BIDs in the four main settlements could achieve additional investment of approximately £4,121,095 over the five-year BID term.
- 4.8 Post pandemic, three Chambers of Commerce (Cranleigh, Farnham and Godalming) have been progressing with business engagement, forming working groups and raising awareness of the process and benefits of BIDs for their High Streets.
- 4.9 In 2021 WBC allocated £40,000 of the Additional Restrictions Grant to support this process, which enabled the employment of Mosaic Partnership to develop the BIDs ready to go to ballot with a BID business plan for each settlement in June or September 2023. The Secretary of State has been informed of these dates.
- 4.10 Haslemere Chamber of Trade and Commerce decided not to progress with the BID process in the town following the pandemic. The reasons for this being the projects they had first identified, such as sourcing employee parking and plans for public toilets in Weyhill, have been resolved during the pandemic.

### Financial implications of the BIDs

- 4.11 A BID is a defined area in which a levy is charged on all business rate payers in addition to the business rates bill (1 to 2%). The boundary of a BID and the levy payable is decided by the BID proposer (business steering group).
- 4.12 The following outlines the number of businesses within each proposed BID area, the likely levy to be charged and the potential income generated. The levy rate, boundary and therefore full liabilities will be confirmed in each BID's business plan, usually this is completed and distributed to all voting businesses one month prior to the month long ballot:

Cranleigh	181 businesses 2% levy suggested £94,000 income p.a.
Farnham	464 businesses 1.5 - 2% levy tbc £340,000 income p.a. (at 2%)
Godalming	286 businesses 1.5%- 2% levy tbc £179,000 income p.a. (2%)

- 4.13 The Council owns a number of properties within each of the proposed BID areas. The likely associated financial liability for the Council should the BIDs ballot processes be successful is as follows:

<b>BID area</b>	<b>Number of commercial units owned by WBC</b>	<b>Annual levy payable</b>
Cranleigh	2	£2,920
Farnham	9	£14,000
Godalming	7	£19,090
<b>TOTAL</b>	<b>18</b>	<b>£36,010</b>

For full details of the units included see appendix 1.

4.14 The above liabilities assume a 2% levy across the BID areas. These anticipated costs have been included in the Council's budget setting for 2023/24 financial year.

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

5.1 The Council's support of the BIDs development relate to the following Corporate objectives and priorities:

- Local, open, participative government.
- Supporting a strong, resilient local economy.
- Taking action on Climate Emergency and protecting the environment.
- Improving the health and wellbeing of our residents and communities.

5.2 In addition, the recommendations link to the delivery of the Regeneration and Planning Policy Service Plan, notably "support[ing] healthy town centres by developing Business Improvement Districts and other initiatives.

## **6. Implications of decision**

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

**Drafted by: Rosie Plaistowe-Melham, Financial Services Manager**

The forecast levy costs for the Council have been provided for in the Council's Medium Term Financial Plan and Budget for 2023/24.

The Council will have a statutory responsibility to collect the BID levy should the proposed BID's be successful. This additional work will be resourced by the Revenues team. The additional estimated cost of this is £20,200 per annum. However, the Council is permitted to charge a reasonable fee for this service to recover these costs.

The Council will also need to purchase additional software to enable the collection of the BID levy should the BID's be successful. The funding of this software can be recovered from the BID's.

WBC is currently in negotiations with the levy bill software provider Civica to try and reduce these costs which could prove prohibitive for Cranleigh BID as the smallest BID to proceed first. We are also considering alternate collection methods.

### **6.2 Risk management**

If the Council was not to vote in favour of the three proposed BIDs it would be counter to the Council's corporate priorities. It is likely that the Council would be viewed as not supportive of local business and economic development. There may also be an expectation that WBC picks up a number of the initiatives outlined in the business plans, above and beyond existing service provision, for which the Council does not have the resources to do so.

### **6.3 Legal**

**Drafted by: Ian Hunt, Interim Deputy Borough Solicitor**

The development and management of BID areas is not directly a matter for the Council, although we have powers to assist and support. The Council has formal duties to administer and manage the ballot process in line with legislation (it may use contractors to support this process).

The Council is also responsible for the administration of the National Non Domestic Rates process, accordingly it will collect and administer the payment of the BID levy.

Whilst the Council is a key stakeholder in town centres (and may have a vote dependant on land holdings), it does not control the BID company, although it may have a representative on the company Board.

### **6.4 Equality, diversity and inclusion**

The Council has a statutory duty under section 149 of the Equality Act 2010 which provides that a public authority must, in exercise of its functions, have due regard to the need to (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

This duty has been considered in the context of this report and it has been concluded that there are no equality, diversity or inclusion implications arising from this report.

### **6.4 Climate emergency declaration**

6.4.1 There are no direct climate change implications associated with this report.

## **7. Consultation and engagement**

7.1 The Council has undertaken regular consultation with the local Chambers of Commerce and town/ parish councils and the newly formed BID working groups throughout this process. Officers have attended the monthly BID working party meetings in each settlement.

7.2 The BID working groups are undertaking extensive consultation with the businesses within the BID areas.

7.3 Executive have received verbal updates bi-monthly for the last six months at briefing sessions.

**8. Other options considered**

8.1 The Council could decide not to support the BIDs. However, this would be indicating a lack of support for greater investment in the three high street business communities and would be contrary to the Council’s strategic priority of “Supporting a strong, resilient local economy”.

**9. Governance journey**

9.1 The proposed governance route for WBC scrutiny of BIDs in the borough as follows:

<b>Meeting</b>	<b>Date</b>
Executive Briefing	28 February 2023
Resources Overview & Scrutiny	20 March 2023
Executive Briefing (if required)	23 May 2023
Executive	6 June 2023

9.2 The first BID to present their draft business plan will be Cranleigh – the outline business plan and indicative spend detail will be presented to Overview and Scrutiny before then being considered at Executive. Vote casting to be delegated to the Leader of the Council.

9.3 The decision to vote in favour of the BIDs can only be done once BIDs have been scrutinised by O&S in March and WBC have received their business plans with details of the levy and projects proposed.

9.4 It should be noted that if the three BIDs are successful at ballot, the Council could be provided with a Board position for each. The Council will need to decide the representatives to be appointed to the Boards in due course.

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**Background Papers**

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

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**CONTACT OFFICER:**

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Position: Economic Development Manager

Telephone: 0148 3523584

Email: catherine.knight@waverley.gov.uk

Agreed and signed off by:

Head of Service:

Legal Services: Ian Hunt, Interim Deputy Borough Solicitor, 21/2/23

Head of Finance: Rosie Plaistowe, Financial Services Manager, 23/2/23

Strategic Director: Dawn Hudd, 9/3/23

Portfolio Holder:

Appendices

Appendix 1.

WBC units liable for a BID levy. Mainly car parks.

Prop Desc	PropAddress 1	PropAddress 2	PropAddress	Parish Desc	SCat Desc
CAR PARK AND PREMISES	02234176 Car Park	Recreation Ground	Wey Court Me	Godalming Town Council	Car Parks (Surfaced Open)
CAR PARK AND PREMISES	Crown Court Car Park	The Burys	Godalming	Godalming Town Council	Car Parks (Surfaced Open)
STORE AND PREMISES	Store at Broadwater	Summers Road	Godalming	Godalming Town Council	Stores
CAR PARK AND PREMISES	Car Park	South Street	Godalming	Godalming Town Council	Car Parks (Surfaced Open)
CAR PARK AND PREMISES	02236176 Car Park	North Street	Godalming	Godalming Town Council	Car Parks (Surfaced Open)
CAR PARK AND PREMISES	02235176 Car Park	Mint Street	Godalming	Godalming Town Council	Car Parks (Surfaced Open)
CAR PARK AND PREMISES	Car Park	Mill Lane	Godalming	Godalming Town Council	Car Parks (Surfaced Open)
CAR PARK AND PREMISES	Car Park (Lower Queen Street)	High Street	Godalming	Godalming Town Council	Car Parks (Surfaced Open)
CAR PARK AND PREMISES	02244176 Car Park	Croft Road	GODALMING	Godalming Town Council	Car Parks (Surfaced Open)
CAR PARK AND PREMISES	Car Park	Victoria Road	Farnham	Farnham Town Council	Car Parks (Surfaced Open)
CAR PARK AND PREMISES	Car Park	The Hart	Farnham	Farnham Town Council	Car Parks (Surfaced Open)
PAVILION AND PREMISES	Badshot Lea Pavilion	The Green	Badshot Lea	Farnham Town Council	Pavillions
CAR PARK AND PREMISES	02216176 Car Park Adj Sainsburys	South Street	Farnham	Farnham Town Council	Car Parks (Multi-Storey)
CAR PARK AND PREMISES	02214176 Car Park	R/O WBC Offices	South Street	Farnham Town Council	Car Parks (Surfaced Open)
SPORTS GROUND AND PREMISES	Rowledge Cricket Pavilion	Recreation Road	Rowledge	Farnham Town Council	Cricket Grounds/Pitches (Non-County)
CAR PARK AND PREMISES	02221176 Car Park Wagon Yard	Lower Church Lane	Farnham	Farnham Town Council	Car Parks (Surfaced Open)
CAR PARK AND PREMISES	Riverside 2 Car Park	Dogflud Way	Farnham	Farnham Town Council	Car Parks (Surfaced Open)
CAR PARK AND PREMISES	02215176 Riverside Car Park	Dogflud Way	Farnham	Farnham Town Council	Car Parks (Surfaced Open)
CAR PARK AND PREMISES	02217176 St James Car Park	Dogflud Way	Farnham	Farnham Town Council	Car Parks (Surfaced Open)
CAR PARK AND PREMISES	02193176 Car Park	Stocklund Square	High Street	Cranleigh Parish Council	Car Parks (Surfaced Open)
CAR PARK AND PREMISES	02194176 Car Park	Village Way	Cranleigh	Cranleigh Parish Council	Car Parks (Surfaced Open)

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

## Part 1 of 4: Recommendations made

Ref	Agenda Item	Recommendation	Meeting date	Made to	Agreed?	Details
R23-2-20	Ockford Ridge Refurbishment Phase 4 Deep retrofit – Green Technology Pilot	<p>1) In relation to the data regarding the energy performance of the homes, the Committee wishes to ensure the Council’s entitlement to the performance data which may necessitate an agreement be entered into with the tenant. Also, that our tenants will be supported in understanding how to make optimal use of the equipment, undertake maintenance required and otherwise engage with us to ensure we get maximum value for both tenants and the Council.</p> <p>2) The title of the project is changed to make clear that the majority of the cost (70%) relates to a high-quality refurbishment project with retrofit of green technology as the minority cost (30%).</p> <p>3) All opportunities for grants be sought on the basis that this is a learning opportunity, and opportunities for shared learning should also be explored.</p> <p>4) An indication of expected annual CO2 savings (i.e., current CO2 output from equivalent dwellings minus expected CO2 output from the refurbished dwelling (recognising the CO2 footprint of grid electricity used</p>	20/02/2023	Executive	<p>Agreed</p> <p>Noted.</p> <p>Agreed</p> <p>Agreed</p>	<p>Stated within the report.</p> <p>Title of project changed to Ockford Ridge Refurbishment Phase 4 Deep retrofit <u>including</u> Green Technology Pilot</p> <p>Stated within the report.</p> <p>Initial assessments indicate CO2 savings of 50.96 – 58.7 kg/m2/yr and reduction in carbon</p>

		<p>to power the heat pump)) should be included as well as the expected payback period in years (i.e. the CO2 emitted in the refurbishment exercise divided by the expected annual CO2 savings).</p> <p>5) Greater clarity is needed regarding how much of the cost is for the refurbishment (as opposed to the new technology) and how these refurbishment costs compare with previous refurbishment phases 1 and 3.</p> <p>6) In addition, the Committee expressed its concern that only two tender responses were received, of which only one was considered suitable, which casts doubt on the ability to find contractors to scale up this project should funds be available to do so.</p>			<p>Noted</p> <p>Noted</p>	<p>emissions of 3368 – 6411 kg CO2</p> <p>Approx. 20% of costs are for renewable technology and fabric.</p> <p>Both tender responses were considered valid and suitable. Following details analysis and evaluation one contractor was preferred due to higher standard in terms of quality and technical ability.</p>
R23 -23-1-7	Petition – Save Crown Court Car Park	To provide an update on the project timeline on the Godalming Town Centre Regeneration Project including a detailed revenue and risk analysis.	23/01/2023	Executive	Agreed	The Leader and Cllr Merryweather agreed a report back to O&S once the feedback from the engagement had been fully digested and the business plan updated.
R23- 23-1-8	Capital Strategy 2023/2024	<p>1) To simplify the wording of the Treasury Management Strategy section to provide clarity and aid understanding; and</p> <p>2) to set up a small sub-group of the Resources O&amp;S Committee to meet with officers to gain a full understanding of these concepts and communicate them back to Members.</p>	23/01/2023	Executive	Agreed	Cllr Merryweather confirmed that he was happy to participate in a working group to review the Treasury Management Strategy.

R23-23-1-9.1	General Budget 2023-24 and Medium Term Financial Plan 2023/24-2026/27	To request that the budget papers 1) provide a more detailed breakdown of the collaboration savings and 2) recognise that not all the pressures highlighted in Annexe 1, Note A, are solely attributable to Covid and that Cost of Living pressures might be more appropriate, as an additional designation.	23/01/2023	Executive	Agreed	
R23-23-1-10	Housing Revenue Account Budget Paper 2022-23	To request that the Executive: 1) reconsider a rent increase of up to 4% in light of the heavy debt burden this would produce and 2) amend recommendation 8 (procuring contracts of over £100,000) to add "and one of the Co-Portfolio Holders for Housing" after "s151 Officer".	23/01/2023	Executive	Agreed	
R22-11-21-9	Sustainable Procurement Policy	To approve the draft Sustainable Procurement Policy	21/11/2022	Executive	Agreed	Executive adopted the policy at a meeting on Jan 17 <sup>th</sup> .
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	<p>That the Executive implement the Group's recommendations that with regard to the Housing Allocations policy:</p> <ol style="list-style-type: none"> <li>1) The Council should keep the income threshold at £60,000 per annum and the savings threshold at £30,000. However, this should be reviewed by the Resources Overview and Scrutiny committee or another appropriate O&amp;S committee within 12-18 months.</li> <li>2) Establish a process to signpost applicants who are unable to join the housing register due to the income or savings threshold to Affordable Home Ownership Schemes notably shared ownership.</li> <li>3) Maintain the existing position that children will only be accommodated in one home even if a 50/50 residence arrangement exists. An exception will be made if 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.</li> <li>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.</li> </ol>	20/06/22	Executive	Agreed	These recommendations were deemed compatible with the aims and objectives of the allocations policy.
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		<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>				
R22-06-20-15.1	Godalming Regeneration Project: Update	<p>That the Executive accepts the recommendations in para 2 of the report to:</p> <ul style="list-style-type: none"> <li>i) Agree to change the name of the Bury's Development Project to the Central Godalming Regeneration Project.</li> <li>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.</li> </ul>	20/06/22	Executive	Agreed	

## Part 2 of 4: Other resolutions

Ref	Agenda Item	Resolution	Meeting date	Status	Actioned to	Timescale	Details of current status
7.1	Work programme	Discuss possibility of the Committee having informal discussions or briefings with Executive Heads of Service about service plans prior to them being formally considered and present options to the Chair and Vice-chair.	21/11/2022	Pending	Robin Taylor	January 2022	
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	20/06/2022	Completed	Principal Planning Officer	August 2022	Comments shared with the Board's chair via Executive Briefing.

		process to the CIL Advisory Board					
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.

## Part 3 of 4: Upcoming items

Ref	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	Assets Investment Advisory Board Activity update report	Receive a report updating the Committee on the progress and activity of the Assets Investment Advisory Board	Marieke van der Reijden/Vicky Basley	Standing	N/A
R4	Property Investment quarterly report (exempt)	Receive an item detailing the performance of property portfolio	Marieke van der Reijden/Vicky Basley	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	Business Improvement Districts (BID)	To receive a report on the Business Improvement District proposal from Cranleigh.	Abi Lewis / Catherine Knight	Mar 2023	March 2023
2	Asset Management	To receive a briefing on asset management within the HRA	Andrew Smith / Hugh Wagstaff	Mar 2023	N/A
3	Corporate Performance	Scrutinise the performance of the areas and KPIs within the Committee's remit including an annual review of KPIs	Executive Heads of Service / Jenny Sturgess	Mar 2023	N/A



	Report Q.3 2022/23				
4	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	Mar 2023	June 2023
5	Workforce Profile 2022/23	To receive a report on the profile of Waverley Borough Council's workforce for the year 2022/23.	Jon Formby	June 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 2023	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"> <li>• is fit for purpose and delivering fair, transparent and efficient access to social housing</li> <li>• reflects current statutory and regulatory requirements, and</li> <li>• reflects local housing need and affordability, and</li> <li>• is managed by team with sufficient resources to administer it effectively</li> </ul>	<ul style="list-style-type: none"> <li>• Does the scheme meet statutory and regulatory requirements?</li> <li>• Who has been successful in accessing social housing?</li> <li>• Do stakeholders understand the scheme?</li> <li>• Does the scheme reflect local housing need?</li> </ul>	Cllr George Wilson, Cllr Michaela Wicks (vice-chair)	Michael Rivers / Mark Mills	Completed	Report accepted by Executive in July 2022	June 2022

## Response from Cllr Paul Rivers, Co-Portfolio Holder for Housing (Operations) to O&S recommendations on the Ockford Ridge refurbishment project (R23-2-20)

All 12 properties in Phase 1 were completed in 2018 and Phases 2 and 3 were completed in 2020. Phase 2 included external works only and Phase 3, like Phase 1, involved full refurbishment of seven homes. Works included new gas central heating, kitchens, and bathroom suites along with completely re-wired electrics and a full skim of plaster and painting throughout.

Phase 4 of the council's ongoing refurbishment programme now includes a further 7 properties which will undergo a deep retrofit which looks at the properties overall energy efficiency and uses a combination of measures to improve it, together with remodelling and refurbishment as completed in phase 1 and 3.

Work completed through Phase 4 will therefore enhance the energy efficiency of our existing stock and provide an important pilot for the roll-out of more energy-efficient homes across the borough.

The concept for phase 4 and a preliminary budget of £981,000 was approved at full Council in February 2022. Following detailed tender development in the interim, the budget required for these works now totals £1,765,000. There is therefore a budget shortfall of £784,000. However, Candice Keet) our Senior Housing Accountant has advised that the Major Repairs Reserve has sufficient balances to cover this additional spend, with a balance of £1.7m. The Major Repairs Reserve is used to fund capital spend on our current dwelling stock and is monitored regularly to ensure balances are sufficient.

### Consultation and engagement

Thank you to the Resources Overview and Scrutiny Committee for reviewing this Ockford Ridge Refurbishment Phase 4 Deep Retrofit – Green Technology Pilot report on 20 February 2023 and is in favour, making the following recommendations to the Executive:

<p>In relation to the data regarding the energy performance of the homes, the Committee wishes to ensure the Council's entitlement to the performance data which may necessitate an agreement be entered into with the tenant. Also, that our tenants will be supported in understanding how to make optimal use of the equipment, undertake maintenance required and otherwise engage with us to ensure we get maximum value for both tenants and the Council.</p>	<p>Agreed and already stated in the report</p> <p>Necessary agreements will be put in place with our tenants to facilitate the ability for the council to collect and analyse the performance data from the occupied property and tenants will be provided with support to ensure that they understand how the equipment in their newly refurbished home operates and how to maintain its optimal performance.</p>
<p>The title of the project is changed to make clear that the majority of the cost (70%) relates to a high-quality refurbishment project with retrofit of green technology as the minority cost (30%).</p>	<p>The focus on differentiating between the 'refurbishment' and the 'green technology' is somewhat pedantic and does not recognise the</p>

	<p>'fabric first, energy retention' approach as being 'green technology' as well as the energy-creating technology (heat pumps/PV panels). However, the Executive note this recommendation and although they are content with the wording of the title of this report are happy to change the title to</p> <p>Ockford Ridge Refurbishment Phase 4 Deep Retrofit – including Green Technology Pilot</p>
<p>All opportunities for grants be sought on the basis that this is a learning opportunity, and opportunities for shared learning should also be explored.</p>	<p>Agreed - and already stated in the report. Officers will use the pilot and lessons learned to inform future programmes and assist when bidding for future funding programmes.</p> <p>Officers will continue to seek opportunities for grant funding and have recently submitted a bid for funding which supports focus on delivering net zero activities relating to heat, power, mobility, or manufacturing, identifying, and addressing human, process and non-technical barriers, and demonstrating the impact of these alternative approaches can make through application in new projects.</p>
<p>An indication of expected annual CO<sub>2</sub> savings (i.e., current CO<sub>2</sub> output from equivalent dwellings minus expected CO<sub>2</sub> output from the refurbished dwelling (recognising the CO<sub>2</sub> footprint of grid electricity used to power the heat pump)) should be included as well as the expected payback period in years (i.e. the CO<sub>2</sub> emitted in the refurbishment exercise divided by the expected annual CO<sub>2</sub> savings).</p>	<p>Agreed</p> <p>Our sustainable building services consultants have calculated the carbon emission savings per year by comparing the existing kg/m<sup>2</sup>/year for the existing homes and as a result of the proposed work.</p> <p>Based on these initial assessments and across the range of property types the CO<sub>2</sub> savings of kg/m<sup>2</sup>/year is between 50.96 and 58.7 or a reduction of carbon emissions per year between 3368 to 6411 kg CO<sub>2</sub>.</p> <p>In terms of calculation of expected payback period in years, this will require further information so of which is currently unknown. For example, confirmation of the embodied carbon within the products specified and capture of direct and indirect carbon emissions through delivery of the project.</p>

<p>Greater clarity is needed regarding how much of the cost is for the refurbishment (as opposed to the new technology) and how these refurbishment costs compare with previous refurbishment phases 1 and 3.</p>	<p>Phase 3, like Phase 1, involved full refurbishment and some reconfiguration of seven homes. Works included new gas boiler and central heating, kitchens and bathroom suites along with window replacement as required, completely re-wired electrics, new ceilings and wall finish (as stripped back to brick and chimneys removed), and painting throughout. This did not give full consideration to the overall energy efficiency of the homes as the proposed deep retrofit does. Work completed through Phase 4 will therefore enhance the energy efficiency of our existing stock and provide an important pilot for the roll-out of more energy-efficient homes across the borough.</p> <p><i>Phase 1 – £649k (12 homes completed 2018)</i>  <i>Phase 3 - £727k (7 homes completed 2020)</i></p> <p><i>Renewable technology e.g. PV/Waste water heat recovery/ASHP including pre-lims and O/H&amp;P</i>  <i>% Total scheme budget 11.1%</i></p> <p><i>Fabric – insulation (floor and wall) including pre-lims and O/H&amp;P</i>  <i>% Total scheme budget 9.1%</i></p> <p><i>Renewable and fabric</i>  <i>%Total scheme budget 20.2%</i></p>
<p>In addition, the Committee expressed its concern that only two tender responses were received, of which only one was considered suitable, which casts doubt on the ability to find contractors to scale up this project should funds be available to do so.</p>	<p>As set out in the tender report, two fixed price tender returns were received both were valid and considered suitable however following the detailed tender submission analysis and evaluation one contractor was recommended as the preferred contractor due to their comparatively high standard in terms of quality and technical ability.</p> <p>The Most Economically Advantageous Tender criteria was used to enable the Council to take account of the qualitative, technical and sustainability aspects of the tender submission as well as price when reaching an award decision.</p>

The tender evaluations were undertaken on the basis of 50% quality and 50% price.

Six qualitative and technical questions used related to:

- How **quality control** procedures are operated and monitored from pre-construction to completion including snagging and pro-active management
- Provision of information about **project resources and programme**, for example an organisational chart and curriculum vitae of the key personnel employed to deliver the project and critical path and how works are delivered on-time and risk in terms of supply and how this could affect the programme and assessment and mitigation of risk
- Management and control of the **design process** with specific reference to the pre-construction phase to ensure the finalisation of the designs does not adversely impact on the project delivery.
- **Previous experience** – provision of three recent examples of ‘deep’ retrofit projects related to social housing (Passivhaus retrofit or Enerphit equivalent scheme)
- **Design and employers requirements** = Demonstration of areas of innovation the firm has developed an expertise and experience in.
- **Carbon neutrality** – demonstration/explanation of how the company would minimise their carbon impact when delivering the project, including management of their supply chain from pre-construction to post completion.

To ensure that the tenderers responses were given equal consideration, the evaluation of the quality and technical questions were measured using a series of comprehensive descriptors. This approach ensured, as far as possible, there was less reliance on subjectivity on behalf of the evaluators.

## Waverley Borough Council Key Decisions and Forward Programme

This Forward Programme sets out the decisions which the Executive expects to take over forthcoming months and identifies those which are key decisions.

**A key decision** is a decision to be taken by the Executive which (1) is likely to result in the local authority incurring expenditure or making savings of above £100,000 and/or (2) is significant in terms of its effects on communities living or working in an area comprising two or more wards.

Please direct any enquiries about the Forward Programme to the Interim Democratic Services Manager, Fiona Cameron, at the Council Offices on 01483 523226 or email [committees@waverley.gov.uk](mailto:committees@waverley.gov.uk).

### Executive Forward Programme for the period 3rd March, 2023 onwards

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	PORTFOLIO HOLDER	O & S
Supplementary Estimate - Development Management budget	To approve a Supplementary Estimate.	Executive	Yes	7 Mar 2023	Sally Busby, Business and Performance Manager	Portfolio Holder for Planning and Economic Development	
Affordable Housing Supplementary Planning Document	To recommend the Affordable Housing SPD to Council for adoption.	Executive  Council	Yes	7 Mar 2023  21 Mar 2023	Executive Head of Housing Services	Portfolio Holder for Housing (Delivery), Portfolio Holder for Planning and Economic Development	SERVICES O&S

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	PORTFOLIO HOLDER	O & S
Air Quality Action Plan Update and development of Clean Air Strategy	To agree the updated Air Quality Action Plan and Clean Air Strategy.	Executive Council	Yes	7 Mar 2023 21 Mar 2023	Executive Head of Regulatory Services	Portfolio Holder for Environment and Sustainability	SERVICES O&S
Ockford Ridge Refurbishment Phase 4 - Deep Retrofit - Green Technology Pilot [E3]	To recommend an increased budget allocation, and the award of contract to carry out works.	Executive Council	Yes	7 Mar 2023 21 Mar 2023	Executive Head of Housing Services	Portfolio Holder for Housing (Delivery)	RESOURCE S O&S
Community Infrastructure Levy (CIL) bidding cycle 2022/23	To approve bids for the allocation of Strategic CIL funding, on the recommendation of the CIL Advisory Board.	Executive	Yes	7 Mar 2023	Executive Head of Regeneration and Planning Policy	Portfolio Holder for Housing (Delivery)	
Cranleigh Leisure Centre - new build tender	To approve the award of contracts following completion of the procurement; to delegate authority to the Strategic Director for Transformation & Governance to compete and execute all contract documentation.	Executive	Yes	7 Mar 2023	Executive Head of Commercial Services	Portfolio Holder for Planning and Economic Development	O&S Services



TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	PORTFOLIO HOLDER	O & S
Local Plan Part 2 - Adoption	To recommend to Council that LPP2 be adopted.	Executive Council	Yes	21 Mar 2023 21 Mar 2023	Executive Head of Regeneration and Planning Policy	Portfolio Holder for Planning and Economic Development	
69 High Street, Godalming	To approve funds to progress to design stage of planning permission.	Executive	Yes	21 Mar 2023	Executive Head of Regeneration and Planning Policy	Portfolio Holder for Finance, Commercial and Assets	RESOURCE S O&S
Brambleton Hall Lease [E3]	To grant a lease on land.	Executive	Yes	21 Mar 2023	Executive Head of Assets and Property	Portfolio Holder for Finance, Commercial and Assets	Overview & Scrutiny
Civica upgrade authorisation	To approve expenditure for Civica upgrade	Executive	Yes	4 Apr 2023	Executive Head of Communications & Customer Services	Portfolio Holder for Business Transformation, IT, Customer Services & Farnham Infrastructure Programme; and Deputy Leader of the Council	Overview & Scrutiny Committee - Resources

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	PORTFOLIO HOLDER	O & S
Microsoft licences renewal	To approve the renewal of Microsoft licenses	Executive	Yes	4 Apr 2023	Executive Head of Communications & Customer Services	Portfolio Holder for Business Transformation, IT, Customer Services & Farnham Infrastructure Programme; and Deputy Leader of the Council	Overview & Scrutiny - Resources
Museum of Farnham - outcome of MEND funding application	To report on the outcome of the MEND funding application and next steps.	Executive	Yes	4 Apr 2023	Kelvin Mills, Executive Head of Commercial Services	Portfolio Holder for Health, Wellbeing, Parks and Leisure	SERVICES O&S
Waverley and Farnham LCWIP	To approve the Waverley and Farnham Local Cycling and Walking Infrastructure Plans (LCWIP).	Executive	Yes	6 Jun 2023	Executive Head of Regeneration and Planning Policy	Portfolio Holder for Environment and Sustainability	SERVICES O&S
Corporate Performance Indicators 2023/24	To agree any changes to the Corporate Performance Indicator set for 2023/24.	Executive	Yes	6 Jun 2023	Executive Head of Organisational Development	Leader of the Council and Portfolio Holder for Policy and Governance, Communications and Emergency Response	O&S Committees

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	PORTFOLIO HOLDER	O & S
Service Plans 2023-26	To approve the Service Plans 2023-2026.	Executive	Yes	6 Jun 2023	Executive Head of Organisational Development	Leader of the Council and Portfolio Holder for Policy and Governance, Communications and Emergency Response	RESOURCES O&S
Cranleigh Business Improvement District (BID) - draft business case [E3]	To consider the draft business case for the Cranleigh Business Improvement District (BID) and delegate authority to cast the vote on behalf of Waverley Borough Council in the ballot due to take place in June 2023.	Executive	Yes	6 Jun 2023	Executive Head of Regeneration and Planning Policy	Portfolio Holder for Planning and Economic Development	RESOURCES O&S

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	PORTFOLIO HOLDER	O & S
Farnham Business Improvement District (BID) - draft business case [E3]	To consider the draft business case for the Farnham Business Improvement District (BID) and delegate authority to cast the vote on behalf of Waverley Borough Council in the ballot due to take place in June 2023.	Executive	Yes	6 Jun 2023	Abi Lewis, Executive Head of Regeneration and Planning Policy	Portfolio Holder for Planning and Economic Development	RESOURCES O&S
Financial Outturn 2022/23, MTFP and HRA monitoring 2023/24	To note the position and make recommendations to Council as appropriate.	Executive Council	Yes	4 Jul 2023 18 Jul 2023	Executive Head of Finance	Portfolio Holder for Finance, Commercial and Assets	RESOURCES O&S
Farnham Park - SANG land (Hale Road) [E3]	To consider the designation.	Executive	Yes	Not before 1st Jun 2023	Executive Head of Assets and Property, Executive Head of Regeneration and Planning Policy	Portfolio Holder for Finance, Commercial and Assets	SERVICES O&S

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	PORTFOLIO HOLDER	O & S
Economic Development Strategy review	To approve the revised Economic Development Strategy.	Executive Council	Yes	5 Sep 2023 17 Oct 2023	Executive Head of Regeneration and Planning Policy	Portfolio Holder for Planning and Economic Development	RESOURCES O&S
St James Court, East St, Farnham - options [E3]	To consider options for the long term future of St James Court.	Executive	Yes	5 Sep 2023	Executive Head of Housing Services	Portfolio Holder for Housing (Operations)	SERVICES O&S
Homelessness Prevention Strategy 2023-28	To approve the updated Homelessness Prevention Strategy, 2023-28	Executive	Yes	3 Oct 2023	Executive Head of Housing Services	Portfolio Holder for Housing (Delivery)	Overview & Scrutiny - Services

#### Background Information

The agenda for each Executive meeting will be published at least 5 working days before the meeting and will be available for inspection at the Council Offices and on the Council's Website ([www.waverley.gov.uk](http://www.waverley.gov.uk)). This programme gives at least 28 days notice of items before they are considered at a meeting of the Executive and consultation will be undertaken with relevant interested parties and stakeholders where necessary.

**Exempt Information** - whilst the majority of the Executive's business at the meetings listed in this Plan will be open to the public and press, there will inevitably be some business to be considered which contains confidential, commercially sensitive or personal information which will be discussed in exempt session, i.e. with the press and public excluded. These matters are most commonly human resource decisions relating to individuals such as requests for early or flexible retirements and property matters relating to individual transactions. These may relate to key and non-key decisions. If they are not key decisions, 28 days notice of the likely intention to consider the item in exempt needs to be given.

This is formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of any of the Executive meetings listed below may be held in private because the agenda and reports or annexes for that meeting contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended), and that the public interest in withholding the information outweighs the public interest in disclosing it. Where this applies, the letter [E] will appear after the name of the topic, along with an indication of which exempt paragraph(s) applies, most commonly:

[E1 – Information relating to any individual; E2 – Information which is likely to reveal the identity of an individual; E3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information); E5 Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings; E7 – Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime].

**WAVERLEY BOROUGH COUNCIL**

**RESOURCES OVERVIEW AND SCRUTINY COMMITTEE**

**20 MARCH 2023**

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**Title:**

**HOUSING ASSET MANAGEMENT STRATEGY -  
IMPLEMENTATION PROGRESS REPORT**

Title:

**H**

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**Portfolio Holder:** Cllr Paul Rivers, Co-Portfolio Holder for Housing

**Head of Service:** Andrew Smith, Executive Head of Housing

**Key decision:** No

**Access:** Public

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## **1. Purpose and Summary**

1.1. The purpose of this report is to provide an update on the progress made on the implementation of the Housing Asset Management Strategy (HAMS) which was agreed in April 2022 and to request the Committee's feedback and comments.

1.2. Officers first reported on the HAMS project in November 2022 to the Landlord Services Advisory Board [LSAB HAMS Update Presentation](#)

## **2. Recommendation**

2.1. It is recommended that the Committee scrutinise and comment on the progress made to date.

2.2. It is recommended the Committee agree to receive sixmonthly updates.

## **3. Background**

3.1. The Housing Asset Management Strategy (HAMS) provides a framework for investment to achieve the strategic priorities via four key themes:

- **Understanding our service, homes, tenants, and stakeholder requirements:**
- **Providing modern homes across the borough**
- **Proactively decarbonising the homes**
- **Ensuring homes are safe and secure for tenants and leaseholders.**

- 3.2. **Theme One:** Understanding our service, homes, tenants, and stakeholder requirements - *To understand our properties and tenants to drive constant performance improvement and innovation*
- 3.3. Key achievements this period –  
All our homes are to have a stock condition survey by an external company. The return date for tenders was January and four were received. Technical marking of the tenders took place in collaboration with representatives from the Landlord Services Advisory Board. A preferred bidder has been identified with recommendations to award are awaiting formal approval from the Portfolio Holder for Housing. The contract remains on target to commence mobilisation from April 2023
- 3.4. Significant data cleansing of the asset management IT system in preparation of the stock condition surveys.
- 3.5. A procurement exercise is under way to identify a specialist IT consultant who will assist with a wider review of our Housing IT Systems. The project will deliver a set of recommendations and options for Housing IT improvements, to ensure efficient productivity of teams, clear information to tenants and robust auditable record keeping.
- 3.6. **Theme Two:** Providing modern homes across the borough. -*To understand our properties and tenants to drive constant performance improvement and innovation.*
- 3.7. Key achievement this period:  
A 5-year Procurement Programme of works has been produced and remains under constant review to ensure key priorities are identified and met.
- 3.8. A domestic heating position paper approved by Members which details a gas boiler replacement programme up to 2030. [v2 Heating Position Paper for warmth safety and efficiency Part One - Domestic Gas Boiler Programme.pdf \(waverley.gov.uk\)](#)
- 3.9. **Theme Three:** Proactively decarbonising the homes - *To understand our properties and tenants to drive constant performance improvement and innovation.*
- 3.10. Key achievement this period –  
Funding has been secured to recruit an Energy Efficiency Project Officer, who will act as the Housing Operations lead Officer in energy efficiency, thermal upgrade and retrofit solutions for our homes. They will have responsibility for managing thermal Improvement programs and projects through engagement with specialists' organisations and suppliers, with responsibility for a mixture of capital investment project works to support the priorities of having our homes with a minimum of EPC C and achieving net carbon zero in the Borough by 2030.
- 3.11. **Theme Four:** Ensuring homes are safe and secure for tenants and leaseholders - *To understand our properties and tenants to drive constant performance improvement and innovation*



- 3.12. Key achievements this period –  
A multi-disciplinary damp and mould project team has been established, and work is underway to provide solutions that will help manage damp and mould across our tenant's' homes: including a process and policy review, technical and non-technical training for the team, and a proactive communications strategy in line with Housing Ombudsman Service's recommendations in its report on damp and mould.
- 3.13. We have completed a review of our compliance IT management systems, and as a result have purchased a new compliance software programme (The Compliance Workbook) which will allow us to manage the documents of compliance against current regulations.
- 3.14. We have procured a contract for fire remediation and fire door replacement to address issues identified in Fire Risk Assessments, and by tenants and officers.
- 3.15. A Review of fire alarm installations at the Senior Living Schemes is underway to identify system upgrade needs.
- 3.16. In line with changes to the Regulatory Reform (Fire safety) Order 2005 (January 2023) all tenants in flat blocks have received letters on fire door information and fire safety instructions. The information has also been put on the website. An article on fire safety is due for the Spring Edition of Homes & People magazine.
- 3.17. The Community and Estates team continue to regularly inspect the communal areas of blocks of flats to identify safety issues and act as required.

#### **4. Accountability**

Quarterly review meetings of the HAMs action plan chaired by Service Improvement Manager will continue to ensure delivery.

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

The report supports the Council's Corporate commitment to promote "*Good quality housing for all income levels and age groups*" and aim to "*be the best council landlord in the Southeast and to be acknowledged so by our tenants.*"

#### **6. Implications of decision**

##### 6.1. Resource (Finance, procurement, staffing, IT)

There are no direct finance implications because of this progress report. Any costs relating to the Housing Asset Management Strategy Implementation will be funded within approved HRA budgets.

##### 6.2. Legal

This update report has no direct legal implications, however the Council as landlord has a duty to ensure the appropriate management and maintenance of the stock it holds.

### 6.3. Equality, diversity, and inclusion

Any significant changes to the service that result from the action plan will be subject to an Equality Impact Assessment to ensure that they do not have any adverse impacts on equality.

### 6.4. Climate emergency declaration

Any works resulting from the action plan will be subject to an environmental and sustainability review where applicable.

## 7. **Consultation and engagement**

Tenants and leaseholders have been and will continue to be consulted on the implementation of the Asset Management Strategy.

## 8. **Other options considered.**

Doing nothing will mean that the feedback received will not be used to improve the service and progress of the HAMS action plan and will negatively impact our relationship with tenants.

## 9. **Governance journey**

Report to Landlord Services Advisory Board and O&S Committee on a 6 monthly basis

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### **Background Papers**

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

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#### CONTACT OFFICER:

Name: Hugh Wagstaff  
Position: Strategic Asset Manager  
Telephone: 01483 523363  
Email: hugh.wagstaff@waverley.gov.uk

Agreed and signed off by: Annie Righton, Strategic Director 22.02.23

Legal Services: Ian Hunt, Interim Deputy Borough Solicitor 22.02.23

Head of Finance: Candice Keet, Senior Accountant 02.03.23

Portfolio Holder: March 2023

**WAVERLEY BOROUGH COUNCIL**

**OVERVIEW & SCRUTINY COMMITTEE - RESOURCES**

**20 MARCH 2022**

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**Title:**

**HOUSING DEVELOPMENT UPDATE**

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

**[Wards Affected: Borough Wide]**

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**Ockford Ridge**

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

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

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

Site D: 16 new homes (delivered)

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

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

*Site A – Whitebeam Way*

Following initial remediation and reinstatement works one garden affected by poor drainage requires additional reinstatement work. Remediation and reinstatement are complete in the gardens of the other properties, and the gardens are due to be inspected by officers, the Councils employer's agent, and representative from Thakeham week commencing 13 March 2023.

*Site C (67 – 84 Ockford Ridge)*

A full business case for the scheme was included as part of the HRA (Housing Revenue Account) Business Plan Strategic Review and approved by Council on 13 December 2022.

As previously reported the Council entered into a JCT Design and Build Contract with Thakeham and works commenced on site in August 2022.

Work continues with delivery of 30 new homes which are timber frame construction and will be net zero in operation. Handover of these homes will be in three phases from August to December 2024.

*Site E (89- 94 Ockford Ridge)*

The Estates and Development Teams continue to engage one remaining neighbour who shares a boundary with the site to resolve encroachment matters and provide a clear legal boundary. Procurement of a fencing contractor is underway to secure the site.

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

Pre-application advice was issued on 24 January. A meeting has been held with the project architect to consider the areas raised in the pre-application advice which need to be addressed and agree a timetable for issue of amended drawings for discussion with the allocated planning officer. These drawings are expected to be issued w/c 20 March 2023.

### *Refurbishment*

Phase 4 – Deep retrofit – including green technology pilot

The tender for a contractor to deliver the deep retrofit of seven homes at Ockford Ridge has concluded and a preferred contractor has been identified. The tender sums received were in excess of the budget approved in February 2022 and Members of the Resources Overview and Scrutiny Committee have considered a report relating to this project and made recommendations for consideration by Executive.

The Executive, after considering the report, annexes and comments of the Resources Overview and Scrutiny Committee, recommended to Full Council that an additional budget allocation of £784,000 is agreed and subject to this agreement approves entering into a contract with the preferred contractor, entering into any related contractual documentation relating to the project and giving delegated authority to the Executive Head of Legal and Democratic Services to approve the final form of legal agreements.

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

A full business case for the scheme to delivery four one bed homes was included as part of the HRA Business Plan Strategic Review and approved by Council on 13 December 2022.

The scheme to deliver four homes was paused whilst the review was undertaken, at this point contract documents had been issued and most of the works and services which were included in the pre-contract services agreement had been delivered.

Following conclusion of the HRA Business Plan Strategic Review, officers met with the team from Ermine Construction to review the programme for delivery of the four new homes and the potential claim for an inflationary uplift to the contract sum as a result of need to pause the scheme. A response on programme and tender sum is due 3 March 2023.

### **Chiddingfold**

Hartsgrove – 5 (2 x 3 bed / 3 x 2 bed)

Pathfield A & B – 11 (8 x 2 bed / 3 x 1 bed)

Turners Mead – 2 (2 x 2 bed)

Queens mead – 8 (6 x 2 bed / 2 x 1 bed)

A full business case for each of the sites above was included as part of the HRA Business Plan Strategic Review and approved by Council on 13 December 2022.

The build contractor, W Stirland Limited (WSL), continued to undertake pre-construction works through a pre-contract services agreement until 24 August 2022 when due to financing difficulties they entered into voluntary liquidation and appointed receivers.

Monies paid to WSL under the PCSA (Pre-Contract Services Agreement), reflecting certificated claims for expenditure necessary to commence and progress with the design of the project.

Following the appointment of administrators for WSL, the council decided to approach another contractor, Feltham Construction Limited (FCL), who had submitted a valid tender (through the original procurement process) with a view to open pre-contract, without prejudice discussions for the possible appointment as the council's replacement preferred contractor.

FCL were invited to submit a revised tender to reflect the current pricing and market conditions. This was received in November 2022 and following assessment by the Council's employer's agent and quantity surveyor Brodie Plant Goddard (BPG) they confirmed the revised tender was arithmetically correct and was a reasonable and fair increase reflecting current construction rates and costs.

The work completed by WSL through the precontract services agreement (PCSA) had identified several clarifications, provision of which when shared with Feltham Construction Limited generated some post tender revisions comprising of three separate but inter-related elements.

Following this initial step, officers were aware from the PCSA stage with WSL that there were a few matters to be addressed, for example provision of drop kerbs to existing properties at Queensmead, to improve parking for existing tenants, that FCL needed to be made aware of. Furthermore, there was a requirement that the homes be net zero in operation and finally, costs from statutory undertakers that more than allowances made by the tendering contractors originally. Through discussion with FCL these items have resulted in either a fixed price or a provisional sum in the revised tender sum. The final detail of which will be determined and resolved during the design approval process and under change instructions in the normal manner.

BPG are satisfied that a competitive and compliant tender process has taken place for the proposed design and construction of 26 new affordable homes at Chiddingfold. They consider that the current open market has been adequately tested and that the tender submitted by Feltham Construction Limited was fully compliant, demonstrated high standards in terms of quality and technical ability, offered value for money and is reflective of competitive market rates.

The revised tender sum is within the budget approved by Full Council in December 2022 and an initial commissioning pre-contract meeting will be arranged with FCL week commencing 13 March 2023.

BPG and officers continue to liaise with the administrators for WSL.

## **Farnham - Riverside Court**

A full business case for the scheme was included as part of the HRA Business Plan Strategic Review and approved by Council on 13 December 2022.

The tender for a contractor to deliver the conversion work at Riverside has concluded and a preferred contractor Fowler Construction has been notified and a pre-contract meeting will be arranged. Feedback has been given to other contractors who tendered for the project. Residents are aware of the proposed works and the Housing Development Officer will continue to liaise with Senior Living Manager at Riverside so that they can engage with residents prior to work commencing.

## **Churt – Parkhurst Fields**

4 x 2-bed houses

Planning permission is in place, and it is planned that the site will be bought forward with Crossway Close (subject to planning). The former staff accommodation (above the former community room) is currently being used under license.

## **Churt – Crossways Close**

4 x 1-bed flats

4 x 2-bed houses

2 x 3-bed houses

A planning application has been submitted for this site. Architects have submitted drawings with revisions to the original scheme as requested by the current planning officer considering the application. This revised scheme will deliver 10 new homes and the mix is shown above. Ward members were briefed on the revised scheme following positive feedback from the planning officer on the revised scheme. A further follow up meeting is to be arranged with planning before the scheme is considered at committee.

## **Springfield, Elstead**

4 x 1 bed maisonette

13 x 2 bed houses

3 x 3 bed houses

3 x 1 bed flats

3 x 2 bed flats

As previously reported the developed designs for the site were submitted for further pre-application advice and a daylight / sunlight and overlooking survey report was suggested and commissioned. As a result of the survey minor changes have been made to the orientation of two properties. Officers are liaising with the utility companies to obtain quotations for diversion/new design to inform build costs which together with other information will inform the business case which is being prepared for the scheme.

### **Downhurst Road, Ewhurst**

Structural movement caused by subsidence of the void homes continues to be monitored ahead of demolition. Following development of the proposals for the site including landscape design, an application for further pre-application advice will be made whilst the business case for the scheme is being prepared which will include the purchase of the leasehold property.

### **Other pre-development / S106 opportunities**

Other pre-development sites are in progress. Discussions with developers on acquisition of affordable homes through S106 agreements paused whilst the HRA Business Plan Strategic Review was completed. Discussions are ongoing to acquire 12 new homes in Godalming through a S106 agreement.

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**WAVERLEY BOROUGH COUNCIL****RESOURCES O&S COMMITTEE – 20 MARCH 2023****Title:****CORPORATE PERFORMANCE REPORT INCLUDING THE ANNUAL REVIEW OF  
PERFORMANCE INDICATORS  
Q3 2022-2023  
(October 2022 – December 2022)**

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

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**1. Purpose and summary**

This report sets out the Corporate Performance Report for the third quarter of 2022/23 (Annexe 1) and the results of the annual review of Key Performance Indicators. The report is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations the Committee 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.
- considers the review of Key Performance Indicators of the service areas under its remit as set out in section 4.4 of 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.
- 4.4 The annual review of KPIs takes place once a year to ensure that they are still fit for purpose. This exercise takes place in January and February with proposals travelling to O&S Committees in March, followed by the formal approval by the Executive. The collection of any new indicators begins at the start of every new financial year, on the 1 April. In-year amendments to indicators are discouraged for consistency reasons and any changes should be carried out as part of the annual review, unless governmental or legislative directives require a mid-year adjustment.

#### Targets & Data only KPIs

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

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

We also include some indicators without targets, labelled as 'Data only' which indicate volume of work and allow us to spot patterns and trends. Quite often the KPIs will show a specific number, such as the number of fly tipping incidents or complaints received, which may not be within the council's control therefore setting a performance target is not practical. These types of indicators are often paired with another target driven indicator which concentrates on how effectively we dealt with an issue. For example, have we removed the fly tips in a timely manner or responded to the complaint within the set target? Data only indicators are also used when a new indicator is introduced, and the performance trend needs to be analysed first in order to establish the correct baseline for future target setting.

The following changes to existing KPIs under the remit of this committee are proposed:

**Communications and Customer Services:**

PI reference	Description		Target	Responsible Team	Proposed Changes
CC3b	Percentage of FOI and EIR requests responded to within statutory timescale.	%	100%	Legal Team	Target change to 90%
CC6	Percentage of external enquiries dealt with at first point of contact by CSC team	%	TBC	Customer Services	Remove

- CC3b** – The target for the percentage of FOI and EIR requests responded to within statutory timescale be amended to 90%.  
 The current target of 100% is regarded as unrealistic and no other authorities that have been researched have such a high target figure. This indicator was added as a new indicator in 2021-22 and the level of performance has only once been higher than 90% and therefore the proposed figure of 90% would represent a challenging target. Guildford Borough Council also have a similar target.
- CC6** – Removal of the indicator - percentage of external enquiries dealt with at first point of contact by Customer Services Contact team. The reason for its proposed removal is that it is not a KPI that the customer service team have much influence over. As an alternative, it is proposed that the Communications and Customer Services Service Plan include an action to develop customer service standards that can be applied to all customer interactions including response times. This would provide something tangible to measure KPIs against in the future once in place.

**Housing Services:**

PI reference	Description		Target	Responsible Team	Proposed Changes
H3	Average number of working days taken to re-let 'normal void' property ( <b>lower outturn is better</b> )	Days	20	Housing Team	Target change to 25 days

- H3** – The target for reletting normal void property be changed to **25 days**.  
 A review of the re-let time is currently being undertaken. The emphasis for the review is on quality with the headline outcome being ‘a happy tenant’. The objective is to complete the work successfully first time so that it is preferable that the work takes a little longer than the tenant having to contact the council with problems once they have moved in.

**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.

## **8. Other options considered**

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

## **9. Governance journey**

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

### **Annexes:**

Annexe 1 Q3 2022-23 Corporate Performance Report October - December 2022

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### **Background Papers**

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

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### **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: 15 February 2023  
Strategic Director: 15 February 2023  
Portfolio Holders: Internal Executive Briefing meeting on 21 February 2023

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# Corporate Performance Report Q3 2022/23

**Document Version: Final**

**Last update: 02/03/2023 10:23**

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

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

## 1.2 Service Plans, Internal Audit, Project Management

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

## Reporting periods

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

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

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

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

- [Corporate Dashboard](#) - page 4
- [Assets and Property](#) – page 16
- [Communications and Customer Service](#) – page 20
- [Finance](#) – page 23
- [Housing Services](#) – page 26
- [Legal and Democratic Services](#) – page 34
- [Organisational Development](#) – page 36
- [Regeneration and Planning Policy](#) – page 39  
(Corporate capital projects and housing delivery)

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

- [Regeneration and Planning Policy](#) – page 39  
(Economic development; planning policy, design, conservation, transport; and regeneration)
- [Commercial Services](#) – page 44

- [Community Services](#) - page 48
- [Environmental Services](#) – page 51
- [Planning Development](#) – page 54
- [Regulatory Services](#) – page 58

### 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 – Q3 2022/23

##### 3.1.1 Q3 2022/23 Chief Executive's summary:

This performance report covers the period October to December 2022.

The new Joint Management Team, shared with Guildford Borough Council, took office on 1 October 2022, following the Full Council decision in 2021. The team has been working hard building new relationships and starting to develop ideas for further collaboration, which will come forward in due course. I have been impressed by the professionalism and enthusiasm with which the team has approached this new venture.

Service detail and narrative can be found within each chapter. This report has been formatted to reflect the new services.

Among the events of this quarter:

- Preparations continued for the all-borough and parish/town council elections to be held on the 4<sup>th</sup> May, including the new rules on voter ID in polling stations and new ward boundaries
- The council ran a further consultation on Local Plan Part 2 and prepared it for submission to the Planning Inspectorate
- Climate action workshops were hosted in the Council Chamber for students from local schools
- A joint networking and question time event for businesses was run at Charterhouse School with Guildford BC, with speakers from the University of Surrey and local business owners
- The Phillips Memorial Park in Godalming was awarded a gold award in South and South East In Bloom

We were very saddened to learn of the passing of Cllr Roger Blishen (Farnham Bourne) in November. We welcomed Cllr Dave Busby (Chiddingfold and Dunsfold) in a by-election in December.

In Q4, the council was among 17 councils to receive a notification from the Department for Levelling Up, Housing and Communities, concerning Planning performance, particularly relating to speed of decision-making over the last two years and DLUHC's consideration of whether to designate some councils. A full response was provided, recounting how the council's performance has improved in recent quarters and actions in train, as reported in this and previous reports to Overview and Scrutiny. Improvement in Planning performance remains a top corporate priority for the council.

At the end of the Quarter, the Government's annual settlement for local authorities for 2023/24 was received. While a slightly-higher-than expected amount was welcome, we and many councils remain concerned that the Government has not provided an indication of multi-year funding, which would help service planning and future options. A balanced budget for the new financial year was proposed to the Full Council meeting in February 2023, but the medium-term outlook remains deeply concerning. The Budget reports indicated our plans to meet this challenge and further discussions

will be held with the new Council later in 2023 as we develop plans for sustainable local public services.

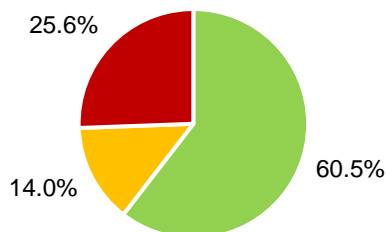
**Tom Horwood, Chief Executive**

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

#### 3.2.1 Table with Q3 2022/23 Summary of all corporate indicators with assigned targets

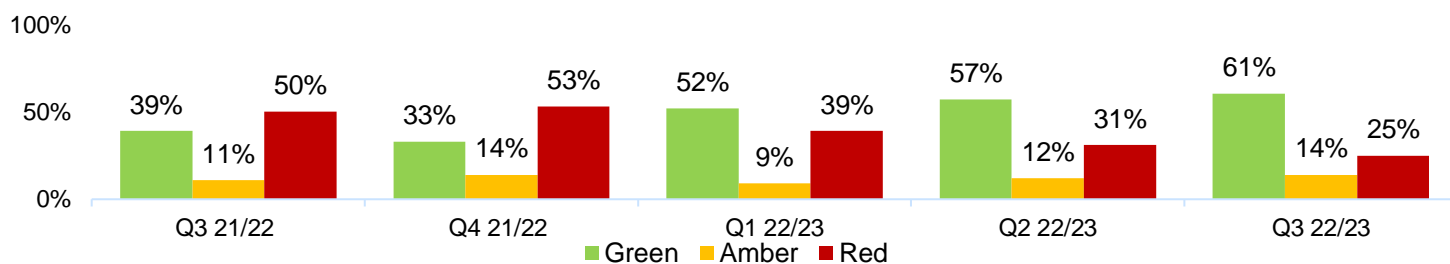
##### All Corporate KPIs

<b>Total</b>	<b>100%</b>	<b>43</b>
<b>Green on target</b>	<b>60.5%</b>	<b>26</b>
<b>Amber - less than 5% off target</b>	<b>14.0%</b>	<b>6</b>
<b>Red - over 5% off target</b>	<b>25.6%</b>	<b>11</b>



<b>Data only</b>	<b>N/A</b>	<b>26</b>
<b>Data not available or paused</b>	<b>N/A</b>	<b>4</b>

#### Performance indicators - % per status Q3 2021/22 to Q3 2022/23



#### 3.2.2 Comment:

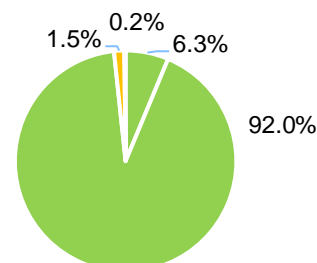
Service specific details can be found in the individual service dashboards.

### 3.3 Summary of Service Plans Progress Status

#### 3.3.1 Table with the overall Q3 2022/23 Service Plans Progress Status

##### Q3 update on progress of all Service Plan actions 2022/25

<b>Total</b>	<b>100%</b>	<b>542</b>
<b>Completed</b>	<b>6.3%</b>	<b>34</b>
<b>On track</b>	<b>92.0%</b>	<b>499</b>
<b>Off track - action taken / in hand</b>	<b>1.5%</b>	<b>8</b>
<b>Off track - requires escalation</b>	<b>0.0%</b>	<b>0</b>
<b>Cancelled / Deferred / Transferred</b>	<b>0.2%</b>	<b>1</b>



#### 3.3.2 Comment:

At the end of the third quarter, 98.4% 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 28 November 2022).

## 3.5 Summary of All Complaints – Q3 2022/23

Complaints Response Rate per Service - 95% Target								
Level 1 (10 working days)				Complaints Outcome				
	On Time	Exceeded Target	Total	% within target	Upheld	Partially Upheld	Not Upheld	Level 1 Subtotal
Assets & Property	0	0	0	N/A	0	0	0	0
Communication & Customer Services	0	0	0	N/A	0	0	0	0
Commercial Services	0	0	0	N/A	0	0	0	0
Community Services	0	0	0	N/A	0	0	0	0
Environmental Services	2	0	2	100%	2	0	0	2
Finance	0	0	0	N/A	0	0	0	0
Housing Services	19	4	23	83%	14	2	7	23
Legal & Democratic Services	0	0	0	N/A	0	0	0	0
Organisational Development	0	0	0	N/A	0	0	0	0
Planning Development	5	0	5	100%	0	1	4	5
Regeneration & Planning Policy	0	0	0	N/A	0	0	0	0
Regulatory Services	2	0	2	100%	0	0	2	2

Complaints Response Rate per Service - 95% Target								
Level 2 (15 working days)				Complaints Outcome				
	On Time	Exceeded Target	Total	% within target	Upheld	Partially Upheld	Not Upheld	Level 2 Subtotal
Assets & Property	0	0	0	N/A	0	0	0	0
Communication & Customer Services	0	0	0	N/A	0	0	0	0
Commercial Services	0	0	0	N/A	0	0	0	0
Community Services	0	0	0	N/A	0	0	0	0
Environmental Services	1	0	1	100%	0	0	1	1
Finance	0	0	0	N/A	0	0	0	0
Housing Services	18	1	19	95%	7	4	8	19

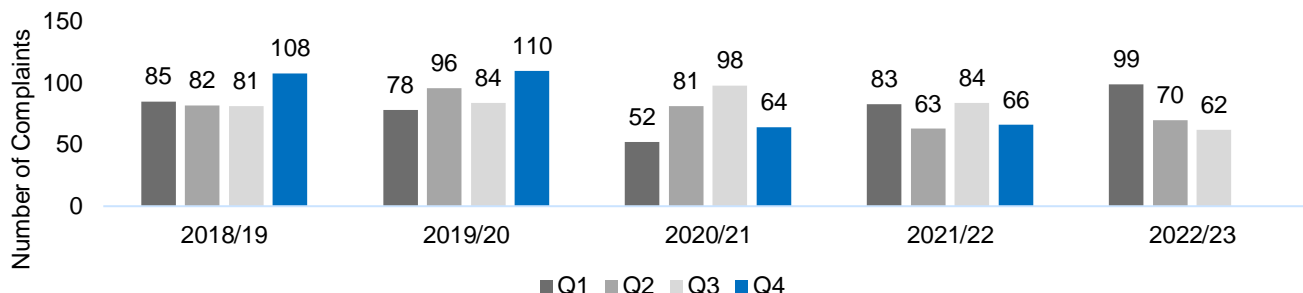
Complaints Response Rate per Service - 95% Target								
Level 2 (15 working days)				Complaints Outcome				
	On Time	Exceeded Target	Total	% within target	Upheld	Partially Upheld	Not Upheld	Level 2 Subtotal
Legal & Democratic Services	0	0	0	N/A	0	0	0	0
Organisational Development	0	0	0	N/A	0	0	0	0
Planning Development	1	0	1	100%	0	0	1	1
Regeneration & Planning Policy	0	0	0	N/A	0	0	0	0
Regulatory Services	3	0	3	100%	1	1	1	3

Complaints Outcome (LGSCO and EHoS)						Per Service Total L1 + L2 + Ombudsman
Ombudsman Escalations	Upheld	Partially Upheld	Not Upheld	Not Investigated	Ombudsman Subtotal	
Assets & Property	1	0	0	0	1	1
Communication & Customer Services	0	0	0	0	0	0
Commercial Services	0	0	0	0	0	0
Community Services	0	0	0	0	0	0
Environmental Services	0	0	0	0	0	3
Finance	1	0	0	0	1	1
Housing Services	2	0	0	1	3	45
Legal & Democratic Services	0	0	0	0	0	0
Organisational Development	0	0	0	0	0	0
Planning Development	0	0	0	0	0	6
Regeneration & Planning Policy	0	0	0	0	0	0
Regulatory Services	0	0	0	1	1	6

	Number	Response Rate %	Target
Level 1 Total	32	87.50%	95%
Level 2 Total	24	96%	95%
Ombudsman Total	6	N/A	
<b>Total Complaints in Q3 22/23</b>	<b>62</b>		

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

### Total Number of Complaints ( Level 1, Level 2 and Ombudsmen) for the period 1 April 2018 - 31 December 2022)



#### 3.5.1 Comment:

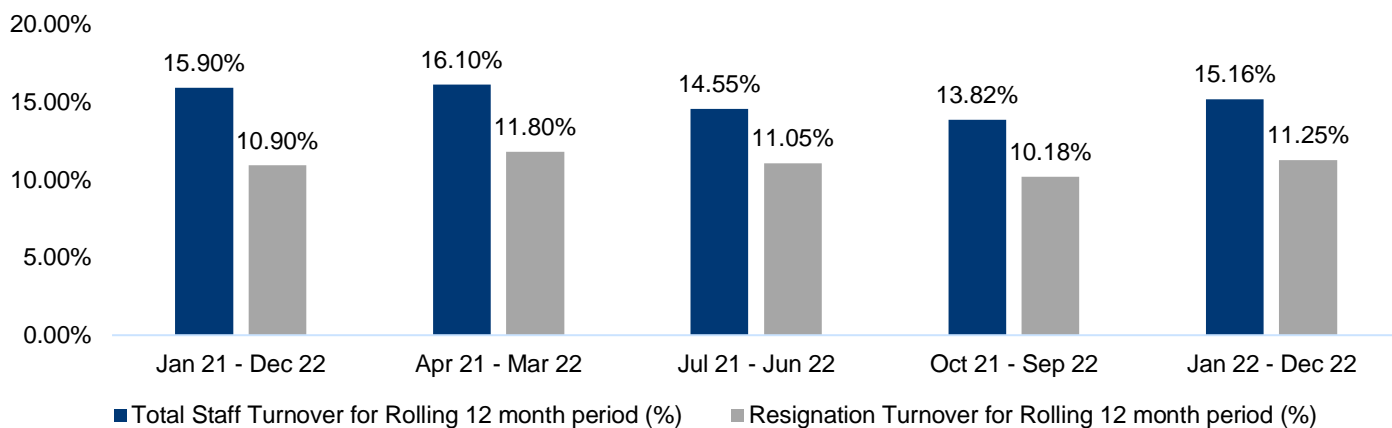
Further details of service specific performance can be found under individual dashboards, with the information on corporate complaints indicator performance included in the Communications and Customer Service Dashboard

### 3.6 Summary of Workforce Data – Corporate Overview

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

#### 3.6.1 Staff Turnover

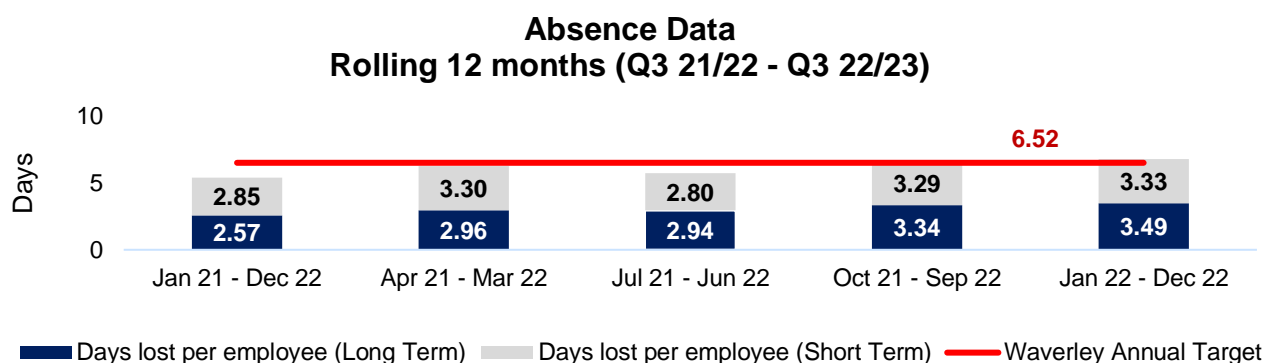
### Percentage of Total Staff Turnover (Rolling 12 months) Q3 21/22 - Q3 22/23



**Comment:** There has been a slight increase in turnover this quarter which can be attributed to numerous retirements and some redundances, with voluntary turnover remaining comparative to other quarters. It is important to note that the figure for voluntary turnover for the rolling 12 months ending June 22 has been corrected to 11.05. Work continues on improving Waverley as an employer of choice by making improvements to the recruitment and performance management processes as part of our recruitment and retention strategy. The approach to the collection of leavers data is also being reviewed as well to help inform where there may be areas for improving retention but pay currently is the main issue given in the latest quarterly figures.

**Jon Formby HR Manager**

### 3.6.2 Absence Data



**Comment:** Sickiness absence has continued to rise slightly and now sits slightly above the expected target. This has been impacted by an increase in mental health absences, together with the expected high number of COVID cases and coughs or colds for this time of year. There are a small number of long-term sickness absences related to mental health which are actively being managed by the HR Team in conjunction with the Occupational Health Service to assist the employees with required support and to promote an effective return to the workplace. The Council's employee assistance helpline has recently been promoted to all staff and a pilot of Waverley Wednesday walks has been taking place during January to promote wellbeing. Supporting employees' wellbeing through the cost-of-living crisis will continue to be a focus over the next quarter and the HR Team will be continuing to look at opportunities to provide information and guidance to staff on helping them manage through challenging financial times.

**Jon Formby HR Manager**

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

### 3.7.1 Section 151 Officer summary Q3 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 £486k, an increase from the last quarter favourable variance of £41k on General Fund. This is mainly due to improvement in income from some services that are suffering from reduced usage from customers. HRA revenue budgets shows a £207k adverse variance, an improvement from the £268k adverse variance last quarter, this is due to utility costs. 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. Progress on the property development projects have been held back by the additional work created by the materials and labour inflation resulting in additional viability assessment and review. These schemes will come back to members where adjustment is required.

In summary, the Council is in a reasonable position considering the challenges it faced at the start of the financial year.

**Peter Vickers, Executive Head of Finance and S151 Officer**

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

At the end of Q3, the financial projections are within the overall MTFP agreed by Council in February 2022, 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, and it is unlikely that the £1m inflation contingency on the General Fund will 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. 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		
<b>Assets &amp; Property</b>					
Expenditure	3,366	3,373	7	Adverse	0%
Income	-4,281	-4,273	8	Adverse	0%
<b>Assets &amp; Property Total</b>	<b>-915</b>	<b>-900</b>	<b>15</b>	<b>Adverse</b>	<b>-2%</b>
<b>Commercial Services</b>					
Expenditure	7,195	7,143	-51	Favourable	-1%
Income	-8,984	-9,125	-141	Favourable	2%
<b>Commercial Services Total</b>	<b>-1,790</b>	<b>-1,982</b>	<b>-193</b>	<b>Favourable</b>	<b>11%</b>
<b>Communication &amp; Customer Services</b>					
Expenditure	3,720	3,732	12	Adverse	0%
Income	-3,395	-3,396	-1	Favourable	0%
<b>Communication &amp; Customer Services Total</b>	<b>325</b>	<b>336</b>	<b>11</b>	<b>Adverse</b>	<b>3%</b>
<b>Community Services</b>					
Expenditure	2,342	2,335	-7	Favourable	0%
Income	-1,240	-1,172	68	Adverse	-6%
<b>Community Services Total</b>	<b>1,102</b>	<b>1,163</b>	<b>62</b>	<b>Adverse</b>	<b>6%</b>
<b>Environmental Services</b>					
Expenditure	11,033	11,006	-27	Favourable	0%
Income	-3,924	-3,771	153	Adverse	-4%
<b>Environmental Services Total</b>	<b>7,109</b>	<b>7,235</b>	<b>126</b>	<b>Adverse</b>	<b>2%</b>
<b>Finance</b>					
Expenditure	26,099	26,398	299	Adverse	1%
Income	-24,351	-25,576	-1,225	Favourable	5%
<b>Finance Total</b>	<b>1,748</b>	<b>822</b>	<b>-926</b>	<b>Favourable</b>	<b>-53%</b>
<b>General Fund Housing</b>					
Expenditure	2,085	2,144	59	Adverse	3%
Income	-1,479	-1,536	-57	Favourable	4%



	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
	£'000	£'000	£'000		
<b>General Fund Housing Total</b>	<b>605</b>	<b>608</b>	<b>3</b>	<b>Adverse</b>	<b>0%</b>
<b>Joint Management Team</b>					
Expenditure	473	454	-19	Favourable	-4%
Income	-538	-538	0	Favourable	0%
<b>Joint Management Team Total</b>	<b>-65</b>	<b>-84</b>	<b>-19</b>	<b>Favourable</b>	<b>29%</b>
<b>Legal &amp; Democratic Services</b>					
Expenditure	3,668	3,734	66	Adverse	2%
Income	-2,350	-2,308	42	Adverse	-2%
<b>Legal &amp; Democratic Services Total</b>	<b>1,318</b>	<b>1,426</b>	<b>108</b>	<b>Adverse</b>	<b>8%</b>
<b>Organisational Development</b>					
Expenditure	3,638	3,456	-183	Favourable	-5%
Income	-1,699	-1,699	0	Favourable	0%
<b>Organisational Development Total</b>	<b>1,939</b>	<b>1,756</b>	<b>-183</b>	<b>Favourable</b>	<b>-9%</b>
<b>Planning Development</b>					
Expenditure	5,146	5,311	165	Adverse	3%
Income	-3,373	-3,288	85	Adverse	-3%
<b>Planning Development Total</b>	<b>1,773</b>	<b>2,023</b>	<b>250</b>	<b>Adverse</b>	<b>14%</b>
<b>Regeneration &amp; Planning Policy</b>					
Expenditure	2,281	2,266	-14	Favourable	-1%
Income	-1,094	-1,094	0	Favourable	0%
<b>Regeneration &amp; Planning Policy total</b>	<b>1,187</b>	<b>1,172</b>	<b>-14</b>	<b>Favourable</b>	<b>-1%</b>
<b>Regulatory Services</b>					
Expenditure	4,405	4,300	-105	Favourable	-2%
Income	-2,223	-2,191	32	Adverse	-1%
<b>Regulatory Services Total</b>	<b>2,183</b>	<b>2,109</b>	<b>-73</b>	<b>Favourable</b>	<b>-3%</b>
<b>Collaboration &amp; Joint working</b>					
Expenditure	115	115	0	Favourable	0%
Income	0	0	0	Favourable	0%
<b>Collaboration &amp; Joint working Total</b>	<b>115</b>	<b>115</b>	<b>0</b>	<b>Favourable</b>	<b>0%</b>
<b>GF Funding</b>					
Expenditure	-132	219	350	Adverse	-264%
Income	-16,501	-16,501	0	Adverse	0%
<b>GF Funding Total</b>	<b>-16,633</b>	<b>-16,281</b>	<b>350</b>	<b>Adverse</b>	<b>-2%</b>
<b>Grand Total</b>	<b>1</b>	<b>-483</b>	<b>-486</b>	<b>Favourable</b>	

## Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	
<b>Capital Assets &amp; Property</b>				
Engineers**#	390	196	194	
Facilities	25	25	0	
Property	5,076	3,008	-2,068	
<b>Capital Communication &amp; Customer Services</b>				
IT	445	445	0	
Business Transformation	36	36	0	
<b>Capital Commercial Services</b>				
Car Parks	634	564	-69	
Culture	26	26	0	
Leisure	412	412	0	
<b>Capital Environmental Services</b>				
Environment	264	264	0	
Parks & Recreation	1,771	1,771	0	
<b>Capital Organisational Development</b>				
Climate Change & Sustainability	306	306	0	
<b>Capital Regeneration &amp; Planning Policy</b>				
Regeneration & Planning Policy	1,663	1,663	0	
<b>Capital Regulatory Services</b>				
Regulatory Services	883	883	0	
<b>Grand Total</b>	<b>11,930</b>	<b>9,600</b>	<b>-2,331</b>	

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

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

Budget Analysis	£'000
Opening budget	3,409
Carry forwards	3,747
Delayed external funding	1,128
New external funding	1,275
Vired from revenue	39
<b>New approvals:</b>	
- 69 High Street (February 2022)	2,528
- Fairground (March & Oct 2022)	175
- Pump house (March 2022)	50
- Broadwater lease (May 2022)	30
- Godalming Regeneration Project (July 2022)	164

Budget Analysis	£'000
Cancelled project – Broadwater Park Access	-565
Approved budget	11,980

## HRA summary - Revenue

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Housing Services</b>					
Expenditure	31,296	31,301	4	Adverse	0%
Income	-35,899	-36,126	-227	Favourable	1%
<b>Housing Services Total</b>	<b>-4,603</b>	<b>-4,826</b>	<b>-223</b>	<b>Favourable</b>	<b>5%</b>
<b>HRA funding</b>					
Expenditure	7,293	7,843	550	Adverse	8%
Income	-2,695	-2,695	0	Favourable	0%
<b>HRA funding Total</b>	<b>4,597</b>	<b>5,148</b>	<b>550</b>	<b>Adverse</b>	<b>12%</b>
<b>Regeneration and Planning Policy</b>					
Expenditure	458	338	-120	Favourable	-26%
Income	-452	-452	0	Favourable	0%
<b>Regeneration and Planning Policy Total</b>	<b>6</b>	<b>-115</b>	<b>-120</b>	<b>Favourable</b>	<b>-2054%</b>
<b>Grand Total</b>	<b>0</b>	<b>207</b>	<b>207</b>	<b>Adverse</b>	

## HRA – Core Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Communal & Estate works	131	130	-1
Garage Works	0	0	0
Health & Safety Works	795	795	0
MRA Prog Decent Homes Occupied Properties	700	693	-7
MRA Prog Decent Homes Void Properties	630	630	0
MRA Prog Disabled Adaptations Occupied Properties	472	472	0
MRA Programmed work	3,169	2,860	-309
Roofing & Associated works	776	750	-26
Structural & Damp works	230	230	0
Windows & Doors	450	450	0
<b>Grand Total</b>	<b>7,352</b>	<b>7,010</b>	<b>-342</b>

## New Build/Stock Remodelling

	Approved Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
85 Aarons Hill Starter Homes (Land adj)	408	408	0
Badgers Close Modular Homes	10	10	0
Borough Wide Refurbishment	321	321	0
Hartsgrove	88	88	0
Housing Development-Turners Mead	62	62	0
HRA Property Purchase	2,500	400	-2,100
Ladymead	4	4	0
Latent defects contingency	173	173	0
Ockford Ridge	197	197	0
Ockford Ridge - Site A	79	79	0
Ockford Ridge - Site B	1	1	0
Ockford Ridge - Site C	3,147	3,147	0
Pathfield	100	100	0
Pre-development Expenditure	720	400	-320
HRA Feasibility Studies	590	590	0
Queensmead	200	200	0
S106 Affordable Housing Properties	2,469	0	-2,469
Zero carbon retrofit pilot	981	654	-327
Cattershall Lane	900	900	0
<b>Grand Total</b>	<b>12,951</b>	<b>7,735</b>	<b>-5,217</b>

**Financial savings from GW Partnership phase 1** (update February 2023)

The 2022/23 Budget included a savings target for WBC's General Fund of £150,000 arising from collaboration with Guildford BC. This figure would be a recurring saving in future years and would not include one-off costs, such as associated with redundancy, which are met by the Invest to Save reserve.

This first phase of the collaboration covers both councils' decision in 2021 to create a single shared Joint Management Team (JMT). As reported to councillors previously, this has included any additional costs or savings resulting from a restructure of executive support, which was necessary to assist the JMT.

This summary looks at financial costs/benefits in three ways:

1. Annual costs of the former and current management teams, based on budget.
2. Actual costs/savings in financial year 2022/23.

### 3. Year-by-year comparisons of savings, actual and projected.

#### 1. Budgets for management teams

This looks at what roles were in the establishment before the partnership and compares them with the full annual cost of WBC's share of the Joint Management Team. The old structure comprised: 1 Chief Executive, 2 Directors and 8 Heads of Service. As presented to councillors in summer 2022 before the new JMT structure was finalised, the cost of most new roles is split equally, with some weighted toward GBC due to the larger scale of operations in those services. WBC's share of the new structure comprises: 0.5 Chief Executive; 1.4 Strategic Directors; 5.4 Executive Heads; a total of 7.3 out of 16.0 posts. (The roles that have a slightly higher GBC weighting are SD Place, EH Assets & Property, EH Environmental Services, EH Organisational Development, EH Regeneration & Planning Policy.)

To ensure we keep this comparison live, we will update annually a spreadsheet of the 2021 management teams, including pay, pensions, National Insurance, so that we can always compare like with like. Based on 2022/23 costs for the JMT element alone, we see that WBC's cost is £371k lower.

£000s	WBC old	WBC new	WBC diff
MD/CX	179	102	-77
Directors	296	227	-69
Heads	870	645	-225
<i>Total</i>	<i>1,346</i>	<i>975</i>	<i>-371</i>

Investing in appropriate executive support was always part of the plan to enable the new JMT to function properly. As WBC's old business support structure was larger than GBC's and the new costs are shared, there is a net benefit to WBC of £67k.

The **total annual saving** for WBC is, therefore, **£438k**, of which £352k is in the General Fund and the remainder in the Housing Revenue Account. Given that the new JMT took office by 1 October – i.e. at mid-year – it could be considered that the Budget's target was for a half-year and so the annualised General Fund target was £300k, which was exceeded.

#### 2. 2022/23 actual performance

While the above is the ongoing structural saving resulting from the JMT, there have been other costs and savings in this first year due to the partnership. For example:

- The saving from a shared Chief Executive was for the full year and for the three Strategic Directors since August.
- The councils shared a lead solicitor and a S151 Officer for part of the year.
- Some staff members who left employment were eligible for pay during their notice periods beyond 1 October.
- Once the councils agreed the heads of terms for the Inter-Authority Agreement in April 2022, legal advice was procured to complete the agreement.

Taking all these into account, the current indications are that WBC has over-achieved its £150k targets within this year by £80k. This figure will change further during the financial year before a final figure can be reported in the end-of-year outturn.

At present, the WBC share of one-off redundancy/pension costs to be funded from the Invest to save reserve in this year were £188k, The costs in the previous year (2021/22) were £72k which were funded from staff savings achieved in year. Estimated closing balance of the invest to save reserve as at end of March 2023 is £825k.

### 3. Year-on-year comparisons

The Medium-Term Financial Plan includes targets for the coming four years, leading to a £700k saving in 2025/26 compared with 2021/22. A year-on-year comparison helps us to keep track of overall savings.

	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	Actual	Forecast	Forecast	Forecast	Forecast	Forecast
	£'000	£'000	£'000	£'000	£'000	£'000
Budgeted savings		-150	-200	-200	-150	-700
<b>Cumulative budgeted savings</b>	<b>0</b>	<b>-150</b>	<b>-350</b>	<b>-550</b>	<b>-700</b>	
Joint Chief Exec	-23	-54				-77
JMT		-97	-188			-285
Business Support		-38	-14			-52
Forecast				-200	-150	-350
<b>Total</b>	<b>-23</b>	<b>-189</b>	<b>-202</b>	<b>-200</b>	<b>-150</b>	<b>-764</b>
<b>Cumulative savings</b>	<b>-23</b>	<b>-212</b>	<b>-414</b>	<b>-614</b>	<b>-764</b>	

\*above does not include one off change costs of consultancy support or redundancy payments

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

This service area includes property and land assets; engineers and facilities

### 4.1 Key Lessons Learnt, Areas of Concerns

#### 4.1.1 Summary from Executive Head of Service – Q3 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.

#### Assets

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

To the end of Quarter 3 the team's performance is summarised below:

## Acquisitions

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

## Leases

- Pump House, Farnham – secured a lease to a nursery for a 20-year term
- Farnham Golf Course – new tenant signed up to deliver a much needed, improved offering
- Enterprise Centre – fully let following three new tenants in 2022/23

## Easements

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

## Projects brought forward

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

## Other

- The programme for year-end valuations of the Council's assets was well underway at the end of Quarter 3 with the first draft of operational property delivered for review. This is a key process for year-end closure of the accounts.

## Engineers

In Quarter 3 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; most planned projects now completed.
- Working with the Parks and Countryside Team on pavilion improvement work; with Bourne Pavilion completed the focus now is on Weybourne and Broadwater Park.
- Tenders for the drainage and car park works at Farnham Park have been received and are due to start on site.

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

The flooding incident in Haslemere, which occurred in the last quarter and was unexpected as it is not one of our identified "wet spots", has now been resolved and no further flooding has occurred. Surrey County Council who are the lead flood agency, have investigated the incident and we are waiting on their report. When this is received, we will see what mitigation work might be necessary to prevent any future incidents.

## 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 Assets Team.

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

**Marieke van der Reijden, Executive Head of Assets and Property**

## 4.2 Key Performance Indicators Status

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

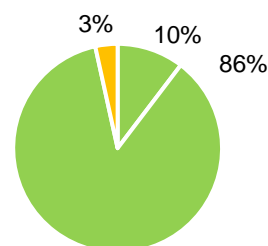
There are currently no Performance Indicators for Assets and Property.

## 4.3 Service Plans – Progress Status

### 4.3.1 Summary Table and Pie Chart

#### Q3 Progress on Assets & Property Service Plans 2022/25

Total	100%	29
Completed	10%	3
On track	86%	25
Off track - action taken / in hand	3%	1
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



### 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 June 2022	Facilities Manager (SH)	Off track - action taken/ in hand	30 June 2023	Work is continuing on all three areas at present. Farnham Town Council toilet cleaning terminated and currently negotiating the termination of the office cleaning.

## 4.4 Internal Audit Actions Progress Status

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



## 4.5 Complaints Statistics

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

KPI	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95.00%

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

KPI	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95.0%

### 4.5.3 Summary Comment on the statistics

No complaints were received this quarter.

## 4.6 Finance Position at the end of the quarter

### 4.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/Favourable	% Variance
<b>Assets and Property</b>					
Expenditure	3,366	3,373	7	Adverse	0%
Income	-4,281	-4,273	8	Adverse	0%
<b>Assets and Property Total</b>	<b>-915</b>	<b>-900</b>	<b>15</b>	<b>Adverse</b>	<b>-2%</b>

### Capital Assets and Property

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Engineers**#	390	196	194
Facilities	25	25	0
Property	5,076	3,008	-2,068
<b>Total</b>	<b>5,491</b>	<b>3,229</b>	<b>-1,874</b>

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

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

#### 4.6.2 Summary Comment

The forecast variance has come about due to:

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

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

This service area includes communications and engagement; complaints, ombudsman; customer services; digital services; freedom of information; ICT and business systems

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

##### 5.1.1 Summary from Executive Head of Service – Q3 2022-23

Q3 saw the formal start of the new service area with the Executive Heads taking on their roles from 1<sup>st</sup> of October. This has started well with teams in the service embracing the opportunities this brings. The communications and engagement and digital teams have been meeting with and working closely with colleagues at Guildford to ensure alignment in both internal and external communications related to the collaboration and taking the opportunity to share best practice and ideas with each other across both councils. As the collaboration develops and more understanding of the direction of travel comes forward there is likely to be an impact on the areas within this service, in particular IT, who will be crucial to the delivery of many areas of the collaboration. The impact of this on resource requirements will be closely monitored as the collaboration moves forward.

#### IT

In Q3 the team completed a full hardware refresh of our server environment (excluding Citrix) replacing our 9 year old storage area network (SAN) and our 3 year old servers. This has provided a supported responsive environment for our systems that are hosted onsite.

In parallel with this infrastructure refresh, Q3 also saw progress on our Disaster Recovery site setup at Farnham Memorial Hall which will enable us to continue to function should The Burys be destroyed or incapacitated for some reason. Once complete, the site will contain a scaled down replica of the infrastructure and data at The Burys so that in the event of a total loss of The Burys site critical systems could continue.

In Q3 the team have worked closely with their counterparts at GBC on the discovery exercise that has been undertaken around the potential delivery of a shared Microsoft tenancy – this covers Office 365 functionality and will make joint working at a practical level much easier for staff working for both Councils. The discovery exercise has resulted in a report and recommendations of the level, type of work, potential investment and changes that would be required to achieve this for the collaboration.

The teams at both Waverley and Guildford are reviewing the report with the view to present its findings to senior managers shortly.

The team also established functionality that allows staff at Waverley to message staff at Guildford from skype to teams directly and vice versa. This means it is much easier for colleagues across the councils to communicate with each other without the need to have access to two systems and in turn reduces the need for email traffic for areas where messages could be sent instead. This is a big positive for the collaboration, making working life easier for all and helps to build communication and relationships across the councils.

## Customer Services

This quarter saw the go live of the garden waste low code development for new subscriptions. This will allow our customers to take out a new garden waste subscription on a fully automated system. Currently, to ensure viability of the system we are taking these new subscriptions over the telephone via the customer service centre, prior to pushing this live to our website. This has been a complex build and a challenge to deliver resulting in some delays to go live but the teams have worked closely together to achieve this.

As part of the ongoing resilience plan, the team leaders have now started to work in their new areas of functional responsibility so they can develop expertise in other areas. This has been going well and we will be looking to further cross skill the team also to improve on this resilience.

**Nicola Haymes, Executive Head of Communications and Customer Service**

## 5.2 Key Performance Indicators Status

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

PI reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
CCS1a	The number of complaints received - Level 1 <b>(data only)</b>	No.	71	53	64	47	32	Data only
CCS1b	The % of complaints responded to on time - Level 1 <b>(higher outturn is better)</b>	%	83%	82%	67%	81%	87.5	95%
CCS2a	The number of complaints received - Level 2 <b>(data only)</b>	No.	33	13	31	31	24	Data only
CCS2b	The % of complaints responded to on time - Level 2 <b>(higher outturn is better)</b>	%	97%	92%	87%	100%	96%	95%
CCS3a	Number of Freedom of Information (FOI) and Environmental Information Regulations Requests (EIR) received.	No.	140	177		108	110	Data only
CCS3b	Percentage of FOI and EIR requests responded to within statutory timescale.	%	75.00%	88.00%		72.22%	93.81	100%
CCS4a	Average time taken to respond to Media Enquiries within the 48h target (excluding weekends and Bank Holidays.)	Hours	New indicator for 2022/23		5.76	16.33	6.81	48 hours
CCS4b	Total Number of Media Enquiries received in a quarter.	No.	New indicator for 2022/23		28	35	29	Data only
CCS4c	Average time taken to respond to social media posts within the 24h target (excluding weekends and Bank Holidays.)	Hours	New indicator for 2022/23		13.42	19.5	7	24 hours

PI reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
CCS4d	Total number of social media posts received in a quarter.	No.	New indicator for 2022/23		966	1010	868	Data only
CCS5	Number of external enquiries received by the Customer Service Centre Team (CSC) in a quarter (including phone calls, online forms and other emails)	No	New PI for 2022/23		38,599	32,816	28,371	Data only
CCS6	Percentage of external enquiries dealt with at first point of contact by CSC team	%	New PI for 2022/23		84.12%	82.26%	84.40%	*

\* Target for CCS6 to be introduced once clear trend emerges.

## 5.2.2 Comment:

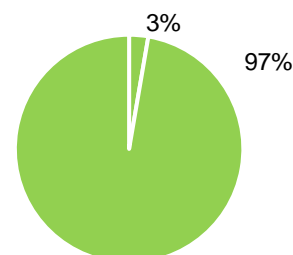
All KPI's are positive with those that are currently below target improving in the right direction. The team continues to work hard to maintain and improve our levels of service.

## 5.3 Service Plans – Progress Status

### 5.3.1 Summary Table and Pie Chart

#### Q3 Progress on Communication & Customer Service Service Plans 2022/25

Total	100%	37
Completed	3%	1
On track	97%	36
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



#### Comment:

All the outstanding actions are in hand with no serious delays anticipated. There has been a slight delay to the IT work at the Memorial Hall due to supply issues of equipment which has now been resolved and work is progressing well.

## 5.4 Internal Audit Actions Progress Status

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

IA22/15.001.2 Backup Policy

IA22/15.001.3 Critical Application Register

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 28 November 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		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				0	Data only

KPI	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%

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

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

### 5.5.3 Summary Comment on the statistics

No complaints were received this quarter.

## 5.6 Finance Position at the end of the quarter

### 5.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Communications and Customer Services</b>					
Expenditure	3,720	3,732	12	Adverse	0%
Income	-3,395	-3,396	-1	Favourable	0%
<b>Communication and Customer Services Total</b>	<b>325</b>	<b>336</b>	<b>11</b>	<b>Adverse</b>	<b>3%</b>

### Capital Communications and Customer Services

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
IT	445	445	0
Business Transformation	36	36	0
<b>Total</b>	<b>481</b>	<b>481</b>	<b>0</b>

### 5.6.2 Summary Comment

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

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

This service area includes finance and accounting (general fund/housing revenue account); internal audit; procurement; revenues and benefits.

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

#### 6.1.1 Summary from Executive Head of Service – Q3 2022/23

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

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

**Peter Vickers, Executive Head of Finance and Section 151 Officer**

## 6.2 Key Performance Indicators Status

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

PI reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 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)	%	84.9%	98.3%	29.2%	56.5%	84.10%	74.3%
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	71.3%	98.1%	25.5%	49.8%	77.7%	74.3%
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	98.3%	97.4%	93.8%	96.7%	96.4%	98%
F4	Time taken to process Housing Benefit new claims (lower outturn is better)	Days	10	11	11	10	11	Data only
F5	Time taken to process Housing Benefit change events (lower outturn is better)	Days	6	3	5	6	5	Data only

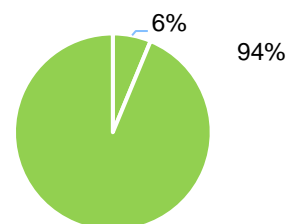
### 6.2.2 Comment:

F3 –A drop in the performance of percentage of invoices paid within 30 days in Q3 was a result of staff movement and action has been taken to address capacity within the team.

## 6.3 Service Plans 2022/23

### 6.3.1 Summary Table and Pie Chart

<b>Total</b>	<b>100%</b>	<b>32</b>
<b>Completed</b>	6%	2
<b>On track</b>	94%	30
<b>Off track - action taken / in hand</b>	0%	0
<b>Off track - requires escalation</b>	0%	0
<b>Cancelled / Deferred /Transferred</b>	0%	0



### Comment:

All service plans are complete or on target.

## 6.4 Internal Audit Actions Progress Status

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

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

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

### 6.5.3 Summary Comment on the statistics

No complaints were received this quarter.

## 6.6 Finance Position at the end of the quarter

### 6.6.1 Finance General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Finance</b>					
Expenditure	26,099	26,398	299	Adverse	1%
Income	-24,351	-25,576	-1,225	Favourable	5%
<b>Finance Total</b>	<b>1,748</b>	<b>822</b>	<b>-926</b>	<b>Favourable</b>	<b>-53%</b>

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

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

### 6.6.3 Treasury management

Treasury management performance is reported in the table below for the period to date.

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%

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
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%
<b>22/23</b>	<b>£87m</b>	<b>202</b>	<b>£1.655m</b> forecast as at Feb 23	<b>£390,000</b>	<b>1.49%</b>	<b>4.00%</b>
For comparison shown below are the key stats for 22/23 as at June 2022						
22/23	£72m	91	£882k forecast	£390,000	0.98%	1.25%

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

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

This service area includes homelessness; housing advice; housing maintenance and repairs; landlord services, housing development and strategy and enabling.

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

#### 7.1.1 Summary from Executive Head of Service – Q3 2022/23

##### *Housing Operations*

The third quarter of the year saw a change in the senior management of the housing service from 1 October with the appointment of the Head of Housing Delivery and Communities to Executive Head of Housing Services for Waverley and Guildford Borough Councils.

The Executive Head of Housing attended the Tenants Panel AGM where he heard directly from tenants and shared his commitment to working together.

The Team has continued to embed the Responsive Repairs contract, preparing for and responding to emergencies due to the cold snap in December. An additional focus was placed on damp and mould complaints following the tragic death of Awaab Ishak in Rochdale. This resulted in a review of the health and safety ratings to 70 homes, 88 responsive repair jobs raised, refreshing communications and working with tenants to find sustainable solutions. The team also responded to the Regulator of Social Housing's request for data and information about how social landlords respond and treat damp complaints.

Planned Works programmes have progressed with new contractors starting on windows and doors, with 40 replacements completed and a further 60 due by the end of March 2023. 50% of the kitchen and bathrooms replacements have been completed and are on target to complete the plan for 100 by the end of the financial year.



The carbon monoxide alarms installation programme, to make tenants safer in their homes, is on target, starting in October 2022 and due to be completed summer 2023. Tenants' needs have been reviewed with special alarms fitted for those with a hearing impairment.

The Compliance Team has also been working hard to prepare for the mobilisation of the new gas servicing and repair contractor, Smith & Byford, in February 2023. They will be introduced and presented to the Landlord Services Advisory Board in January 2023.

The Landlord Services Advisory Board celebrated its one-year anniversary with a review of the Board's progress and achievements and a commitment to increase communications and raise awareness of the Board. They responded to the Government's consultation regarding a rent increase ceiling cap and welcomed two new tenant members.

The Tenant Engagement Officer arranged visits for Members and tenants from the Landlord Services Advisory Board to Valiant (a green energy contractor), in Farnborough. The visitors learned more about green energy initiatives, with a hands-on view of air source heat pumps and a range of boilers.

Four open events for tenants, *Warm Winter Welcomes*, were held in November and December. Tenants were able to talk to the new Ian Williams Resident Liaison Officer, representatives from Age UK and Waverley Citizens Advice in addition to housing staff. Those attending received hand warmers and were entered to a prize draw for shopping vouchers. The Team is continually seeking ways to engage with tenants and provide a range of feedback opportunities.

The Team has continued to support and signpost tenants who are experiencing financial hardship. Support has been received from the Household Support fund, discretionary housing benefit, local charities and access to HRA Hardship Fund.

### ***Housing delivery***

The HRA Business Plan Strategic Review concluded with consideration and approval of the recommendations within the New Build Delivery Report on 13 December 2022. Full budget approval was given to deliver the following schemes, Ockford Ridge Site C, five development sites at Chiddingfold, Aarons Hill, Riverside Court, Farnham and Catteshall Lane, Godalming.

- Ockford Ridge (Site C): Site set up has been completed and setting out continues with foundations laid for some plots. Delivery and installation of the timber frame panels is due to commence in January 2023.
- Chiddingfold Sites: officers and consultants continue to engage with the administrators for W Stirland Limited and with a potential contractor to take forward the demolition of existing properties and delivery of the 26 new homes.
- Ockford Ridge Deep Retrofit Pilot: the contract administrator and officers concluded the review of the tender returns and issued a tender report making a preferred contractor recommendation. Additional budget allocation is required to deliver the pilot which will be sought in early 2023.
- Riverside Court: the contract administrator concluded the review of the tender returns and issued a tender report making a preferred contractor recommendation.

Development and planning officers continue to engage regarding amendments required to the scheme at Crossway Close, Churt, and the appointed architect for the scheme has submitted information to planning officers for consideration.

Predevelopment works continues to bring forward other sites including Site F Ockford Ridge, Springfield, Elstead and Downhurst Road, Ewhurst. Pre-application advice has been received for Springfield and is awaited for Site F Ockford Ridge. Business cases are being drafted for these schemes.

### **Strategy and Enabling**

Work has progressed in a number of key areas:

- Delivering the action plan for the Affordable Homes Delivery Strategy 2022-2025: *Build More; Build Better; Build for Life*.
- Closer joint working continues with Town and Parish Councils, which is a key objective of the action plan. Officers met this quarter with Thursley Parish Council, Bramley Parish Council, Witley Parish Council, Wonersh Parish Council and Haslemere Town Council to plan together to deliver affordable housing in these areas.
- Officers have focused on securing lower rents at planning stage, meeting the new definition of Locally Affordable Homes set out in the Strategy. Social rents and lower affordable rents are much needed in Waverley in the context of very high house prices and a national cost-of-living crisis.
- A public consultation on updates to the Affordable Housing Supplementary Planning Document (SPD) opened on 17 October 2022 and closed 28 November 2022. The consultation version reflects 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. Officers have gone through the responses received and amended the SPD accordingly, which is planned to go back to Executive on 7 February 2023 and onto Full Council for Adoption on 21 March 2023.
- 'Additional Affordable Housing', funded by Homes England, continues to pose some challenges during discussions with developers and affordable housing providers.
- Planning permission was granted for Barons (Hindhead) and Wheeler Street (Witley.) The Barons development is providing an 11% affordable housing on the basis of viability, which has been scrutinised independently. A clawback clause for the s.106 agreement is currently being drafted, should viability improve in the future.
- An off-site affordable housing contribution (commuted sum) of £189,690 was received in lieu of affordable housing at the Manor House, Godalming.
- Planning consent [WA/2022/02237](#) was approved on 25.11.22 by the Council for 183 Ockford Ridge, Godalming but has not been included in the table as will not result in a net gain of units (erection of a single storey extension and alterations and installation of external air source heat pump.)
- Work started on site for 9 affordable homes at Hambledon (English Rural Housing Association), West Cranleigh Nurseries (A2 Dominion), Sturt Farm (Stonewater) and Firethorn Farm (Aster).
- The Council's affordable housing partners completed 58 affordable homes during this quarter: Metropolitan Thames Valley, Mount Green, Aster, Southern and Heylo.

### **Homelessness and Housing Options**

The Housing Options and HomeChoice Teams continued to prevent homelessness during the quarter. There were 7 households in temporary accommodation at the end of Dec 2022 – a larger number due to severe weather (Cold).

The staff continue to be under pressure due to demands on the service and staff shortage – the Housing Options Co-ordinator vacancy from Sept 2022 and Senior Homechoice Officer from December 2022 following previous post holder moving to the Specialist Housing Options Team. These roles have now been successfully advertised and new postholders will start on 30 January and 13 Feb 2023.

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 Dec 22 there were 1031 applicants on the Housing register – compared to 1087 in Dec 2021. The reduction is largely attributable to a higher than usual number of lettings in 21-22 - particularly Housing Association vacancies.

### **Andrew Smith, Executive Head of Housing**

## **7.2 Key Performance Indicators Status**

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

PI Reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
H1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter <b>(lower outturn is better)</b>	No.	3	3	4	3	7	<5
H2	Total current tenants rent arrears as a percentage of the total estimated gross debit <b>(lower outturn is better)</b>	%	1.18%	0.79%	0.84%	0.88%	0.96%	1%
H3	Average number of working days taken to re-let 'normal void' property <b>(lower outturn is better)</b>	Days	28	26	28	26	31	20
H4	Percentage of annual boiler services and gas safety checks undertaken on time <b>(higher outturn is better)</b>	%	99.9%	99.5%	99.9%	99.7%	99.4%	100%
H5a	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) <b>(higher outturn is better)</b>	%	Suspended until April 2022		79%	77%	79%	90%
H5b	Responsive Repairs: Average number of days to complete a repair <b>(lower outturn is better)</b>	Days	15	40	12	20	20	7
H6a	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) <b>(higher outturn is better)</b>	%	Suspended until April 2022		58%	68%	61%	78%
H6b	Responsive Repairs: Percentage of jobs not completed within 28 days <b>(lower outturn is better) *</b>	%	15%	32%	39%	14%	13%	10%
H7	% of tenancy audits completed against scheduled appointments in a quarter.	%	Suspended until April 2023					95%

PI Reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
H8	Number of Affordable homes - Granted planning permission <b>(Data only - higher outturn is better)</b>	No.	0	73	0	7	23	Data only
H9	Number of Affordable homes - Started on site within a quarter <b>(Data only - higher outturn is better)</b>	No.	29	39	37	76	69	Data only
H10	Total Number of affordable homes delivered by the Council and other providers (gross) <b>(Data only - higher outturn is better)</b>	No.	32	82	84	104	58	Data only
H10a	Number of affordable homes delivered <b>other providers</b> (gross) <b>(Data only - higher outturn is better)</b>	No.	30	82	63	104	58	Data only
H10b	Number of affordable homes delivered by the <b>Council</b> (gross) <b>(Data only - higher outturn is better)</b>	No.	2	0	21	0	0	Data only

## 7.2.2 Comment:

### Homelessness:

Seven households were in temporary accommodation as at 31 December 2022. This reflected the period of severe bad weather, and people were accommodated under the Severe Weather Emergency Protocol (SWEP). At 31 January 2023, one person was housed in temporary accommodation.

### Relets:

The team continues to be challenged by the target with an increase in the number of empty homes, embedding new contracts and increased works to homes. A Relet Review commenced in December 2022 to review the process, standard, target and indicators. The Review aims to balance the conflicting priorities of tenant satisfaction, cost of works, loss of rent payments and condition of homes.

### Gas Safety:

The dip in performance is due to exceptionally cold weather, emergency boiler repairs and demobilisation of current contractor. The new contract commenced on 1 February 2023 with focus on ensuring full compliance with safety checks and the team working with tenants to gain access and to complete this work.

### Responsive Repairs:

There continues to be challenges with meeting the responsive repairs targets, 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 the number of overdue jobs. New operatives have recently been recruited to address the difficulties.

In addition to H9 above, an off-site affordable housing contribution (commuted sum) of **£189,690** was received on the Manor House Site, Godalming on 09.11.22 in lieu of 1 shared equity unit on site.

Planning consent [WA/2022/02237](#) was approved on 25.11.22 by the Council for 183 Ockford Ridge, Godalming but has not been included in the above table as will not result in a net gain of units (erection of a single storey extension and alterations and installation of external air source heat pump.)

### 10.2.3 Affordable Homes Delivery

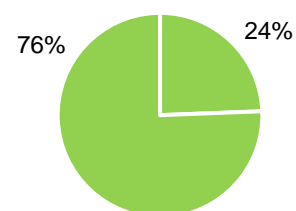
UNITS	TENURE	SCHEME	PROVIDER	COMPLETED
7	7 x 1bf for Shared Ownership	Brightwells, Farnham	MTVH	31.10.22
27	13 x 1bf/ 14 x 2bf for Shared Ownership	Brightwells, Farnham	MTVH	11.11.22
3	2 x 1b for Affordable Rent 1 x 2b for Shared Ownership	Cherry Tree, Ewhurst	Mount Green	25.11.22
10	6 x Affordable Rent (3 x 1b/ 3 x 2b) 4 x Shared Ownership (2 x 2b/ 2 x 3b)	Folly Hill, Farnham	Aster	06.10.22 and 20.10.22
6	6 x 3bh for Shared Ownership	Horsham Road, Cranleigh	Southern	13.10.22 and 17.11.22
5	5 x 1bf for Shared Ownership	Electric Close, Cattershall Court, Godalming	Heylo	14.10.22

## 7.3 Service Plans – Progress Status

### 7.3.1 Summary Table and Pie Chart

#### Q3 Progress on Housing Services Service Plans 2022/25

Total	100%	41
Completed	24%	10
On track	76%	31
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



#### Comment:

All service plan actions are 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:** At the end of Q3 there were no outstanding Internal Audit Actions for this service area.

## 7.5 Complaints Statistics

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

KPI	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New Service structure effective 1 October 2022				23	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				19	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	83%	95%

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

KPI	Description	Data Type	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New Service structure effective 1 October 2022				19	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				18	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	95%	95%

### 7.5.3 Summary Comment on the statistics

Only four complaints were not completed on time, due to the complexity of the complaint and the team faced challenging investigations. Tenants were contacted and kept informed of progress.

## 7.6 Finance Position at the end of the quarter

### 7.6.1 Housing Services General Fund Account Table

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Housing Services</b>					
Expenditure	2,085	2,144	59	Adverse	3%
Income	-1,479	-1,536	-57	Favourable	4%
<b>General Fund Housing Services Total</b>	<b>605</b>	<b>605</b>	<b>0</b>	<b>Favourable</b>	<b>0%</b>

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>HRA Housing Services</b>					
Expenditure	31,296	31,301	4	Adverse	0%
Income	-35,899	-36,126	-227	Favourable	1%
<b>HRA Strategy Total</b>	<b>-4,603</b>	<b>-4,826</b>	<b>-223</b>	<b>Favourable</b>	<b>5%</b>

### Capital - HRA

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
85 Aarons Hill Starter Homes (Land adj)	408	408	0
Badgers Close Modular Homes	10	10	0
321	321	0	0
Hartsgrove	88	88	0
Housing Development-Turners Mead	62	62	0
HRA Property Purchase	2,500	400	-2,100
Ladymead	4	4	0
Latent defects contingency	173	173	0
Ockford Ridge	197	197	0
Ockford Ridge - Site A	79	79	0
Ockford Ridge - Site B	1	1	0
Ockford Ridge - Site C	3,147	3,147	0
Pathfield	100	100	0
Pre-development Expenditure	720	400	-320
HRA Feasibility Studies	590	590	0
Queensmead	200	200	0
S106 Affordable Housing Properties	2,469	0	-2,469
Zero carbon retrofit pilot	981	654	-327
Catteshall Lane	900	900	0
<b>Grand Total</b>	<b>12,951</b>	<b>7,735</b>	<b>-5,217</b>

HRA Capital Programme	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Communal & Estate works	131	130	-1
Garage works	0	0	0
Health & safety works	795	795	0
MRA Prog Decent Homes Occupied Properties	700	693	-7
MRA Prog Decent Homes Void Properties	630	630	0
MRA Prog Decent Homes Adaptations Occupied Properties	472	472	0
MRA Programmed work	3,169	2,860	-309
Roofing & Associated works	776	750	-26
Structural & Damp works	230	230	0
Windows & Doors	450	450	0
<b>Grand total</b>	<b>7,352</b>	<b>7,010</b>	<b>-342</b>

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

General Fund income and expenditure as budgeted and forecast.

HRA shows overall favourable variance due to additional interest receipts on investments.

HRA Capital programme shows overall favourable variance from savings in Q3 due to amendments to Stock Condition Survey programme timeframes and other small positive variances.

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

This service includes democratic and committee services; elections; executive and civic support; GDPR; information security; governance; legal; overview and scrutiny support.

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

#### 8.1.1 Summary from Executive Head of Service – Q3 2022/23

Work completed during Quarter 3 included:

1. Continuing to support the legal and democratic workstreams of the Guildford and Waverley collaboration initiative. During quarter 3 the focus was on the implementation of the Joint Management Team and advising on proposed temporary staff sharing between the two authorities.
2. A revised Council Constitution was agreed by Full Council on 18 October 2022.
3. Supporting a busy programme of committees, including Overview and Scrutiny Committee meetings and working groups.
4. A briefing for Councillors was held on the Southwest Surrey Domestic Abuse Outreach Service, and refresher training was provided jointly with Guildford on Ethical Standards for Councillors.
5. On 1 December 2022, Dave Busby was elected as Councillor for the Chiddingfold & Dunsfold Ward and joined the Liberal Democrat Group. Sadly, Cllr Roger Blishen (Farnham Bourne Ward) passed away on 8 November 2022.
6. The Democratic Services and Business Support Team Manager and the Policy Officer (Scrutiny) left Waverley at the end of December to take up new posts. Recruitment to fill these important posts is underway.

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

**Stephen Rix, Interim Executive Head of Legal and Democratic Services**

### 8.2 Key Performance Indicators Status

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

PI reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
LD1a	Number of Data Protection Subject Access Requests received.	No.	5	5		14	9	Data only



PI reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
LD1b	Percentage of Data Protection Subject Access Requests responded to within one calendar month.	%	100%	60%		92.86%	100%	100%
LD2a	Number of Local Land Charge searches received.	No.	428	392	435	506	312	Data only
LD2b	Percentage of Local Land Charge searches responded to within 10 working days.	%	98.5%	100.0%	99.50%	100.00%	99.70%	100%

### 8.2.2 Comment:

Reasonably good performance on land charges turnaround times (LD2b) only 0.3% off the 100% target. We continue to monitor this area of work carefully.

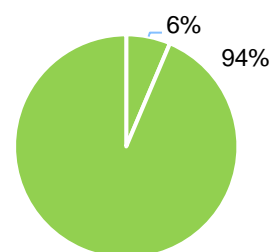
It is good to see that LD1b significantly improved to 100%.

## 8.3 response Service Plans – Progress Status

### 8.3.1 Summary Table and Pie Chart

#### Q3 Progress on Legal & Democratic Service Plans 2022/25

Total	100%	47
Completed	6%	3
On track	94%	44
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



### 8.3.2 Comment:

All service plans are on track or have been completed.

## 8.4 Internal Audit Actions Progress Status

**Comment:** At the end of Q3 there were no outstanding Internal Audit Actions for this service area:

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 28 November 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		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%

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

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

## 8.5.3 Summary Comment on the complaints statistics

There were no complaints received about the service.

## 8.6 Finance Position at the end of the quarter

### 8.6.1 Legal and Democratic Service General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Legal and Democratic Services</b>					
Expenditure	3,668	3,734	66	Adverse	2%
Income	-2,350	-2,308	42	Adverse	-2%
<b>Legal and Democratic Services Total</b>	<b>1,318</b>	<b>1,426</b>	<b>108</b>	<b>Adverse</b>	<b>8%</b>

### 8.6.2 Summary Comment

The forecast £108,000 (8%) adverse financial variance arises from expenditure on agency staffing where it has not been possible to secure permanent appointments in key roles within the service.

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

This service includes: business transformation; climate change and sustainability; human resources, learning and development, payroll; strategy, policy and performance; programme assurance; risk management; and business continuity.

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

#### 9.1.1 Summary from Executive Head of Service – Q3 2022/23

The Joint Management Team structure went live on 1<sup>st</sup> of October 2022 and this was a key milestone successfully met in terms of the work done by the Council's Human Resources team to support the implementation of the collaboration between Waverley and Guildford Borough Councils. As well as ensuring new Executive Heads of Service were successfully contracted and inducted into their new joint roles (with Waverley as the employing Authority) time was spent implementing the first stages of the Joint Management Team Development Programme

Following the departure of Sally Kipping, I was pleased to welcome Jon Formby as Waverley's Interim HR Manager. One of Jon's initial areas of focus has been to support the annual pay

negotiations process, including consultation and negotiation with the staff representatives on the Joint Negotiating Committee.

The Council's Corporate Policy Team has, amongst other things, continued to support the Council's service planning and corporate performance monitoring processes and during quarter 3 supported new Executive Heads of Service to restructure key reports like this one under the new service structures. It also supported the Council's cost of living working group, liaising with partners across the borough and pulling together key data on the challenges being faced by resident, business and charities living and working in the borough.

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

The Business Transformation Team (together with colleagues in IT and the Customer Service Centre) started using pre-loaded person and address data from the Citizen Hub and improvements were made to the method of address capture on external forms to ensure that new cases uploaded to the Citizen Hub use only trusted sources of address data. The Waverley Resident Portal underwent a full accessibility audit to identify any improvements required, along with iterative improvements to the branding and user experience.

Further rounds of testing took place to prepare the new Garden Waste subscription service (an end-to-end online system) for launch in early 2023, while further online forms were migrated from Firmstep to Liberty Create – including the Elections staff application form and "Report it" forms for bonfires and Environmental Health complaints. During the quarter, the team also launched the new Information and Data Management Programme which seeks to help colleagues across the organisation understand and do more with their data.

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

**Robin Taylor**

**Executive Head of Organisational Development**

## 9.2 Key Performance Indicators Status

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

PI reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
HR1a	Total Staff Turnover for Rolling 12 month period (%) <b>(data only)</b>	%	15.90%	16.10%	14.55%	13.82%	15.16%	Data only
HR2	Total Staff Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months <b>(lower outturn is better)</b>	Days	5.42	6.26	5.74	6.63	6.82	6.52

PI reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
HR2a	ref. HR2a - Short term Sickness Absence	Days	2.85	3.30	2.8	3.29	3.33	6.52
HR2b	ref. HR2b - Long term Sickness Absence		2.57	2.96	2.94	3.34	3.49	

### 9.2.2 Comment:

Staff turnover (HR1a) rose slightly but is slightly lower than it was in the same quarter in the previous financial year. Across Surrey District and Borough Councils, turnover ranges from 14.7% to 20.3% so the Council's rate of turnover remains at the lower end in comparative terms.

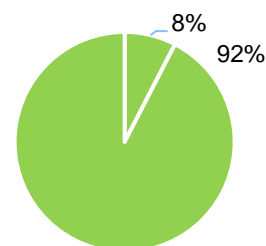
Total staff sickness absence (HR2) remains slightly above target and higher than it was in the same quarter in the previous financial year. Again, Waverley compares fairly favourably within the County (where ranges for this figure range from 3.2 to 11.8).

## 9.3 response Service Plans – Progress Status

### 9.3.1 Summary Table and Pie Chart

#### Q3 Progress on Organisational Development Service Plans 2022/25

Total	100%	66
Completed	8%	5
On track	92%	61
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



### 9.5.3 Summary Comment on the service plans

All service plans are on track or have been completed.

## 9.4 Internal Audit Actions Progress Status

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

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

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

### 9.5.3 Summary Comment on the complaints statistics

There were no complaints received about the service during Quarter 3.

## 9.6 Finance Position at the end of the quarter

### 9.6.1 Organisational Development General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Organisational Development</b>					
Expenditure	3,638	3,456	-183	Favourable	-5%
Income	-1,699	-1,699	0	Favourable	0%
<b>Organisational Development Total</b>	<b>1,939</b>	<b>1,756</b>	<b>-183</b>	<b>Favourable</b>	<b>-9%</b>

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000
<b>Capital Organisational Development</b>			
Climate Change & Sustainability	306	306	0%

### 9.6.2 Summary Comment

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

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

This service area includes corporate capital projects; economic development; housing delivery, planning policy, design, conservation, transport; and regeneration.

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

#### 10.1.1 Summary from Executive Head of Service – Q3 2022/23

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

A schedule of Main Modifications to Local Plan Part 2 was prepared to address issues identified during the Examination process. Consultation on this commenced on 9<sup>th</sup> December to allow responses to be reported to the Inspector early in Q4.

A review of LPP1 was undertaken using the PAS toolkit, ready to report to the Council to enable a decision on updating the plan to be made ahead of the end-of February deadline (when the plan will be 5 years old).

The Climate Change and Sustainability Supplementary Planning Document (SPD) was adopted by the Council on 18<sup>th</sup> November and checklists finalised for use by applicants. Consultation was undertaken on an update of the Affordable Housing SPD.

The team has continued to respond to planning consultations on behalf of the Council and has assisted Development Management officers, including at appeal hearings.

In addition to the charging, collection and distribution of Community Infrastructure Levy (CIL), work focused on assisting bids for CIL money, ahead of the bidding deadline in October. Funding bids from the 2022/23 bidding cycle were then assessed in advance of decision making in Q4.

The Planning Projects Team has focused on the provision of heritage and design advice on planning applications and pre-app consultations, hearings, and continued input to planning projects including Dunsfold Park. Work also progressed on monitoring s106 agreements and organising the biennial design awards. The judges' site visits were undertaken in October and officers have arranged the awards ceremony, which will take place in Q4.

Capacity across Planning Policy has remained an issue - a senior planning officer, planning officer, and CIL officer post are vacant, and recruitment to the latter two needs to be completed in Q4, or the employment of agency staff considered. An agency worker has been successfully deployed to help deal with the backlog of conservation applications.

## **Economic Development**

The procurement activity for the appointment of consultants to conclude the Economic Development Strategy (evidence base, strategy and action plan) has commenced. It is anticipated that the tender award will be in January 2023.

Waverley's UK Shared Prosperity Fund Investment Plan (which was submitted to the Department for Levelling Up, Housing and Communities in August 2022) has been approved and funding to support the delivery of projects outlined in year 1 has been received. In accordance with the funding requirements, the first Local Economic Advisory Forum, comprising stakeholders from a range of sectors and the MPs, met to consider and endorse the project list submitted to government, with final approval to be sought from Executive in February 2023. In addition, the Council's proposals for use of the Rural England Prosperity Fund (and addendum to the UKSPF) was submitted to DEFRA. This outlined a proposal to work with Surrey County Council, and Tandridge and Guildford Borough Councils to deliver a LEADER-style grant funding scheme supporting rural business and communities.

The team are continuing to support the emerging Business Improvement District proposals in Cranleigh, Farnham and Godalming, with ballots expected between June and September.

The first joint GBC/ WBC business event was held in Q3, with very good turnout. The "Business Question Time" was event was held at Charterhouse School, with a number of panellists and key speakers discussing a range of topics.

The Business website is being updated for a soft relaunch in Qtr 1 summer2023/24.

## **Corporate projects**

Key activity during quarter 3:

Central Godalming Regeneration - Following the public engagement period between August 2022 and October 2022, an update on the outcomes of this was presented at the November 2022 Executive meeting. A project Board is convening at the end January 2023 to confirm next steps.

**69 High Street, Godalming** - The property was acquired May 2022., with a project now underway to redevelop the site to retain retail frontage in the High Street and optimise housing on the remainder of the site. A Design Team has reviewed the planning permission and has recommended a way forward to develop the site and deliver the commercial and housing outputs as quickly as possible. The next step, seeking approval to progress a planning application, will be coming forward through the WBC governance system in Q4.

**Abi Lewis, Executive Head of Regeneration and Planning Policy**

## 10.2 Key Performance Indicators Status

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

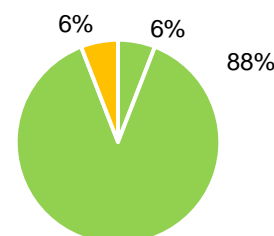
PI reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
RP4	Actual number of dwellings commenced (all housing providers) <b>(higher outturn is better)</b>	No	60	37	77	103	41	147
		No						Backlog
RP5	Actual number of dwellings completed (all housing providers) <b>(higher outturn is better)</b>	No	119	137	202	214	140	147
		No						Backlog

## 10.3 Service Plans – Progress Status

### 10.3.1 Summary Table and Pie Chart

#### Q3 Progress on Regeneration & Planning Policy Service Plans 2022/25

Total	100%	68
Completed	6%	4
On track	88%	60
Off track - action taken / in hand	6%	4
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



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

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP22/25 RPP1.5	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	30-06-2022	Economic Development Team	Off track - action taken / in hand		New business support contract with IncuHive via tender process March 2022.

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
	support to new and existing business and ensure VFM from the Council's financial contributions					Click It Local contract and Enterprise First ended. Will review pre-March 2023 Business South contract
SP22/25 RPP2.2	Monitor delivery and success of agreed projects funded through the Additional Restrictions Grant (ARG)	30-09-2022	Economic Development Team	Off track - action taken / in hand		Delayed due to UKSPF project
SP22/25 RPP14.1	Local Plan Part 2 submitted to Government, examined and adopted	31-10-2022	Planning Policy Manager	Off track - action taken / in hand		LPP2 Examination complete and consultation on Main Modifications underway from 9 December 2022 – 27 January 2023. Adoption dependent on number of consultation responses received and Inspector's timeframe for review.
SP22/25 RPP17.1	Oversee the successful relocation of key community groups such as St John & Cadets to free the site for development and improve facilities for community groups.	31-12/2022	Development Programme Manager	Off track - action taken / in hand		Ongoing work to consider options available for relocation and liaison with relevant stakeholder groups.

## 10.4 Internal Audit Actions Progress Status

**Comment:** At the end of Q3 there were no outstanding Internal Audit Actions for this service area.

## 10.5 Complaints Statistics

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

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



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

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

### 10.5.3 Summary Comment on the statistics

No complaints were received in Q3.

## 10.6 Finance Position at the end of the quarter

### 10.6.1 Regeneration & Planning Policy General Fund Account Table

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Regeneration &amp; Planning Policy</b>					
Expenditure	2,281	2,266	-14	Favourable	-1%
Income	-1,094	-1,094	0	Favourable	0%
<b>Regeneration &amp; Planning Policy Total</b>	<b>1,187</b>	<b>1,172</b>	<b>-14</b>	<b>Favourable</b>	<b>-1%</b>

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Regeneration &amp; Planning Policy HRA</b>					
Expenditure	458	338	-120	Favourable	-26%
Income	-452	-452	0	Favourable	0%
<b>Regeneration &amp; Planning Policy HRA Total</b>	<b>6</b>	<b>-115</b>	<b>-120</b>	<b>Favourable</b>	<b>-2054%</b>

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
<b>Capital Regeneration &amp; Planning Policy</b>			
Regeneration & Planning Policy	1,663	1,663	0
<b>Total</b>	<b>1,663</b>	<b>1,663</b>	<b>0</b>

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

The forecast spend for Economic Development to end of financial year is within budget

The forecast spend for Planning Policy service revenue is within budget. It is anticipated that there will be a carry forward of Local Plan Reserve into next financial year of c.£170k.

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

This service area includes events; heritage; leisure; parking (on and off Street); Waverley Training Services, leisure and building control (including street naming).

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

#### 11.1.1 Summary from Executive Head of Service – Q3 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.

Energy costs are now impacting the performance of the contract. Places Leisure are struggling to maintain profitability and have met with us to understand if there is any further support we can give.

In this quarter we went out to tender for architects, energy and cost consultants for the new Cranleigh Leisure Centre. An exciting step that brings the project ever closer. The 'Brief' included carbon neutrality at its heart but also made a very clear reference as to how the new Centre should act as a place shaping project. The size of investment and the location make it the perfect catalyst for wider partnership working in the village. To that end work continues with Well North Enterprises who are looking to bring partners together from health, public, education and the voluntary sector to understand the potential for a 'Hub' using the Centre as a central point. Stakeholder meetings are scheduled for next quarter where the wider group can start to formalise their thoughts.

We are in the final phase of the leisure management contract re-tender with final submissions being evaluated by the team at the start of quarter 4. We will be announcing the successful operator within the next couple of months.

Work has started on the new 3G pitch at Woolmer Hill with the work expected to be completed in the summer of this year. This will be another great sporting addition to the facilities in Haslemere and we are excited to work with local stakeholders on the delivery and future management of the site. This will inevitably link to the new operator of The Edge leisure centre, where Waverley is working closely with Surrey County Council to ensure a smooth transition.

##### Parking

We monitor performance of our car parks closely and it is pleasing to see usage figures nearing that of the pre-pandemic levels. Our shopper car parks have fared very well in this quarter with November and December being extremely strong months.

During this quarter our Parking Manger left for pastures new, and we wish him well. This has created a gap in management cover, and I would like to thank the team for their support over this period, without which the service would have struggled.

A proposal on management options for the future are currently being developed for discussion, where we will be looking to create greater resilience to this vital service for our residents and businesses.

## **Building Control & Street naming**

This quarter continued to be a challenging one with Building Control being impacted by the wider economic situation. However, plan checking remained positive and there are signs that work was picking up towards the end of the quarter. The sector continues to change as building regulations are updated following the Grenfell disaster. The Team will be proving their competency against these new regulations through Local Authority Building Control training courses. These will take place over the next six months which will demonstrate the skills possessed within the team.

## **Waverley Training Services (WTS)**

This has been a quarter of great change for WTS as our Teaching & Learning Manager left after nearly 30 years of service, and we wish her well in her new ventures. This meant the arrival of Krystal Rajewski who brings a wealth of experience from the sector and who has already become an invaluable member of the management team.

Although this is a positive quarter for learner achievements, we are beginning to see the aftereffects of the pandemic where learners have fallen behind in their studies and added to this recruitment has proven extremely difficult for key tutor roles, making the achievement of next quarters targets difficult.

## **Arts & Culture**

During this quarter Gavin Stride left his post a CEO of The Maltings and we would like to thank him for his vision, commitment to partnership working and drive that has made The Maltings such an integral part of the Farnham landscape under his stewardship. We wish him every success in his new ventures!

January therefore saw the start of a new chapter for the Maltings as we welcomed Peter Glanville as the new CEO, we look forward to continuing our positive working relationship.

We also saw a changing of the guard at Cranleigh Arts Centre as Bob Wild passed the baton on to Brian Belcher who became the new Chair of Trustees. We wish Bob well in his new ventures and thank him for all the work he put into the Arts Centre, it has flourished under his guidance. We have already met Brian and look forward to working with him and his trustees.

Another busy quarter and one of great change and I thank my colleagues for all their support.

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

### **11.2 Key Performance Indicators Status**

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

PI reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
C1	Total number of visits to Waverley leisure centres ( <b>higher outturn is better</b> )	Visits	282,963	333,920	370,120	373,127	386,293	370,993
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter ( <b>higher outturn is better</b> )	No.	No service	No service	2,415	2,920	2390	Data only

PI reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
C3	Percentage of complete building control applications checked within 10 days ( <b>higher outturn is better</b> ) (P8)	%	98%	94%	73%	93%	93%	80%
C4	Apprentice overall success rate per quarter ( <b>higher outturn is better</b> )	%	75%	75%	75%	75%	75%	75%
C5	Apprentice timely success rate in gaining qualification in the time expected ( <b>higher outturn is better</b> )	%	80%	70%	70%	70%	70%	70%
C6	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) ( <b>higher outturn is better</b> )	No.	25	28	18	18	19	Data only

### 11.2.2 Comment:

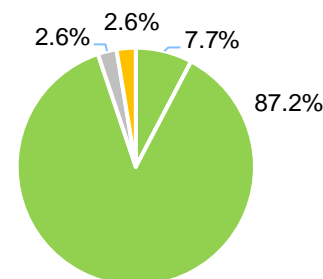
All KPI's are positive, and the teams continue to work hard to maintain this level.

## 11.3 Service Plans – Progress Status

### 11.3.1 Summary Table and Pie Chart

#### Q3 Progress on Commercial Services Service Plans 2022/25

Total	100%	39
Completed	7.7%	3
On track	87.2%	34
Off track - action taken / in hand	2.6%	1
Off track - requires escalation	0.0%	0
Cancelled / Deferred / Transferred	2.6%	1



### 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 CS4.1	Deliver the Brightwells Public Art Commissions in alignment with the phases of the scheme. Provide engaging and accessible interpretation which connects the art to Farnham.	01-11-2022	Community Development Officer - Arts	Off track – action taken/ in hand	June 2023	Delayed as a result of the delays in construction of the main site. A date for delivery and installation has been agreed for June.

## 11.4 Internal Audit Actions Progress Status

### Comment:

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

## 11.5 Complaints Statistics

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

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

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

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

### 11.5.3 Summary Comment on the statistics

No complaints were received this quarter.

## 11.6 Finance Position at the end of the quarter

### 11.6.1 Service's General Fund Account Table

Services	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
<b>Commercial Services</b>					
Expenditure	7,195	7,143	-51	Favourable	-1%
Income	-8,984	-9,125	-141	Favourable	2%
<b>Commercial Services Total</b>	<b>-1,790</b>	<b>-1,982</b>	<b>-193</b>	<b>Favourable</b>	<b>11%</b>

### Capital Commercial

	Approved Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
Car Parks	634	564	-69
Culture	26	26	0
Leisure	412	412	0
<b>Capital Commercial</b>	<b>1,072</b>	<b>1,002</b>	<b>-69</b>

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

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

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

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

This service area careline; community grants; community safety; disabled facility grants, adaptations; family support; health and wellbeing; safeguarding; supporting vulnerable people, migrants and refugees.

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

#### 12.1.1 Summary from Executive Head of Service – Q3 2022/23

##### Community Challenges

The Cost-of-Living Crisis continues to impact many of our residents in Waverley. Our voluntary sector partners and town and parish councils continue to support those in need and are seeing a rise in household debt resulting in increased use of foodbanks, community pantries and fuel vouchers. Our NHS and Adult Social Care colleagues are reporting the impact on the decline in mental health and emotional wellbeing associated with the affects this crisis is having on those struggling.

To help address these issues at a local level, the Government has continued to deliver the Household Support Fund. Tranche 3 of this fund is for October 2022- to 31 March 2023 and Waverley was allocated £198,000.

Our spend to 31<sup>st</sup> December 2022 is £63,000 and has been slower to distribute due to a delay in receiving the funds, but we anticipate all funds being spent by 31 March 2023. Tranche 3 is being distributed through Haslemere Town Council, Farnham Town Council, Hale Community Cupboard, Godalming Community Store, Three Counties Money Advice and Southwest Surrey Domestic Abuse Outreach Services to continue the support to families who are struggling.

Wider challenges affecting our communities also rest within increasing pressures experienced by the NHS and Social Care services. These unprecedented challenges have encouraged a greater focus on the collaboration needed between statutory agencies under the Integrated Care Partnerships (ICP). Our council is a valued partner within the Surrey Heartlands ICP and Frimley ICP and particularly add values to the independence and prevention workstreams that enable people to live well more independently for longer through our Careline, Care and Repair and Disabled Facilities Grants services.

Requests for careline services have increased this quarter, but there have been problems with the equipment supply from our provider Tunstall and this has impacted on our installation rate. To alleviate this challenge, we have bought equipment from another supplier to ensure continuity of service as much as possible.

Due to a combination of our vulnerable people needing more support and the pressures Adult Social Care are facing, we have seen a significant increase in safeguarding cases. We are working hard to mitigate the risk to our vulnerable people by ensuring robust action led case conferences are held with our partners in Adult Social Care and the Police.

##### Community Safety

In November 2022, the Overview and Scrutiny Services Committee reviewed the The Safer Waverley Partnership (SWP) 3-year annual rolling plan for 2022/25 and our team continues to work with partners to deliver the plan. In partnership with Southwest Surrey Domestic Abuse Outreach Services and Guildford Borough Council two webinars were delivered to a wide range of

organisations to raise awareness of Domestic Abuse. ASBHelp also delivered an Antisocial Behaviour Learning Event to the partners of the Safer Waverley Partnership

### Refugee Resettlement

We continue to support the resettlement of refugee families from Syria and Afghanistan ensuring that access to education, health and financial support can help the families achieve independence.

We are also continuing to support Ukrainian families who have come to Waverley under the Homes For Ukraine Scheme. Many of our families continue to live with their hosts, but we anticipate that there will continue to be a steady request for help to access independent housing and our team have rehoused several families in the private sector.

**Samantha Hutchison – Executive Head for Communities**

## 12.2 Key Performance Indicators Status

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

PI reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
CU1	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	1598	1552	1541	1512	1476	Data only
CU2	Total number of Careline calls per quarter (data only, no target set)	Calls	6734	7250	5733	5359	6334	Data only
CU3	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	100%	100%	100%	100%	100%	95%

### 12.2.2 Comment:

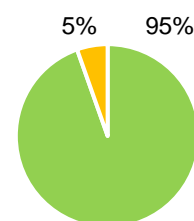
The KPIs remain positive.

## 12.3 Service Plans – Progress Status

### 12.3.1 Summary Table and Pie Chart

#### Q3 Progress on Community Services Service Plans 2022/25

Total	100%	37
Completed	0%	0
On track	95%	35
Off track - action taken / in hand	5%	2
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP22/25 CU2.2	Work with Partners to seek opportunities to promote health and wellbeing and address health inequalities. All staff to attend Safeguarding and Mental Health training to	31-12-2022	Service Improvement Manager (AH)	Off track - action taken/ in hand		This work is ongoing and many of our frontline teams have had updated safeguarding training in light of the increased risk associated with higher thresholds of intervention. Our work with Surrey

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
	support residents in accessing support to live best life.					Heartlands ICP has ensured that community engagement is happening via our partners amongst communities.
SP22/25 CU3.1	Review Ageing Well Action Plan 2020 - 2024; co-ordinate the delivery of the Ageing Well Action Plan in any new Waverley Safe and Healthy Communities Strategy and Action plan ensuring current and future services and activities reflect and meet the need of the borough's older residents in the light of the pandemic. Focus on addressing loneliness and social isolation	01-11-2022	Community Services Manager/ Community Partnerships Officer	<b>Off track - action taken/ in hand</b>		We are working to ensure all our strategies and work plans for health and wellbeing – including the Ageing well action plan integrate with the wider partnership work of the Surrey Health and Wellbeing Board and Independence and Prevention NHS workstreams.

## 12.4 Internal Audit Actions Progress Status

**Comment:** At the end of Q3 there was one outstanding Internal Audit Action for this service area around the Safeguarding audit and this has now been completed.

## 12.5 Complaints Statistics

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

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

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

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



### 12.5.3 Summary Comment on the statistics

No complaints were received this quarter.

## 12.6 Finance Position at the end of the quarter

### 12.6.1 Community Service's General Fund Account Table

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Community Services</b>					
Expenditure	2,342	2,335	-7	Favourable	0%
Income	-1,240	-1,172	68	Adverse	-6%
<b>Community Services Total</b>	<b>1,102</b>	<b>1,163</b>	<b>62</b>	<b>Adverse</b>	<b>6%</b>

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

Due to the problems with our careline equipment supply, we were unable to install equipment in December 2022 and this will have impacted the careline income. Our client count as of the end of January is 1510 which is up 34 on the end of Q3 client count so the numbers are going in the right direction.

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

This service includes bereavement; green spaces, parks, countryside, trees; fleet operations; street cleaning; waste and recycling.

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

#### 13.1.1 Summary from Executive Head of Service – Q3 2022/23

Quarter 3 is a very busy time of year for key parts of environmental services with Christmas and leaf fall impacting on waste and street cleaning services respectively. This period also saw a strike occur for our contractors. The other key change was the introduction of the collaboration model and Joint Executive Heads of Service. I have received a warm welcome from all parts of the organisation and would like to put on record my thanks for the welcome and the support given to me by colleagues and councillors.

#### 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. The national shortage of HGV drivers is reducing in impact, but the general availability of staff, from administrative to loading staff continues to cause challenges and has led to a small number of disruptions delaying collections.

We had strike action for a total of two days in the quarter. Our officer and communication teams worked closely with Biffa to understand and disseminate the impacts from the strike action. The net impact was some limited delays to normal household collections, with recovery by the Monday following the strike action. Garden waste services were cancelled for 2 days, which represented around 10 % of collection in a two-week cycle. Those collections that were not undertaken were attended to on the next scheduled collection and any extra material presented was collected as a one off. We were pleased that Biffa were able to reach a settlement swiftly that resulted in minimal impact from the action.

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

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

**Chris Wheeler, Executive Head of Environmental Services**

## 13.2 Key Performance Indicators Status

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

PI reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
E1*	Materials recovery facilities (MRF) Reject Rate ( <b>lower outturn is better</b> )	%	4.80%	4.77%	4.33%	4.02%	Received Quarter in Arrears	5.00%
E2	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting ( <b>higher outturn is better</b> )	%	Monitoring on pause					90%
E3a	Number of refuse and recycling missed bins out of 100,000 collections per week ( <b>lower outturn is better</b> )		68	42	tbc	60	63	40
E3b	Number of food waste missed bins out of 100,000 collections per week ( <b>lower outturn is better</b> )		48	66	tbc	69	61	40
E NI191*	Residual household waste per household ( <b>lower outturn is better</b> )	kg	96	93	82.4	82	Received Quarter in Arrears	90.00
E NI192*	Percentage of household waste sent for reuse, recycling and composting ( <b>higher outturn is better</b> )	%	57.20%	56.10%	60%	58%	Received Quarter in Arrears	54.0%
E4	Percentage of tree applications determined within 8 weeks ( <b>higher outturn is better</b> )	%	45%	100%	100%	98%	98%	95%

### 13.2.2 Comment:

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

The MRF rejection rate for Qtr 2, now available, has shown further improvement against a target of less than 5%. Residual Waste per household in Qtr 2 has decreased significantly and is now on target and is below the target of 90kg per household. The recycling rate in Qtr 2 has decreased slightly but remains well ahead of our target.

**E2** – Environmental Cleanliness monitoring remains suspended and street cleaning is currently on a reactive service as opposed to scheduled cleaning basis as the service continues to prioritise refuse and recycling collections. We are in discussion with the contractor with a view to refocussing on street cleaning issues.

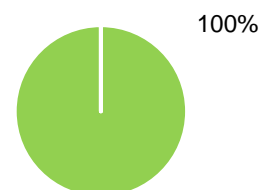
**E3a, E3b** – Missed bin figures for Qtr 3 are provided but must be viewed with caution due to issues with the customer reporting software which is letting residents report a missed bin before the lorry turns up to empty it, even if the lorry is just an hour later than normal, so the figures include reports of missed bins that were not missed but simply picked up later than usual. We are in discussions with Biffa to bring the relevant reporting restrictions back into use as soon as possible to prevent inaccurate missed collection reporting.

## 13.3 Service Plans – Progress Status

### 13.3.1 Summary Table and Pie Chart

#### Q3 Progress on Environmental Services Service Plans 2022/25

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



### 13.3.2 Comment:

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

## 13.4 Internal Audit Actions Progress Status

**Comment:** At the end of Q3 there were no outstanding Internal Audit Actions for this service area.

## 13.5 Complaints Statistics

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

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

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

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

### 13.5.3 Summary Comment on the statistics

The service has seen a low level of formal complaint in Q3.

## 13.6 Finance Position at the end of the quarter

### 13.6.1 Environmental Services General Fund Account Table

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Environmental Services</b>					
Expenditure	11,033	11,006	-27	Favourable	0%
Income	-3,924	-3,771	153	Adverse	-4%
<b>Environment Services Total</b>	<b>7,109</b>	<b>7,235</b>	<b>126</b>	<b>Adverse</b>	<b>2%</b>

### Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Environment	264	264	0
Parks & Recreation	1,771	1,771	0
Capital Environment	2,035	2,035	0

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

The lower than anticipated number of garden waste customers, as highlighted in the Q2 dashboard is reflected in the adverse revenue position set out in 13.6.1.

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

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

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

#### 14.1.1 Summary from Executive Head of Service – Q3 2022/23

##### Development Management

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

The Council has received a letter from DLUHC indicating that they face potential designation for non-major applications in the two years to the end of Q2 (September 2022). A response has been sent to DLUHC setting out the circumstances that resulted in performance below the Government threshold of 70% (Covid, including the increase in applications, implementation of IT system, staff shortages/recruitment and retention issues). The response also set out the improvements that have been undertaken, and those yet to take place but set out in the updated Improvement Action Plan, and requested that the Council not be designated at this time as it would be counterproductive.

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

The Major and Non major applications performance for these last three quarters illustrate a very significant improvement, which if maintained should ensure that the Council is not at risk of designation in the two years to September 2023.

There are planning officer vacancies in this quarter, and these have, or are going to be, filled.

Development Management (DM), working closely with the Business Support Team, is very much on an improved path of performance, as can be seen with the last 3 quarters performance statistics, with many of the required targets being exceeded. Following on from the Planning Advisory Service (PAS) independent consultant review during Q1, a written review offered 10 recommendations for improvement, all of which have been actioned and implemented and we continue the work in progress with the PAS DM Challenge Toolkit.

**Gilian Macinnes**

**Joint Interim Executive Head of Planning Development**

## 14.2 Key Performance Indicators Status

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

PI reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
P1	Percentage of all planning applications determined within 26 weeks <b>(higher outturn is better)</b>	%	87%	89.6%	90.4%	80.95%	95.81%	100%
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks or with an agreed extension of time (NI157a) cumulative figure <b>(higher outturn is better)</b>	%	40%	55.6%	100%	92.86%	91.30%	80%
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks <b>(higher outturn is better)</b>	%	28%	59%	93.1%	82.8%	92.17%	80%
P123 (NI)	Processing of planning applications: Other applications <b>(higher outturn is better)</b>	%	46%	60%	91.5%	89.32%	97.64%	90%
P2	Processing of all other residual applications - % determined within its target (Internal) <b>(higher outturn is better)</b>	%	53%	65%	88.1%	81.82%	92.47%	80%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) <b>(lower outturn is better)</b>	%	29.5%	34.3%	37.5%	20.7%	22.2%	30%
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) <b>(lower outturn is better)</b>	%	5.7%	8%	0%	0%	1.75%	10%

PI reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) <b>(lower outturn is better)</b>	%	0.7%	0.96%	0.65%	1.38%	1.51%	10%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt <b>(higher outturn is better)</b>	%	78.8%	80%	82.4%	57.14%	91.18%	75%
P5	Percentage of "Bronze Service Level" pre-application advice provided within 21 days (3 wks) target <b>(higher outturn is better)</b>	%	41%	10%	0%	11.43%	18.18%	Data only

#### 14.2.2 Comment:

**P1 (Total planning applications determined within 26 weeks)** – There has been a recovery from the dip in performance in Q2, due to the decision over the covid period not to seek extensions of time. Extensions of time are now sought where required and this change is positively impacting on the performance.

**P151 (Processing of major applications)** –the continued very good performance (over 90%) determined within 13 weeks or with an agreed extension of time, demonstrates on going and continued improvements made.

**P153 (Processing of non-major applications)** – Again, the figure of 92.13% determined either in 8 weeks or within an agreed extension of time represents a huge improvement over last year's performance.

**P123 (Processing of other applications)** – The performance against this target is exceptionally good at 97.64%, and illustrates the step change in performance in the service.

**P2 – (Processing of residual applications)** – Exceeded target with 92.47%

**P3, LP152, LP154 – (Appeals performance)** – Continued improvement in appeal performance over Q1 and Q2

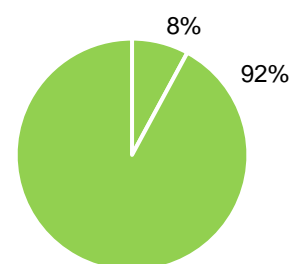
**P4 -Enforcement** - There has been a very notable improvement in Enforcement performance following the Enforcement Officer vacancy for some months and the complex and significant cases coming to a head (mostly involving applications to the High Court), that have required a great deal of officer attention in Q 2.

### 14.3 Service Plans – Progress Status

#### 14.3.1 Summary Table and Pie Chart

##### Q3 Progress on Planning Development Service Plans 2022/25

Total	100%	38
Completed	8%	3
On track	92%	35
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



**14.3.2 Comment:**

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

**14.4 Internal Audit Actions Progress Status**

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

IA20/08.001 Target Response Times

IA22/14.001.1 Service Level Agreement

IA22/14.001.2 Up to date contract/Memorandum of understanding

For further details please refer to the latest Review of Progress in the implementation of Internal Audit Actions (from the Audit Committee 28 November 2022)

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

KPI	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New Service structure effective 1 October 2022				5	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				5	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	100%	95%

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

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

**14.5.3 Summary Comment on the statistics**

All complaints were handled on target in Q3.

**14.6 Finance Position at the end of the quarter****14.6.1 Planning Development General Fund Account Table**

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Planning Development</b>					
Expenditure	5,146	5,311	165	Adverse	3%
Income	-3,373	-3,288	85	Adverse	-3%
<b>Planning Development Total</b>	<b>1,773</b>	<b>2,023</b>	<b>250</b>	<b>Adverse</b>	<b>14%</b>

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

The Planning Service budget overspend shown is primarily attributed to the suspension of the pre-app service earlier in the financial year. As the service journey is improving and planning applications are reaching determination in a more appropriate timescale, the Planning income has increased and is over forecasted budget. Although the redesigned Pre-App service has successfully launched and is well received, the disparity in the income from the pre-app service due to suspension has yet to be made up.

That said, 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.

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

This service includes air quality; corporate health and safety; emergency planning; environmental health/crime; food safety; licensing; private sector housing.

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

#### 15.1.1 Summary from Executive Head of Service – Q3 2022/23

Quarter 3 saw a general increase in activity across all of the Regulatory Teams including a busy period supporting the community during water outages affecting both Waverley and Guildford residents. Getting businesses back on track continues to be extremely challenging, and we have had to deal with further 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 Q3

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 before the end of March 2023. As a result, 150 inspections of food business have been undertaken during Q3. The standards of food hygiene within businesses have been reported by officers as generally satisfactory. Small catering businesses still report they are struggling to employ a stable workforce and deliver necessary training to support good food hygiene practices, as well as a quieter festive period. This is against the backdrop of an increase in the number of new food businesses opening within Waverley with 63 new food business registrations being received during Q3. Of the 150 food businesses inspected, 13 were rated as unsatisfactory (FHRS rating of 0,1,2), 94 received written warnings and 9 hygiene improvement notices were issued to 5 food businesses. A reduced number of food businesses (4) have made requests for a Food Hygiene Rating Scheme revisit to reassess standards and re-score their business.

The number of complaints from the public about hygiene standards observed within food businesses remains stable at 13, but there has been a reduction in complaints about alleged food poisoning to 5. Official notifications of confirmed infectious disease cases have dipped slightly, however a number of those notified have resulted in significant health impact and hospitalisation of cases including cases of Legionella and STEC E.coli.

In regard to health and safety enforcement, inspections as part of the 'Gas Safety in Catering Premises Project' have continued during Q3. These have resulted in the service of 3 formal improvement notices to deal with unsafe gas appliances in catering businesses.



The service has received 22 workplace accident notifications during Q3, and is currently pursuing two Health and Safety legal cases.

### Environmental Protection Team

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

Complaint type	2021/22 full year	Qtr. 1 2022/23	Qtr. 2 2022/23	Qtr. 3 2022/23
Noise complaints	426	133	167	105
Planning consultations	907	183	192	198
Requests for information	521	97	106	57
Temporary Event Notice Consultations	559	286	143	200
Premise License Consultations	59	20	18	16
Bonfire Complaints	120	32	21	13
St Trading requests for service	119	16	21	35
Pest control complaints	100	13	18	18
Various other requests for service	498	114	142	133
Total	3309	894	828	775

The Environmental Protection Team have also:

- Dealt with 21 more complex cases, including those detailed below.
- Progressed a second prosecution regarding a dog barking case in Farnham and an appeal against the sentence for the first prosecution, including a Criminal Behaviour Order. The appeal was dismissed, and the CBO varied so the dogs cannot be at the offending premises from 5pm on 1 March 23.
- Progressed a second prosecution regarding odour from a fish and chip shop in Farnham. A further fine was issued. The owner of the premises has now changed hands. The new owner is cooperative, and we are working with him to resolve the problem.
- Progressed a prosecution for noise and odour from a restaurant in Godalming. We also resolved a similar long running case without going to court regarding a takeaway in Farncombe.
- Been working to update the Air Quality Action Plan for our Air Quality Management Areas and develop new Clean Air Strategy for Waverley. We have worked with an Air Quality Steering Group and facilitated the consultation and reports going through the governance process.
- Tendered and awarded a new contract to manage WBC's air quality stations and automatic air quality data.
- Worked with planning colleagues, WBC's consultant, the Environment Agency and Dunsfold Airport Ltd to find a way to deal with contamination on part of the site so works can start. This has been a challenge requiring significant officer resources.
- Worked to secure the appropriate remediation of soils associated with the Green Lane development in Farnham, to make sure soils were suitable for use. This was a challenge given soils had already been placed on site and turfed in some cases.

- Covered work associated with the contaminated land officer's role (0.8 FTE) since the beginning of November when the current post holder departed WBC.
- Worked with Guildford BC to take forward joint tenders for the pest control and stray dog service. Considerable work was completed in assessing bids for the pest control service.
- Issued numbers of scrap metal dealer licences as they needed to be renewed.
- Completed the annual Drinking Water Inspectorate return for Private Water Supplies.
- Continued work to deal with street trading consents and animal welfare licences.
- Worked with (and ongoing) Network Rail on an application to agree methods to try and minimise noise and vibration associated with upgrading signalling on the line between Farncombe and Petersfield.
- Worked with Surrey authorities, including SCC Public Health, Highways and Trading Standards at the Surrey Air Alliance, Surrey Planning and Heath Forum, and Surrey Health Protection Board on joint initiatives to try and improve health and wellbeing of people in Surrey.

### **Private Sector Housing**

The total number of new Disabled Facilities Grant enquiries this year (144) is higher than last year, which in itself was higher than in any previous year. Grant approvals have also risen steeply (72) and have nearly reached last year's annual figure of 75. Grant spend has also increased correspondingly and is on course to exceed all previous annual figures.

21 Houses in Multiple Occupation have been inspected this year and 8 licences issued.

There were 45 complaints about housing conditions in Q3, which is the highest quarterly figure on record. Complaints about illegal evictions and landlord harassment are also higher than the annual figure in most years. Three formal Notices were served in Q3.

There were 6 requests for public health funerals in Q3, bringing the total for the year to 13.

### **Licensing**

A Liaison meeting was held with the Taxi Trade to discuss a range of issues, but feedback was that trade continues to recover assisted by the fare increase agreed in June 2022 but cost of living and fuel costs continue to impact the trade. 17 new applicants took knowledge tests in Qtr. 3 a further increase on Quarters 1 and 2 (6 and 10 respectively). Routine driver and vehicle checks were also carried out over the quarter and 15 new taxi complaints were investigated (up from 9 in Qtr. 2).

43 DBS interviews were conducted with new or existing drivers and 230 drivers (88%) are now registered with the DBS update service which enables the Council to make regular (quarterly) DBS checks on the individuals. All drivers are checked against (NR3) National database of refusals and revocations and 12 local driver refusals or revocations (which includes historic ones) have been added to NR3 database.

2 Committee hearings were held during Qtr. 2 regarding driver issues.

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

208 Temporary Event Notices were received (135 in Qtr. 2). 39 of these were late notifications which had to be processed quickly to ensure there would be no adverse impacts.

The licensing team also carried out 38 routine inspections of licensed premise (14 in Qtr. 2) and 7 were joint inspections with the Police following complaints from residents (15 in Qtr. 2).

3 Committee hearings were held regarding issues with Licensed premises.

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

12 House to House Collections (5 in Qtr. 2) and 12 Street Collections (12 in Qtr. 2) were approved. 24 Small Society Lottery licences were renewed, and 7 New Small Society Lottery licences were granted.

### Emergency Planning:

Our Emergency Planning and Business Continuity response plans have continued to be tested throughout this quarter in supporting the community and running business as usual in parallel. Overall, we feel the council working with partner agencies has performed extremely well in Q3.

The council's resilience was tested in this quarter, primarily during the response to the Ladymead water outage, impacting properties in both Guildford and Waverley. The team worked closely with Guildford Borough Council colleagues and other agencies to ensure we were ready to effectively respond when requested by the SLRF. Work is also continuing between colleagues at Waverley BC, Guildford BC and Applied Resilience to review, combine and integrate emergency and business continuity plans and procedures to ease the transition period moving forwards.

Event safety has continued to be a key focus during Q3, with emphasis on improving the organisation and multi-agency communication with regards to high-risk events requiring a Safety Advisory Group. Plans have been put in place to introduce a recurring SAG group meeting, involving partner agencies and Emergency Services, alongside further documentation to ease work around the SAG process.

The team has continued to complete their corporate Health and Safety responsibilities. The overarching Health and Safety policy has been signed off after review, and a plan has been put in place to begin the review process for the remaining Health and Safety policies. This review process will involve consideration of the GBC Health and Safety policies and how we can further the integration process with Guildford BC. In the background, the team has continued to work with Housing colleagues to achieve safety compliance across WBC housing stock.

**Richard Homewood, Executive Head of Regulatory Services**

## 15.2 Key Performance Indicators Status

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

PI reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
R1a	Average number of days to remove fly-tips ( <b>lower outturn is better</b> )	Days	2	3	3	2	2	2
R1b	Number of fly tipping incidents in a quarter ( <b>Data only</b> )		169	244	182	163	195	Data only
R2	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due ( <b>higher outturn is better</b> )	%	78.57%	81.25%	88.89%	100%	100%	100%
R3	Food businesses with a 'Scores on the door' of 3 or over ( <b>higher outturn is better</b> )	%	90.43%	89.40%	89.87%	90.16%	90.95%	Data only

### 15.2.2 Comment:

**R1a, R1b** – Performance on clearing fly tips has been maintained on target in Qtr 3 but fly tip numbers have increased compared to the same quarter last year. Enforcement activity on fly tipping and abandoned vehicles is a priority but the Environmental Enforcement Team is currently affected by a vacancy and sickness absence.

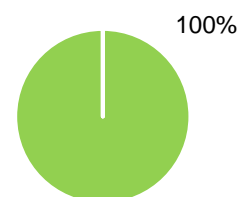
**R2, R3** – As food inspections get back on track (100% for the second quarter in a row) standards in food businesses are starting to improve and the number of food businesses with a score of 3 or over continues to rise.

## 15.3 Service Plans – Progress Status

### 15.3.1 Summary Table and Pie Chart

#### Q3 Progress on Regulatory Services Service Plans 2022/25

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



### 15.3.2 Comment:

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

## 15.4 Internal Audit Actions Progress Status

**Comment:** At the end Q3 there were no outstanding Internal Audit Actions for this service area.

## 15.5 Complaints Statistics

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

KPI	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New Service structure effective 1 October 2022				2	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				2	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	100.00%	95%

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

KPI	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New Service structure effective 1 October 2022				3	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				3	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	100%	95%

### 15.5.3 Summary Comment on the statistics

Responding to complaints has been a priority during Qtr. 3 and this has shown an improvement in performance.

## 15.6 Finance Position at the end of the quarter

### 15.6.1 Regulatory Services General Fund Account Table

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Regulatory Services</b>					
Expenditure	4,405	4,300	-105	Favourable	-2%
Income	-2,223	-2,191	32	Adverse	-1%
<b>Regulatory Services Total</b>	<b>2,183</b>	<b>2,109</b>	<b>-73</b>	<b>Favourable</b>	<b>-3%</b>

### Capital Regulatory Services

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Regulatory Services	883	883	0
Capital Environmental Services	883	883	0

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

The general fund budgets show a satisfactory position due to salary savings from vacancies. The shortfall in income relates to licensing where activity is still influenced by the after effects of Covid. Capital expenditure is anticipated to be on target by the end of the financial year.

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<b>Service Plan 2023-2026 (rolling 3 years)</b>		<b>Executive Head of Service:</b>	Marieke van der Reijden
		<b>Joint Strategic Director:</b>	Dawn Hudd
<b>Service:</b>	<b>Assets and Property</b>	<b>Portfolio Holders:</b>	Cllr Mark Merriweather

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. From time to time Service Plans will be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities. The progress is monitored on quarterly basis as part of the Corporate Performance Report reviewed by the Joint Management Team, O&S Committees and Executive.

<b>Service Profile</b>
<ul style="list-style-type: none"> <li>• Property and land assets</li> <li>• Engineers</li> <li>• Facilities</li> </ul>

**Service Team: Asset Management (formerly Estate and Valuation) Team Leader: Caroline Wallis - Asset Manager**

**Ongoing Service Delivery - reviewed annually**

<b>Outcome 1.</b>	<b>Increased revenue from the commercial portfolio.</b>							
	<b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future							
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 AP1.2	Identify and develop opportunities to generate revenue through property development schemes to increase overall income in line with the Medium Term Financial Plan, Property Investment Strategy and HM Treasury "not for yield" guidelines.	Significant additional resource will be needed from reserves or from borrowing	01/04/2022	31/03/2025	Asset Manager (CW)	This will impact negatively of budget projections.	D	Plan is in place and being actioned.
SP23/26 AP1.3	Effectively manage the investment property portfolio in support of the Council's Carbon Neutrality Plan whilst ensuring income levels match or exceed budget targets.	Within existing budgets	01/04/2022	31/03/2025	Asset Manager (CW)	This will impact negatively on budget projections and failure to reduce carbon emissions.	D	Carbon action plans are identified and in place.
SP23/26 AP1.4	Ensure skilled staff recruited and/or retained. Engage external expertise as appropriate in acquisition, portfolio management and project delivery.	Within existing budgets	01/04/2022	31/03/2025	Executive Head of Assets and Property	Insufficient skilled resource will negatively impact on our ability to meet this objective.	D	Service is performing and low staff turnover.
SP23/26 AP1.5	Annual reporting of Property Investment Strategy, Capital Strategy, Financial Management Code and changes in Prudential Code.	None	01/11/2021	31/12/2023	Asset manager (VB)	An out of date Asset Management framework will impair the quality the asset management governance potentially resulting in lost opportunity, negative financial impact.	D	Strategies are adopted and reported to committee

**Service Team: Property and Engineering Team Leader: Nick Laker - Property and Engineering Manager**

**Ongoing Service Delivery - reviewed annually**

<b>Outcome 2.</b>	<b>Corporate buildings are safe through effective management of assets</b>							
	<b>Corporate Priority:</b> A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet /A financially sound Waverley, with infrastructure and services fit for the future.							
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 AP2.1	Ensure the corporate asset database is up to date, accurate and meets all health and safety requirements.	Within existing budgets	01/11/2021	31/03/2024 Ongoing	Property and Engineering Manager (NL)	The potential of a serious health and safety breach and significant cost implications	S	Number of incidents recorded

SP23/26 AP2.2	Ensure all fire risk assessments are carried out to all corporate buildings including pavilions.	Within existing budgets	01/11/2021	31/03/2024 Ongoing	Property and Engineering Manager (NL)	There will be an increased chance of a fire and a greater chance of casualties as a result of any fire, if appropriate measures and controls are not in place.	S	Number of incidents recorded
SP23/26 AP2.3	Manage ongoing building maintenance and improvement works to Pavilions	Capital bid of £165k made	01/04/2021	31/03/2024	Property and Engineering Manager (NL)	The Pavilions will not be useable without repair work been carried out	S	Pavilions being brought back into use.
SP23/26 AP2.4	Maintain an effective staff resource to provide a technical competent and responsive service.	Within existing budgets	01/11/2021	31/03/2024 Ongoing	Property and Engineering Manager (NL)	Any failure to effectively manage assets will increase the potential of health and safety breaches and/or reactive	D	Vacancy rates
SP23/26 AP2.5	Provide detailed and accurate performance management data to evidence the effectiveness of the inspection regime.	Within existing budgets	01/11/2021	31/03/2024 Ongoing	Property and Engineering Manager (NL)	Corporate decision makers will not have the information they need to scrutinise the effectiveness of the function	D	Feedback from decision makers

**Outcome 3. Flood incidents are minimised by monitoring, maintaining and managing watercourses within the borough**

**Corporate Priority:** A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet /A financially sound Waverley, with infrastructure and services fit for the future.

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 AP3.1	Continue to work effectively with our key partners (Surrey CC, Environmental Agency and Local Flood Groups) in providing a collaborative approach and solution to water management.	Within existing budgets	01/11/2021	31/03/2024 Ongoing	Property and Engineering Manager (NL)	Increased chances of flooding	S	Number of incidents recorded
SP23/26 AP3.2	Ensure appropriate inspection and maintenance arrangements are in place to maximise flood prevention.	Within existing budgets	01/11/2021	31/03/2024 Ongoing	Property and Engineering Manager (NL)	Increased chances of flooding	S	Number of incidents recorded
SP23/26 AP3.3	Continue to provide an out of hours flood response service.	Within existing budgets	01/11/2021	31/03/2024 Ongoing	Property and Engineering Manager (NL)	Reputational damage if residents are unable to access advice	S	Service delivered

**Team Projects - Multi-year**

**Outcome 4. The strategy for the maintenance of Waverley owned bus shelters is reviewed and agreed.**

**Corporate Priority:** A financially sound Waverley, with infrastructure and services fit for the future.

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 AP4.1	Review options for Towns and Parishes involvement in the future management of bus shelters	Review can be done within existing budgets	01/04/2023	31/03/2024	Executive Head of Assets and Property (MvdR) / Property and Engineering Manager (NL)	The Council will continue to have responsibility for the management and maintenance of these assets	D	Review completed

**Service Team: Facilities** Team Leader: Steve Holt - Facilities Manager

**Ongoing Service Delivery - reviewed annually**

**Outcome 5. An effective support infrastructure is provided to Members and Staff**

**Corporate Priority:** A financially sound Waverley, with infrastructure and services fit for the future.



Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 AP5.1	Ensure safety and security arrangements and systems are effective especially if new tenants are occupying the building	Within existing budgets	01/11/2021	31/03/2024 Ongoing	Facilities Manager (SH)	There is an increased risk of user safety being compromised	D	User experience
SP23/26 AP5.2	Ensure use of web-cast equipment and other Council Chamber and Member based facilities are maximised and effective	Additional hardware/software is likely to be required. Estimated costs are in the region of £20k	01/11/2021	31/03/2024 Ongoing	Facilities Manager (SH)	Reputational damage can be sustained if there are interruptions to the smooth running of the democratic process	D	Number of equipment failure instances
SP23/26 AP5.3	Effectively manage the Council's fleet ensuring maximum use from the asset and compliance with the climate emergency plan	Replacement vehicles will be needed over the life of this Plan. Estimated costs of £50k.	01/11/2021	31/03/2024 Ongoing	Facilities Manager (SH)	Inefficient use of assets and a failure to meet carbon emission targets	D	User experience
SP23/26 AP5.4	Ensure high standards for cleaning of the Burys as evidenced by the outcome of an internal survey	Within existing budgets	01/11/2021	31/03/2024 Ongoing	Facilities Manager (SH)	Reputational damage can be created by poor premises conditions	D	Internal surveys

**Outcome 6. A profitable external cleaning service is provided**

**Corporate Priority:** A financially sound Waverley, with infrastructure and services fit for the future.

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 AP6.1	Review options to provide cost effective cleaning services to the Housing Department and Godalming Town Council halls, Broadwater and PepperPot, and cease office cleaning contract with Farnham Town Council.	Within existing budgets	01/11/2021	Exit the Farnham contract by 31/03/2024	Facilities Manager (SH)	The Housing Department will have low satisfaction levels and may have to procure a more expensive alternative	D	Client feedback

**Corporate compliance**

**Outcome 7. Standing Corporate Compliance Actions**

**Corporate Priority:** ALL

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 AP7.1	All Performance Agreement Meetings are completed by the target date, staff targets are set and L&D identified.	Within existing budgets, support of HR Team needed	March	May	Executive Head of Assets and Property	Staff performance and personal development is compromised and morale affected.	D	Objective achieved
SP23/26 AP7.2	Service Plans are reviewed and budget implications fed into budget process.	Dependent on outcome of review, support of the Policy & Performance Officer	August	January	Executive Head of Assets and Property	Corporate Strategy objectives will not be achieved.	D	The Service Plans proposals are prepared and presented to the OS and Executive
SP23/26 AP7.3	Complete budget preparation in line with agreed timetable.	Within existing budgets, support of Finance Team needed	August	January	Executive Head of Assets and Property	Legal obligations are jeopardised.	D	Budget adopted by Full Council.
SP23/26 AP7.4	The Corporate Risk Register is reviewed and updated quarterly in accordance with the agreed timetable.	Dependent on outcome of review, support from the	Quarterly		Executive Head of Assets and Property	Risk Register is not kept up to date and risks are not identified sufficiently to protect the	S	HoS has updated the register

SP23/26 AP7.5	Internal Audit Recommendations are actioned in line with agreed timescales.	Within existing budgets, support from the Internal Audit Manager	Ongoing		Executive Head of Assets and Property	Organisation is put at risk.	D	no outstanding recommendations
SP23/26 AP7.6	Annual Review of Employee Risk Assessments.	Within existing budgets, support from Emergency Planning Officer	April	July	Executive Head of Assets and Property	Employees' health is potentially put at risk and the organisation fails to comply with the H&S regulations.	S	All employees to have completed their relevant risk assessments. Measured by annual audit via H&S team.
SP23/26 AP7.7	Annual Business Continuity Plans Review.	Within existing budgets, support from Emergency Planning Officer	January	February	Executive Head of Assets and Property	Unable to provide vital services in an emergency situation.	S	Each Service to review their business continuity plan annually. Measured by annual test of plans against most likely business continuity events
SP23/26 AP7.8	Make sure that Accessibility regulations are adhered to – ensure that all content including all documents that appear on the Waverley website (owned by the service) or any other sub sites created for projects are created in an accessible format and make available accessibility training to staff where appropriate. Make sure that Equality Impact Assessments are carried out by teams as appropriate.	Within existing budgets, support from Corporate Equality Group	Ongoing		Executive Head of Assets and Property	Visually impaired website readers will be excluded from accessing documents. Failure to comply with the legislation puts the organisation at risk of being fined.	S	All documents published on our website to be accessible - checked quarterly by Website Team
SP23/26 AP7.9	HoS to ensure that all staff within the service are aware of the current Safeguarding Policy for Children and Adults-updated2020.docx process and procedures including the Safeguarding referral process and that any issues are dealt with in a prompt manner. Where required make sure that key members of staff complete appropriate training recommended by Waverley's Safeguarding Board.	Within existing budgets, support from Safeguarding Board	Ongoing		Executive Head of Assets and Property	Failure to discharge our responsibility under the Care Act 2014 and Children Act 2004, and potentially putting lives and wellbeing of our residents and staff at risk.	S	Safeguarding Policy regularly refreshed and updated; staff and members know how to make a safeguarding referral to Surrey County Council's Children and Adult Services Training programme implemented and rolled out to all staff and members.
SP23/26 AP7.10	Information management - data is deleted in accordance with the data retention schedule.	Within existing budgets, support from Data Protection Officer and Information Governance representatives	Ongoing		Executive Head of Assets and Property	Failure to comply with the legislation puts the organisation at risk of being fined. Over retention of information is costly in terms of storage and access.	S	The teams can demonstrate that data outside of the retention period gets logged and safely disposed off

\*D/S - Discretionary / Statutory

<b>Service Plan 2023-2026 ( rolling 3 years)</b>		<b>Executive Head of Service:</b>	<b>Nicola Haymes</b>
		<b>Joint Strategic Director:</b>	<b>Annie Righton</b>
<b>Service:</b>	<b>Communications and Customer Services</b>	<b>Portfolio Holders:</b>	<b>Clr Paul Follows, Clr Peter Clark</b>
This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. From time to time Service Plans will be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities. The progress is monitored on quarterly basis as part of the Corporate Performance Report reviewed by the Joint Management Team, O&S Committees and Executive.			
<b>Service Profile</b>			
<ul style="list-style-type: none"> <li>• Communications and engagement</li> <li>• Complaints, Ombudsman</li> <li>• Customer services,</li> <li>• Digital Services</li> <li>• Freedom of Information</li> <li>• ICT and business systems</li> </ul>			
<b>Service Team: Communications and Engagement</b>		<b>Team Leader: Ian Mackie - Communications and Engagement Manager</b>	

**Ongoing Service Delivery - reviewed annually**

<b>Outcome 1. The Council achieves the vision and objectives set out within its Communications and Engagement Strategy 2019-2023</b>								
<b>Corporate Priority: Open, democratic and participative governance</b>								
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>	<b>D/S*</b>	<b>Success is measured / demonstrated by</b>
SP23/26 CCS1.1	<b>Get the team fundamentals right (strategic objective 1)</b> (i) Develop and follow: communications and engagement protocols; an annual work programme; response time performance targets; and better business processes including a clearer process for internal customers wishing to access support. (ii) Provide a timely, targeted and positive media relations service and ensure key council representatives are trained and briefed prior to interviews. (iii) support the council when dealing with civil emergencies or business continuity issues by issuing advice and support on messages to go out to staff.		01/04/22	31/03/25	Communications and Engagement Manager	Communications and engagement activity is unplanned, unfocused and haphazard which ultimately reduces its impact.	D	Internal and external customer feedback.
SP23/26 CCS1.2	<b>Create a corporate narrative (strategic objective 2)</b> Identify what the council wants to achieve and be known for - and put that aspiration into a story that translates to everyone; that has the power to inspire staff, excite partners, attract customers and potential employees and resonate with community influencers and residents.	Within existing budgets.	01/04/22	31/03/25	Communications and Engagement Manager	Messages from the Council have limited impact	D	Internal and external customer feedback.
SP23/26 CCS1.3	<b>Develop a proactive and planned approach to communications and engagement (strategic objective 3)</b> Develop and work within an agreed annual forward plan, signed off by the Senior Management Team and the Executive, that prioritises pre-planned targeted engagement activity whilst still allowing time and resource to deal with unexpected events and emergencies.	Within existing budgets.	01/04/22	31/03/25	Communications and Engagement Manager	Communications and engagement activity is unplanned and haphazard which ultimately reduces its impact.	D	Communications activity is planned, not rushed.

SP23/26 CCS1.4	<p><b>Advise and support colleagues on how to effectively communicate and engage (strategic objective 4)</b></p> <p>(i) Provide staff with toolkits and templates to create simple posters and press releases which will be quality-checked before publication and press releases</p> <p>(ii) Recommend quality external support, when this is required, for photography, videography and graphic design.</p> <p>(iii) Train and encourage frontline staff to take ownership of creating content for our social media channels, including using smartphones to take photos and videos and gaining the appropriate photo consents</p>	Within existing budgets.	01/04/22	31/03/25	Communications and Engagement Manager	The knowledge, talent and resources of staff across the organisation are not utilised.	D	Toolkits and training provided.
SP23/26 CCS1.5	<p><b>Develop a scientific approach to communications and engagement (strategic objective 5)</b></p> <p>Embed a more scientific, planned and strategic approach to communications and engagement through the use of: established and tested models; research; targeted and audience-led campaigns; audience testing and evaluation.</p>	Within existing budgets.	01/04/22	31/03/25	Communications and Engagement Manager	Communications and engagement activity is unplanned and haphazard which ultimately reduces its impact.	D	Best practice and theory continues to inform the Council's approach.
SP23/26 CCS1.6	<p><b>Make time for creative and human communications (strategic objective 6)</b></p> <p>(i) Focus on real people and real stories to ensure messages stand out and can be re-told</p> <p>(ii) Take advantage of the new methods, technologies and channels used by our target audiences and, in the case of social media, adapt approaches to keep up with ever-changing algorithms so our content is seen.</p> <p>(iii) Continue to cater for those who prefer to receive traditional, paper-based content.</p>	Within existing budgets.	01/04/22	31/03/25	Communications and Engagement Manager	Messages from the Council are full of jargon, uninspiring and easily forgotten	D	Internal and external customer feedback.
SP23/26 CCS1.7	<p><b>Engage and listen to residents and customers (strategic objective 7)</b></p> <p>(i) Learning. Use data and demographics to provide us with a broad picture of the borough's population, which will help us to predict their needs and preferred interests and communications channels, as well as giving us the background to ensure any future engagement exercise is representative.</p> <p>(ii) Listening and engaging. The Council will develop a comprehensive programme of public engagement, including the use of listening panels, focus groups and workshops, events, online surveys and public consultations.</p>	Within existing budgets.	01/04/22	31/03/25	Communications and Engagement Manager	The Council tells but it does not listen and learn. Insights from communities, customers and stakeholders are not heard.	D	Quality of communications / Internal and external customer feedback.
SP23/26 CCS1.8	<p><b>Make the most of digital (strategic objective 8)</b></p> <p>(i) Conduct an internal review of all our channels, including subscription email bulletins, and develop a new social media strategy, supported by a calendar of content, a recruitment of social media staff 'champions' and training to support them to provide content</p> <p>(ii) Review and improve our website to make sure it meets customer needs and encourages channel-shift</p> <p>(iii) identify and actively monitor KPIs regarding our social media reach and email communication.</p>	Within existing budgets.	01/04/22	31/03/25	Communications and Engagement Manager	The Council's approach becomes dated and out of step with changing customer demand and expectations.	D	Reviews take place.
SP23/26 CCS1.9	<p><b>Adopt and promote an ethical approach to communications and engagement (strategic objective 10)</b></p> <p>Ensure ethics underpin every aspect of our practice, from storing data to the accuracy of our messaging, transparency and trust.</p>	Within existing budgets.	01/04/22	31/03/25	Communications and Engagement Manager	Breach of trust and respect.	D	The messaging is accurate and data stored and processed in accordance with the Data Protection Act

<b>Service Team: Complaints</b>	<b>Team Leader: Louise Norie - Corporate Policy Manager</b>
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<b>Ongoing Service Delivery - reviewed annually</b>
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Outcome 2.	Customer complaints are dealt with effectively and that the council learns from them.							
	Corporate Priority: Open, democratic and participative governance / the value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth / high quality public services accessible for all							
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 CCS2.1	<b>Support colleagues in responding to customer complaints</b> Work with colleagues to ensure all complaints are handled in accordance with Council's corporate complaints policy in a timely and sensitive manner.	Within existing budgets	01/04/22	31/03/2024  Ongoing	Corporate Policy Manager, Corporate Complaints Officer	Waverley's reputation is damaged and customer expectations are not met	D	KPIs:  SP22/25PG2a The % of complaints responded to on time - level 1
SP23/26 CCS2.2	<b>Learn from customer complaints</b> Quarterly monitoring of complaints and lessons learnt is carried out with Heads of Service and reported to Management Board and Councillors.	Within existing budgets	01/04/22	31/03/2024  Ongoing	Corporate Policy Manager, Corporate Complaints Officer	Lessons are not learnt and services don't improve.	D	SP22/25PG2b The % of complaints responded to on time - Level 2  Annual MO report on complaints received, lessons learnt and Ombudsman judgements.
SP23/26 CCS2.3	<b>Corporate complaints management software system is effective.</b> The database is managed to ensure the information produced is accurate, timely and meets the needs of the organisation.	Within existing budgets	01/04/22	31/03/2024  Ongoing	Corporate Policy Manager, Corporate Complaints Officer	Management of complaints is less efficient	D	New system is in place and functioning

<b>Service Team: Customer Services</b>	<b>Team Leader: Helen Bower - Customer Services Manager</b>
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<b>Ongoing Service Delivery - reviewed annually</b>
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Outcome 3.	Customer satisfaction perceptions are improved by encouraging and fostering a culture of positive customer services across Council Services							
	Corporate Priority: A financially sound Waverley, with infrastructure and services fit for the future.							
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action (Discretionary / Legal or Regulatory)	D/S*	Success is measured / demonstrated by
SP23/26 CCS3.1	Continue to deliver a comprehensive training plan to skill up Customer Services Officers to respond to multi-disciplinary service requests is in place and effective	Within existing budgets	30/06/2022	31/03/2024  Ongoing	Customer Services Manager (HB)	The CSC will lack resilience	D	Percentage of enquiries dealt with at first contact
SP23/26 CCS3.2	Collect and report on the agreed suite of performance indicators	Within existing budgets	30/06/2022	31/03/2024 Ongoing	Customer Services Manager (HB)	An absence of data will hinder a drive to improve	D	Production of information reports

Outcome 4.	An effective support service function is provided to all Council departments and stakeholders							
Ref. No.	Corporate Priority: A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet /A financially sound Waverley, with infrastructure and services fit for the future.							
SP23/26 CCS4.1	Provide effective and efficient post, scanning and print services to all service areas including the hybrid mail solution	Within existing budgets	01/11/2021	31/03/2024 Ongoing	Customer Services Manager (HB)	Delays in print and post services can contribute to lower user satisfaction with the service provided	D	Internal user experience

SP23/26 CCS4.2	Continue to procure and contract manage mobile and landline services	Within existing budgets	01/11/2021	31/03/2024 Ongoing	Customer Services Manager (HB)	By monitoring delivery and market movements we can reduce costs	D	Budget increases required
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**Service Team: Digital** **Team Leader: Vacant**  
**Ongoing Service Delivery - reviewed annually**

Outcome 5.	An effective digital offering that supports both residents and council departments							
Corporate Priority: High quality public services accessible for all/ Local, open, participative government								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 CCS5.1	Provide an effective website provision that acts as the "front door" for residents and customers to the council	Within existing budgets	01/04/23	31/03/2025 Ongoing	Henry Ascoli	Customers are not able to easily access information about the council and this causes increased contact into the council adding pressure to services	D	Click through rates demonstrate customers are finding information linked to searches  A reduction in avoidable contact into the council
SP23/26 CCS5.2	Ensure staff have the support and training required to maintain service webpages including meeting accessibility requirements	Within existing budgets	01/04/23	31/03/2025 Ongoing	Henry Ascoli	Web pages become out of date and provide customers within inaccurate information	D	Web pages are reviewed within defined time frames for accuracy
SP23/26 CCS5.3	Develop and implement a policy of "digital first" customer journeys across the council	May require additional budget bid	01/04/23	31/03/2025 Ongoing	Nicola Haymes/Henry Ascoli	The council could miss opportunities to improve customer experience and achieve efficiencies in processes	D	Digital options are considered as the first default for any changes within the council

**Service Team: IT** **Team Leader: Linda Frame - IT Manager**

**Ongoing Service Delivery - reviewed annually**

Outcome 6.	The IT infrastructure is maintained and improved which supports the activity of the Council							
Corporate Priority: A financially sound Waverley, with infrastructure and services fit for the future.								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 CCS6.1	Design and deliver a capital investment programme which will maintain and enhance the IT infrastructure and applications.	As per individual capital bids for 2023/2024	01/04/2023	31/03/2024	IT Manager (LF)	The integrity of the IT systems may be compromised	D	Delivery of capital programme
SP23/26 CCS6.2	Recruit and retain the staff resource to provide service users with the advice and support they require to derive maximum benefit from IT infrastructure	Within existing budget	01/11/2021	31/03/2024 Ongoing	IT Manager (LF)	If adequate support is not in place this will lead to inefficient practice amongst service users	D	Vacancy rate
SP23/26 CCS6.3	Ensure support systems and back up arrangements are in place to minimise service disruption including for staff now working remotely	Within existing budget	01/11/2021	31/03/2024 Ongoing	IT Manager (LF)	Service failure can lead to significant disruption, dissatisfaction and cost	D	Internal user experience
SP23/26 CCS6.4	Ensure an infrastructure is in place that provides maximum protection from cyber attacks	Additional capital and revenue budget may be required	01/11/2021	31/03/24 Ongoing	Cyber Officer (HD)	Service failure can lead to significant disruption, dissatisfaction and cost	D	Instances of successful cyber attacks
SP23/26 CCS6.5	Complete DR installation at the Memorial Hall	An additional capital bid for 2022/2023 may be required	01/04/2022	30/04/2023	Infrastructure Manager (JH)	Service failure can lead to significant disruption, dissatisfaction and cost	D	Completion of work
SP23/26 CCS6.6	Ensure Members are provided and supported with appropriate technology to enable them to discharge their duties effectively	Capital bids will be needed according to demand and requirements	01/11/2021	31/03/2024 Ongoing	IT Manager (LF)	Members ability to operate effectively will be compromised	D	Member feedback

Outcome 7.	Service areas are enabled to evolve and improve their service offer by facilitating business development.							
Corporate Priority: A financially sound Waverley with infrastructure and services fit for the future.								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 CCS7.1	Support hybrid working arrangements by supplying remote workers with the appropriate IT equipment	Annual capital bids will be required.	01/11/2021	31/03/2024 Ongoing	IT Manager (LF)	Remote workers will not be operating to maximum effectiveness	D	Internal user feedback

<b>Service Team: Freedom of Information</b>		<b>Team Leader: Vacant</b>						
<b>Ongoing Service Delivery - reviewed annually</b>								
<b>Outcome 8.</b>	<b>Freedom of information requests are effectively undertaken within the organisation</b>							
<b>Corporate Priority:</b> High quality public services accessible for all/ Local, open, participative government								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 CCS8.1	Respond to Freedom of Information Requests - Ensure FOI requests are properly processed within the statutory deadlines set	Within existing budgets.	01/04/2022	31/03/2024	Executive Head of Communications & Customer Services / Information Rights Coordinator		S	KPI:SP22/25PG3b % of FOI and EIR requests responded to within statutory timescale

**Team Projects - Multi-year**

<b>Outcome 9.</b>	<b>The Customer Service Project is supported to develop the technological solutions to achieve review outcomes</b>							
<b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and services fit for the future.								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 CCS9.1	Provide and facilitate the solutions needed to maximise channel shift, automation and a corporate customer services team	Further capital bids may be needed to support this line of activity	01/11/2021	30/12/2024 Ongoing	IT Manager (LF)/Business Transformation Manager (WC)	This work is vital to the delivery of the customer service review objectives	D	Number of low code solutions launched

<b>Outcome 10.</b>	<b>The Policy and Governance Service supports the Council's emergency response to the Covid-19 pandemic and actively supports any Recovery, Change and Transformation activity</b>							
<b>Corporate Priority: ALL</b>								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 CCS10.1	<b>Support the Council's Emergency Response - Communications and Engagement</b> Coordinate internal and external communications and engagement activity, both at the Waverley level but also as part of the coordinated communications and engagement effort across Surrey and the UK.	Within existing budgets	01/04/22	31/03/23	Communications and Engagement Manager	Communications and engagement actively is unstructured, unfocused and haphazard, ultimately reducing its impact.	D	Comms activity is effective

**Corporate compliance**

<b>Outcome 10.</b>	<b>Standing Corporate Compliance Actions are achieved</b>							
<b>Corporate Priority: ALL</b>								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 CCS10.1	All Performance Agreement Meetings are completed by the target date, staff targets are set and L&D identified.	Within existing budgets, support of HR Team needed	March	May	Executive Head of Communications and Customer Service	Staff performance and personal development is compromised and morale affected.	D	Objective achieved
SP23/26 CCS10.2	Service Plans are reviewed and budget implications fed into budget process.	Dependent on outcome of review, support of the Policy & Performance Officer	August	January	Executive Head of Communications and Customer Service	Corporate Strategy objectives will not be achieved.	D	The Service Plans proposals are prepared and presented to the OS and Executive

SP23/26 CCS10.3	Complete budget preparation in line with agreed timetable.	Within existing budgets, support of Finance Team needed	August	January	Executive Head of Communications and Customer Service	Legal obligations are jeopardised.	D	Budget adopted by Full Council.
SP23/26 CCS10.4	The Corporate Risk Register is reviewed and updated quarterly in accordance with the agreed timetable.	Dependent on outcome of review, support from the Procurement Officer	Quarterly		Executive Head of Communications and Customer Service	Risk Register is not kept up to date and risks are not identified sufficiently to protect the organisation.	S	HoS has updated the register
SP23/26 CCS10.5	Internal Audit Recommendations are actioned in line with agreed timescales.	Within existing budgets, support from the Internal Audit Manager	Ongoing		Executive Head of Communications and Customer Service	Organisation is put at risk.	D	no outstanding recommendations
SP23/26 CCS10.6	Annual Review of Employee Risk Assessments.	Within existing budgets, support from Emergency Planning Officer	April	July	Executive Head of Communications and Customer Service	Employees' health is potentially put at risk and the organisation fails to comply with the H&S regulations.	S	All employees to have completed their relevant risk assessments. Measured by annual audit via H&S team.
SP23/26 CCS10.7	Annual Business Continuity Plans Review.	Within existing budgets, support from Emergency Planning Officer	January	February	Executive Head of Communications and Customer Service	Unable to provide vital services in an emergency situation.	S	Each Service to review their business continuity plan annually. Measured by annual test of plans against most likely business continuity events
SP23/26 CCS10.8	Make sure that Accessibility regulations are adhered to – ensure that all content including all documents that appear on the Waverley website (owned by the service) or any other sub sites created for projects are created in an accessible format and make available accessibility training to staff where appropriate. Make sure that Equality Impact Assessments are carried out by teams as appropriate.	Within existing budgets, support from Corporate Equality Group	Ongoing		Executive Head of Communications and Customer Service	Visually impaired website readers will be excluded from accessing documents. Failure to comply with the legislation puts the organisation at risk of being fined.	S	All documents published on our website to be accessible - checked quarterly by Website Team
SP23/26 CCS10.9	EHoS to ensure that all staff within the service are aware of the current Safeguarding Policy for Children and Adults-updated2020.docx process and procedures including the Safeguarding referral process and that any issues are dealt with in a prompt manner. Where required make sure that key members of staff complete appropriate training recommended by Waverley's Safeguarding Board.	Within existing budgets, support from Safeguarding Board	Ongoing		Executive Head of Communications and Customer Service	Failure to discharge our responsibility under the Care Act 2014 and Children Act 2004, and potentially putting lives and wellbeing of our residents and staff at risk.	S	Safeguarding Policy regularly refreshed and updated; staff and members know how to make a safeguarding referral to Surrey County Council's Children and Adult Services Training programme implemented and rolled out to all staff and members.
SP23/26 CCS10.10	Information management - data is deleted in accordance with the data retention schedule.	Within existing budgets, support from Data Protection Officer and Information Governance representatives	Ongoing		Executive Head of Communications and Customer Service	Failure to comply with the legislation puts the organisation at risk of being fined. Over retention of information is costly in terms of storage and access.	S	The teams can demonstrate that data outside of the retention period gets logged and safely disposed off

Last update: 17/02/2023 10:14

\*D/S - Discretionary / Statutory



<b>Service Plan 2023-2026 (rolling 3 years)</b>		<b>Executive Head of Service:</b>	<b>Peter Vickers</b>
		<b>Joint Strategic Director:</b>	<b>Ian Doyle</b>
<b>Service:</b>	<b>Finance (S151)</b>	<b>Portfolio Holders:</b>	<b>Cllr Mark Merryweather</b>

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. From time to time Service Plans will be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities. The progress is monitored on quarterly basis as part of the Corporate Performance Report reviewed by the Joint Management Team, O&S Committees and Executive.

<b>Service Profile</b>
<ul style="list-style-type: none"> <li>• Finance and Accounting (General Fund/Housing Revenue Account)</li> <li>• Internal Audit</li> <li>• Procurement</li> <li>• Revenue and Benefits</li> </ul>

<b>Service Team: Finance</b>	<b>Team Leader: Walter Stockdale/Rosie Plaistowe - Financial Services Managers</b>
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**Ongoing Service Delivery - reviewed annually**

<b>Outcome 1.</b>	<b>Robust budget monitoring arrangements are in place that is commensurate with the size, risk, complexity and volatility associated with particular revenue budgets and capital schemes.</b>
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**Corporate Priority:** A financially sound Waverley, with infrastructure and resilient services fit for the future

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 F1.1	Ensure the monthly management reporting is accurate, risk based and tailored to specific audiences.	None	01/04/2023	31/03/2025	Financial services Manager (RP)	Inappropriate management information will impact decision making and governance.	D	Accurate management information is provided.
SP23/26 F1.2	Implement the CIPFA Financial management code.	None	01/04/2023	31/03/2025	Financial services Manager (RP)	Financial Governance will be sub-optimal and opportunities to improve will be missed.	S	Code is implemented based upon a gap analysis and action plan
SP23/26 F1.3	Ensure all services are supported with proactive financial management and support.	None	01/04/2023	31/03/2025	Financial services Manager (RP)	Services carrying higher financial risk will not be adequately managed leading to potential financial loss.	D	Service expenditure is within budget and no surprises preventing timely management action.

<b>Outcome 2.</b>	<b>An effective process is in place to ensure the Council has a balanced General Fund annual budget and robust Medium Term Financial Plan.</b>
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**Corporate Priority:** A financially sound Waverley, with infrastructure and resilient services fit for the future

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 F2.1	Ensure management are engaged in effective service planning and review processes.	None	01/04/2023	31/03/2025	Executive Head of Finance (PV)	Lack of understanding and buy-in to the current and future financial situation.	D	Management sign off their budget responsibilities.
SP23/26 F2.2	Review previous year annual outturn against current year performance and future budget requirements with Heads of Service.	None	01/04/2023	31/03/2025	Executive Head of Finance (PV)	Mis-aligned and uninformed management decisions.	D	Clear line of consistency between time periods and explanations for changes.

SP23/26 F2.3	Ensure the Resources Scrutiny committee and Executive are briefed on the all decisions that impact on the Medium Term Financial Plan.	None	01/04/2023	31/03/2025	Executive Head of Finance (PV)	Decisions are taken out of line with the Medium Term Financial Plan.	D	Committees have had a chance to debate detail.
SP23/26 F2.4	Lead on developing and implementing action plans to ensure a balanced annual budget and Medium Term Financial Plan.	None	01/04/2023	31/03/2025	Executive Head of Finance (PV)	Unsound financial situation.	D	All MTFP targets have clear actions plans to deliver.
SP23/26 F2.5	Lead on financial risk and governance management ensuring sound financial decision making.	None	01/04/2023	31/03/2025	Executive Head of Finance (PV)	Unsound financial situation.	D	Clarity in process, plans developed in timely way.
SP23/26 F2.6	Ensure Treasury prudential limits are appropriate for market conditions (specified and non specified). Ensure treasury management performance by reviewing security, liquidity and return.	None	01/04/2023	31/03/2025	Executive Head of Finance (PV)	Unsound financial situation.	S	Treasury management limits and performance is regularly reviewed.
<b>Service Team: Housing Benefit Service</b>			<b>Team Leader: Nicky Harvey - Revenues and Benefits Manager</b>					

**Ongoing Service Delivery - reviewed annually**

<b>Outcome 3.</b>		<b>Waverley residents receive an efficient and accessible Housing Benefit Service.</b>						
		<b>Corporate Priority:</b> The value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth. A financially sound Waverley, with infrastructure and resilient services fit for the future. The health and wellbeing of our communities.						
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>	<b>D/S*</b>	<b>Success is measured / demonstrated by</b>
SP23/26 F3.1	All new housing benefit claims are responded to and where possible provisionally assess on the day of receipt.	None	01/04/2023	31/03/2025	Revenues and Benefits Manager (NH)	Delay in entitlement assessment will negatively impact on claimants housing security.	S	Performance indicator shows that claimants do not have to wait to access service or are unduly delayed.
SP23/26 F3.2	Service performance standards (new claims and changes in circumstances processing) are within target turn around days.	None	01/04/2023	31/03/2025	Revenues and Benefits Manager (NH)	Delay in entitlement assessment will negatively impact on claimants housing security.	S	Performance indicator shows that claimants do not have t wait to access service or are unduly delayed.
SP23/26 F3.3	Weekly review of service performance data with the Housing Benefits team and Head of Finance to inform service delivery planning.	None	01/04/2023	31/03/2025	Revenues and Benefits Manager (NH)	Service performance is not understood, corrective action cannot be taken.	D	Subsidy claim back is avoided
SP23/26 F3.4	Maintain dialogue with Department for Work and Pensions (DWP) to comply with their requirements for the implementation of Full Universal Credit (UC) (for all new working age claimants).	None	01/04/2023	31/03/2025	Revenues and Benefits Manager (NH)	Gap in service resulting in a detrimental impact on claimants moving over to Universal Credit.	S	Roll out policy on UC is complied with.
SP23/26 F3.5	Housing benefit subsidy financial performance will be reviewed monthly to maintain benefit calculation accuracy rate within the DWP performance parameters.	None	01/04/2023	31/03/2025	Revenues and Benefits Manager (NH)	Financial impact on the council through subsidy clawback.	S	Monthly review of value of Local Authority Error subsidy calculation is below threshold.

**Ongoing Service Delivery - reviewed annually**

<b>Outcome 4. Maximise collection of local taxation.</b>								
		<b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future						
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>	<b>D/S*</b>	<b>Success is measured / demonstrated by</b>
SP23/26 F4.1	Weekly review of local taxation service performance data with the service manager and Head of Finance to inform service delivery planning.	None	01/04/2023	31/03/2025	Revenues and Benefits Manager (NH)	Poor customer service, negative impact on tax base and collection rates.	D	All aspects of service remain under control with effective plans to manage demands upon capacity
SP23/26 F4.2	Implement a centralised financial systems and processes controls team to develop the effectiveness of corporate financial systems infrastructure, income and debt management, manage the Civica and Agresso systems integrity, development and administration, and responsible for DWP and collection fund government reporting.	None	01/04/2023	31/03/2025	Financial Services Manager (WS)	Inefficient transaction processing, weakened financial governance, inaccurate data reporting, compromised management information, financial systems integrity is impaired.	D	Systems are maintained proactively with no downtime or impact upon services.
SP23/26 F4.3	Manage the negative impact of Cost of Living crisis on council tax and business rates collection through additional temporary capacity.	Access to covid provision to fund enhanced temporary capacity	01/04/2023	31/03/2025	Revenues and Benefits Manager (NH)	Collection rates will remain below pre covid levels resulting in increased debt on the balance sheet, impaired customer service, debts will be difficult to recover from individuals and businesses experiencing financial pressure.	D	Collection rates are maintained within the parameters set for the tax base in the MTFP.

#### Team Projects - Multi-year

<b>Outcome 5. CPR18-7</b>								
		<b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future						
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>	<b>D/S*</b>	<b>Success is measured / demonstrated by</b>
SP23/26 F5.1	Identify opportunities to collaborate across revenues, benefits and financial service teams with GBC with the objective of saving money or building business resilience.	None	01/04/2023	31/03/2025	Executive Head of Finance	Lost opportunity to identify budget savings, service enhancement and resilience.	D	Opportunities are identified or clear demonstration of work done to identify opportunities to collaborate.

<b>Outcome 6. Standing Corporate Compliance Actions are achieved</b>								
		<b>Corporate Priority:</b> ALL						
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>	<b>D/S*</b>	<b>Success is measured / demonstrated by</b>
SP23/26 F6.1	All Performance Agreement Meetings are completed by the target date, staff targets are set and L&D identified.	Within existing budgets, support of HR Team needed	March	May	Executive Head of Finance	Staff performance and personal development is compromised and morale affected.	D	Objective achieved

SP23/26 F6.2	Service Plans are reviewed and budget implications fed into budget process.	Dependent on outcome of review, support of the Policy & Performance Officer	August	January	Executive Head of Finance	Corporate Strategy objectives will not be achieved.	D	The Service Plans proposals are prepared and presented to the OS and Executive
SP23/26 F6.3	Complete budget preparation in line with agreed timetable.	Within existing budgets, support of Finance Team needed	August	January	Executive Head of Finance	Legal obligations are jeopardised.	D	Budget adopted by Full Council.
SP23/26 F6.4	The Corporate Risk Register is reviewed and updated quarterly in accordance with the agreed timetable.	Dependent on outcome of review, support from the Procurement Officer	Quarterly		Executive Head of Finance	Risk Register is not kept up to date and risks are not identified sufficiently to protect the organisation.	S	HoS has updated the register
SP23/26 F6.5	Internal Audit Recommendations are actioned in line with agreed timescales.	Within existing budgets, support from the Internal Audit Manager	Ongoing		Executive Head of Finance	Organisation is put at risk.	D	no outstanding recommendations
SP23/26 F6.6	Annual Review of Employee Risk Assessments.	Within existing budgets, support from Emergency Planning Officer	April	July	Executive Head of Finance	Employees' health is potentially put at risk and the organisation fails to comply with the H&S regulations.	S	All employees to have completed their relevant risk assessments. Measured by annual audit via H&S team.
SP23/26 F6.7	Annual Business Continuity Plans Review.	Within existing budgets, support from Emergency Planning Officer	January	February	Executive Head of Finance	Unable to provide vital services in an emergency situation.	S	Each Service to review their business continuity plan annually. Measured by annual test of plans against most likely business continuity events
SP23/26 F6.8	Make sure that Accessibility regulations are adhered to – ensure that all content including all documents that appear on the Waverley website (owned by the service) or any other sub sites created for projects are created in an accessible format and make available accessibility training to staff where appropriate. Make sure that Equality Impact Assessments are carried out by teams as appropriate.	Within existing budgets, support from Corporate Equality Group	Ongoing		Executive Head of Finance	Visually impaired website readers will be excluded from accessing documents. Failure to comply with the legislation puts the organisation at risk of being fined.	S	All documents published on our website to be accessible - checked quarterly by Website Team
SP23/26 F6.9	HoS to ensure that all staff within the service are aware of the current Safeguarding Policy for Children and Adults-updated2020.docx process and procedures including the Safeguarding referral process and that any issues are dealt with in a prompt manner. Where required make sure that key members of staff complete appropriate training recommended by Waverley's Safeguarding Board.	Within existing budgets, support from Safeguarding Board	Ongoing		Executive Head of Finance	Failure to discharge our responsibility under the Care Act 2014 and Children Act 2004, and potentially putting lives and wellbeing of our residents and staff at risk.	S	Safeguarding Policy regularly refreshed and updated; staff and members know how to make a safeguarding referral to Surrey County Council's Children and Adult Services Training programme implemented and rolled out to all staff and members.

SP23/26 F6.10	Information management - data is deleted in accordance with the data retention schedule.	Within existing budgets, support from Data Protection Officer and Information Governance representatives	Ongoing		Executive Head of Finance	Failure to comply with the legislation puts the organisation at risk of being fined. Over retention of information is costly in terms of storage and access.	S	The teams can demonstrate that data outside of the retention period gets logged and safely disposed off
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Last update: 10/02/2023 12:39

\*D/S - Discretionary / Statutory

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<b>Service Plan 2023-2026 ( rolling 3 years)</b>		<b>Executive Head of Service:</b>	Andrew Smith
		<b>Joint Strategic Director:</b>	Annie Righton
<b>Service:</b>	<b>Housing Services</b>	<b>Portfolio Holders:</b>	<b>Cllr Paul Rivers and Cllr Nick Palmer</b>

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities both the Medium Term Financial Plan and the Housing Revenue Account Business Plan. From time to time Service Plans will also be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities. The delivery progress is monitored on quarterly basis as part of the Corporate Performance Report reviewed by Joint Management Team, O&S Committees and Executive.

**Service description**  
Homelessness prevention, Housing advice and allocation, Housing asset management, Housing maintenance and repairs, Landlord services, Strategy and Enabling, Housing development

**Service Team: Housing Options and Homelessness Prevention**      **Team Leader: Mike Rivers**      **Executive Portfolio Holder: Cllr Nick Palmer**

**Ongoing Service Delivery - reviewed annually**

**Outcome 1. Prevent homelessness and provide housing advice and assistance**  
**Corporate Priority:** Good quality housing for all income levels and age groups; Improving the health and wellbeing of our residents and communities

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 HS1.1	Meet all the Council's obligations under the Homelessness Reduction Act 2017. Prevent homelessness and meet target of 5 or under households in temporary accommodation at any point in the year, all but eliminating the need for bed and breakfast.	Excess expenditure met by Homelessness Support Grant from Central Government	01/04/2022	31/03/2025	Housing Needs Manager/Housing Options Manager	Increase in homelessness and consequent rise in general fund expenditure. Reputational damage to the Council.	S	Low to zero numbers of households in temporary accommodation; monitored through Annual Homelessness Strategy Review and Quarterly Performance Monitoring Reports.
SP23/26 HS1.2	Continue to outreach to rough sleepers through the Rough Sleeper Initiative (RSI) (successful bid to MHCLG) and the provision of temporary accommodation with targeted support. Maintain partnership working with specialist providers to access supported bed spaces for clients with complex needs .	Funded from Central Government (RSI or Flexible Homelessness Grant)	01/04/2022	31/03/2025	Housing Needs Manager/Housing Options Manager	Increase in rough sleeping; lack of support when accommodated temporarily and risk of return to street homelessness.	S	Rough sleeping minimised or eradicated in the borough.
SP23/26 HS1.3	Review spending on homelessness and how it is targeted. Includes submitting bids for continuation of RSI funding, bidding for new capital or revenue schemes that are announced by the Government and adjusting how existing grants and funding is used to maximise effectiveness.	Funded from Central Government (RSI or Flexible Homelessness Grant)	01/04/2022	31/03/2025	Housing Needs Manager/Housing Options Manager	Heavy pull on the General Fund; and targeted support for homeless applicants is not delivered, resulting in repeat homelessness...	S	Rough sleeping minimised or eradicated in the borough.
SP23/26 HS1.4	Draft and consult on revised Preventing Homelessness Strategy and Action Plan ahead of 5 year deadline in July 2023.	Existing resources	01/06/2022	Action Plan: July 2023; Strategy October 2024	Housing Needs Manager/Housing Options Manager	Failure to set objectives to prevent homelessness and provide suitable accommodation for households experiencing homelessness	S	Homelessness Strategy adopted by Council and implemented.

**Outcome 2. The customer experience will be improved by meeting and exceeding satisfaction targets annually.**  
**Corporate Priority:** High quality public services accessible for all / effective strategic planning and development management which supports the planning and infrastructure needs of local communities

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 HS2.1	Continue review programme for policies, to reflect good practice and legislative changes and to support the Council's target to be carbon neutral by 2030.	Within the existing budgets and resources	01/04/2020	01/04/2024	Service Improvement Manager	Risk of legal challenge.	S	Maintaining up to date policy documents
SP23/26 HS2.2	Ongoing development of corporate website and digital services to increase range of means to access services.	£50k	01/01/2020	31/03/2024	Service Improvement Manager	Decreased tenant satisfaction.	S	Increase in traffic to website and increase in tenant satisfaction, informed by survey
SP23/26 HS2.3	Complete contract procurement process for key projects (inc gas boiler replacement, energy performance certificates and lift servicing and maintenance)	Within the existing budgets and resources	01/04/2023	31/03/2024	Operations Manager	Non-compliance with H&S legislation.	S	New contracts mobilised according to project timescales
SP23/26 HS2.4	Review and refine performance management processes to ensure service has a strong control environment to allow risks to be identified and managed. Changes in external environment are responded to as and when required.	Within the existing budgets and resources	01/04/2020	31/03/2024	Service Improvement Manager	Decreased tenant satisfaction.	S	Publish performance management information at Landlord Services Advisory Board and online

SP23/26 HS2.5	Progress Health and Safety Compliance Programme and complete a tenant communications review and commence satisfaction monitoring - provide quarterly reports	Within the existing budgets and resources	01/04/2022	30/03/2024	Compliance Manager and Service Improvement Manager	Risk of legal challenge.	S	Tenant engagement in review and increase in satisfaction at STAR 2023
SP23/26 HS2.6	Project manage IT review of housing IT systems and make recommendations for future system data management and efficiencies.	Within the existing budgets and resources	01/03/2023	30/09/2023	Service Improvement Manager	Reducton in service delivery, non-compliance with the Regulator of Social Housing	S	

**Corporate & Service Level Projects (Service wide or cross cutting projects) - Multi-year**

<b>Outcome 3.</b>	<b>The service is financially robust with at least £2m reserve.</b>							
	<b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future / effective strategic planning and development management which supports the planning and infrastructure needs of local communities							
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 HS3.1	Lead an annual review of Housing Revenue Account (HRA) Business Plan following adoption by Council of the HRA Strategic Review, to ensure the service is able to deliver its objectives of investment and growth and is financially sound.	Within the existing budgets and resources	01/09/2023	01/11/2023	Executive Head of Housing	Reduction in service and investment.	S	Balanced HRA funding services to meet tenants' needs
SP23/26 HS3.2	implement an Asset Management Strategy to ensure a prudent, energy efficient, planned approach to repairing, maintaining and improving homes and communal areas. The Strategy will help deliver the Council's target to be carbon neutral by 2030.	Within the existing budgets and resources	01/01/2019	31/03/2024	Strategic Asset Manager	Poorly maintained homes, breaching home safety legislation, failing Regulator of Social Housing standards, risk to health of residents and reputation, failure to contribute to carbon neutrality.	S	Published Strategy and subequent works meeting target
SP23/26 HS3.3	Annual review of Value for Money to ensure optimal benefit is derived from resources and assets.	Within the existing budgets and resources	01/04/2020	31/10/2023	All Managers	Reduction in service delivery, new and current home investment, failure to reduce carbon emissions.	S	Upper quartile performance in HouseMark benchmarking report

<b>Outcome 4.</b>	<b>The service meets the needs of all tenants and their families. (including Communications)</b>							
	<b>Corporate Priority:</b> Open, democratic and participative governance / effective strategic planning and development management which supports the planning and infrastructure needs of local communities / a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet							
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 HS4.1	Review and embed Regulatory Consumer Standards with tenants and Members to assess service and areas for improvement to inform the service improvement plan.	Within the existing budgets and resources	01/10/2020	31/03/2024	Service Improvement Manager	Regulatory investigation into failing service.	S	self assessment against regulator standards with evidence and action plan
SP23/26 HS4.2	Work with tenants and tenant representatives to manage the current financial position (with cost of living crisis)and the 2023 rent increase in a sensitive and proactive way, to maintain rent collection rate.	Within the existing budgets and resources	01/04/2022	31/12/2023	Rent Accounts Manager	Reduced income collection, financial hardship inc fuel poverty.	S	maintain rent collection at 99%
SP23/26 HS4.3	Implement the "Tenant Involvement Strategy" to embed a culture of consistent and meaningful tenant involvement in services. To ensure residents voices are heard and responded to.	Within the existing budgets and resources	01/04/2021	31/03/2024	Service Improvement Manager	Fail to meet tenants needs.	S	increased number of tenant volunteers and increase in satisfaction at STAR 2023
SP23/26 HS4.4	All teams to review communications with residents to build trusted relationship between tenants and landlord, share good practice and increase satisfaction (STAR 2023)	Within the existing budgets and resources	01/04/2022	30/03/2025	Service Improvement Manager	fail to meet tenants needs, poor service delivery	S	increase in satisfaction at STAR 2023
SP23/26 HS4.5	To lead annual senior living tenants consultation to assess service delivery, residents needs and improvements. Take out	Within the existing budgets and resources	01/10/2023	30/03/2024	Senior Living and Careline Manager (DB)	Fail to meet tenants needs.	S	increase in satisfaction TSMs
SP23/26 HS4.6	Work with tenants and tenant representatives to ensure safety of homes and improve tenants satisfaction	Within the existing budgets and resources	01/04/2022	30/03/2025	Housing Operations Manager	fail to meet tenants needs, poor service delivery, Regulatory investigation into failing service	S	increase in satisfaction TSMs
SP23/26 HS4.7	Procure and manage market research consultants to collect TSM tenant insight data	unavoidable growth budget request made	01/02/2023	31/03/2024	Service Improvement Manager	Breach RSH requirements		

<b>Outcome 5.</b>	<b>Our people will be skilled and professional to put residents at the heart of everything we do (50% with professional qualification by 2023).</b>							
	<b>Corporate Priority:</b> Open, democratic and participative governance / high quality public services accessible for all							



Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 HS5.1	Be active partner with Chartered Institute of Housing as a Gold Standard Corporate Partner to ensure access and information for staff development - annual review.	£20k training	01/04/2019	31/03/2024	Service Improvement Manager	Poor service delivery.	D	increase in satisfaction at STAR 2023 and staff engagement survey
SP23/26 HS5.2	Develop and retain qualified staff to deliver the service objectives and professional standards.	£20k training	01/04/2019	31/03/2024	Executive Head of Housing Services	Poor service delivery.	D	increase in satisfaction at STAR 2023 and staff engagement survey
SP23/26 HS5.3	Regular review of staffing resources to add capacity and resilience to ensure professional service delivery, succession planning and health and wellbeing of team	Within the existing budgets and resources	01/04/2022	30/10/2023	Executive Head of Housing Services	Poor service delivery.	D	increase in satisfaction at STAR 2023 and staff engagement survey
SP23/26 HS5.4	Develop template person specification to reflect the expected attributes of a housing professional across the service	Within the existing budgets and resources	01/04/2022	30/03/2024	Service Improvement Manager	Poor service delivery.	D	new template for jobs advertised 2023
SP23/26 HS5.5	To review and embed accurate record keeping to improve service delivery and satisfaction with service (STAR 2023)	within the existing budgets and resources	01/04/2022	31/03/2025	Executive Head of Housing Services			

**Service Teams: Housing Strategy and Enabling; Housing Development**      **Team Leaders: Alice Lean, Esther Lyons, Louisa Blundell**      **Executive Portfolio Holder: Anne-Marie Rosoman**

<b>Outcome 6. Deliver new affordable homes: increase delivery of well designed, well-built affordable housing.</b>								
<b>Corporate Priority: Good quality housing for all income levels and age groups; Improving the health and wellbeing of our residents and communities</b>								
Ref. No.	Actions / Outputs	Reference any additional	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured /
SP23/26 HS6.1	Support the delivery of Local Plan Parts 1&2 and Neighbourhood Plans, setting out expectations regarding the amount, location, mix and tenure of affordable housing.	Existing resources	01/04/2022	31/03/2025	Housing Strategy and Enabling Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness.	S	Policy compliant affordable homes (number and tenure split) delivered throughout the borough; monitored through Annual Affordable Homes Delivery Strategy Review and Quarterly Performance Monitoring Reports.
SP23/26 HS6.2	Implement Affordable Housing Supplementary Planning Document (SPD) for new affordable housing.	Existing resources	01/04/2023	31/03/2026	Housing Strategy and Enabling Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness; tenure balance does not relet local need	S	As above, but also ensuring homes are affordable to those on low to middle incomes, and rents set accordingly.
SP23/26 HS6.3	Work with the Council's Affordable Housing Provider partners to facilitate development of new affordable homes and support partners in achieving the best possible outcome for residents and the environment on new affordable homes in the borough.	Existing resources	01/04/2022	31/03/2024	Housing Strategy and Enabling Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness.	S	As 7.1 and 7.2
SP23/26 HS6.4	Support the development of rural affordable homes, in partnership with specialist Affordable Housing Providers, Surrey Rural Housing Enabler, parish councils, landowners and our local communities and through the Surrey Community Led Housing Project.	Existing resources	01/04/2022	31/03/2025	Housing Strategy and Enabling Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness; rural communities becoming dormitories and lack of homes that local people can access; local services harder to deliver.	D	Villages in the borough provided with affordable homes that meet local need.
SP23/26 HS6.5 and SP23/26 RPP7.1	Develop 60 new Council homes over the Service Plan period. New homes will all meet criteria specified in Waverley New Build Design Standards (adopted September 2021), and other design improvements that will contribute carbon neutrality by 2030. Individual schemes will pass through the assessment and governance process.	Budgets to be agreed by Executive	01/04/2022	31/03/2025	Housing Development Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness., but also impact on Council's reputation and failure to deliver new build programme.	D	Homes described in the actions/outputs column are delivered.
SP23/26 HS6.6 and SP23/26 RPP7.2	Dramatically reduce carbon footprint of all new homes through construction, energy consumption and overall management following the adoption of the Climate Emergency motion, which sets out the council's aim to become carbon-neutral by 2030. Carbon neutral new build homes will form part of the detailed action plan currently being prepared, which will set out key actions and identify milestones to achieving the target. Homes will be net zero in operation.	Increased construction costs: currently estimated at between 9-15% per unit.	01/04/2022	31/03/2025	Housing Development Manager	Failure to deliver new build programme that reduces carbon footprint; unlikely to achieve planning consent if new schemes do not achieve Council objectives on climate change.	D	Homes are delivered that meet Design Standards adopted by the Council in July 2021.

<b>Outcome 7.</b>	<b>Produce new Affordable Housing Delivery Strategy 2022-2025</b>							
	<b>Corporate Priority:</b> Good quality housing for all income levels and age groups; Improving the health and wellbeing of our residents and communities							
Ref. No.	Actions / Outputs	Reference any additional	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured /
SP23/26 HS7.1	Deliver Affordable Housing Delivery Strategy and Action Plan 2022-2025 to sit under Corporate Strategy and keep pace with national government policy and local housing need.	Existing resources	01/04/2022	31/03/2025	Housing Strategy and Enabling Manager	Failure to set objectives to deliver homes that meet housing need in the Borough	D	

**Corporate compliance**

<b>Outcome 8.</b>	<b>Standing Corporate Compliance Actions are achieved</b>							
	<b>Corporate Priority:</b> ALL							
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 HS8.1	All Performance Agreement Meetings are completed by the target date, staff targets are set and L&D identified.	Within the existing budget, support of HR Team needed	March	May	Executive Head of Housing Services	Staff performance and personal development is compromised and morale affected.	D	Objective achieved
SP23/26 HS8.2	Service Plans are reviewed and budget implications fed into budget process.	Dependent on outcome of review, support of the Policy & Performance Officer	August	January	Executive Head of Housing Services	Corporate Strategy objectives will not be achieved.	D	The Service Plans proposals are prepared and presented to the OS and Executive
SP23/26 HS8.3	Complete budget preparation in line with agreed timetable.	Within existing budgets, support of Finance Team needed	August	January	Executive Head of Housing Services	Legal obligations are jeopardised.	D	Budget adopted by Full Council.
SP23/26 HS8.4	The Corporate Risk Register is reviewed and updated quarterly in accordance with the agreed timetable.	Dependent on outcome of review, support from the Procurement Officer	Quarterly		Executive Head of Housing Services	Risk Register is not kept up to date and risks are not identified sufficiently to protect the organisation.	S	HoS has updated the register
SP23/26 HS8.5	Internal Audit Recommendations are actioned in line with agreed timescales.	Within existing budgets, support from the Internal Audit Manager	Ongoing		Executive Head of Housing Services	Organisation is put at risk.	D	no outstanding recommendations
SP23/26 HS8.6	Annual Review of Employee Risk Assessments.	Within existing budgets, support from Emergency Planning Officer	April	July	Executive Head of Housing Services	Employees' health is potentially put at risk and the organisation fails to comply with the H&S regulations.	S	All employees to have completed their relevant risk assessments. Measured by annual audit via H&S team.
SP23/26 HS8.7	Annual Business Continuity Plans Review.	Within existing budgets, support from Emergency Planning Officer	January	February	Executive Head of Housing Services	Unable to provide vital services in an emergency situation.	S	Each Service to review their business continuity plan annually. Measured by annual test of plans against most likely business
SP23/26 HS8.8	Make sure that Accessibility regulations are adhered to – ensure that all content including all documents that appear on the Waverley website (owned by the service) or any other sub sites created for projects are created in an accessible format and make available accessibility training to staff where appropriate. Make sure that Equality Impact Assessments are carried out by teams as appropriate.	Within existing budgets, support from Corporate Equality Group	Ongoing		Executive Head of Housing Services	Visually impaired website readers will be excluded from accessing documents. Failure to comply with the legislation puts the organisation at risk of being fined.	S	All documents published on our website to be accessible - checked quarterly by Website Team
SP23/26 HS8.9	HoS to ensure that all staff within the service are aware of the current Safeguarding Policy for Children and Adults- updated2020.docx process and procedures including the Safeguarding referral process and that any issues are dealt with in a prompt manner. Where required make sure that key members of staff complete appropriate training recommended by Waverley's Safeguarding Board.	Within existing budgets, support from Safeguarding Board	Ongoing		Executive Head of Housing Services	Failure to discharge our responsibility under the Care Act 2014 and Children Act 2004, and potentially putting lives and wellbeing of our residents and staff at risk.	S	Safeguarding Policy regularly refreshed and updated; staff and members know how to make a safeguarding referral to Surrey County Council's Children and Adult Services Training programme implemented and rolled out to all staff and members.

SP23/26 HS8.10	Information management - data is deleted in accordance with the data retention schedule.	Within existing budgets, support from Data Protection Officer and Information Governance representatives	Ongoing		Executive Head of Housing Services	Failure to comply with the legislation puts the organisation at risk of being fined. Over retention of information is costly in terms of storage and access.	S	The teams can demonstrate that data outside of the retention period gets logged and safely disposed off
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\*D/S - Discretionary / Statutory

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<b>Service Plan 2023-2026 ( rolling 3 years)</b>		<b>Executive Head of Service:</b>	<b>Stephen Rix</b>
		<b>Joint Strategic Director:</b>	<b>Ian Doyle</b>
<b>Service:</b>	<b>Legal and Democratic Services</b>	<b>Portfolio Holders:</b>	<b>CIlr Paul Follows</b>
This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. From time to time Service Plans will be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities. The progress is monitored on quarterly basis as part of the Corporate Performance Report reviewed by the Joint Management Team, O&S Committees and Executive.			
<b>Service Profile</b>			
<ul style="list-style-type: none"> <li>• Business and civic support</li> <li>• Democratic and committee services, including O&amp;S support</li> <li>• Elections</li> <li>• GDPR</li> <li>• Information security, governance</li> <li>• Legal</li> <li>• Monitoring Officer Function</li> </ul>			

<b>Service Team: Democratic Services / Overview &amp; Scrutiny Support</b>	<b>Team Leader: Fiona Cameron - Interim Democratic Services Manager</b>
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**Ongoing Service Delivery - reviewed annually**

<b>Outcome 1.</b>	<b>The Council's decision-making is democratic, transparent, and informed and councillors are supported to function effectively</b>							
	<b>Corporate Priority:</b> Open, democratic and participative governance							
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>	<b>D/S*</b>	<b>Success is measured / demonstrated by</b>
SP23/26 LD1.1	<b>Support committee meetings</b> Provide effective democratic support to all Council committees, working groups, and relevant management boards.	Within existing budgets.	01/04/23	Ongoing	Democratic Services Manager	Non compliance with statutory provisions	S	Meetings comply with statutory provisions and decisions are taken in a timely and transparent way.
SP23/26 LD1.2	<b>Provide support to O&amp;S committees and develop a positive scrutiny culture</b> Provide excellent scrutiny support to O&S committees to deliver an ambitious and responsive scrutiny programme that supports policy development and good decision-making; foster positive relationships with Scrutiny and Executive leadership, and JMT to ensure scrutiny functions well and positively supports the work of the Council. (NB incorporates Outcome 1, LD1.1, LD1.2 and LD1.3).	Within existing budgets.	01/04/23	Ongoing	Democratic Services Manager	Scrutiny is ineffectual and does not add value	S	Councillors are engaged and make sound recommendations which are adopted by the Executive.
SP23/26 LD1.3	<b>Use IT to save money and be more efficient</b> Continue to develop functionality of Modern.Gov to increase efficiencies in internal working practices and to reduce our reliance on paper by largely phasing out printed agendas and reports by December 2023, continuing and enhancing suitable arrangements where appropriate.	Within existing budgets.	01/04/23	Ongoing	Democratic Services Manager	Corporate strategy objective not met.	D	Further reduction in print costs and postage costs (budget savings have already been made through partial transition to paperless).

SP23/26 LD1.4	<b>Deliver a programme of Councillor Learning and Development</b> Deliver a Councillor induction programme following the 2023 Borough elections to support councillors in their community representative and leadership roles and council committee responsibilities; provide a programme of ongoing individual and group learning and development opportunities.	Within existing budgets.	01/04/23	Ongoing	Democratic Services Manager	Councillors do not have the information and skills required to carry out their roles effectively.	D	Councillors are well informed and have the necessary skills to carry out their roles effectively.
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<b>Service Team: Business and Civic Support</b>	<b>Team Leader: Becky Noke, Business Support Team Manager</b>							
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<b>Ongoing Service Delivery - reviewed annually</b>								
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<b>Outcome 2</b>								
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<b>Corporate Priority:</b>								
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SP23/26 LD2.1	<b>Provide dynamic business support to the Mayor</b> Support the Mayor and Deputy Mayor in their civic and ceremonial roles by providing effective business support and coordinating a range of visits, events and activities. including the King's Coronation.	Within existing budgets.	01/04/23	31/03/24	Executive Support Team Leader	Mayor not supported / impact on community events and civic pride.	D	The Mayor is supported in his/her civic role and civic events are well run.
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SP23/26 LD2.2	<b>Provide dynamic business support to the Council Leaders, Deputy Leaders and the Joint Management Team of Waverley and Guildford.</b> Ensure the newly created independent Executive Support Team works effectively and consistently so that the senior councillors and officers they support are able to carry out their duties effectively.	Within existing budgets.	01/04/23	31/03/24	Executive Support Team Leader	Inefficient use of resources.	D	Senior officers and JMT are supported in carrying out their roles effectively.
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<b>Service Team: Monitoring Officer Function</b>	<b>Team Leader: Stephen Rix, Interim Executive Head of Legal &amp; Democratic Services and Monitoring Officer</b>							
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<b>Outcome 3</b>	<b>The Council functions properly, with high standards of governance and ethical conduct</b>							
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<b>Corporate Priority:</b> Open, democratic and participative governance								
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SP23/26 LD3.1	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 LD3.2	<b>Provide advice and guidance</b> Support councillors and officers to identify and deal appropriately with any potential conflicts of interests to ensure democratic and transparent decision-making.	Within existing budgets.	01/04/23	31/03/24	Executive Head of Legal & Democratic Services (Monitoring Officer)	Non compliance / lack of confidence in the Council's approach	S	Advice provided in a timely way.
SP23/26 LD3.3	<b>Resolve any complaints and questions about council procedure and conduct</b> Respond to complaints made to the Monitoring Officer or questions that arise with respect to Councillors' Codes of Conduct, aiming to resolve matters and ensure any lessons are learnt.	Within existing budgets.	01/04/23	31/03/24	Executive Head of Legal & Democratic Services (Monitoring Officer)	Non compliance / lack of confidence in the Council's approach	S	The Council's published arrangements (including timescales for responding) are adhere to.

SP23/26 LD3.4	<b>Ensure our governance protocols remain fit for purpose and efficient</b> Work with the Standards and General Purposes Committee to monitor the effectiveness of the Council's Constitution, Scheme of Delegation and arrangements for responding to Standards complaints on an ongoing basis to ensure they enable quick, transparent democratic processes.	Within existing budgets.	01/04/23	31/03/24	Executive Head of Legal & Democratic Services (Monitoring Officer)	Non compliance / lack of confidence in the Council's approach	D	Reviewed take place
SP23/26 LD3.5	<b>Support councillors through training on ethics and standards</b> Provide training on Councillor standards to Borough Councillors and Officers and to Towns and Parish Councils	Within existing budgets.	01/04/23	31/03/24	Executive Head of Legal & Democratic Services (Monitoring Officer)	Non compliance / lack of confidence in the Council's approach	D	Training provided
SP23/26 LD3.6	<b>Appoint and consult as appropriate Independent Persons to the Council</b> Manage liaison with Independent Persons as part of Surrey Authorities Independent Persons consortium and consult them as necessary, in line with the Council's arrangements for dealing with standards allegations against elected members.	Within existing budgets.	01/04/23	31/03/24	Executive Head of Legal & Democratic Services (Monitoring Officer)	Non compliance / lack of confidence in the Council's approach	S	IPs appointed and consulted as set out in published arrangements.
SP23/26 LD3.7	<b>Keep all registers of interest up to date</b> Ensure Waverley and Town and Parish Councils' Councillors' interests are properly recorded	Within existing budgets.	01/04/23	31/03/24	Executive Head of Legal & Democratic Services (Monitoring Officer)	Non compliance / lack of confidence in the Council's approach	S	Registers are up to date.

Service Team: Elections

Team Leader: Chailey Gibb - Electoral Services Manager

**Ongoing Service Delivery - reviewed annually**

Outcome 4. The Council prepares for, organises and conducts all types of elections, polls and referendums held in the Waverley borough								
Corporate Priority: Open, democratic and participative governance								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 LD4.1	<b>Conduct fair and transparent elections</b> Complete preparations for and conduct of any statutory planned elections and ad hoc elections as required.	Within existing budgets with specific elections expenses recharged as appropriate.	01/04/22	31/03/2023 Ongoing	Electoral Services Manager	Non compliance	S	Elections are held and statutory requirements are met.
SP23/26 LD4.2	<b>Conduct fair and transparent referendums, polls and ballots</b> Prepare for and conduct all neighbourhood planning referendums, By-Elections and 'Business Improvement District' ballots as required.	Within existing budgets with specific elections expenses recharged as appropriate.	01/04/22	31/03/2023 Ongoing	Electoral Services Manager	Non compliance	S	Elections are held and statutory requirements are met.

Outcome 5. Maintain the electoral register								
Corporate Priority: Open, democratic and participative governance								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by

SP23/26 LD5.1	<b>Maintain the electoral register</b> Deliver the electoral registration service for the Borough	Within existing budgets.	01/04/22	31/03/2023 Ongoing	Electoral Services Manager	Non compliance	S	Electoral register is up to date.
SP23/26 LD5.2	<b>Annual Canvass</b> Prepare for and conduct the annual canvass review yearly ensuring all properties are placed in the correct 'Routes'. Ensure engagement with residents through the annual canvass period.	Within existing budgets with specific elections expenses recharged as appropriate.	01/04/22	31/03/2023 Ongoing	Electoral Services Manager	Non compliance	S	Annual Canvass is complete and return rates are high.
SP23/26 LD5.3	<b>Updating the Register of Electors - monthly</b> Ensure the monthly registration process is conducted within the statutory timeable. Engage in data matching with Council tax.	Within existing budgets with specific elections expenses recharged as appropriate.	01/04/22	31/03/2023 Ongoing	Electoral Services Manager	Non compliance	S	Monthly updates take place

### Team Projects - Multi-year

Outcome 6.	100% of door-to-door electoral canvassing activity is paperless, ensuring better data protection, lower costs and lower carbon footprint							
Corporate Priority: Open, democratic and participative governance / a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 LD6.1	<b>Move to a 100% paperless process for door-to-door canvassing</b> Equipment, training and instructions to be provided to all canvassers	Within existing budgets	01/04/22	31/03/2023 Ongoing	Electoral Services Manager	Higher costs, less secure data, higher carbon footprint.	D	Annual Canvass is 100% paperless



## Ongoing Service Delivery - reviewed annually

Outcome 7. High quality and timely dedicated legal advice supports the council's delivery of services and strategic projects and ensures the Council acts lawfully, transparently and ethically								
Corporate Priority: ALL								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 LD7.1	<b>Provide high quality and timely in-house and legal advice, commission external support as required and review staffing resources</b> Work with officers and Members to identify, plan and budget for legal support in order to support key corporate priorities and ensure the Council acts lawfully, transparently and ethically.	Instructions met by existing budgets through re-charges or costed as part of larger project budgets as required	01/04/22	30/06/23	Deputy Borough Solicitor	Non compliance / reputational damage / costs / strategic risk	D	New KPI: legal instructions / case turnaround times
SP23/26 LD7.2	<b>Support the delivery of vital local infrastructure through planning agreements</b> Work closely with colleagues in planning to coordinate Community Infrastructure Levy (CIL) and Section 106 agreements to ensure local development is supported with appropriate infrastructure.		01/04/22	31/03/24	Deputy Borough Solicitor		D	S106 and CIL agreements completed
SP23/26 LD7.3	<b>Undertake a review of external legal spend</b> Ensure the Council is getting value for money for its external legal spend and that it has the optimum balance between internal and external support in conjunction with the review of staffing resources.		01/04/22	30/06/23	Deputy Borough Solicitor		D	Review undertaken. Any identified savings or efficiencies realised.

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Outcome 8. Return to high performance in turning around land charges search requests								
Corporate Priority: ALL								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 LD8.1	<b>Deliver a high quality land charges service to customers</b> Process customer requests, ensuring all searches are properly conducted in line with legislative and other requirements.	Within existing budgets.	01/04/22	31/03/24	Nina Wahlberg - Land Charges Team Leader	Non compliance / reputational damage / costs / strategic risk	S	External customer feedback.
SP23/26 LD8.2	<b>Deliver a timely land charges service</b> Over a 12-month period, the average turnaround time for full searches is 7 working days and does not at any point exceed 10 working days.	Within existing budgets.	01/04/22	31/03/24	Nina Wahlberg - Land Charges Team Leader		D	KPI: SP22/25PG5ab % of Local Land Charge searches responded to within 10 working days

## Team Projects - Multi-year

Outcome 9. Deliver IT improvements to support efficient working practices and excellent customer service in Legal Services and Land Charges								
Corporate Priority: ALL								

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 LD9.1	<b><i>IKEN Case Management System</i></b> Utilise the functionality of our IKEN legal service case management system to provide consistent communication with internal customers and to meet agreed targets for acting on instructions and providing legal advice.	Within existing budgets.	01/04/22	31/03/24	Deputy Borough Solicitor	Inadequate systems resulting in service failures, inefficient practices, user/customer dissatisfaction and cost.	D	New KPI: legal instructions / case turnaround times
SP23/26 LD9.2	<b><i>Land Charges system</i></b> Implementation of new Land Charges IT system	Within existing budgets.	01/04/22	TBC	Land Charges Team Leader		D	System migration complete

### Corporate compliance

Outcome 10.	Standing Corporate Compliance Actions are achieved							
Corporate Priority: ALL								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 LD10.1	All Performance Agreement Meetings are completed by the target date, staff targets are set and L&D identified.	Within existing budgets, support of HR Team needed	March	May	Executive Head of Legal & Democratic Services	Staff performance and personal development is compromised and morale affected.	D	Objective achieved
SP23/26 LD10.2	Service Plans are reviewed and budget implications fed into budget process.	Dependent on outcome of review, support of the Policy & Performance Officer	August	January	Executive Head of Legal & Democratic Services	Corporate Strategy objectives will not be achieved.	D	The Service Plans proposals are prepared and presented to the OS and Executive
SP23/26 LD10.3	Complete budget preparation in line with agreed timetable.	Within existing budgets, support of Finance Team needed	August	January	Executive Head of Legal & Democratic Services	Legal obligations are jeopardised.	D	Budget adopted by Full Council.
SP23/26 LD10.4	The Corporate Risk Register is reviewed and updated quarterly in accordance with the agreed timetable.	Dependent on outcome of review, support from the Procurement Officer	Quarterly		Executive Head of Legal & Democratic Services	Risk Register is not kept up to date and risks are not identified sufficiently to protect the organisation.	S	HoS has updated the register
SP23/26 LD10.5	Internal Audit Recommendations are actioned in line with agreed timescales.	Within existing budgets, support from the Internal Audit Manager	Ongoing		Executive Head of Legal & Democratic Services	Organisation is put at risk.	D	no outstanding recommendations
SP23/26 LD10.6	Annual Review of Employee Risk Assessments.	Within existing budgets, support from Emergency Planning Officer	April	July	Executive Head of Legal & Democratic Services	Employees' health is potentially put at risk and the organisation fails to comply with the H&S regulations.	S	All employees to have completed their relevant risk assessments. Measured by annual audit via H&S team.

SP23/26 LD10.7	Annual Business Continuity Plans Review.	Within existing budgets, support from Emergency Planning Officer	January	February	Executive Head of Legal & Democratic Services	Unable to provide vital services in an emergency situation.	S	Each Service to review their business continuity plan annually. Measured by annual test of plans against most likely business continuity events
SP23/26 LD10.8	Make sure that Accessibility regulations are adhered to – ensure that all content including all documents that appear on the Waverley website (owned by the service) or any other sub sites created for projects are created in an accessible format and make available accessibility training to staff where appropriate. Make sure that Equality Impact Assessments are carried out by teams as appropriate.	Within existing budgets, support from Corporate Equality Group	Ongoing		Executive Head of Legal & Democratic Services	Visually impaired website readers will be excluded from accessing documents. Failure to comply with the legislation puts the organisation at risk of being fined.	S	All documents published on our website to be accessible - checked quarterly by Website Team
SP23/26 LD10.9	HoS to ensure that all staff within the service are aware of the current Safeguarding Policy for Children and Adults- updated2020.docx process and procedures including the Safeguarding referral process and that any issues are dealt with in a prompt manner. Where required make sure that key members of staff complete appropriate training recommended by Waverley's Safeguarding Board.	Within existing budgets, support from Safeguarding Board	Ongoing		Executive Head of Legal & Democratic Services	Failure to discharge our responsibility under the Care Act 2014 and Children Act 2004, and potentially putting lives and wellbeing of our residents and staff at risk.	S	Safeguarding Policy regularly refreshed and updated; staff and members know how to make a safeguarding referral to Surrey County Council's Children and Adult Services Training programme implemented and rolled out to all staff and members.
SP23/26 LD10.10	Information management - data is deleted in accordance with the data retention schedule.	Within existing budgets, support from Data Protection Officer and Information Governance representatives	Ongoing		Executive Head of Legal & Democratic Services	Failure to comply with the legislation puts the organisation at risk of being fined. Over retention of information is costly in terms of storage and access.	S	The teams can demonstrate that data outside of the retention period gets logged and safely disposed off

\*D/S - Discretionary /  
Statutory

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<b>Service Plan 2023-2026 ( rolling 3 years)</b>		<b>Executive Head of Service:</b>	Robin Taylor
		<b>Strategic Director:</b>	Ian Doyle
<b>Service:</b>	<b>Organisational Development</b>	<b>Portfolio Holders:</b>	<b>Cllr Paul Follows; Cllr Steve Williams, Cllr Penny Marriott, Cllr Peter Clark</b>
This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. From time to time Service Plans will be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities. The progress is monitored on quarterly basis as part of the Corporate Performance Report reviewed by the Joint Management Team, O&S Committees and Executive.			
<b>Service Profile</b>			
<b>The service exists to be a hub for change, strategy and improvement.</b>			
It is comprised of the following functions:			
<ul style="list-style-type: none"> <li>• Climate change</li> <li>• Human Resources</li> <li>• Learning and Development</li> <li>• Payroll</li> <li>• Organisational development/Business Transformation</li> <li>• Strategy, Policy and performance</li> <li>• Programme assurance</li> <li>• Risk management, business continuity</li> </ul>			
<b>Service Team: Sustainability</b>		<b>Team Leader: Fotini Vickers- Sustainability Manager (SW)</b>	

**Ongoing Service Delivery - reviewed annually**

Outcome 1.	Ensure the impact of the organisation's activities on the environment is reduced / minimised							
Corporate priority: A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / the health and wellbeing of our communities.								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 OD1.1	<b>Monitor and manage energy use</b> Monitor energy use within the council's building, services and contracted services and produce the annual Greenhouse Gas Emissions Report and monitor progress against our energy efficiency and carbon reduction targets and identify actions to achieve further reductions.	Officer Time	01/04/23	31/03/2026	Sustainability Manager	Failure to meet energy efficiency targets.	S	GHG report produced. Energy use reduced and targets met.
SP23/26 OD1.2	<b>Engage with and support the Leisure Services Team in the development of the new Cranleigh Leisure Centre</b> to ensure that its carbon footprint is minimised and makes a significant contribution to the Council's carbon reduction target.	Officer Time	01/04/23	31/03/26	Sustainability Manager	Failure to meet energy efficiency targets.	D	Support for team provided
SP23/26 OD1.3	<b>Engage with and support the Estates and Leisure Services Teams</b> to ensure that carbon reduction and sustainability measures are built into all retrofitting schemes	Officer Time	01/04/23	31/03/26	Sustainability Manager	Failure to meet energy efficiency targets.	D	Support for team provided

**Team Projects - Multi-year**

Outcome 2.	Develop and implement initiatives to promote sustainable transport and reduction of use of natural resources							
Corporate priority: A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / the health and wellbeing of our communities.								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 OD2.1	<b>Progress the short term actions in the Carbon Neutrality Action Plan</b> Work with all services across Waverley Borough Council, Surrey County Council, Town and Parish Councils and with the wider community to enable them to progress the short term actions in the Carbon Neutrality Action Plan. (CNAP)	Officer Time, Support from all Services	01/04/23	31/03/26	Sustainability Manager	Failure to identify ways that the council can reduce our carbon emissions and fulfil the commitment the Council has made to be carbon neutral by 2030	D	Reporting annual progress of the CNAP

SP23/26 OD2.2	<b>Continue to deliver the Council's Electric Vehicle (EV) Strategy</b> Deliver the agreed strategy. Work with Car Park Team to identify additional car parks used by commuters and businesses that are suitable for the installation of fast chargers and continue the roll out of EV chargers. Prepare business case and seek external funding. CNAP - T5	Officer Time	01/04/23	31/03/26	Sustainability Manager	Failure to provide charging facilities for customers and promote the use of environmentally friendly vehicles. CNAP - T5	D	By reporting increased number of EV charger installations to MB and Executive
SP23/26 OD2.3	<b>Explore further opportunities for solar energy generation in car parks</b> Work with Parking Services to investigate the viability of installing solar canopies in Waverley owned car parks and if business case supports their introduction, seek funding opportunities. CNAP - E1	Officer Time	01/04/23	31/03/26	Sustainability Manager	Failure to deliver action E1 on Carbon Neutrality Action Plan	D	Appoint a consultant to produce a feasibility report which will then be reported back to the Executive.
SP23/26 OD2.4	<b>Street electric vehicle charging pilot</b> Work with Surrey County Council on a 2 year pilot to install on street electric vehicle charging points in each major settlement. CNAP - T1	Officer Time	01/04/23	31/03/26	Sustainability Manager	Failure to provide charging facilities for customers and promote the use of environmentally friendly vehicles	D	By reporting increased number of EV charger installations to MB and Executive
SP23/26 OD2.5	<b>Evaluate zero emission fleet vehicle options</b> Investigate the viability of zero emission pool cars and fleet vehicles for business use as a means of promoting behaviour change and prepare a business case based on viability and impact on carbon emissions. CNAP - O5	Officer Time, Funding allocated	01/04/23	31/03/26	Sustainability Manager	Failure to deliver action O5 on Carbon Neutrality Action Plan	D	Zero Emission vehicles added to the fleet
SP23/26 OD2.6	<b>Explore further opportunities for solar energy generation in Council Leisure Centres</b> Investigate viability and finance options of rooftop solar PV on a number of leisure centres. Prepare business case including financing options for approval and installation.	Officer Time, Funding allocated	01/04/23	31/03/26	Sustainability Manager	Failure to identify ways to offset carbon emissions in Waverley and fulfil the commitment the Council has made to be carbon neutral by 2030	D	Produce feasibility report initially with consultancy help. Produce an options report to Executive Feb/March 2022.
SP23/26 OD2.7	<b>Improve cycle routes</b> 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	Officer time. Funding required	01/01/2022	31/03/2022 Revised date 30/12/2022 (RH)	Sustainability Manager	Failure to deliver action T4 on Carbon Neutrality Action Plan	D	Work with SCC, Town & Parish Councils and local community groups to produce an LCWIP. Participate in funding bids in collaboration with SCC and neighbouring Councils.
SP23/26 OD2.8	<b>Work with the Farnham Infrastructure Board</b> Deliver projects that will contribute to the improvement in air quality, the reduction in carbon emissions and the general improvement of the environment.	Officer time. Funding required	01/04/23	31/03/26	Sustainability Manager	Failure to deliver FIB projects and failure to improve air quality and the environment in Farnham	D	Agreed projects delivered

Service Team: Human Resources

Team Leader: Jon Formby - HR Manager

Ongoing Service Delivery - reviewed annually

Outcome 3. Waverley's HR function is built on solid foundations including digitised policy and process, an evidence-based approach and self-service								
Corporate Priority: The value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth / a sense of responsibility by all for our environment, promoting								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 OD3.1	<b>Ensure HR policies are fit-for-purpose and accessible to all</b> Undertake a rolling programme of all HR policies and case management process. Explore opportunities for harmonising policies with Guildford BC.	Within existing budgets.	01/04/23	31/03/26	HR Manager	HR strategic direction is undermined by unwieldy, unclear or inefficient processes.	D	Policies are reviewed according to the planned schedule
SP23/26 OD3.2	<b>Automate HR document management and continue to work towards a paperless approach</b> Review all forms to reduce the quantity, merge information, make online or turn into an online-survey.	Within existing budgets.	01/04/23	31/03/26	HR Manager	HR strategic direction is undermined by unwieldy, unclear or inefficient processes.	D	Forms have been reviewed and automated where necessary

SP23/26 OD3.3	<b>Use iTrent to improve the input and analysis of data in order to provide a cohesive automated service.</b> Transition to the system with minimal effect on customer service, supporting a training programme to ensure staff are competent.	Within existing budgets.	01/04/23	31/03/26	HR Manager	HR strategic direction is undermined by unwieldy, unclear or inefficient processes.	D	Transition from manual input to Itrent self-service
SP23/26 OD3.4	<b>Continue to support and develop a resilient HR team</b> Ensure the HR team has the correct skills and expertise to provide timely and accurate advise at all times.	Within existing budgets.	01/04/23	31/03/26	HR Manager	HR strategic direction is undermined by unwieldy, unclear or inefficient processes.	D	Learning and development is provided
SP23/26 OD3.5	<b>Maximise the value of partnership and collaborative working</b> Create strong relationships with The LGA, Surrey HR Partnership and SEE by advising on employment related projects and benchmarking surveys to ensure we are at the forefront of best practice and working collaboratively with our communities.  Maximise the value of the collaboration initiative with Guildford Borough Council: sharing best practice and ideas and engaging on any shared staffing arrangements which are put in place.	Within existing budgets.	01/04/23	31/03/26	HR Manager	HR strategic direction is undermined by unwieldy, unclear or inefficient processes.	D	Relationships are strong and the Council actively engages in networks

<b>Outcome 4. Waverley manages its people resources effectively and efficiently</b>								
<b>Corporate Priority:</b> High quality public services accessible for all / a financially sound Waverley, with infrastructure and resilient services fit for the future / the health and wellbeing of our communities.								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 OD4.1	<b>Support Transformation and Collaboration activity</b> Support the Council's work to develop and assess business cases for further collaboration with Guildford Borough Council and to plan and deliver a programme of business transformation and collaboration.	Within existing budgets.	01/04/23	31/03/26	HR Manager	The Council does not achieve value for money from its most important and biggest asset - staff.	D	HR support provided to Business Transformation reviews
SP23/26 OD4.2	<b>Provide an accurate and controlled payroll service</b> Ensure that iTrent is accurate and well maintained of any contractual changes. Review the Council's usage of Midland HR to coordinate payroll.	Within existing budgets.	01/04/23	31/03/26	HR Manager	The Council does not achieve value for money from its most important and biggest asset - staff.	S	Pay is accurate and timely
SP23/26 OD4.3	<b>Effectively manage employee relations and staff change</b> Maintain a good grip on Employment Relationship, Change and Case Management	Within existing budgets.	01/04/23	31/03/26	HR Manager	The Council does not achieve value for money from its most important and biggest asset - staff.	D	Internal customer feedback
SP23/26 OD4.4	<b>Review internal and external recruitment procedures and systems</b> Reduce re-advertising, vacancy rates and time to recruit.	Within existing budgets.	01/04/23	31/03/26	HR Manager	The Council does not achieve value for money from its most important and biggest asset - staff.	D	KPI: time taken to recruit
SP23/26 OD4.5	<b>Manage skills gap trends and growing our own talent within the business to ensure we have transferrable skills and career opportunities.</b> Support a wider group of development opportunities for apprentices, graduates, work experience and internships which in turn aims to improve our recruitment and retention.	Within existing budgets.	01/04/23	31/03/26	HR Manager	The Council does not achieve value for money from its most important and biggest asset - staff.	D	Programme of learning and development is delivered

<b>Outcome 5. Staff are valued, recognised, supported and engaged</b>								
<b>Corporate Priority:</b> ALL								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 OD5.1	<b>Promote staff and councillor wellbeing</b> Provide a comprehensive programme of wellbeing activities and workshops. Adhere to our Time to Change pledge and Wellbeing Charter. Continue to provide learning and discussion opportunities to support wellbeing.	Within existing budgets.	01/04/23	31/03/26	HR Manager	Lack of competitiveness in the market place / impact on budget / higher than desired turnover / loss of organisational knowledge	D	Scheduled programme of wellbeing activities is delivered

SP23/26 OD5.2	<b>Develop a modern culture of high performance</b> Promote a remote working performance based culture in line with current technology and flexible working practices. Support the organisation to embed frameworks relating to Performance Management and Leadership in a hybrid working culture.	Within existing budgets.	01/04/23	31/03/26	HR Manager	Lack of competitiveness in the market place / impact on budget / higher than desired turnover / loss of organisational knowledge	D	New frameworks for performance management and leadership in a hybrid environment are designed and delivered
SP23/26 OD5.3	<b>Review how our pay structure can be adapted and funded within the Medium Term Financial plan.</b> Address the perception of pay across the business and the options of varying our banding and increment process and linking career development plans into pay	Within existing budgets.	01/04/23	31/03/26	HR Manager	Lack of competitiveness in the market place / impact on budget / higher than desired turnover / loss of organisational knowledge	D	Review undertaken
SP23/26 OD5.4	<b>Review and develop the existing staff benefits scheme</b> to ensure it is clear, flexible and in line with staff requirements.	Within existing budgets.	01/04/23	31/03/26	HR Manager	Lack of competitiveness in the market place / impact on budget / higher than desired turnover / loss of organisational knowledge	D	Review undertaken

**Outcome 6. Professional development opportunities are made available to all staff to maximise professionalism, potential and talent**

Corporate Priority: ALL

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 OD6.1	<b>Encourage the use of the Apprenticeship Levy</b> Publish the use of the Levy across the board including management and skills based qualifications. Encourage the message that anyone can be an apprentice in terms of using the levy.	Within existing budgets.	01/04/23	31/03/26	HR Manager	Staff do not develop and learn, impacting on recruitment and retention and also the ability of the organisation to deliver against its objectives.	D	Utilisation of levy (£)
SP23/26 OD6.2	<b>Review of our annual Performance Agreement and 1:1 meeting framework</b> Focus on the setting and achievement of SMART objectives.	Within existing budgets.	01/04/23	31/03/26	HR Manager		D	Review undertaken
SP23/26 OD6.3	<b>Ensure we provide effective and customer-friendly recruitment</b> Increase the percent of employees who indicate satisfaction or high satisfaction with their induction and on-boarding opportunities as measured in the employee survey.	Within existing budgets.	01/04/23	31/03/26	HR Manager		D	New KPI: satisfaction of employees with induction / onboarding processes
SP23/26 OD6.4	<b>Support Management and Leadership development</b> A new programme of workshops on HR skills for managers, review HR scheme of delegation and increase pool of trained managers for HR practices. Continue to support the programme of Senior Management Team leadership workshops.	Within existing budgets.	01/04/23	31/03/26	HR Manager		D	Programme delivered

Service Team: Business Transformation

Team Leader: Vacant post- Business Transformation Manager

**Team Projects - All projects overseen by the team are listed below**

**Outcome 7. The first phase of the Corporate Business Transformation Programme (BT1) is completed on time and delivers the required cashable savings**

Corporate Priority: A financially sound Waverley, with infrastructure and services fit for the future.

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 OD7.1	Undertake a programme review of the first phase of the Corporate Business Transformation Programme. Identify lessons learnt. Document and baseline savings. Identify and document outstanding projects and actions to be carried forward into the second phase of the programme (BT2).	Within existing budgets	01/04/23	31/03/26	Business Transformation Manager	The medium term financial plan will not be delivered	D	Savings achieved

**Outcome 8 The next phase of the Corporate Business Transformation Programme (BT2) is defined, planned and resourced. The new business transformation plan encompasses and tracks all business change and transformation related to the Guildford and Waverley collaboration initiative, including the consideration and implementation of further business cases for collaboration.**

Corporate Priority: A financially sound Waverley, with infrastructure and services fit for the future.

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
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SP23/26 OD8.1	<b>Defining the objectives</b> Confirm vision and strategic, environmental and financial objectives.	Recruitment to vacant manager and officer posts (already within establishment budget).  Any further revenue or capital resources requirements to be identified and considered at business case review stage.	01/04/23	31/08/23	Business Transformation Manager	Programme objectives are not properly defined, leading to poor programme control and scope creep.	D	Clearly defined vision, objectives and drivers for change.
SP23/26 OD8.2	<b>Explore options and possibilities</b> Develop Strategic Outline Business Case(s) for further change. Define constraints and dependencies.		01/04/23	31/08/23	Business Transformation Manager	Premature decision-making or opportunity cost.	D	A phased project plan.
SP23/26 OD8.3	<b>Resources</b> Recruit to key vacant posts within Business Transformation Team. Identify required resources to lead and deliver change. Upskill in-house teams to embed a resilient approach and reduce unnecessary reliance on external organisations or consultants.		01/04/23	31/08/23	Business Transformation Manager	Resource is insufficient to meet project in terms of time and/or cost and/or quality. Business objectives not met. Knock-on impact on recruitment and retention.	D	The Council has the right resources in place to transform its operations.
SP23/26 OD8.4	<b>Project initiation, feasibility, and design</b> Starting up and documenting our approach. Project-planning. Risk analysis and management.		01/04/23	31/08/23	Business Transformation Manager	Programme objectives are not properly defined, leading to poor programme control and scope creep.	D	The Council has a robust project plan in place. Risks have been identified and are being managed.
SP23/26 OD8.5	<b>Communications and Engagement</b> Engaging and consulting stakeholders. Keeping everyone informed.		01/04/23	31/03/26	Business Transformation Manager	Stakeholders are not informed, consulted or involved leading to dissatisfaction and missed opportunities for insight and support.	D	Programme communications and engagement plan is in place.
SP23/26 OD8.6	<b>Governance</b> Transformation and collaboration project team and project board. Formal decision-making by Full Council, Executive and, where appropriate, the Joint Governance Committee with Guildford Borough Council.		01/04/23	31/03/26	Business Transformation Manager	Decisions are not properly made which leads to risk, challenge or delay.	D	Project plan includes all key decision-making milestones. Committees, sub-committees and joint committees are engaged as per the Constitution.
SP23/26 OD8.7	<b>Delivery</b> Programme delivery and performance monitoring. Programme assurance.		01/04/23	31/03/26	Business Transformation Manager	Programme not delivered.	D	Programme delivered.
SP23/26 OD8.8	<b>Review</b> Post implementation review and lessons learnt		01/04/23	31/03/26	Business Transformation Manager	Lessons learnt are not captured and this impacts on the quality of future decision-making and policy-making.	D	31/08/23

<b>Outcome 9.</b>	<b>Business Transformation Programme - Carry out a review of Agency Spend</b>							
	<b>Corporate Priority:</b> A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet /A financially sound Waverley, with infrastructure and services fit for the future							
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 OD9.1	To review agency spend to ensure the Council is getting value for money from its staffing budgets	Within existing budgets	01/04/23	31/03/26	Business Transformation Manager	Although cashable savings are not anticipated poor practice and inefficient spend, if identified, should not perpetuate	D	Deliverables set out in PID achieved

<b>Outcome 10.</b>	<b>Business Transformation Programme - Customer Services Programme - The corporate customer services project is delivered, achieving key objectives including cashable savings and improved satisfaction with Council services</b>							
	<b>Corporate Priority:</b> A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet /A financially sound Waverley, with infrastructure and services fit for the future							
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 OD10.1	As part of BT2 implement Wave 2 of the Customer Services Review	Within existing budgeted	01/04/23	31/03/26	Business Transformation Manager	Projected cashable savings will not be delivered thus impacting on budget planning	D	Number of services covered by the CSC

<b>Outcome 11.</b>	<b>Data and Information recognised as a corporate asset, and as such, actively managed to support our digital first aspiration and successful delivery of our services</b>							
	<b>Corporate Priority:</b> ALL							
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by

SP23/26 OD11.1	Delivery of Year 2 Action Plan of Information and Data Management Programme (IDMP)	Within existing budgets	01/04/2023	31/03/2024	Information Manager	Poor practices affecting service delivery and delaying our digital transformation	D	Progressive changes across the organisation through series of team specific projects
SP23/26 OD11.2	Refresh of the key Information Governance documentation, including Information Management Policy.	Within existing budgets	01/04/2023	30/09/2023	Information Manager	Poor practices affecting service delivery and delaying our digital transformation	S	Key documents created and approved by management and councillors for adoption
SP23/26 OD11.3	Creation of internal Information and Data Management Resource SharePoint page to be used by staff and management to aid with improved data and record management practices	Within existing budgets	01/04/2023	30/06/2023	Information Manager	Poor practices affecting service delivery and delaying our digital transformation	D	Resource page exists and is being used by staff and management
SP23/26 OD11.4	Undertake a comprehensive organisation-wide review of data held by the Council (including personal data) in order to develop a Functional Data Classification Scheme to aid with automation of data labelling, retention and deletion	Anticipated additional capital expenditure c£50k	01/04/2023	31/03/2025	Executive Head of Legal & Democratic Services / Data Protection Officer	Poor practices affecting service delivery and delaying our digital transformation, as well as lack of legislative compliance with effective data disposal	S	Review undertaken. Data retention or destruction in line with schedules.

**Service Team: Corporate Policy** **Team Leader: Louise Norie - Corporate Policy Manager**

**Ongoing Service Delivery - reviewed annually**

<b>Outcome 12. The Council has a Corporate Strategy in place, underpinned by an effective performance management framework and culture</b>								
<b>Corporate Priority: ALL</b>								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 OD12.1	<b>Support effective performance management</b> Ensure that the Council's Performance Management Framework delivers accurate and timely information to decision-makers and key stakeholders.	Within existing budgets	01/04/23	31/03/26	Corporate Policy Manager, Policy and Performance Officer	Performance doesn't improve	D	Provision of timely, relevant quarterly performance reports and other information on demand.
SP23/26 OD12.2	<b>Support effective policy development</b> Ensure that the Council takes a robust and consistent approach to policy development, including clear and documented review and version control processes for strategies, policies and procedures.	Within existing budgets	01/04/23	31/03/26	Corporate Policy Manager, Policy and Performance Officer	Poor or inconsistent policy-making	D	Policies are: up to date; stored correctly with version control information; and reviewed at the correct time.
SP23/26 OD12.3	<b>Support effective project management</b> Ensure that the Council has, and consistently uses, an up to date Project Management Framework, including common protocols and templates, which drives the delivery of all projects to the required standard of quality, cost and time.	Within existing budgets	01/04/23	31/03/26	Corporate Policy Manager, Policy and Performance Officer	Scope creep, non delivery, lack of focus.	D	Project management framework and paperwork is consistently used.

<b>Outcome 13. The principles of equality and diversity are embedded into the Council's policy development and decision-making processes</b>								
<b>Corporate Priority: The value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth / high quality public services accessible for all</b>								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 OD13.1	<b>Take a corporate lead on equality and diversity</b> Coordinate the Corporate Equality Group which provides the necessary challenge over equality issues and ensures that the Council is aware of the need to have 'due regard' to the provisions of the Equality Act 2010 in their decision making.	Within existing budgets	01/04/23	31/03/26	Corporate Policy Manager	Non compliance and not benefiting from diversity	S	All duties under the Equality Act are met.
SP23/26 OD13.2	<b>Assess the equality impact of new policies and initiatives</b> Champion the need for Equality Impact Assessments to be undertaken when policies are being developed and provide effective corporate policy support on them.	Within existing budgets	01/04/23	31/03/26	Corporate Policy Manager	EQIAs not routinely or properly done	D	Equality Impact Assessments are undertaken and are considered / discussed by those taking decisions.

SP23/26 OD13.3	<b>Ensure corporate equality, diversity and inclusion objectives meet the needs of our residents and reflect the aspirations of the Council</b> Ensure the EDI Action Plan is refreshed in July 2023 to reflect any changes in the Corporate Strategy and implemented according to target dates in the Plan	Within existing budgets	01/04/23	Action Plan refreshed July 2023 Implementation ongoing	Corporate Policy Manager	Negative impact on recruitment and the culture of the organisation.	D	Good recruitment outcomes and a workforce that is confident to be themselves.
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**Corporate compliance**

Outcome 14. Standing Corporate Compliance Actions are achieved								
Corporate Priority: ALL								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 OD14.1	All Performance Agreement Meetings are completed by the target date, staff targets are set and L&D identified.	Within existing budgets, support of HR Team needed	March	May	Executive Head of Organisational Development	Staff performance and personal development is compromised and morale affected.	D	Objective achieved
SP23/26 OD14.2	Service Plans are reviewed and budget implications fed into budget process.	Dependent on outcome of review, support of the Policy & Performance Officer	August	January	Executive Head of Organisational Development	Corporate Strategy objectives will not be achieved.	D	The Service Plans proposals are prepared and presented to the OS and Executive
SP23/26 OD14.3	Complete budget preparation in line with agreed timetable.	Within existing budgets, support of Finance Team needed	August	January	Executive Head of Organisational Development	Legal obligations are jeopardised.	D	Budget adopted by Full Council.
SP23/26 OD14.4	The Corporate Risk Register is reviewed and updated quarterly in accordance with the agreed timetable.	Dependent on outcome of review, support from the Procurement Officer	Quarterly		Executive Head of Organisational Development	Risk Register is not kept up to date and risks are not identified sufficiently to protect the organisation.	S	HoS has updated the register
SP23/26 OD14.5	Internal Audit Recommendations are actioned in line with agreed timescales.	Within existing budgets, support from the Internal Audit Manager	Ongoing		Executive Head of Organisational Development	Organisation is put at risk.	D	no outstanding recommendations
SP23/26 OD14.6	Annual Review of Employee Risk Assessments.	Within existing budgets, support from Emergency Planning Officer	April	July	Executive Head of Organisational Development	Employees' health is potentially put at risk and the organisation fails to comply with the H&S regulations.	S	All employees to have completed their relevant risk assessments. Measured by annual audit via H&S team.
SP23/26 OD14.7	Annual Business Continuity Plans Review.	Within existing budgets, support from Emergency Planning Officer	January	February	Executive Head of Organisational Development	Unable to provide vital services in an emergency situation.	S	Each Service to review their business continuity plan annually. Measured by annual test of plans against most likely business continuity events
SP23/26 OD14.8	Make sure that Accessibility regulations are adhered to – ensure that all content including all documents that appear on the Waverley website (owned by the service) or any other sub sites created for projects are created in an accessible format and make available accessibility training to staff where appropriate. Make sure that Equality Impact Assessments are carried out by teams as appropriate.	Within existing budgets, support from Corporate Equality Group	Ongoing		Executive Head of Organisational Development	Visually impaired website readers will be excluded from accessing documents. Failure to comply with the legislation puts the organisation at risk of being fined.	S	All documents published on our website to be accessible - checked quarterly by Website Team

SP23/26 OD14.9	HoS to ensure that all staff within the service are aware of the current Safeguarding Policy for Children and Adults- updated2020.docx process and procedures including the Safeguarding referral process and that any issues are dealt with in a prompt manner. Where required make sure that key members of staff complete appropriate training recommended by Waverley's Safeguarding Board.	Within existing budgets, support from Safeguarding Board	Ongoing		Executive Head of Organisational Development	Failure to discharge our responsibility under the Care Act 2014 and Children Act 2004, and potentially putting lives and wellbeing of our residents and staff at risk.	S	Safeguarding Policy regularly refreshed and updated; staff and members know how to make a safeguarding referral to Surrey County Council's Children and Adult Services Training programme implemented and rolled out to all staff and members.
SP23/26 OD14.10	Information management - data is deleted in accordance with the data retention schedule.	Within existing budgets, support from Data Protection Officer and Information Governance representatives	Ongoing		Executive Head of Organisational Development	Failure to comply with the legislation puts the organisation at risk of being fined. Over retention of information is costly in terms of storage and access.	S	The teams can demonstrate that data outside of the retention period gets logged and safely disposed off

Last update: 09/03/2023 17:14

\*D/S - Discretionary / Statutory

<b>Service Plan 2023-2026 ( rolling 3 years)</b>	<b>Executive Head of Service:</b>	<b>Abi Lewis</b>
	<b>Joint Strategic Director:</b>	<b>Dawn Hudd</b>
<b>Service: Regeneration and Planning Policy</b>	<b>Portfolio Holders:</b>	<b>Cllr Andy MacLeod, Cllr Liz Townsend, Cllr Nick Palmer, Cllr Mark Merryweather</b>

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. From time to time Service Plans will also be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities. Their progress is monitored on quarterly basis as part of the Corporate Performance Report reviewed by Joint Management Team, O&S Committees and Executive.

<b>Service Profile</b>
<ul style="list-style-type: none"> <li>• Corporate capital projects/ regeneration</li> <li>• Economic development</li> <li>• Housing delivery</li> <li>• Planning policy, design, conservation, transport</li> <li>• CIL &amp; S106</li> </ul>

<b>Service Teams: Housing Development</b>	<b>Team Manager: Louisa Blundell</b>	<b>Executive Portfolio Holder: Cllr Nick Palmer</b>
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<b>Outcome 7.</b>	<b>Deliver new affordable homes: increase delivery of well designed, well-built affordable housing.</b>						
	<b>Corporate Priority:</b> Good quality housing for all income levels and age groups; Improving the health and wellbeing of our residents and communities						

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 RPP7.1	Develop 60 new Council homes over the Service Plan period. New homes will all meet criteria specified in Waverley New Build Design Standards (adopted September 2021). Deliver four new build schemes in Chiddingfold, one in Godalming, one in Farnham agreed at Council in December 2022 and other pre-development sites, including proposals for Churt, Elstead, Haslemere, Farnham (Joseph Ewart Trust) and Ewhurst.	Budgets agreed or to be agreed by Executive	01/04/2022	31/03/2025	Housing Development Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness., but also impact on Council's reputation and failure to deliver new build programme.	D	Homes described in the actions/outputs column are delivered.
SP23/26 RPP7.2	Dramatically reduce carbon footprint of all new homes through construction, energy consumption and overall management following the adoption of the Climate Emergency motion, which sets out the council's aim to become carbon-neutral by 2030. Carbon neutral new build homes will form part of the detailed climate neutrality action plan , which will set out key actions and identify milestones to achieving the target. Homes will be net zero in operation.	Increased construction costs: currently estimated at between 9-15% per unit.	01/04/2022	31/03/2026	Housing Development Manager	Failure to deliver new build programme that reduces carbon footprint; unlikely to achieve planning consent if new schemes do not achieve Council objectives on climate change.	D	Homes are delivered that meet Design Standards adopted by the Council in July 2021.
SP23/26 RPP7.3	Deliver Ockford Ridge new build and refurbishment: Site C: Start on site August 2022. Completion January 2024 Site F: Pre-application advice obtained. Consultation ahead of planning application Summer 2023. Site E: Complete initial site surveys to support route to procurement for further development of proposals and delivery of new homes. (Note: build rates may vary from timetable and annual Service Plan reviews will reflect this) Refurbishment Phase 4 - Green technology pilot: tendered and delivery 2023/24	Budgets agreed or to be agreed by Executive (inflation impact on construction costs)	01/04/2022	31/03/2026	Housing Development Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness. Impact on Council's reputation and failure to deliver new build programme.	D	Homes described in the actions/outputs column are delivered.
SP23/26 RPP7.4	Seek opportunities in targeted locations to address shortages and actively bid for affordable homes under 106 Agreement with developers: Brookworth Homes for homes in Ewhurst delivered 2022 Several further schemes as opportunities arise (around 50 units) in contract by end of Plan period (31/03/2026).	Budgets for new schemes to be agreed by Executive	01/04/2022	31/03/2026	Housing Development Manager	Lower level of affordable homes delivered; failure to gain new homes through 106 pipeline.	D	Homes delivered under S106 as described in actions/outputs column; schemes referred to completed during Service Plan period.
SP23/26 RPP7.5	Expand new build shared ownership, particularly through acquisition under 106 Agreements with developers.	Agree budgets	01/04/2020	31/03/2026	Housing Development Manager	Failure to broaden Council's affordable housing offer and utilise cross-subsidy for rented units.	D	Shared Ownership homes delivered, marketed and sold; correct mix established on each scheme to ensure wider offer and sufficient cross-subsidy for rented homes.

SP23/26 RPP7.6	Work with Capital Projects and Asset Management to identify opportunities to deliver new housing through acquisition / regeneration schemes e.g. Fairground site, Central Godalming Regeneration	Budgets for new schemes to be agreed by Executive	01/04/2023	31/03/2025	Housing Development Manager	Failure to capitalise on opportunities deliver new housing that addresses the requirements of the HRA.	D	Incorporation of Affordable Housing within Council's regeneration schemes that becomes an HRA Asset
SP23/26 RPP7.7	Work with Strategic Housing Asset Management to identify opportunities to deliver new housing through regeneration.	Budgets for new schemes to be agreed by Executive	01/04/2023	31/03/2025	Housing Development Manager	Failure to capitalise on opportunities deliver new housing that addresses the requirements of the HRA.	D	Homes delivered to meet housing need that make best use of Council assets

<b>Outcome 15. Infrastructure is provided to support planned growth.</b>								
<b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future / Effective strategic planning and development management which supports the planning and infrastructure needs of local communities								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 RPP15.1	Successful bidding for funds from external sources (SCC, EM3 LEP, Homes England and other sources) to support infrastructure provision	Retention of Funding and Projects Officer post	01/04/2022	31/03/2023	Capital Projects / Climate Change/ Economic Development	Planned growth is not accompanied by the required infrastructure causing detrimental environmental impacts and customer/ Member dissatisfaction.	D	Grant funding secured from external sources
SP23/26 RPP15.2	Continue to review (as has been undertaken previously) the effects of CIL on development delivery. A formal review of the CIL Charging Schedule may be appropriate alongside any update of LPP1	None	01/04/2023	28/02/2026	Planning Policy Manager	Unable to address any adverse consequences of current CIL schedule	S	Ongoing assessment and review of impact

<b>Corporate &amp; Service Level Projects (Service wide or cross cutting projects)</b>	<b>Section Manager: Debbie Smith</b>	<b>Executive Portfolio Holder: Cllrs Merryweather &amp; MacLeod</b>
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<b>Outcome 16. Delivery of a viable development scheme on the Fairground car park in line with planning policy</b>								
<b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future / High quality public services accessible for all								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 RPP16.1	Oversee the successful relocation of key community groups such as St John & Cadets to free the site for development and improve facilities for community groups.	Estates; Property; Legal	01/10/2020	31/03/2025	Development Programme Manager	Delivery of much needed housing / commercial space not delivered on Weyhill site. Community groups unhappy creating reputational damage to the Council.	D	Enable new homes to be built in Haslemere. Improved facilities for local community groups.
SP23/26 RPP16.2	Progress the delivery of a mixed used scheme on Fairground Car Park site.	Estates; Property; Legal; Housing; Car Parks	01/01/2020	31/03/2026	Asset Management/ Development Programme Manager	Much needed housing not delivered.	D	New homes are delivered in Haslemere.
SP23/26 RPP16.3	Progress the delivery of a youth / community new build at Weydown Road car park to incorporate existing users of the Fairground site and Wey Hill Youth Campus.	Estates; Property; Legal; Housing; Car Parks	01/01/2023	31/03/2025	Development Programme Manager	Much needed housing not delivered. New community facilities not delivered.	D	New Community Centre is delivered for the local community and homes are delivered for Haslemere.

<b>Outcome 17. Maximising the Council's own land assets</b>								
<b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 RPP17.1	Prioritise identified list of Waverley asset opportunities and deliver as appropriate	Estates; Property; Legal; Housing; Car Parks	01/01/2023	Ongoing	Development Programme Manager	Income potential not realised therefore not contributing to the Medium Term Financial Plan. Opportunity missed to contribute to the climate emergency commitment leading to reputational damage to the council.	D	Council owned sites are maximised to ensure delivery against the Council's corporate priorities such as Climate Emergency and financial return
SP23/26 RPP17.2	Delivery of refurbishment, extension and energy efficiency works at Woolmer Hill Pavilion.	External professional team plus internal services e.g. Assets, legal, procurement	01/06/2021	01/12/2025	Development Programme Manager	Building will continue to have a high energy usage and cost the Council money.	D	Project delivered and carbon use reduced.

SP23/26 RPP17.3	Support estates with projects that come forward with regards to lease arrangements, including at Broadwater Park	External professional team plus internal services e.g. Assets, legal, procurement	01/12/2022	31/03/2024	Development Programme Manager	On-going lease issues will not be resolved and the site is not used to its full potential	D	Current lease arrangement is terminated facilitating future delivery of community facilities
SP23/26 RPP17.4	Project manage the regeneration of 69 High Street, Godalming, to bring forward a scheme for housing and a commercial tenant.	External professional team plus internal services e.g. Assets, legal, procurement	01/08/2022	01/12/2026	Development Programme Manager / Exec Head of Assets	Regeneration of high street not brought forward Much needed housing not delivered	D	Opening of commercial activity on the high street frontage in 2025 - Housing delivered soon after.
SP23/26 RPP17.5	Progress feasibility work associated with redevelopment of The Burys, Crown Court Car Park and Wharf Road.	External professional team plus internal services e.g. Assets, legal, procurement	01/04/2023	Ongoing	Development Programme Manager	Opportunity to redevelop Council owned sites to address Climate Emergency commitments, reduce financial operational costs and deliver housing not realised	D	Viable scheme developed and progressed through planning application

<b>Outcome 18.</b>	<b>Delivery of the Brightwells Yard regeneration project. (AM)</b>							
<b>Corporate Priorities:</b> A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 RPP18.1	Work closely with external partners and internal departments to ensure effective stewardship and delivery of the Brightwells project.	Legal; Estates; Communications; Planning; Commercial Services (Car Parks)	01/04/2023	31/03/2024	Development Programme Manager Exec Head of Assets	Key Stakeholders are not aware of ongoing works creating potential reputational risks.	D	Scheme is opened
SP23/26 RPP18.2	Ensure effective engagement with residents, local businesses and stakeholders to ensure people are informed of next steps and project progress.	Legal; Estates; Communications; Planning; Commercial Services (Car Parks)	01/04/2023	31/03/2025	Development Programme Manager Exec Head of Assets	Key Stakeholders are not aware of ongoing works creating potential reputational risks.	D	Residents are informed and scheme is well received.

**Corporate compliance**

<b>Outcome 19.</b>	<b>Standing Corporate Compliance Actions are achieved</b>							
<b>Corporate Priority:</b> ALL								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 RPP19.1	All Performance Agreement Meetings are completed by the target date, staff targets are set and L&D identified.	Within existing budgets, support of HR Team needed	March	May	Head of Service	Staff performance and personal development is compromised and morale affected.	D	Objective achieved
SP23/26 RPP19.2	Service Plans are reviewed and budget implications fed into budget process.	Dependent on outcome of review, support of the Policy & Performance Officer	August	January	Head of Service	Corporate Strategy objectives will not be achieved.	D	The Service Plans proposals are prepared and presented to the OS and Executive
SP23/26 RPP19.3	Complete budget preparation in line with agreed timetable.	Within existing budgets, support of Finance Team needed	August	January	Head of Service	Legal obligations are jeopardised.	D	Budget adopted by Full Council.
SP23/26 RPP19.4	The Corporate Risk Register is reviewed and updated quarterly in accordance with the agreed timetable.	Dependent on outcome of review, support from the Procurement Officer	Quarterly		Head of Service	Risk Register is not kept up to date and risks are not identified sufficiently to protect the organisation.	S	HoS has updated the register
SP23/26 RPP19.5	Internal Audit Recommendations are actioned in line with agreed timescales.	Within existing budgets, support from the Internal Audit Manager	Ongoing		Head of Service	Organisation is put at risk.	D	no outstanding recommendations
SP23/26 RPP19.6	Annual Review of Employee Risk Assessments.	Within existing budgets, support from Emergency Planning Officer	April	July	Head of Service	Employees' health is potentially put at risk and the organisation fails to comply with the H&S regulations.	S	All employees to have completed their relevant risk assessments. Measured by annual audit via H&S team.
SP23/26 RPP19.7	Annual Business Continuity Plans Review.	Within existing budgets, support from Emergency Planning Officer	January	February	Head of Service	Unable to provide vital services in an emergency situation.	S	Each Service to review their business continuity plan annually. Measured by annual test of plans against

SP23/26 RPP19.8	Make sure that Accessibility regulations are adhered to – ensure that all content including all documents that appear on the Waverley website (owned by the service) or any other sub sites created for projects are created in an accessible format and make available accessibility training to staff where appropriate. Make sure that Equality Impact Assessments are carried out by teams as appropriate.	Within existing budgets, support from Corporate Equality Group	Ongoing		Head of Service	Visually impaired website readers will be excluded from accessing documents. Failure to comply with the legislation puts the organisation at risk of being fined.	S	All documents published on our website to be accessible - checked quarterly by Website Team
SP23/26 RPP19.9	HoS to ensure that all staff within the service are aware of the current Safeguarding Policy for Children and Adults- updated2020.docx process and procedures including the Safeguarding referral process and that any issues are dealt with in a prompt manner. Where required make sure that key members of staff complete appropriate training recommended by Waverley's Safeguarding Board.	Within existing budgets, support from Safeguarding Board	Ongoing		Head of Service	Failure to discharge our responsibility under the Care Act 2014 and Children Act 2004, and potentially putting lives and wellbeing of our residents and staff at risk.	S	
SP23/26 RPP19.10	Information management - data is deleted in accordance with the data retention schedule.	Within existing budgets, support from Data Protection Officer and Information Governance representatives	Ongoing		Head of Service	Failure to comply with the legislation puts the organisation at risk of being fined. Over retention of information is costly in terms of storage and access.	S	The teams can demonstrate that data outside of the retention period gets logged and safely disposed off

Last update: 21/02/2023 16:59

\*D/S - Discretionary / Statutory



**WAVERLEY BOROUGH COUNCIL**

**RESOURCES OVERVIEW AND SCRUTINY COMMITTEE**

**20 MARCH 2023**

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**Title:**

**Asset Investment Advisory Board update**

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

**Head of Service: Marieke van der Reijden, Head of Assets and Property**

**Key decision: No**

**Access: Public/Part Exempt**

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**1. Purpose**

- 1.1 The purpose of this report is to update the Resources O&S Committee (the Committee) on the progress and work of the Asset Investment Advisory Board (AIAB), which advises the Executive on property investment matters. The update is detailed in Exempt Annexe 1.
- 1.2 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).

**2. Recommendation**

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

**3. Reason for the recommendation**

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

Investment activity can be:

Investments for commercial purpose - these are long term investments taken or held primarily for financial return. The Council's primary objective in relation to its commercial activity is the security of capital invested and having an exit strategy in place for each investment. Commercial activity will be limited to the legacy portfolio and that which is incidental in any proposed investment activity.

Investments for service purposes - these are taken or held primarily for the provision, and for the purposes, of delivering public services (including housing, regeneration and local infrastructure) or in support of joint working with others to deliver such services.

The proposals detailed in annexe 1 will be undertaken within Government guidelines.

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

- 4.1 The Service Plan for Assets and Property Services (2022-2025) aims to Identify and develop opportunities to generate revenue through property development schemes to increase overall income in line with the Medium Term Financial Plan, Asset Investment Strategy and HM Treasury "not for yield" guidelines (Outcome 7). As well as managing the diverse legacy portfolio and operational asset base with the aim of gaining maximum benefit from the assets the Council holds.

#### **5. Implications of decision and consultation and engagement**

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

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

##### **6.2 Risk management**

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

##### **6.3 Legal**

There are no legal implications arising directly from this report.

##### **6.4 Equality, diversity and inclusion**

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

##### **6.5 Climate emergency declaration**

The income from the property portfolio supports service delivery and the Council's corporate objectives including with regard to the climate emergency declaration. The Service Plan for Finance and Property Services (2022-2025) aims to effectively manage the investment property portfolio in support of the Council's Carbon Neutrality Plan whilst ensuring income levels match or exceed budget targets (Outcome 7).

#### **7. Consultation and engagement**

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

## **8. Other options considered**

- 8.1 The Council's property assets will continue to be reviewed for investment opportunities and new opportunities identified in pursuit of best use of assets within the Borough. The property portfolio will undergo continual monitoring of performance.

## **9. Governance journey**

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

### **Annexes:**

Exempt Annexe 1 – Property Investment – update

Exempt Annexe 2 - performance of the current portfolio

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### **Background Papers**

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

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### **CONTACT OFFICER:**

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Agreed and signed off by:

Legal Services:

Strategic Director:

Portfolio Holder:

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