

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

When calling please ask for:

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**Policy and Governance**

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Direct line: 01483523258

Date: 10 June 2022

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

Cllr Kevin Deanus (Chairman)	Cllr Jenny Else
Cllr Peter Marriott (Vice Chairman)	Cllr Mary Forszewski
Cllr Carole Cockburn	Cllr Ruth Reed
Cllr Martin D'Arcy	Cllr Philip Townsend
Cllr Sally Dickson	Cllr Michaela Wicks

**Substitutes**

Cllr Michael Goodridge	Cllr Michaela Martin
Cllr Joan Heagin	Cllr Richard Seaborne

**Members who are unable to attend this meeting must submit apologies by the end of Monday, 13 June 2022 to enable a substitute to be arranged.**

Dear Councillor

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

DATE: TUESDAY, 21 JUNE 2022

TIME: 7.00 PM

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

The Agenda for the Meeting is set out below.

Yours sincerely

ROBIN TAYLOR  
Head of Policy and Governance

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

### **Vision**

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

Our strategic priorities:

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

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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 **MINUTES**

To approve the Minutes of the meeting of the Services Overview & Scrutiny Committee held on 21 March 2022 and published on the Council’s website.

2 **APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

To receive apologies for absence and note substitutions.

Members who are unable to attend this meeting must submit apologies by the end of **Tuesday 14 June 2022** to enable a substitute to be arranged, if applicable.

3 **DECLARATIONS OF INTERESTS**

To receive from 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.

4 **QUESTIONS FROM MEMBERS**

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

The deadline for submission of written questions for this meeting is Tuesday 14 June 2022.

5 **QUESTIONS BY MEMBERS OF THE PUBLIC**

The Chairman to respond to any questions submitted by members of the public in accordance with Procedure Rule 10.

The deadline for submission of written questions for this meeting is Tuesday 14 June 2022.

6 **COMMITTEE FORWARD WORK PROGRAMME** (Pages 7 - 10)

The Services Overview & Scrutiny Committee is responsible for managing the

Committee's work programme.

### **Recommendation**

Members are invited to consider their work programme and make any comments and/or amendments they consider necessary, including suggestions for any additional topics that the Committee may wish to add to its work programme.

7 **CORPORATE PERFORMANCE REPORT Q4 2021/2022** (Pages 11 - 92)

The Corporate Performance Report provides an analysis of the Council's performance for the 4th quarter of 2021-22. 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.

Heads of Service to highlight areas relating to this committees remit (pages to note are Pages 37 (HDC Communities aspect only) to 68 of the Performance report [pages 51-92 of the agenda papers]).

8 **BIODIVERSITY ACTION PLAN** (Pages 93 - 184)

To inform the Services Overview & Scrutiny committee of progress to date in the writing of the Biodiversity Policy (Annexe 1).

To invite comment and feedback from the committee on the policy.

### **Recommendation**

2.1 That the committee provides feedback and comment on the current version of the Biodiversity Policy.

2.2 That the Committee recommends the Biodiversity Policy (subject to feedback and comment amendments) is considered for adoption by the Council at the next available Executive meeting.

9 **SERVICE PLANS 2023-26**

To receive a verbal update from the Corporate Policy Manager.

10 **LOCAL PLANNING ENFORCEMENT PLAN**

To receive a verbal update from the Head of Planning and Economic Development.

11 **ANNUAL SCRUTINY REPORT** (Pages 185 - 198)

To enable the Committee to comment on the report on its activities in 2021/22.

### **Recommendation**

That the Committee endorse the report included as annexe 1 whilst making

any suggestions for amendments.

12 UPDATE FROM LEISURE MANAGEMENT CONTRACT TASK AND FINISH GROUP (Pages 199 - 206)

To keep the Committee apprised of the activities of the Leisure Management Contract Task and Finish Group.

**Recommendation**

- 2.1 That the Committee note the details of this report and ask the Task and Finish Group to continue its work.
- 2.2 That the Committee agree the scoping document included as annexe 1 shall serve as the terms of reference for the Task and Finish Group.

13 EXCLUSION OF PRESS AND PUBLIC

To consider, if necessary, the following recommendation on the motion of the Chairman:

**Recommendation**

That pursuant to Procedure Rule 20 and in accordance with Section 100A (4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following items on the grounds that it is likely in view of the nature of the 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) to be identified at the meeting.

14 ANY ISSUES TO BE CONSIDERED IN EXEMPT SESSION

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

**Officer contacts:**  
**Mark Mills, Policy Officer - Scrutiny**  
**Tel. 01483 523078 or email: mark.mills@waverley.gov.uk**  
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# Services Overview & Scrutiny Committee 2021/22

## - work programme

Part 1 of 4: Recommendations made

#	Agenda Item	Recommendation	Made to	Agreed?	Details
		Not yet applicable			

## Part 2 of 4: Other resolutions

#	Agenda Item	Resolution	Status	Actioned to	Timescale	Details of current status
		Not yet applicable				



## Part 3 of 4: Upcoming items

#	Title	Purpose for scrutiny	Leader Member/Officer	Date for O&S consideration	Date for Executive decision (if applicable)
1	Affordable housing SPD - consultation	Scrutinise the consultation document	Zac Elwood / Andrew Smith	September 2022	September 2022
2	ASB PSPO update	Receive an update on the impact of the PSPO in Godalming.	Richard Homewood	September 2022	N/A
3	Carbon Neutrality Action Plan annual report	Receive an update on the action plan	Richard Homewood	September 2022	October 2022
4	Corporate Performance Report Q.1 2022/23	Scrutinise the performance of the areas and KPIs within the Committee's remit	Heads of Service / Louise Norie	September 2022	N/A
5	Local Planning Enforcement Plan update	Review proposed updates to the plan	Zac Elwood	September 2022	TBD
6	Safer Waverley Partnership 2022-23	Review and scrutinise the activities of crime and disorder partnerships and the activities of its partners. This fulfils the requirements of s.19 of the Police and Justice Act 2006.	Andrew Smith / Katie Webb	September 2022	N/A
7	Economic Development Strategy Review	Scrutinise the strategy	Zac Elwood / Catherine Knight	TBD	TBD
8	Planning Improvement Plan	To review the plan	Zac Elwood	TBD	TBD

## Part 4 of 4: Task and Finish groups

Subject	Objective	Key issues	Chair	Lead officer	Status	Progress	Target Completion Date
Leisure Centre Contract	Ensure the new contract will deliver value for money and maximise the return on investment, whilst ensuring that the specifications and outcomes reflect the portfolio mix and increase social value.	This group will review key strategic service priorities and make recommendations on the priorities for the new contract. These will include; <ul style="list-style-type: none"> <li>a. Social value</li> <li>b. Active Communities programme</li> <li>c. Key Performance Indicators</li> </ul>	Cllr Mary Foryszewski	Kelvin Mills / Tamsin McLeod	Ongoing	Chair selected, representative from Resources O&S selected, and meetings ongoing	Sept 2022

**WAVERLEY BOROUGH COUNCIL****RESOURCES O&S COMMITTEE – 20 JUNE 2022**  
**SERVICES O&S COMMITTEE – 21 JUNE 2022****Title:****CORPORATE PERFORMANCE REPORT**  
**Q4 2021-2022 & END OF YEAR OUTTURN**  
**(JANUARY 2022 – MARCH 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**

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

**2. Recommendation**

It is recommended that the Overview & Scrutiny Committee:

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

**3. Reason for the recommendation**

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

**4. Background**

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

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

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

4.3 Although the report contains information about all services, each of the Overview & Scrutiny Committees is only required to consider those sections of the report, specific to its service area remit, and this has been clearly outlined in section 2 'Report Sections Summary with Scrutiny Remits of O&S Committees' of Annexe 1.

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

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

## **6. Implications of decision**

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

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

### **6.2 Risk management**

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

### **6.3 Legal**

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

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

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

### **6.5 Climate emergency declaration**

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

## **7. Consultation and engagement**

The report goes through an internal sign off process by the Senior Management Team. The external scrutiny stage starts with the Overview and Scrutiny Committees at the quarterly committee cycle and any recommendations made travel to the Executive for

consideration and response. The corporate key indicator set presented in this report gets reviewed on annual basis in January/February and travels to March O&S cycle in a stand-alone report, which then continues its journey to the Executive for approval in March/April ahead the new financial year. The service plans, which delivery gets monitored through this report, are reviewed on annual basis between September and November with the new proposals for the year ahead coming to January O&S cycle and travel next to the Executive for the formal approval.

## **8. Other options considered**

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

## **9. Governance journey**

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

### **Annexes:**

Annexe 1 Q4 2021-22 Corporate Performance Report and End of Year Outturn Report  
– Annexe 1 Final 10 June 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:** Nora Copping  
**Title:** Policy and Performance Officer  
**Telephone:** 01483 523 465  
**E-mail:** nora.copping@waverley.gov.uk

### **Agreed and signed off by:**

Legal Services: N/A – standing report  
Head of Finance: Internal SMT meeting on 24 May 2022  
Strategic Director: Internal SMT meeting on 24 May 2022  
Portfolio Holders: Internal Executive Briefing meeting on 7 June 2022

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**Corporate**  
**Performance Report**  
**Q4 2021/22 and**  
**End of Year Outturn**

**Document Version: Final version**

**Last update: 10/06/2022 12:48**

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Lead Officer: Nora Copping  
Title: Policy & Performance Officer  
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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: <ul style="list-style-type: none"> <li>on time,</li> <li>within the budget &amp; resources</li> <li>achieving desired outcome.</li> </ul>
On Track (in Green)	Action is on track to complete <ul style="list-style-type: none"> <li>on time,</li> <li>within the budget &amp; resources</li> <li>and expected to achieve desired outcome.</li> </ul>
Completed – off track (in Amber)	Action was completed but off track meaning that: <ul style="list-style-type: none"> <li>Was delivered not on time or/and</li> <li>Requiring additional budget or resources or/and</li> <li>Not fully achieving desired outcome</li> </ul>
Off track – action taken / in hand (in Amber)	Action has fallen slightly off target: <ul style="list-style-type: none"> <li>on time or/and</li> <li>budget or resources or/and</li> <li>or quality,</li> </ul> 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: <ul style="list-style-type: none"> <li>on time or/and</li> <li>budget or resources or/and</li> <li>quality</li> </ul> and a managerial intervention/escalation is required in order to bring it back on track.
Cancelled (in Grey)	Cancelled Action Status indicates that we will no longer pursue delivery of this action.



Action Status Types	Explanation of the Status Rating Type
Deferred (in Grey)	Deferred Action Status indicates that the action will not be pursued at present but will/might be in the future.
Transferred (in Grey)	Transferred Action Status indicates that although the action was not yet fully completed its delivery will continue in the coming year or that the action ownership has now changed.

### 1.3 Reporting periods

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

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

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

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

- [Corporate Dashboard](#) - page 4
- [Business Transformation](#) - page 13
- [Finance and Property](#) - page 20
- [Policy and Governance](#) - page 24
- [Housing Operations](#) - page 31
- [Housing Delivery and Communities](#) (Housing Delivery aspect only) - page 37

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

- [Housing Delivery and Communities](#) (Communities aspect only) – page 37
- [Commercial Services](#) - page 44
- [Environment and Regulatory Services](#) - page 55
- [Planning and Economic Development](#) – page 68

## 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 – Q4 2021/22 and End of Year

#### 3.1.1 Q4 2021/22 and End of Year Chief Executive's summary:

This is the performance report for the fourth quarter of the financial year, i.e., January to March 2022. It also serves as the end-of-year report. Details can be found in the service chapters.

The whole year was marked by the continuing challenge of supporting the community and public services during the global Covid-19 pandemic. The council team of councillors and officers has responded to this challenge with great dedication, commitment and professionalism. The social, economic and service consequences of the last two years continue, with regular pressure from Covid-related absences, particularly within our contracted waste and recycling service and renewed demand on Planning services. Performance in these high-profile services is improving, as can be seen later in this report. Full Council meetings were held at larger venues in Godalming and Farnham to enable social distancing and ventilation, while still available to view on our website. Committee meetings returned the Council Chamber once the Government's permission to allow online 'virtual' meetings (via Zoom or similar) lapsed in May 2021.

While 80.5 percent of service plan actions were completed, the quantity of key performance indicators flagged as 'red' throughout the year is concerning: i.e., those that are more than 5% off target. Our start-of-year targets remained essentially blind to the impact of the pandemic on service performance, and so a higher proportion of reds is not surprising. Explanations of performance against specific targets are within this report. Our financial forecast for the end of the year shows a modest favourable variance, without any call on the Covid impact contingency, due to careful cost control.

As reported in Overview and Scrutiny meetings, and in previous performance reports, our Where Work Happens project continues to provide a more flexible way of office working, taking advantage of the technology that we have used throughout the pandemic, but providing a better balance for customers and our workforce, most of whom value a return to office working and the important team contact that that entails. It also has potential to reduce carbon emissions and supports the future development of options for our sites in Godalming, supporting the town and reducing our costs.

Q4 highlights were:

- Waverley council and community responded to the crisis in Ukraine via the Homes For Ukraine scheme.
- The start of Waverley's new kerbside collection service for unwanted textiles and small electricals.
- The council prepared to implement the Government announcement of a £150 payment to homes in council tax bands A-D to help with rising energy bills.
- The Local Government Boundary Commission announced new ward boundaries for the borough council to take effect from May 2023.

Waverley Borough Council also paid its respects to Cllrs Brian Adams and Peter Isherwood who both sadly passed away.

Having commenced in the new role of Joint Chief Executive of Guildford and Waverley Borough Councils in December, I was pleased that both councils agreed new governance arrangements in March. These included the heads of terms for the inter-authority agreement and a Joint Governance

Committee. This governance framework is an important building block for the collaboration. The processes for creating the Joint Management Team are now underway.

Looking ahead, the following are some key areas of focus and risk for the coming year:

- Mitigating the cost-of-living crisis and its impact on local residents and on the council, in terms of reducing income and higher costs associated with the rapid rise in inflation.
- Support to the community and to our Ukrainian guests amid the uncertainty of the war, and the associated increase in homelessness presentations.
- The inspection in July for the draft Local Plan Part 2.
- Challenges to our carbon neutral action plan from economic and supply chain pressures.
- Performance recovery as we move away from the initial immediate effects of the pandemic and lockdowns to whatever the 'new normal' will be.
- The potential for higher staff turnover, as we see in many organisations, pent-up during the pandemic.
- Implementing the council resolution on the creation of the Joint Management Team with Guildford Borough Council.

Working in public services at this time entails immense challenge. Medium term sustainability of local public services is at risk and requires us again to demonstrate the resolve and commitment that have been hallmarks of the councillor and officer team at Waverley.

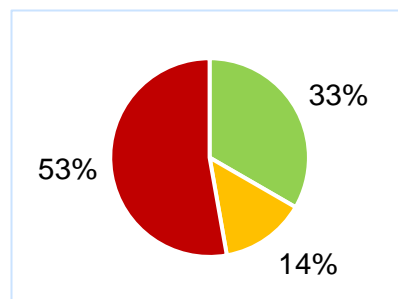
**Tom Horwood, Chief Executive**

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

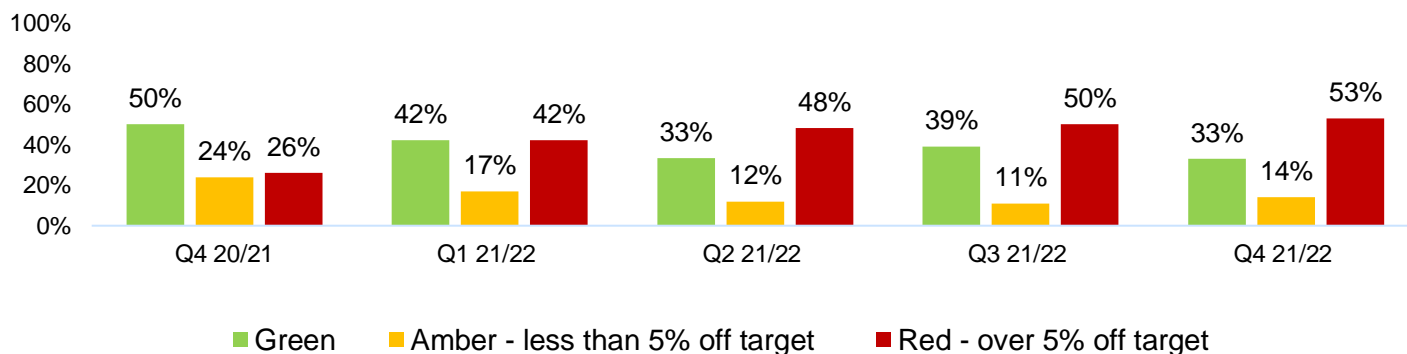
#### 3.2.1 Table with Q4 2021/22 Summary statistic for all corporate indicators with assigned targets and the three-year rolling trends RAG chart

**All Corporate KPIs**

<b>Total</b>	100%	36
<b>Green on target</b>	33%	12
<b>Amber - less than 5% off target</b>	14%	5
<b>Red - over 5% off target</b>	53%	19
<b>Data only</b>	N/A	22
<b>Data not available or paused due to Covid impact</b>	N/A	8



#### Summary of Performance Indicators - % per status Q4 2020/21 to Q4 2021/22



### 3.2.2 Comment:

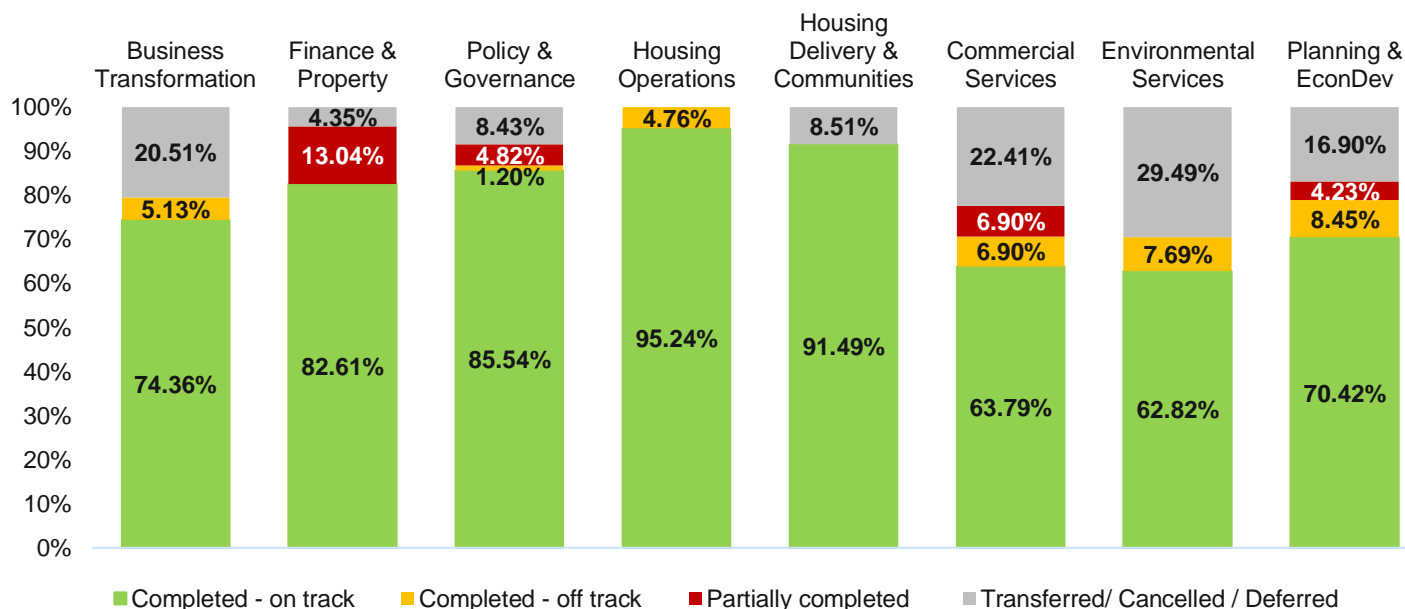
The overall performance of the key corporate indicators is still being impacted by temporary service disruption due to the pandemic and further service specific details can be found in the individual service dashboards.

## 3.3 Summary of Service Plans Progress Status

### 3.3.1 Table with the overall Q4 2021/22 Service Plans Progress Status

	Completed - on track	Completed - off track	Partially completed	Transferred/ Cancelled / Deferred	Total of Actions Committed to deliver in 2021/22 per Service
Business Transformation	29	2	0	8	39
Finance & Property	19	0	3	1	23
Policy & Governance	71	1	4	7	83
Housing Operations	20	1	0	0	21
Housing Delivery & Communities	43	0	0	4	47
Commercial Services	37	4	4	13	58
Environmental Services	49	6	0	23	78
Planning & Economic Development	50	6	3	12	71
<b>Total per status</b>	<b>318</b>	<b>20</b>	<b>14</b>	<b>68</b>	<b>420</b>

### End of year completion status per service - Service Plans 2021/22



### Comment:

At the end of financial year 2021/22, 80.48% of Service Plans actions were completed (338 out of 420), while the services were still facing the post pandemic recovery challenges. The service specific details on service plans outturn can be found in the individual service dashboards.

## 3.4 Summary of All Internal Audit Recommendations

### 3.4.1 Comment:

The Internal Audit section is included for information only as the scrutiny function for this area falls under the remit of the Audit Committee, which monitors the delivery of Internal Audit recommendations at their quarterly meetings. For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the [Audit Committee 28 March 2022](#)).

## 3.5 Summary of All Complaints – Q4 2021/22

Complaints Response Rate per Service - 95% Target								
Level 1 (10 working days)	Business Transformation	Commercial Services	Environment and Regulatory Services	Finance & Property	Housing Operations	Housing Delivery & Communities	Planning & Economic Development	Policy & Governance
On Time	0	4	4	3	25	0	9.00	0
Exceeded Target	0	0	2	1	4	0	1	0
<b>Total</b>	<b>0</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>29</b>	<b>0</b>	<b>10</b>	<b>0</b>
% within target	N/A	100.00%	66.67%	75.00%	86.21%	N/A	90.00%	N/A
Complaints Outcome								
Upheld	0	0	3	0	14	0	0	0
Partially Upheld	0	0	2	0	4	0	1	0
Not upheld	0	4	1	4	11	0	9	0
<b>Level 1 Subtotal</b>	<b>0</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>29</b>	<b>0</b>	<b>10</b>	<b>0</b>

Complaints Response Rate per Service - 95% Target								
Level 2 (15 working days)	Business Transformation	Commercial Services	Environment and Regulatory Services	Finance & Property	Housing Operations	Housing Delivery & Communities	Planning & Economic Development	Policy & Governance
On Time	0	0	2	0	7	0	3	0
Exceeded Target	0	0	0	0	0	0	1	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>4</b>	<b>0</b>
% within target	N/A	N/A	100.00%	N/A	100.00%	N/A	75.00%	N/A
Complaints Outcome								
Upheld	0	0	0	0	4	0	0	0
Partially Upheld	0	0	2	0	3	0	0	0
Not upheld	0	0	0	0	0	0	4	0
<b>Level 2 Subtotal</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>4</b>	<b>0</b>

Complaints Outcome (LGSCO and HOS)								
Ombudsman Escalations	Business Transformation	Commercial Services	Environment and Regulatory Services	Finance & Property	Housing Operations	Housing Delivery & Communities	Planning & Economic Development	Policy & Governance
Upheld	0	0	0	0	0	0	0	0
Partially Upheld	0	0	0	0	0	0	0	0
Not upheld	0	0	0	0	1	0	0	0
Not investigated	0	0	0	0	2	0	6	0
<b>Ombudsman Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>6</b>	<b>0</b>

Per Service Subtotal	Business Transformation	Commercial Services	Environment and Regulatory Services	Finance & Property	Housing Operations	Housing Delivery & Communities	Planning & Economic Development	Policy & Governance
L1 + L2 + Ombudsman	0	4	8	4	39	0	20	0

	Number	Response Rate %	Target
Level 1 Total	53	82.22 %	95%
Level 2 Total	13	92.31 %	95%
Ombudsman Total	9	N/A	
Total Complaints in Q4 21/22	66		

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

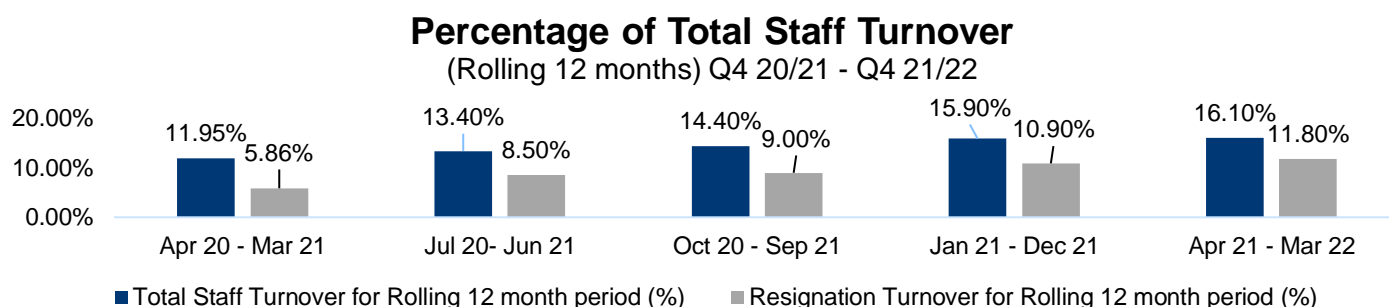
### 3.5.1 Comment:

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

## 3.6 Summary of Workforce Data – Corporate Overview

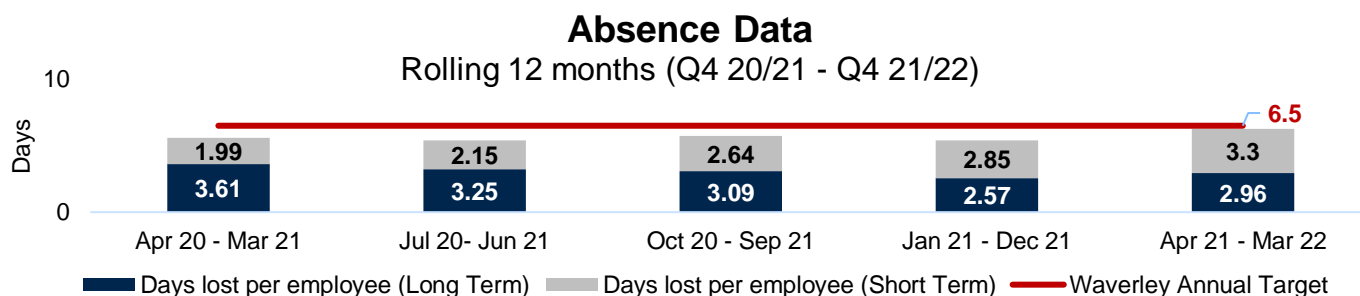
Waverley's staff are critical to delivering the Council's immediate priorities and for ensuring that the organisation is able to respond to the opportunities and challenges ahead. The following KPIs demonstrate our staff turnover and employee sickness absence levels over a 12-month rolling period.

### 3.6.1 Staff Turnover



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

### 3.6.2 Absence Data



**Comment:**

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

### 3.7 Finance update on budget position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q4 2021/22

#### 3.7.1 Section 151 Officer summary Q4 2021/2022

The table at 3.7.3 shows the draft outturn position against budget for 2021/22. There is still more work to do to close the financial year and a more detailed outturn position including capital expenditure will be reported to the Executive in July, along with a review of the reserves that are within the scope of the MTFP. The draft statutory financial accounts will be published and submitted for external audit by 31 July 2022.

The table at 4.6.3 shows that for both General Fund and HRA, the year-end position is within budget overall with a total favourable variance of £452k for General Fund and £316k for HRA, after allowing for agreed carry forwards. To put this into context, the General Fund includes gross service expenditure and income budgets totalling £45million and the HRA £30million. Overall, the performance against budget has been positive and the projections on the main income areas are favourable.

The use of car parks recovered strongly compared to estimates, which is reflected in an improved income position in the table below, however total car park income is still down on its pre-pandemic level. The Council agreed a revised tariff structure from 1 November 2021 and a projected additional £0.4m income from the tariff increase has helped to offset the shortfall, this is reflected in the table below. Other income areas including building control and planning have fallen short of budget due to economic and local factors, these are showing early signs in 2022/23 of being back on budget.

The main cost area that held up well against budget is staff costs. Close monitoring by Heads of Service on a month-by-month basis, supported by finance colleagues and with oversight by Management Board has resulted in an overall underspend of £397k, against a total budget of £17m (2.3%). In March 2021, the Senior Management Team undertook a budget challenge exercise to identify the detailed savings to deliver the unidentified savings target included in the 2021/22 budget, and to propose further efficiency and income gains for future years. This was a successful process, and the projection below reflects the over-achievement against the target in 2021/22 net of diverting budget to address work demands and backlog clearance in the planning service.

The HRA benefited from savings in staff costs against budget, partly offset by a relatively small variance in rent and higher utilities costs. More detail is provided in the specific service sections of the Q4 report.

The collaboration with Guildford Borough Council was approved in July 2021 and the project is underway with a joint Chief Executive appointed in December. The table below summarises the collaboration and the savings and costs will be monitored in future quarterly performance reports. Frequent and effective monitoring will be essential in 2022/23 as budget uncertainty continues to be a major risk to the Council, particularly with rising inflation.

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

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

At the end of Q4, the financial projections are within the overall MTFP agreed by Council in February 2021. Due to sound cost control and close monitoring, there have been no calls on the Covid impact

contingency that was included in the 2021/22 general fund budget. The £1m contingency will be transferred back to its original place in the first instance, as per the Council agreement. This will be reviewed by Council in July as part of the outturn report and reserves review. The main risks to this contingency have been leisure centres and the recovery of key income streams including car parks. Steps have been taken to mitigate this impact during the year and as a result they have held up against forecast. The leisure and finance teams have worked closely with Places Leisure to keep the financial performance of Waverley's five leisure centres on track. The MTFP was comprehensively reviewed in January 2022 and approved by Council in February 2022. A mid-year review is likely to be necessary in 2022/23 due to the impact of high inflation and other economic factors.

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

### 3.7.3 General Fund Account Summary Table

Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Management Board</b>					
Expenditure	509	467	53	11%	Adverse
Income	- 509	- 524	2	0%	Adverse
<b>Management Board Total</b>	<b>-</b>	<b>- 75</b>	<b>55</b>	<b>-74%</b>	<b>Adverse</b>
<b>Collaboration</b>	<b>0</b>	<b>117</b>	<b>- 25</b>	<b>-21%</b>	<b>Favourable</b>
<b>Audit</b>					
Expenditure	158	172	- 39	-23%	Favourable
Income	- 158	- 158	1	0%	Adverse
<b>Audit Total</b>	<b>-</b>	<b>14</b>	<b>- 39</b>	<b>-273%</b>	<b>Favourable</b>
<b>Business Transformation</b>					
Expenditure	5,163	5,314	- 196	-4%	Favourable
Income	- 4,976	- 5,131	14	0%	Adverse
<b>Business Transformation Total</b>	<b>188</b>	<b>183</b>	<b>- 182</b>	<b>-99%</b>	<b>Favourable</b>
<b>Commercial</b>					
Expenditure	8,148	8,981	- 89	-1%	Favourable
Income	- 4,954	- 5,189	261	-5%	Adverse
<b>Commercial Total</b>	<b>3,194</b>	<b>3,791</b>	<b>172</b>	<b>5%</b>	<b>Adverse</b>
<b>Environment</b>					
Expenditure	11,435	12,877	- 243	-2%	Favourable
Income	- 8,057	- 9,233	- 636	7%	Favourable
<b>Environment Total</b>	<b>3,378</b>	<b>3,643</b>	<b>- 879</b>	<b>-24%</b>	<b>Favourable</b>
<b>Finance &amp; Property</b>					
Expenditure	30,160	28,340	-607	-2%	Favourable
Income	- 29,444	- 28,417	843	-3%	Adverse
<b>Finance &amp; Property Total</b>	<b>717</b>	<b>-77</b>	<b>236</b>	<b>-306%</b>	<b>Adverse</b>
<b>Housing Operations – Refugee Support</b>					
Expenditure	-	69	-	0%	-
Income	-	- 139	1	0%	Adverse
<b>Housing Operations Total</b>	<b>-</b>	<b>-70</b>	<b>1</b>	<b>-1%</b>	<b>Adverse</b>
<b>Housing Delivery &amp; Communities</b>					
Expenditure	4,318	5,044	2	0%	Adverse
Income	- 2,044	- 3,361	25	-1%	Adverse
<b>Housing Delivery &amp; Communities Total</b>	<b>2,274</b>	<b>1,684</b>	<b>28</b>	<b>2%</b>	<b>Adverse</b>
<b>Planning &amp; Economic Development</b>					
Expenditure	7,498	8,610	- 99	-1%	Favourable
Income	- 4,872	- 5,643	394	-7%	Adverse
<b>Planning &amp; Economic Development Total</b>	<b>2,626</b>	<b>2,967</b>	<b>295</b>	<b>10%</b>	<b>Adverse</b>



Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Policy &amp; Governance</b>					
Expenditure	6,808	7,106	- 123	-2%	Favourable
Income	- 3,997	- 4,249	32	-1%	Adverse
<b>Policy &amp; Governance Total</b>	<b>2,811</b>	<b>2,857</b>	<b>- 91</b>	<b>-3%</b>	<b>Favourable</b>
<b>General Fund Sub-Total</b>	<b>15,188</b>	<b>15,034</b>	<b>-428</b>	<b>-3%</b>	<b>Favourable</b>
<b>General Fund Funding</b>					
Expenditure	439	815	- 1,103	-135%	Favourable
Income	- 15,627	- 15,849	997	-6%	Adverse
<b>General Fund Funding Total</b>	<b>- 15,188</b>	<b>- 15,034</b>	<b>-106</b>	<b>1%</b>	<b>Favourable</b>
Use of Void Reserve			-154		
<b>General Fund Total</b>	<b>-</b>	<b>-</b>	<b>-688</b>	<b>5%</b>	<b>Favourable</b>
<b>Carry Forwards</b>			<b>236</b>		
<b>General Fund Projected Underspend</b>			<b>- 452</b>		<b>Favourable</b>
Note – expenditure and income above includes recharges to other services					
<b>Housing Revenue Account</b>					
Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Housing Operations</b>					
Expenditure	26,126	22,043	- 506	-2%	Favourable
Income	- 34,132	- 34,516	304	-1%	Adverse
<b>Housing Operations Total</b>	<b>- 8,007</b>	<b>- 12,473</b>	<b>- 202</b>	<b>2%</b>	<b>Favourable</b>
<b>Housing Delivery &amp; Communities</b>					
Expenditure	1,366	1,387	- 249	-18%	Favourable
Income	- 752	- 752	75	-10%	Adverse
<b>Housing Delivery &amp; Communities Total</b>	<b>613</b>	<b>635</b>	<b>- 174</b>	<b>-27%</b>	<b>Favourable</b>
<b>Housing Funding</b>					
Expenditure	8,825	13,270	-	0%	-
Income	- 1,431	- 1,431	-5	0%	Favourable
<b>Housing Funding Total</b>	<b>7,394</b>	<b>11,839</b>	<b>-5</b>	<b>0%</b>	<b>Favourable</b>
<b>Housing Revenue Account Total</b>	<b>-</b>	<b>-</b>	<b>- 381</b>	<b>-3%</b>	<b>Favourable</b>
<b>Carry Forwards</b>			<b>65</b>		
<b>Housing Revenue Account Projected Underspend</b>			<b>- 316</b>		<b>Favourable</b>
Note – expenditure and income above includes recharges to other services					
<b>Grand total General Fund &amp; Housing Revenue Account</b>	<b>-</b>	<b>-</b>	<b>- 768</b>	<b>3%</b>	<b>Favourable</b>

<b>General Fund agreed revenue carry forwards for information</b>		
Service		£'000
<b>Management Board</b>	Collaboration Budgets	65
Audit	Internal Audit budget	9
	External Audit budget	30
Commercial Services	Tree & Landscape staffing	12

Environment	Enforcement legal costs	25
	Vehicle livery for electric vehicles	7
	New bin store at Memorial Hall	7
Housing Delivery & Communities	Household Support Fund	3
	Houses of Multiple Occupation inspections	2
Planning & Economic Development	Economic Development delayed events	6
	Pollingfold legal costs	50
	Climate Change & Sustainability SPD	12
Policy & Governance	Mayoral events	3
	Legal costs	5
<b>Total General Fund Revenue Carry Forwards</b>		<b>236</b>

<b>Housing Revenue Account agreed revenue carry forwards for information</b>		
<b>Service</b>		<b>£'000</b>
Housing Delivery & Communities	Arbitras upgrade	12
Housing Operations	Senior Living CCTV & New furniture	9
	King George V Cottages environmental services	44
<b>Total Housing Revenue Account Carry Forwards</b>		<b>65</b>

## 4 Service Dashboard – Business Transformation

### (remit of Resources O&S)

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

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

#### 4.1.1 Summary from Head of Service – Q4 2021-22 and end of year outturn

In this report we focus not only on the last quarter but on the year as a whole.

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

**Business Transformation Programme** - The primary focus of the Business Transformation Team is to make the cashable savings it was set up to achieve. The Team remains on course to make the £1m of savings originally targeted and this is a very considerable achievement. The savings mainly came from work on Customer Services, Staff Travel, Planning and Post/Print with lesser contributions coming from Housing Options, Building Control and Revenue Services. We are now coming forward with a second set of work-streams (BT2) which will evolve depending on the extent to which the Team is drawn into the Guildford collaboration project. This has very much increased in the last quarter.

**Low Code** - This remains our key mechanism for creating automation and enabling channel shift. A number of the Team are trained as builders and low code design is now a fundamental part of transformation activity. We have carried out a number of builds in the last year including Complaints, Performance Appraisals, Risk Assessments and both Desk and Pool Car Booking, with others on the way such as Freedom of Information and Garden Waste. The latter is our most significant and most complex build and the challenge of interfacing a number of multi-functional independent databases has been considerable. We are almost there but it has been a much more difficult job than we had anticipated.

**Web** - This year we have had to respond to the Government's accessibility requirements and we are close to the completion of this task. We have very recently lost our Web Manager of 15 years who has taken up a post with Surrey County Council. We are fortunate in that we had an able replacement within the Team but this does mean we have a vacancy to fill at present.

**Information** - As was noted in last quarter's report given the importance of data as an asset to the organisation we were seeking to recruit an Information Manager. The process was successful and an officer will be joining the team at the end of June 2022, to bring this much needed area of expertise into the Council.

**Inspection and Enforcement** - This review was initiated on the basis that the current arrangement by which numerous officers visit numerous sites for numerous reasons is not the most efficient and could be replaced by locality based teams for defined functions. We are nearing completion of the "discovery" phase of the project although re-design may need to wait for the new Joint Management Team to be appointed to accommodate their thinking.

##### **IT Team**

**Post Covid Set Up** - The Team have been at the forefront of the new ways of working that started during Covid and are now part of the new normal. We now have over 150 members of staff equipped with i-gels for home-working as well as ever-increasing numbers of lap-tops, tablets and smart-phones. The Team are now working on video-conferencing solutions which respond to the new demand of a work-force which is partly office and partly home based.

Cyber - Our number one risk in the business transformation remit is the threat of cyber-attacks into our network. We can see from examples of other Council's whose defences have been breached the enormously damaging impact that this can have on an organisation. We have had our Cyber Officer in place for some time now and their remit is to ensure our defences are in place. We have successfully bid for government funding that will help with this process. The security protocols can be a source of irritation as they can add time to logging on etc, but they are very necessary given the thousands of attacks we have to repel on a daily basis.

Guildford Collaboration - The Team over the last quarter particularly are being drawn into this project with IT being fundamental to almost any change in service configuration that we might anticipate. Part of the equation surrounds the practicalities of two organisations in individually hosted Office 365 environments moving to a single environment and there is no easy answer to that question. We are also looking at the opportunities and limitations offered by our two environments which are quite different.

Low Code - The Team are working very closely with colleagues in the Business Transformation Team on low code builds with many of the builders being re-purposed IT staff.

### **Customer Services Team**

The Team had to come to terms with a new way of working during the pandemic with home-working not particularly well suited to a new team with high turnover and very clear training needs. Since lockdown rules have been relaxed the Team have benefitted from working together with all the shared learning opportunities that offers. We can now do more face-to-face training and we are seeing some staff progress along the career grade as a result. We have seen quite a lot of turnover in the Team over the year with a number of staff securing promotion opportunities within the Council. So far we have been able to recruit good quality replacements but we are operating in a competitive market.

Waste Collection - As noted last quarter we see that there is a clear correlation between round completion and call numbers. Although we are quick to update our web messaging when our contractors are experiencing difficulties many people still call in to replace missed bins. It is very much part of our strategy by creating automation to reduce demand hence the low code garden waste project. Once this is over the line we can use the same technology for missed bins, new bin requests etc.

Phase 2 - Not all services have yet merged into the Customer Services Centre. Parks and Countryside is the next service area due in with Housing Options/Homechoice and Revenues scheduled to follow on during 2022/2023.

### **Engineers**

Post Covid the Engineers have very much evolved into a remote/mobile service with the team spending the vast majority of their time either on site or working from home with only occasional visits to the offices. This way of working seems to have worked very well thus far.

Water Management - During the last year we have seen the relationships with our key partners at Surrey County Council, the Environment Agency and Thames water continue to flourish. We have continued to meet on local Waverley issues on a regular basis and as such all our risk areas and mitigation options are well understood by all parties. This very effective partnership working has helped broker solutions such as that experienced in Elstead and we hope that the work underway will mitigate the problems experienced there in times of high rainfall.

Flood Risk - The Team have been very effective in monitoring and managing flood risks e.g. ditch and grill clearance which has seen our infrastructure hold up well even in times of extreme

precipitation. Cranleigh is a good example of this where despite some inherent weaknesses effective ditch clearance has kept problems to a minimum.

Pavilions - Last quarter the Team started work on the programme of pavilion upgrades which will extend through the coming year. Work at Badshot Lea is underway and the Bourne Pavilion tender process will soon be starting.

### **Facilities**

During the course of the last year it has been a real challenge to maintain our cleaning service given the additional demands and expectations generated by the pandemic. The team experienced high levels of Covid themselves and recruitment has been very difficult in a competitive market. We also lost our Cleaning Supervisor to another Surrey District but we have fortunately been able to recruit a high quality replacement.

Water Procurement - Our new contract with Wave went live last quarter and we have welcomed Farnham Town Council, Cranleigh Parish Council and Chiddingfold Parish Council into the contract which can be extended to cover other Towns and Parishes should they be interested.

Fleet - During the last year we have seen all Fleet Management move to the Facilities which drives some obvious efficiencies when it comes to fuel purchase, servicing and maintenance. We already have one electric and one hybrid car in the fleet and five more are on order to replace petrol/diesel equivalents.

Council Chamber - Although there are no major systemic equipment issues, we do regularly see problems with either the webcast or video conferencing equipment. We think some of this may be down to the complex set up process and so we have worked with our colleagues in Democratic Services to develop a user guide. We hope this will minimise problems in the future.

Where Work Happens - The office moves were completed earlier in the year and we are now in a period of moving to a new normal in terms of building occupancy. The project itself continues via the culture work-stream led by Robin Taylor and via The Burys Re-development Project led by Kelvin Mills.

### ***David Allum, Head of Business Transformation***

## **4.2 Key Performance Indicators Status**

### **4.2.1 Comment:**

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

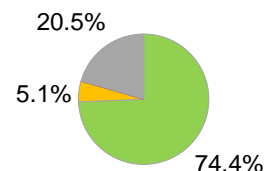
As a result of the [Annual Review of Corporate Performance Indicators Set for 2022/23 conducted in January to February 2022](#) new set of indicators monitoring Customer Service performance will be introduced from Q1 2022/23.

- BT1 - Number of external enquiries received by the Customer Service Centre Team (CSC) in a quarter (including phone calls, online forms and other emails)
- BT2 - Percentage of external enquiries dealt with at first point of contact by CSC team
- BT3 - The O&S Committee have also asked to include dropout rate of customers calls.

## **4.3 Service Plans – Progress Status**

### **4.3.1 Summary Table and Pie Chart**

Progress per Status	Sum	Percentage %
Completed - on track	29	74.4%
Completed - off track	2	5.1%
Partially completed	0	0.0%
Cancelled / Deferred /Transferred	8	20.5%
<b>Total</b>	<b>39</b>	<b>100%</b>



**Comment:** At the end of the 2021/22 financial year 79.5% of actions were completed, and the delivery of the remaining actions will continue in 2022/23. The specifics on transferred/cancelled or off-track actions were listed in the table below.

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

SP21/24BT12		The strategy for the maintenance of Waverley owned bus shelters is reviewed and agreed.				Team Leader	Property and Engineering Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24BT12.1	Consult with Towns and Parishes about the future management of bus shelters	01-Jan-20	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	The corporate discussion with Towns and Parishes about assuming responsibility for bus shelter maintenance did not take place. We are retaining this function for the time being and have secured funding to resource the maintenance programme required for 2022/2023.	

SP21/24BT14		Business Transformation Programme - Service Reviews are completed.				Team Leader	Business Transformation Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24BT14.2	With the relevant service manager comprehensively review Building Control operating model, structures and processes to deliver a more modern and efficient and making strong use of technology CPR19-3	01-Nov-19	31-Aug-21	Completed - Off track	31-Aug-21	Worked with service to support use of technology to deliver savings. £50k target considered ambitious having completed the work. £17.7k savings profiled for delivery by March 2023.	
SP21/24BT14.3	With the relevant service manager comprehensively review Licensing, structures and processes to deliver a more modern and efficient and making strong use of technology CPR19-5	01-Apr-21	30-Mar-22	Transferred / Deferred or Cancelled	30-Mar-22	Discovery stage of project largely completed (30% on the 31/03/2022). Project paused due to key IT system considerations. End date should be moved to March 2023 to allow for decisions to be taken on interdependent work. The action is being carried forward to the next years' service plan under the ref. SP22/25 BT13.3.	

SP21/24BT15		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				Team Leader	Business Transformation Manager
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Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24BT15.1	Lead the Corporate Review and co-ordinate the work carried out by the individual work-streams.	01-Sep-18	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Phase 1 of project undertaken and £118k savings profiled for delivery by March 2024. Future project activities being reviewed and planned for taking into consideration impact from the pandemic. Phase 2 to be delivered in the new service plan under the reference SP22/25 BT14.1 with a new end date extended to March 2023.
SP21/24BT15.2	Engage effectively with partner organisations to deliver cross boundary solutions where the business case can be proven	01-Apr-19	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Ongoing work with a range of partners and contractors to improve systems and processes to enable customer self-service and reduce double keying of information. Suggest end date changed to March 2023.
SP21/24BT15.3	Lead the Channel Shift work-stream and in conjunction with other service areas (e.g. IT) develop options and solutions which can deliver on the business plan objectives	01-Apr-19	31-Mar-23	Transferred / Deferred or Cancelled	31-Mar-23	IT solutions procured to support channel shift. Team trained and foundational work significantly progressed. Individual activities being "pipe lined" for deliver over the next year.

SP21/24BT16		Business Transformation Programme - The Enforcement and Inspection CPR19-7 is delivered				Team Leader	Business Transformation Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24BT16.1	With the relevant service managers comprehensively review enforcement and inspection activities	01-Nov-20	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	In-depth discovery stage of project currently being undertaken. Wide range of activities to review/consider and understand before decisions taken. Collaboration project may impact on timescales. Suggest end date is moved to March 23 to enable interdependencies to be understood. Carried forward to 2022/25 Service Plans under the ref. SP22/25 BT15.1.	

SP21/24BT5		The IT infrastructure is maintained and improved which supports the activity of the Council				Team Leader	IT Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24BT5.4	Ensure Members are provided and supported with appropriate technology to enable them to discharge their duties effectively	01-Apr-20	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	A survey of members was carried out early in 2022 and further dialogue will be carried out once the new IT Trainer is in place with a view to making an individual assessment of needs. The action to be continues in 2022/23.	

SP21/24BT6		Service areas are enabled to evolve and improve their service offer by facilitating business development.				Team Leader	IT Manager
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Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24BT6.1	Complete the implementation of a new core system for Building Control, Planning and potentially Land Charges.	01-Apr-20	31-Mar-22	Completed - Off track	31-Mar-22	System in place for Planning and Building Control. Land Charges to follow in 2022/2023. (85% completed).

SP21/24BT9		Customer satisfaction by is improved by delivering effective customer service				Team Leader	Support Services Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24BT9.2	Absorb the functions from the phase 2 transition into the Customer Services Team	01-Feb-21	31-Mar-23	Transferred / Deferred or Cancelled	31-Mar-23	Phase 2 is scheduled for 2022/2023 but will probably not complete till Q4	

#### 4.4 Internal Audit Actions Progress Status

**Comment:** There were no outstanding actions for this service area at the end of Q4.

For further details, please refer to the most recent [Progress report on the implementation of Internal Audit Agreed Action \(from the Audit Committee on 28 March 2022\)](#).

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

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

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

##### 4.5.3 Summary Comment on the statistics

There were no complaints received about the service this quarter.



## 4.6 Finance Position at the end of the quarter

### 4.6.1 Service's General Fund Account Table

Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Business Transformation</b>					
Expenditure	5,163	5,314	- 196	-4%	Favourable
Income	-4,976	- 5,131	14	0%	Adverse
<b>Business Transformation Total</b>	<b>188</b>	<b>183</b>	<b>- 182</b>	<b>-99%</b>	<b>Favourable</b>

### 4.6.2 Summary Comment

This is a Q4 estimate and not a final outturn position as finance are still working through year end transactions. The full financial outturn report will be taken to the Executive and the Council in July 2022.

The savings on expenditure is mainly due to the establishment budget due to vacancies in a number of teams. In addition, savings on corporate postage and stationery have been achieved.

## 5 Service Dashboard – Finance and Property Investment

### (remit of Resources O&S)

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

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

#### 5.1.1 Summary from Head of Service – Q4 2021/22 and End of the year reflection

**The Housing Benefit** service has continued to be busy post covid, including the impact of the Furlough Scheme ending in October 2021 and the team have managed to maintain a consistent service, perform within its agreed KPI's and service capacity. This year saw the case load on Council Tax Support increase by 20% and a corresponding significant increase in Housing Benefit assessment data flowing to/from the DWP to support Universal Credit claims. The number claiming UC within the borough has increased by 300% since January 2020, the beginning of the pandemic, peaking at around 5,400 in January 2021 and has reduced slightly over the last 12 months to 4,700.

**The Revenues Team** have also had a busy year. There has been significant pressure on the business rates collection. A significant number of businesses were taken out of ratings last year by the government in response to the Covid pandemic and came back into liability at the end of July 2021. Many of these businesses were experiencing financial cash flow challenges. Business rate collection capacity has been increased to ensure that all businesses falling into arrears are engaged, the current statistics indicate that collection rates have returned to pre lockdown levels. Council tax administration has also experienced a challenging year and have worked sympathetically with the residents of the borough to recover the collection rate.

Government hardship support schemes

**The Asset Management** team have done an exceptional job over the last year in managing the commercial portfolio, there has been increased pressure from letting units within the Enterprise Centre, where there were three voids being carried during the year for slightly longer than expected, all of which have now been let. These costs would usually be drawn from the void provision set for that purpose, however, due to the corporate net outturn being in surplus the void provision has not been accessed as was planned.

During the last year progress has been made with the long-term void on the Wey Court East property, this is now let on a long lease to an NHS backed doctors' surgery, including some additional investment and the fit out is currently in progress. There are also several regeneration projects at various stages of development to support the high street and bring in much needed affordable housing, in line with the new Capital Strategy approved at Council in February 2022.

**Peter Vickers, Head of Finance and Property**

### 5.2 Key Performance Indicators Status

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

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q4 Target
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) <b>(higher outturn is better)</b>	%	97.5%	28.9%	56.8%	84.9%	98.3%	99%

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q4 Target
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) <b>(higher outturn is better)</b>	%	95.9%	20.2%	43.5%	71.3%	98.1%	99%
F3	Percentage of invoices paid within 30 days or within supplier payment terms <b>(higher outturn is better)</b>	%	98.3%	98.3%	98.2%	98.3%	97.4%	99%
F4	Time taken to process Housing Benefit new claims <b>(lower outturn is better)</b>	Days	10	10	11	10	11	Data only
F5	Time taken to process Housing Benefit change events <b>(lower outturn is better)</b>	Days	5	7	5.5	6	3	Data only

### 5.2.2 Comment:

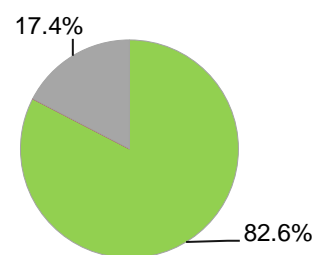
The KPI's are all in an excellent position when contrasted to the underlying challenges each of the services have met during the year.

## 5.3 Service Plans 2021/22 – End of year progress assessment

### 5.3.1 Summary Table and Pie Chart

#### Finance & Property

Progress per Status	No of Actions	Percentage %
Completed - on track	19	82.6%
Completed - off track	0	0.0%
Partially completed	0	0.0%
Cancelled / Deferred /Transferred	4	17.4%
<b>Total</b>	<b>23</b>	<b>100%</b>



**Comment:** At the end of the 2021/22 financial year 82.6% of actions were completed and the delivery of the remaining actions will continue in 2022/23. The specifics on transferred/cancelled actions were listed in the table below.

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

Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24F4	Revenue service is integrated with the Benefit Service and ultimately the centralised Customer Service team.			Team Leader	Revenues and Benefits Manager	
SP21/24F4.2	Develop integration of Revenues customer service into the Central Customer Service team.	01-Apr-22	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	Self-service is in place, Controls team set up, debt team established in house. Service is ready for integration once the CSC is ready. 75% completed and the action delivery will continue in 2022.

Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24F5	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.			Team Leader	Financial Services Manager	

SP21/24F5.2	Develop the online budget monitoring process to incorporate forecast updates actioned by service managers.	01-Apr-21	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	Due to change of direction in approach this action was cancelled and no longer pursuit at the moment due to licencing issues (RPM).
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SP21/24F7 Increased revenue from the commercial portfolio.						Team Leader	Asset Investment Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24F7.1	Acquire new properties generating revenue to increase overall income in line with the Medium-Term Financial Plan, property Investment Strategy and HM Treasury "not for yield" guidelines.	01-Apr-20	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	Pump house is at draft Heads of terms, 69 High Street Purchased, this will be a two year build out, Fairground is being out to tender for a development partner. 50% completed and the action delivery will continue in 2022.	
SP21/24F7.2	Effectively manage the investment property portfolio in support of the Council's Carbon Neutrality Plan whilst ensuring income levels match or exceed budget targets.	01-Apr-20	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	Wey Court East is being refurbished with green agenda in mind. 50% completed and the action delivery will continue in 2022.	

## 5.4 Internal Audit Actions Progress Status

**Comment:** At the end of fourth quarter there was only one outstanding Internal Audit Action for this service area shared with Planning service

- IA20/17.001.1 Reconciliation of Planning Fee Income

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the [Audit Committee 28 March 2022](#)) page 12.

## 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		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	3	3	8	4	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	1	2	5	3	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	33%	67%	63%	75%	95%

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

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

### 5.5.3 Summary Comment on the statistics

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

## 5.6 Finance Position at the end of the quarter

### 5.6.1 Service's General Fund Account Table

Service	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Finance &amp; Property</b>					
Expenditure	30,160	28,340	-607	-2%	Favourable
Income	- 29,444	- 28,417	843	-3%	Adverse
<b>Finance &amp; Property Total</b>	<b>717</b>	<b>77</b>	<b>236</b>	<b>306%</b>	<b>Adverse</b>

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

This is a Q4 estimate and not a final outturn position as finance are still working through year end transactions. The full financial outturn report will be taken to the Executive and the Council in July 2022.

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

The adverse outturn is due to the void costs/loss of income. These are not exceptional or unexpected and there is a void provision maintained to cushion the overall impact.

### 5.6.3 Treasury management

Treasury management performance is reported in the table below to the period ended 31<sup>st</sup> March 2022.

Year	Average Investment	Average days Invested	Annual interest	Budget	Rate of return %	Bank base rate
14/15	£57m	79	£374,229	£330,000	0.65%	0.50%
15/16	£60m	93	£473,981	£330,000	0.77%	0.50%
16/17	£66m	93	£489,461	£430,000	0.73%	0.25%
17/18	£68m	92	£448,907	£285,000	0.65%	0.50%
18/19	£70m	117	£667,617	£463,146	0.92%	0.75%

<b>Year</b>	<b>Average Investment</b>	<b>Average days Invested</b>	<b>Annual interest</b>	<b>Budget</b>	<b>Rate of return %</b>	<b>Bank base rate</b>
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%

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

## 6 Service Dashboard – Policy & Governance

### (remit of Resources O&S)

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

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

#### 6.1.1 Summary from Head of Service - Q4 2021/22 and End of the year reflection

2021/22 has been a very busy year for the service. Achievements include:

- Continuing to support the Surrey-wide covid communications and engagement response.
- Supporting a programme of Equalities, Diversity and Inclusion work culminating in the development of new equalities objectives and action plan for consideration by Full Council.
- Work in partnership with IT to develop and implement new systems for: corporate complaints; Freedom of Information; and Standards.
- Coordinating the Borough Council's response to the Local Government Boundary Commission's review of Waverley Borough Council wards, ensuring that Waverley's response to the review was prepared in a timely and efficient manner.
- Coordinating the Community Governance Review process.
- Leadership of the 'Where work happens' culture work stream, including:
  - The development and implementation of a new agile working policy for the Council;
  - A new hybrid leadership and performance management framework (which will be implemented as part of the Guildford/Waverley collaboration project);
  - A programme of learning, development and wellbeing activities; and
  - A programme of staff engagement and team events to sustain a sense of togetherness and teamwork during a time of organisational change.
- Delivery of the staff engagement survey and follow up staff workshops on any issues and questions raised by staff.
- The delivery of a number of by-elections and neighbourhood plan referenda and the appointment of a permanent Electoral Services Manager into the team.
- Making additional arrangements to hold Full Council meetings in external venues in order to reduce the risk of covid transmission.
- Delivery of the governance changes requested by Full Council, including changes to the Standards and General Purposes Committee; Scrutiny Committees; Planning Committees and Executive Working Group protocols.
- A review of the arrangements for handling standards complaints against borough, town and parish councillors. Amongst other changes, the new arrangements clarified the right of the Monitoring Officer to progress complaints in the absence of any party and the important role of various stakeholders in the process (for example, the Independent Person, the Town Clerk and Borough Group Leaders).
- Training for all those Borough, Town and Parish Councillors now operating the LGA model code of conduct.
- Working together with colleagues in Guildford Borough Council to achieve key milestones in the collaboration project, including:
  - Establishing and supporting collaboration governance arrangements, including joint committees and working groups
  - Developing Heads of Terms for the Inter-Authority Agreement between the two Councils;

- Advising on and coordinating the process of appointing a Joint Chief Executive; and
  - Coordinating joint internal and external communications on the initiative.
- Supported or commissioned a range of all councillor briefings and training sessions on a range of subjects including Planning; Covid; Housing Affordability and Emergency Planning.
- Returned to an acceptable level of performance in respect of turnaround times for local land charges, following the implementation of a targeted improvement action plan to deal with serious service issues earlier in the year (see key performance indicator PG5b).

I would like to thank all the members of my management team and their own teams for all of their efforts and for achieving a great deal during a challenging year:

- Louise Norie, Corporate Policy Managers
- Ian Mackie, Interim Communications and Engagement Manager
- Sally Kipping, Human Resources Manager
- Chailey Gibb, Electoral Services Manager
- Louise Fleming, Democratic Services and Business Support Manager
- Daniel Bainbridge, Borough Solicitor

## **Robin Taylor, Head of Policy & Governance**

### **6.2 Key Performance Indicators Status**

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

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q4 Target
HR1a	Total Staff Turnover for Rolling 12 month period (%) <b>(data only)</b>	%	11.95%	13.40%	14.40%	15.90%	16.10%	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	5.60	5.40	5.73	5.42	6.26	6.52
	ref. HR2a - Short term Sickness Absence	Days	1.99	2.15	2.64	2.85	3.30	6.52
	ref. HR2b - Long term Sickness Absence		3.61	3.25	3.09	2.57	2.96	
PG1a	The number of complaints received - Level 1 <b>(data only)</b>	No.	43	51	38	71	53	Data only
PG2a	The % of complaints responded to on time - Level 1 <b>(higher outturn is better)</b>	%	77%	69%	84%	83%	82%	95%
PG1b	The number of complaints received - Level 2 <b>(data only)</b>	No.	17	30	23	33	13	Data only
PG2b	The % of complaints responded to on time - Level 2 <b>(higher outturn is better)</b>	%	100%	93%	91%	97%	92%	95%
PG3a	Number of Freedom of Information (FOI) and Environmental Information Regulations Requests (EIR) received.	No.	New PI	90	112	140	177	Data only
PG3b	Percentage of FOI and EIR requests responded to within statutory timescale.	%	New PI	95.55%	89.29%	75.00%	88.00%	100%
PG4a	Number of Data Protection Subject Access Requests received.	No.	New PI	2	2	5	5	Data only
PG4b	Percentage of Data Protection Subject Access Requests responded to within one calendar month.	%	New PI	50%	100%	100%	60%	100%
PG5a	Number of Local Land Charge searches received.	No.	New PI	575	516	428	392	Data only
PG5b	Percentage of Local Land Charge searches responded to within 10 working days.	%	New PI	0%	15%	98.5%	100.0%	100%

#### **6.2.2 Comment:**



**PG2a (Level1 response)** – This is an overarching corporate indicator summarising performance of all services. The individual performance details can be found in the complaint section of each service specific dashboard. The response rate at level 1 remained at the similar level to Q3. A new complaints handling software system (written in Low Code) has been introduced in 2021 and it is hoped that further performance improvements will be seen in 2022.

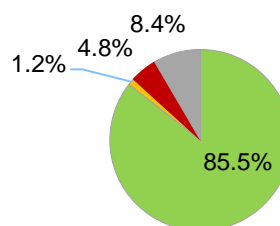
**PG3b (FOI and EIR response)** - The demand has increased and has been exceptionally high again in Q4. That is coupled with the challenge for colleagues across the Council to respond to that increased demand within the statutory timescales, and an end-of-life IT system that makes the process inefficient. We are currently testing the new Low Code system, which will address that.

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

## 6.3 response Service Plans – Progress Status

### 6.3.1 Summary Table and Pie Chart

Progress per Status	No of Action	Percentage %
Completed - on track	71	85.5%
Completed - off track	1	1.2%
Partially completed	4	4.8%
Cancelled / Deferred /Transferred	7	8.4%
<b>Total</b>	<b>83</b>	<b>100%</b>



**Comment:** At the end of the 2021/22 financial year 85.5% of actions were completed and the delivery of the remaining actions will continue in 2022/23. The specifics on transferred/cancelled actions were listed in the table below.

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

Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24PG6	<b>The Council responds to the anticipated Government White Paper on Devolution and works with authorities across Surrey to explore options for change</b>			Team Leader	Corporate Policy Manager	
SP21/24PG6.1	Review and respond to the anticipated White Paper on Devolution and work with authorities across Surrey to explore options for change.	01-Aug-20	31-Mar-23	Transferred / Deferred or Cancelled	31-Mar-23	Devolution white paper did not emerge and instead became the Levelling Up agenda which was not aimed at the south-east.

Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24PG12	<b>100% of door-to-door electoral canvassing activity is paperless, ensuring better data protection, lower costs and lower carbon footprint</b>			Team Leader	Elections Manager	
SP21/24PG12.1	Move to a 100% paperless process for door-to-door canvassing Equipment, training and instructions to be provided to all canvassers	01-Apr-21	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	Door to door canvassing was not conducted due to the covid-19 pandemic.

Code	Title	Team Leader
SP21/24PG13	<b>Waverley's HR function is built on solid foundations including digitised policy and process, an evidence-based approach and self-service</b>	HR Manager

Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24PG13.1	Ensure HR policies are fit-for-purpose and accessible to all Undertake a rolling programme of all HR policies and case management process.	01-Jan-21	31-Mar-24	Partially Completed	31-Mar-24	Policies identified as priority have been updated this year and a rolling programme continues. The work will continue in 2022/23.
SP21/24PG13.2	Review Fit for Work Policy and Occupational Health processes. Analyse the trends of number of occupational health requests recorded, reason for request, request in relation to amount of time off sick, follow up requests, outcome of sickness.	01-Apr-21	31-Mar-24	Partially Completed	31-Mar-24	The OH process has been reviewed and a tender accepted with Medigold which will make savings. The Fit for Work Policy has been updated but a full review is still needed. The work will continue in 2022/23.

SP21/24PG14 Waverley manages its people resources effectively and efficiently				Team Leader	HR Manager	
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24PG14.6	Undertake planned review of Politically Restricted Posts	01-Apr-21	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	This action has been deferred for 2022. It will be placed as an objective for the Business Partner in 2022/23.

SP21/24PG15 Staff are valued, recognised, supported and engaged				Team Leader	HR Manager	
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24PG15.4	Review how our pay structure can be adapted and funded within the Medium Term Financial plan. 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	01-Apr-21	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	Pay structures do need to be reviewed to better reflect the market. It is likely that we will need to harmonise our pay structures with Guildford. This will be an action for the new Change Lead Specialist executed in 2022.

SP21/24PG16 Professional development opportunities are made available to all staff to maximise professionalism, potential and talent				Team Leader	HR Manager	
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24PG16.5	Undertake an assessment of the L&D module on iTrent	01-Apr-21	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	We looked at a number of modules on I-trent however they do not suit our purpose or add value.

SP21/24PG19 Lead and manage the Council's approach to Information Governance, ensuring it is fully compliant				Team Leader	Borough Solicitor	
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24PG19.2	Respond to Freedom of Information Requests Ensure FOI requests are properly processed within the statutory deadlines set	01-Apr-21	31-Mar-24	Completed - off track	31-Mar-24	Further work to be carried out in order to complete transfer to the new FOI IT system and to streamline processes across the Council in order to achieve turnaround times.

SP21/24PG20 Deliver IT improvements to support efficient working practices and excellent customer service in Legal Services and Land Charges					Team Leader	Borough Solicitor
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24PG20.2	Land Charges system Implementation of new Land Charges IT system	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Initial stage completed, however the process of testing and transferring to Horizon will take place in 22/23.
SP21/24PG20.3	Prepare for migration of land charges service to Land Registry Cooperate with the government project to migrate all Local Authority Land Charges functions to the Land Registry.	01-Apr-21	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	Conversations have taken place with the Land Registry. Awaiting project plan and indicative timescales for the execution in 2022/23.

SP21/24PG21 Unnecessary demand on the service is reduced, performance metrics are monitored and levels of customer self-service increase					Team Leader	Head of Policy and Governance
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24PG21.1	Analyse failure demand within the service Review processes, policies and approaches across all functions within the service that create unnecessary demand due to processes being too complex, information not being fully available or easy to understand.	01-Apr-21	31-Mar-24	Partially Completed	31-Mar-24	This has happened for some but not all functions.
SP21/24PG21.3	Promote customer self-service and simplified processes Support customers of the service to, wherever possible, access the information they need online and to be able to use that information to support them in their management or decision-making role.	01-Apr-21	31-Mar-24	Partially Completed	31-Mar-24	This has happened for some but not all functions.

## 6.4 Internal Audit Actions Progress Status

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

## 6.5 Complaints Statistics

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

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

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

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

## 6.5.3 Summary Comment on the complaints statistics

There were no complaints received about this service area in Q4 2021-22.

## 6.6 Finance Position at the end of the quarter

### 6.6.1 Service's General Fund Account Table

Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Policy &amp; Governance</b>					
Expenditure	6,808	7,106	- 123	-2%	Favourable
Income	- 3,997	- 4,249	32	-1%	Adverse
<b>Policy &amp; Governance Total</b>	<b>2,811</b>	<b>2,857</b>	<b>- 91</b>	<b>-3%</b>	<b>Favourable</b>

### 6.6.2 Summary Comment

This is a Q4 estimate and not a final outturn position as finance are still working through year end transactions. The full financial outturn report will be taken to the Executive and the Council in July 2022

The saving on expenditure is in relation to savings on Democratic Representation budgets and staff savings on travel, legal and communications expenditure.

The adverse variance on income is related to an underachievement of legal and land charges income and loss of a government grant in elections.

## 7 Service Dashboard – Housing Operations

### (remit of Resources O&S)

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

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

#### 7.1.1 Summary from Head of Service – Q4 2021/22 and End of the year reflection

The team have seen a second unprecedented year, starting the year predominately working from home and gradually increasing face to face visits and meetings as guidance changed. The team have delivered a full range of activities and initiatives to provide services and respond to challenges. We reach the end of the year with a positive rent collection performance figure, improving responsive repairs service, additional housing management support and an evolving Landlord Service Advisory Board (LSAB).

During the year we have promoted the ongoing professional development of the team, by offering Chartered Institute of Housing (CIH) membership and funding for qualifications. I am delighted to report that ten officers have successfully completed qualifications, this year, to support the professional delivery of services. Congratulations to Matt Alexander, Adrian Bryant, Peter Buzwell, Rhiannon Dunkey, Paul Harrington, Robert Killick, Heather Rigg, Timothy Hopper, Drew Roberts and Timothy Tyler.

In October 2021, the council pledged to support five to ten refugee families from Afghanistan into housing over the next two years, through the Home Office Resettlement programme. The first family were housed in November 2021 and we welcomed second Afghan family, in March 2022. There was a four month delay from central government allocating a family to the home Waverley had identified in December. On the 29 March, the Home Office gave reassurances that they had “significantly increased capacity with the matching team”. A third home was identified and work commenced to ensure suitability.

The Refugee Support Worker been in post since October 2021 working with the government agency to receive nominations and support families to settle in the borough. Homes have been identified through council housing, and additional homes are being sought from the private rented sector but there are challenges with securing affordable and longer term lets to give stability. The two families have successfully begun to establish themselves in their neighbourhood and community, through accessing school and nursery placements, volunteer support, English lessons and making social connections.

A major procurement project, for the responsive repairs service, was completed during 2021/22 with the successful appointment of Ian Williams. During Quarter Four the team worked with a range of internal project teams (including customer services and IT) to mobilise the contract which commenced on 1 April 2022. Initially feedback is positive with an increased number of operatives and dedicated planners for the Waverley Contract.

The team have completed a range of fire safety works, to address failures, identified at a senior living scheme, during a routine Fire Risk Assessment in June 2021. Surrey Fire and Rescue Authority were notified accordingly, and an enforcement notice was served in July 2021. The team worked promptly to resolve immediate issues and to procure works to mitigate the risks. Work to remove the timber ceiling, install a new fire alarm system and compartmentation have been completed and all fire safety works were finalised in April 2022. The Planned Works team have arranged internal redecoration to

be completed. I would like to thank the residents for their understanding and patience with the intrusion of works and visitors as we ensured their safety.

The Housing service secured £114k of additional government funds, through the Contain Outbreak Management Fund (COMF) during 2021/22. The money provided an additional resource to help respond to the outcomes and consequences of the Covid-19 pandemic.

The funds have provided support for vulnerable groups and targeted community interventions through six housing projects. The majority of the fund has secured additional Housing Management support with the appointment of two floating support officers. The pandemic “stay at home” rule meant that people were at home for prolonged periods of time, with neighbours in close proximity, at a time of stress, which has resulted in an increase in the number of neighbour nuisance and anti-social behaviour and reports and mental health issues. Other initiatives included funding additional services including gardening, assisted bin collection, communal cleaning, meditation and mentoring. The funds also supported nil rent on two community rooms to those providing covid response activities for 18 months. The COMF is expected to continue into 2023/23 to extend the period of floating support, assisted bin collection, community room rent and additional cleaning. The use of the fund will be reviewed every three months.

The LSAB has continued to grow and develop and receive a range of reports at monthly Board meetings which reflects the key areas of work completed by the team. The Board reviewed the Housing Revenue Account budget, Housing Operations Service Plan and quarterly performance reports, engaged in consultation for the Regulator of Social Housing Tenant Satisfaction Measures, the Housing Asset Management Strategy and Affordable Homes Delivery Strategy

The Board also reviewed the Senior Living Consultation results, from a survey in December and supported the proposal to commence consultation on the use of flexible tenancies, following a review of their use. The LSAB is held on the third Thursday of the month, agendas, reports and minutes are published on the Council website. The meetings are open to all, to attend in person or via zoom and are live streamed and recorded.

The Service Improvement team are also keeping a watching brief on the developments of the Housing Ombudsman Service and Regulator of Social housing as progress is made in delivering the Charter for Social Housing Residents White Paper. Engaging with consultations and briefings on Tenant Satisfaction measures, draft regulatory clauses to guidance and proposed standards.

I wish to acknowledge the Rent Accounts Team as the Star Team for Quarter Four. The team have maintained the rental income collection during a challenging year. At the end of financial year the total arrears were £237k, 0.79% arrears of £29.6m estimated rent roll, compared to £278k, 0.96% at the end of 2020/21.

The team work with tenants in financial difficulties to assist and signpost to access funds and charity services available. Working closely with Housing Benefit for discretionary housing benefit payments, receiving £39,800 in 2021/22, and the Communities Team to access £31,400 Household Support Fund (HSF) for tenants. 52 tenants were assisted through the HSF from a £52 payment to meet a week’s rent following hospitalisation, to £1,700 for a tenant who was the victim of financial abuse and needed to downsize. This national fund has been extended into 2022/23 for six months. Therefore the new HRA hardship fund is not expected to be needed as originally anticipated. The team will continue to assist tenants to seek all funds available and will refer to the HRA hardship fund as a last resort.

In conclusion, we have seen a number of successful projects hit milestones and completions that will enable us to deliver services, including (in no particular order); the procurement of Responsive Repairs and Voids contract; development of a Housing Asset Management Strategy; undertaking STAR survey (Satisfaction of Tenants and Residents); within Senior living schemes resolved a longstanding

legionella case and improved fire safety; the implementation of Tenant Involvement Strategy and Rent policies; publishing tenants newsletters and celebrating 25+1 years of the Tenants Panel.

I believe we can continue to build on these successes to maintain and improve services. The team have commenced individual annual performance agreement meetings and are focussed on delivering the 2022/23 service plan.

**Hugh Wagstaff, Head of Housing Operations**

## 7.2 Key Performance Indicators Status

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

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q3 Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit <b>(lower outturn is better)</b>	%	0.96% / 0.7% target	0.87%	0.96%	1.18%	0.79%	1% (New target Q1 2021/22)
HO2	Average number of working days taken to re-let 'normal void' property <b>(lower outturn is better)</b>	Days	36	26	29	28	26	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time <b>(higher outturn is better)</b>	%	99.4%	99.9%	100.0%	99.9%	99.5%	100%
HO4 *	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) <b>(higher outturn is better)</b>	%	N/A	N/A	N/A	N/A	N/A	93%
HO4b	Responsive Repairs: Average number of days to complete a repair <b>(lower outturn is better)</b>	Days	New PI April 2021	14	15	15	40	7
HO5 *	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) <b>(higher outturn is better)</b>	%	N/A	N/A	N/A	N/A	N/A	78%
HO5b	Responsive Repairs: Percentage of jobs not completed within 28 days <b>(lower outturn is better) *</b>	%	New PI April 2021	22%	15%	32%	39%	10%
HO6 *	% of tenancy audits completed against scheduled appointments in a quarter.	%	N/A	91%	N/A	N/A	N/A	97%

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

### 7.2.2 Comment:

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

**HO1** At the end of March the Rent Accounts team successfully achieved KPI target with a total arrear of £237k, 0.79% arrears of £29.6m estimated rent roll, compared to £278k, 0.96% at the end of 2020/21.

**HO2** The team let 48 homes in Quarter Four and a total of 241 normal relets in 2021/22. There has been fluctuating performance during the year with the previous contractor and pandemic backlog, interim contract mobilisation and resources issues. During January and February the team achieved target. As at 31 March there were 20 normal voids, 11 of which have been vacant for over 20 working

days. The new responsive repairs and voids contract started in April with a dedicated voids direct labour team. The team are expecting to see continuous improvement in performance to relet homes promptly to provide homes to those in need and maximise rental income.

**HO3** There were 22 homes without gas certificates at the end of March, this under performance presents a risk to the health and safety of tenants. The team are working closely with our contractor to rectify the poor performance and to reduce the backlog caused by a booking issue and lack of operatives. As at 6 May, 16 of the 22 outstanding have had their checks, a further two are booked and are being escalated.

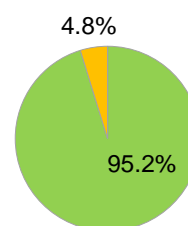
**HO4b and HO5b** – The team have been working closely with the responsive repairs contractor to clear a range of outstanding jobs, before the commencement of the new contract on 1 April 2022. The interim contractor inherited outstanding repairs from the outgoing contractor in January 2020 and a backlog of repairs accrued during the pandemic. The performance indicators have risen due to the completion of these outstanding jobs with extended timescales. For example there were many overdue roofing jobs due to challenges in appointing operatives. The majority of legacy jobs have now been completed and the new contract started on a good footing.

## 7.3 Service Plans – Progress Status

### 7.3.1 Summary Table and Pie Chart

#### Housing Operations - End of year progress assessment

Progress per Status	No of Action	Percentage %
Completed - on track	20	95.2%
Completed - off track	1	4.8%
Partially completed	0	0.0%
Cancelled / Deferred / Transferred	0	0.0%
<b>Total</b>	<b>21</b>	<b>100%</b>



**Comment:** At the end of the 2021/22 financial year 95.2% of actions were completed. Only one action was completed off track and the details were listed in the table below.

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

Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by date	Final Closing Comment
SP21/24HO 2.1	Procure, design and project manage comprehensive satisfaction survey - STAR (Survey of Tenants and Residents) to inform the service improvement plan.	01-Apr-2021	30-Jun-2021	Completed - Off track (100%)	21-Sep-2021	Fieldwork was completed in May /June 2021 with the report received on the 30 July 2021. The findings were presented to <a href="#">Housing O&amp;S Committee in September 2021 Agenda item 9</a> and shared/discussed with tenants at September Socials. Original due date June 2021, action completed slightly off-track.

## 7.4 Internal Audit Actions Progress Status

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



## 7.5 Complaints Statistics

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

#### Q4 21-22 Housing Operations – Level 1 Complaints

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	20	16	22	21	29	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	17	15	21	19	25	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	85%	94%	95%	90.48%	86%	95%

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

#### Q4 20-21 Housing Ops - Level 2 Complaints

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

### 7.5.3 Summary Comment on the statistics

Four level one complaints were not answered within timescale. Of these cases all were responded to within 15 working days. The complaints were generally out of target due to the complexity of investigations and delay in external responses. However the complainants were advised of the extended timeframes and kept informed.

## 7.6 Finance Position at the end of the quarter

### 7.6.1 Housing Operations General and Revenue Accounts Tables

General Fund Account					
Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Housing Operations – Refugee Support</b>					
Expenditure	0	69	0	0%	-
Income	0	-139	1	0%	Adverse
<b>Housing Operations Total</b>	<b>0</b>	<b>-70</b>	<b>1</b>	<b>-1%</b>	<b>Adverse</b>

Housing Revenue Account					
Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Housing Operations</b>					
Expenditure	26,126	22,043	-506	-2%	Favourable
Income	-34,132	-34,516	304	-1%	Adverse
<b>Housing Operations Total</b>	<b>-8,007</b>	<b>-12,473</b>	<b>-202</b>	<b>2%</b>	<b>Favourable</b>

## 7.6.2 Summary Comment

This is a Q4 estimate and not a final outturn position as finance are still working through year end transactions. The full financial outturn report will be taken to the Executive and the Council in July 2022.

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

Staff savings in HRA above vacancy target form £174k of the above savings. There are also savings on legal fees and insurance.

## 8 Service Dashboard – Housing Delivery and Communities

### (remit of Resources O&S)

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

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

#### 8.1.1 Summary from Head of Service – Q4 2021/22 and End of the year reflection

##### Communities

Extensive work has been successfully completed during the year by the small but immensely capable Communities Team. Three major achievements stand out: design and implementation of the Thriving Communities Commissioning Fund, the restructure of the Community Safety Team and the recruitment of an Anti-social Behaviour Officer and the completion of a thorough review of Safeguarding process and practice through the internal audit. In addition, the team took on the administration of the Household Support Fund and are now also actively engaged with partners in supporting Ukrainians.

The Thriving Communities Commissioning Fund received 33 applications from 31 organisations. All applications were considered by a dedicated panel, consisting of internal and external stakeholders. Twenty-four organisations have been allocated funding for 3 years starting 1 April 2022.

The team have begun to work with the Town and Parish Councils and local community groups to support Ukrainians who are now residing in Waverley through the Family Scheme and Government's 'Homes for Ukraine' Scheme. The support includes advice, signposting and funding to set up local and targeted services. This is an unfolding picture, and a fuller and more comprehensive update will appear in the next quarterly report.

The Household Support Fund was announced by the Government in late autumn 2021 and was designed to ease financial pressures on vulnerable households by providing short-term help over the winter period with food, fuel bills and other essentials. Waverley's allocation for this period was £214k (excluding administration costs) and was disseminated through various partners including Farnham Town Council, Citizens Advice Waverley, Haslemere Town Council, Three Counties Money and the Council's Communities Service and Housing Rents Accounts. This tranche of the fund supported 1,868 households with 1,125 were households with children.

In its Spring Statement 2022 on 22 March, the Government announced it would be providing an additional £500m for the Household Support Fund from April to September. Waverley's allocation has now been agreed: £235,764 (including administration costs) with a greater focus on supporting residents aged over 64. This tranche has been separated in to two allocation pots: one third for general applications and two thirds for funding for people of pensionable age.

The funding will be available from 26 May 2022 and the Communities Team will be working with voluntary sector organisations, community stores, and other Council services to ensure that residents most in need are able to access this fund as quickly and easily as possible. This tranche runs until 30 September 2022 or until all funds have been allocated.

The Safer Waverley Partnership (SWP) Executive is preparing a 3-year annual rolling plan for 2022/25 with a focus on key priority areas that will direct partnership activity. The SWP Partnership Plan will be scrutinised by the Overview and Scrutiny Services Committee in due course. Long term anti-social behaviour and complex neighbour disputes continue to absorb significant time and resources from teams across the Council. In the recent budget setting process an Anti-Social Behaviour Officer post was established and successful recruitment has taken place. The ASB Officer will focus on developing

and implementing a Corporate Anti-Social Behaviour Policy with processes and procedures and coordinate training across all services.

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

### **Housing Delivery**

In spite of increasing challenges throughout the year, including losing a key development officer and finding it very difficult to recruit, the **Housing Development Team** continues to make steady progress in delivering the new build programme,

Following concerns raised by some tenants about poor drainage in their rear gardens at Whitebeam Close (Site A), Ockford Ridge, consultants have investigated, and remediation works are being undertaken by the contractor. The contractor plans to install further drainage to help remove the water which remains despite completed remediation works.

All 17 homes have now been handed over at Laurel Close (Site B).

Demolition has been completed at Site C. The tendering process for the build contract is nearing completion. Thakeham Partnerships has been identified as the preferred contractor to deliver 30 homes on Site C. A Pre-construction Services Agreement is in place to facilitate design work. Start on site is expected in late Spring 2022

An Employers Agent has been appointed for Site E. The site is particularly challenging, and a build contractor will be appointed to develop and deliver the scheme. Engagement with owner occupiers who share boundaries with the site continue to facilitate survey work and address encroachment.

Officers continue to work up proposals for Site F – there is one tenant left to move. Officers continue to work up proposals for Site F and the final tenant is expected to move into their new home at Ockford Ridge in early April.

Work has commenced on the next refurbishment phase – seven homes. Officers continue to engage with one tenant, due to decant from their home whilst deep retrofit works are completed. Final draft tender documentation is under review before issue in April or May 2022.

Tendering for a build contractor is nearing completion for five sites in Chiddingfold: Hartsgrove, Pathfields (x2), Queens Mead and Turners Mead, with start on site expected later in 2022. Pre-Construction Services Agreement has been entered into with the contractor, W Stirland, to facilitate design works.

Parkhurst Fields, Churt, has been granted planning permission. Feedback now received from planning officers regarding Crossway Close. The two sites will be tendered as one package (subject to planning permission for Crossway Close being granted).

Final issues with the footpath at the site at Aarons Hill, Godalming, have been resolved. A build contractor has now been appointed (Ermine Construction). The new homes delivered will be carbon neutral/net zero in operation.

All surveys and reports are being prepared to inform designs and preparation for a planning application for Springfield, Elstead. Officers continue to engage with Ward Councillors, Elstead Parish Council and Surrey County Council as well as supporting tenants affected by the proposed redevelopment scheme. Further pre-application advice to be sought from planning officers on the developed designs for the site. Officers will arrange a visit to Site B Ockford Ridge for Ward and Parish Council members.

The new modular homes at Badgers Close, Farncombe, were manufactured in a factory and delivered to site by the Council's contractor, Beattie Passive. The tenants are being supported by the Council's Rough Sleeper Support Officer.

At Riverside Court, Farnham, planning permission was granted for an extension and alterations to an existing flat to provide two new one-bedroom flats, and at Downhurst Road, Ewhurst, surveys have been commissioned to inform the design and future planning application for this site. Engagement with the leaseholder continues.

The Council has recently acquired four new properties at The Green, Ewhurst, built by Brookworth Homes. There are other sites in progress. Properties being advertised by the Homechoice Team ahead of handover of four new homes expected mid-April. There are other sites in progress.

The Housing Revenue Account (HRA) Business Plan, presented to the full Council meeting on 22 February 2022, stated that a strategic review will be undertaken of the 30-year HRA Business Plan during 2022/23. The review will determine the scope and direction of the Council's development programme.

**The Housing Strategy and Enabling Team** continued to progress a new Affordable Homes Delivery Strategy. Between January and February 2022 stakeholders were consulted including Town and Parish Councils, affordable housing providers, developers, partner organisations, residents (including those living in, or in need of, affordable housing), local businesses and employers.

The Landlord Services Advisory Board and Services O&S committee were consulted. The majority of respondents supported the rent caps proposed. (**Note:** the final Strategy was adopted by full Council on 26 April 2022).

The team set up an officer Affordable Housing Viability Project Group to monitor and scrutinise every planning application where a viability argument is made to reduce or remove affordable housing, before these are presented to committee and also fed into a national roundtable discussion on First Homes run by the Chartered Institute of Housing to raise concerns about the affordability of this tenure.

Officers worked with Legal and Planning Services to produce a briefing note for Members on Affordable Housing Additionality, which is becoming more common due to Homes England funding being made available for additional affordable housing.

Planning permission was granted for 73 new affordable homes during the quarter, including for Waverley's Riverside Court scheme.

Work started on site on 39 affordable homes in quarter 4: 35 at Sturt Farm, Haslemere (Stonewater) and 4 at Aarons Hill, Godalming (Waverley BC)

Eighty-two affordable homes were completed during Quarter 4 by our affordable housing partners, A2, Aster, Clarion, Southern and VIVID.

The team worked with Legal on the detail of the S106 agreement for Coxbridge Farm, Farnham. This is a large strategic site in the Local Plan providing 320 homes, of which 96 will be affordable.

There has been a steady increase in housing regulatory work carried out by **the Private Sector Housing Team** and there have been eight new requests for public health funerals since the last quarterly report.

There has also been a large increase in requests for Disabled Facilities Grants (DFG) in the last quarter. Overall, 194 DFG enquiries were received in 2021/22, which is at least 16 more than in any previous year. The Grants and Empty Homes Officer has also introduced a customer satisfaction survey programme for completed grants.

A search has been completed the electoral register to identify previously unknown HMOs, which has produced a list of around 100 properties.

**The Housing Options and HomeChoice Teams** continued to prevent homelessness during the quarter (there were 3 households in temporary accommodation at the end of March 2022), which completes a year of dedicated, thorough and consistent work, enabling the Council to carry out its homelessness duties to the full.

The staff continue to be under pressure due to demands on the service and staff shortage. The team is currently advertising for an additional Housing Options Officer role and to fill a vacant Specialist Housing Options Officer post. A newly recruited Housing Options Co-ordinator has settled very well into the team.

The team's accurate and methodical homelessness decision making was endorsed by the Court of Appeal following the successful defence of a case in March 2022.

The work with rough sleepers is developing well and Officers submitted a bid to DLUHC in Feb 2022 for a further 3 years funding for the Rough Sleeping Support Officer role and other services targeted at rough sleepers. The outcome of this bid should be known imminently.

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 March 22 there were 1079 applicants on the Housing register – compared to 1021 in March 2021.

The Homechoice Team will be implementing an IT upgrade during 22-23 and continuing to build on the success of the Easy Move/Transfer Officer work that encourages those under occupying family sized homes to move to smaller accommodation to release much needed larger homes.

The Overview and Scrutiny Housing Allocations Task and Finish Group completed its review of the Council's Housing Allocation scheme, and a final report is being drafted and will be presented at a future Services O&S Committee.

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

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

## 8.2 Key Performance Indicators Status

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

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q4 Target
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter <b>(lower outturn is better)</b>	No.	1	1	2	3	3	5.0
HD2	Number of Affordable homes - Granted planning permission <b>(Data only - higher outturn is better)</b>	No.	4	105	4	0	73	Data only
HD3	Number of Affordable homes - Started on site within a quarter <b>(Data only - higher outturn is better)</b>	No.	43	4	0	29	39	Data only
HD4	Total Number of affordable homes delivered by the Council and other providers (gross) <b>(Data only - higher outturn is better)</b>	No.	39	48	30	32	82	Data only

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q4 Target
HD4a	Number of affordable homes delivered <b>other providers</b> (gross) <b>(Data only - higher outturn is better)</b>	No.	New sub-KPI to HD4	45	30	30	82	Data only
HD4b	Number of affordable homes delivered by the <b>Council</b> (gross) <b>(Data only - higher outturn is better)</b>	No.	New sub-KPI to HD4	3	0	2	0	Data only

### 8.2.2 Comment:

A solid number of homes were completed during the fourth quarter, giving a total of 192 for the year. Although the Council only delivered five homes, the 17 homes at Laurel Close (Ockford Ridge) were handed over in April 2022, and considerable work continued throughout the year to enable sixty homes to start on site in Spring 2022.

### 8.2.3 Affordable Homes Delivery

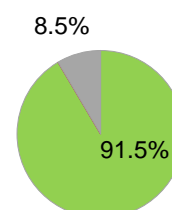
The details on all affordable homes delivered during Q4 2021-22 (ref. HD4) are listed below, including information on units, tenure, location and provider

UNITS	TENURE	SCHEME	PROVIDER	COMPLETED
25	20 AR; 5 SO	Lorimer Avenue (Berkeleys)	VIVID	01.02.22 - 31.03.22
4	2 AR; 2 SO	Hewitts	Clarion	29.03.22 & 31.03.22
20	20 AR	Ockford Park	Southern	20.01.22 - 22.03.22
12	8 AR; 4 SO	Horsham Rd	Southern	16.02.22 - 09.03.22
6	6 SO	Cranleigh Nurseries (Knowle Park)	A2	25.03.22
8	4 AR; 4SO	Battershall Green	Aster	31.03.22
7	2 AR; 5 SO	Folly Hill	Aster	04.02.22

## 8.3 Service Plans – End of Year Completion Status

### 8.3.1 Summary Table and Pie Chart

Progress per Status	No of Action	Percentage %
Completed - on track	43	91.5%
Completed - off track	0	0.0%
Partially completed	0	0.0%
Cancelled / Deferred /Transferred	4	8.5%
<b>Total</b>	<b>47</b>	<b>100%</b>



**Comment:** At the end of the 2021/22 financial year 91.5% of actions were completed and the delivery of the remaining actions will continue in 2022/23. The specifics on transferred/cancelled actions were listed in the table below

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

Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24HDC1	The Council responds to the anticipated Government White Paper on Devolution and works with authorities across Surrey to explore options for change					

SP21/24HDC1.2	Create an updated Action and Implementation Plan.	01-Apr-21	30-Sep-21	Transferred / Deferred or Cancelled	30-Sep-21	This area has been on hold due to responding to the pandemic. Officers working with key partners and stakeholders to develop the new action plan responding to the impact of the pandemic.
SP21/24HDC1.3	Coordinate the delivery of the Ageing Well Action Plan 2020 - 2024.	30-Jun-21	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	The delivery of the plan has been affected by the pandemic, a revision of actions is required and this work will be undertaken in 2022/23.

SP21/24HDC3	The organisations funded through Service Level Agreements are delivering the agreed outcomes.				Team Leader	Community Services Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24HDC3.2	Carry out Organisational Health Checks on organisations with whom the Council has current Service Level Agreements . . .	01-Apr-21	30-Nov-21	Transferred / Deferred or Cancelled	30-Nov-21	This action was put on hold due to the pandemic as many had to suspend or divert services which placed significant challenges on their organisations. It was also agreed that this action was no longer relevant due to the changes in funding arrangements for these organisations in 2022.

SP21/24HDC9	Regulating private landlords				Team Leader	Private Sector Housing Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24HDC9.3	Commission Borough-wide Stock Condition Survey taking in all tenures, including full enhanced energy data and addressing carbon footprint of all homes through construction, energy consumption following the adoption of the Climate Emergency motion.	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	A quotation had been obtained from the Building Research Establishment to carry out a desktop review of the housing stock in the Borough. However the project has had to be put on hold due to a change in the Council's financial position as a result of the covid pandemic

## 8.4 Internal Audit Actions Progress Status

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

## 8.5 Complaints Statistics

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

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



<b>Level 1</b>	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	N/A	100%	N/A	95%
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### 8.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

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

### 8.5.3 Summary Comment on the statistics

There were no complaints received for this service area in Q4 2021/22.

## 8.6 Finance Position at the end of the quarter

### 8.6.1 Service's General Fund Account Table

General Fund Account					
Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
<b>Housing Delivery &amp; Communities</b>					
Expenditure	4,318	5,044	2	0%	Adverse
Income	-2,044	-3,361	25	-1%	Adverse
<b>Housing Delivery &amp; Communities Total</b>	<b>2,274</b>	<b>1,684</b>	<b>28</b>	<b>2%</b>	<b>Adverse</b>

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

This is a Q4 estimate and not a final outturn position as finance are still working through year end transactions. The full financial outturn report will be taken to the Executive and the Council in July 2022

The overspend on GF of £20k related to staffing, this is predominately related to restructure costs within the Community Safety Team.

### 8.6.3 Housing Revenue Account Table

Housing Revenue Account					
Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
<b>Housing Delivery &amp; Communities</b>					
Expenditure	1,366	1,387	-249	-18%	Favourable
Income	-752	-752	75	-10%	Adverse
<b>Housing Delivery &amp; Communities Total</b>	<b>613</b>	<b>635</b>	<b>-174</b>	<b>-27%</b>	<b>Favourable</b>

### 8.6.4 Summary Comment

This is a Q4 estimate and not a final outturn position as finance are still working through year end transactions. The full financial outturn report will be taken to the Executive and the Council in July 2022

The savings above mainly relate to staffing savings. There are also IT project savings of £19k above which are planned to be delivered in 2022/23..

## 9 Service Dashboard – Commercial Services

### (remit of Services O&S)

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

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

#### 9.1.1 Summary from Head of Service – Q4 2021/22 and End of the year reflection

As we conclude the financial year it is worth reflecting upon what has been probably the most challenging year ever experienced at Waverley as we move from a pandemic into an environment of high inflation, rising costs; and organisationally we finalise the operational change to a hybrid model of working.

#### **Leisure**

Across the Council many of our services have felt the strain placed upon it by the operational challenges faced throughout the year, none more so than the leisure team. Our leisure centres were one of the first services to be impacted by Covid, closing, and opening as the spread of the virus ebbed and flowed. Throughout this period of flux, the leisure team and our operator Places Leisure have worked together to close and re-open the centres as safely and quickly as possible for our residents. As we can see from the KPIs below performance continues to grow with user numbers increasing every quarter, however, to date we are still financially operating at 70% of the pre-covid levels. This slower recovery creates great challenges for our contractor, and they now face the challenges of recruitment and the rising costs of utilities, up around 68% this quarter from 2019. All of these challenges place pressure on the operational team and our monitoring team.

Recruitment challenges have impacted our ability to reopen our health & wellbeing classes but we are pushing as hard as we can to reopen these services as quickly as possible in the new financial year. We have restarted the Friday Night Project (FNP) in Cranleigh in this quarter with numbers increasing rapidly showing the need from residents, we will be launching Farnham FNP next.

To add to the increased workload our leisure management contract ends 30 June 2023, and we are at the beginning of a retendering process to ensure the best possible outcome for our residents. To make the contract as attractive as possible agreement has been sought, and given, on the refurbishments of Godalming & Farnham Leisure Centre and to the new low carbon leisure centre in Cranleigh these decisions will help attract operators to tender. This is a complicated procurement process of one of our key services and will continue throughout the next financial year and we will update members regularly as we progress to tendering.

#### **Greenspaces Team**

This year has also been an extremely busy time for the Greenspaces Team. We have seen record number of visits to our beauty spots such as Frensham Ponds, our play areas and all our greenspaces. It was great to see the positive role that greenspaces can play in maintaining people's mental and physical health over the past year. But obviously for our teams such increased usage creates greater work levels as wear and tear of machinery, landscaped areas and pitches are increased. Throughout the last year it was pleasing to see the inhouse team and our contractor team working together closely for the residents of Waverley. These efforts were supported by the results of Greenspaces Customer Satisfaction survey results, which showed an increased level of satisfaction and has informed future service decisions.

Throughout the year we brought forward plans to enhance the resilience of both the planning and tree risk management teams. To that end the Tree Planning service moved to sit under the Greenspaces

Team at the end of quarter 3. We are pleased with our ability to recruit and that the efforts of the team are reflected in the positive key performance indicator for quarter 4. The increased resilience was tested for the first time in the aftermath of Storm Eunice where we were able to dedicate greater resource to the clear up operation, clearing debris more quickly and efficiently.

As well as this the team has brought forward key strategies to help deliver our climate emergency targets and increase biodiversity across the Borough, such as the Tree & Woodland and the Pesticide Policies, we have also drafted Biodiversity Policy, each has been a huge amount of work so far for the team to deliver. The adoption of the Pesticide Policy has resulted in a 75% reduction of the use of Glyphosate weedkiller by 75% across the borough.

One key commitment we made towards increasing biodiversity throughout the Borough was No Mow May. Being the first-year certain issues arose that were not anticipated, however the feedback from residents and councillors has helped to inform this year's Campaign. We hope that this reframed campaign will be well received by residents this year. On a smaller but no less important point we were extremely pleased to see the launch of Parkrun at Broadwater Park, which has seen great attendance and we would like to thank the positive nature that all other users of the Park such as Farncombe Cricket Club, Guildford Rugby Club and the Godalming Angling Society for their positive engagement and support.

Finally during this extremely busy time we also managed to secure 10 Green Flag awards, 1 Green Heritage award along with a Gold In Bloom award. We have received awards for some of our public toilets, at Frensham and Broadwater park, both sites were awarded the Platinum Grade! We also won a National Award and trophy for our Eco Friendly Facilities at Broadwater Park.

### **Arts & Culture**

Over the last year our cultural organisations have needed the support of the Council to assist with grant applications, governance or as a critical friend. It is pleasing to see our cultural organisations emerge from the pandemic bruised but prepared for the new operating parameters that exist. The arts team also helped draw people back to our high streets under the banner of 'Creative Towns'. In partnership with our Town and Parish Councils we were able to offer cultural activities to relaunch the highstreets. Attendance at the events were high and demonstrated the positive role of culture within our society.

The Borough Hall continued to operate throughout the pandemic adjusting processes to ensure patrons were safe, we even managed to put on the pantomime! The Memorial Hall has somewhat bucked the trend continuing to operate strongly throughout the last year. Hosting Waverley Training Services, the Community Maternity Services from the Royal Surrey Hospital and supporting the community meals and Brightwells Gostrey. In addition, at the end of the last financial year, through externally sourced funding, the Memorial Hall started its decarbonisation project, which will be completed early in the new financial year. This will result in the Hall generating the majority, if not all, the power it needs from sustainable sources. This is a very exciting project and one that demonstrates the Council's commitment to achieving carbon neutrality, we would like to thank the sustainability team and the surveyors for their support.

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

Another industry impacted by the pandemic was that of construction, building sites closed or slowed both of which impacted the Building Control service. This not only manifested itself through an impact upon workload but the safe operating practices that had to be implemented reflecting legislative change. The agile working practices implemented late 2019 served the team well throughout the pandemic as it removed the need to access the office allowing them to continue to operate through

such a challenging time. Whilst income expectations had to be realigned to reflect trading conditions the team continued to offer a quality service to clients and maintain market share.

The Street naming team have performed brilliantly throughout this year. The team were able to work remotely, and seamlessly absorbed the gazetteer function within the service. This means the team now oversee the street naming from the very start to the end uploading and maintaining addresses on the national database. Their hard work and professionalism has recently been recognised gaining the Geoplace Platinum award for data quality and improvement, the highest Waverley has ever achieved which is a fantastic accolade for the team!

### **Waverley Training Services**

The team continued to operate throughout the last year continuing to support learners to achieve. In addition, the service completely overhauled their support to apprentices within the workplace. They transferred to virtual catch ups and one to ones. It has gone so well that our employers have asked the team to continue post-pandemic as it has made booking time with line managers of the apprentices much less time consuming for the employer, tutors are able to support a greater number of learners and as result the team are travelling a lot less reducing the carbon footprint of the service.

Performance has continued well above the national average which is a testament to the team. This was tested through a 'voluntary' Ofsted visit, to allow them to test the latest assessment criteria. Although as challenging as ever the team were able to take great learning from the visit.

### **Projects**

The projects team have continued to press forward with key corporate projects. Brightwells is now nearing the final stage of construction and the team have maintained a professional and strong relationship with the developer, as well as linking in wider stakeholders such as the Farnham Infrastructure Programme and bringing forward the new multi-Story car park for hand over to the Council in the future.

The Burys Development Project continues to progress with Phase 2 nearing completion, which will bring forward viable options for the Council to consider, focusing on housing, energy efficiency, financial viability and reflecting the findings of the future ways of office working through the Where Work Happens project, on the three sites in Godalming. Significant funds have been secured to deliver projects throughout the Borough, which is a testament to the team, including funds that has enabled work to start replacing the roof and installing Solar Panels at Woolmer Hill Pavilion. Several other key projects are at the initiation stage, and we look forward to bringing them forward over the coming months.

### **Careline**

As the service deals with such vulnerable clients' operational changes had to take place to support the customers throughout the pandemic. The team did this exceptionally well. Our key challenge post the pandemic is gaining the trust of new clients who would benefit from the alarm. The client base is still understandably nervous following the pandemic. We have needed to adjust revenue expectations this year to reflect the impacted market but hope confidence will rise soon.

In addition, throughout the year we have upgraded all the Careline machines in customer's homes, around 1600. This is to ensure that the equipment is compatible and as a robust as possible with our monitoring centre's disaster recovery process, and in preparation for the digital switchover, as the older style machines would not have been compatible when the digital switchover takes place. This has been a significant undertaking in terms of staff time, and a financial investment in the service.

Hopefully the summary above gives Councillors an indication of how tough the last year has been but how hard the commercial services team have worked to support residents throughout the last 12

months. I personally would like to thank my team for all their efforts and for their support during 2021/22.

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

## 9.2 Key Performance Indicators Status

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

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q4 Target
C1	Total number of visits to Waverley leisure centres ( <b>higher outturn is better</b> )	Visits	Data not available	205,308	297,147	282,963	333,920	448,000
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter ( <b>higher outturn is better</b> )	No.	No service	No service	No service	No service	No service	Data only
C4	Percentage of complete building control applications checked within 10 days ( <b>higher outturn is better</b> ) (P8)	%	77%	67%	92%	98%	94%	80%
C5	Total number of Careline clients ( <b>data only, no target set - higher outturn is better</b> )	Clients	1635	1629	1625	1598	1552	Data only
C6	Total number of Careline calls per quarter ( <b>data only, no target set</b> )	Calls	6273	5484	5660	6734	7250	Data only
C7	Critical faults dealt with within 48 hours per quarter ( <b>higher outturn is better</b> )	Faults %	100%	100%	100%	100%	100%	95%
C8	Apprentice overall success rate per quarter ( <b>higher outturn is better</b> )	%	76%	75%	75%	75%	75%	75%
C9	Apprentice timely success rate in gaining qualification in the time expected ( <b>higher outturn is better</b> )	%	71%	70%	75%	80%	80%	70%
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) ( <b>higher outturn is better</b> )	No.	30	33	25	25	28	Data only
P5	Percentage of tree applications determined within 8 weeks ( <b>higher outturn is better</b> )	%	96%	91%	80%	45%	100%	95%

### 9.2.2 Comment:

C1 – The post covid reality shows that the centres' visitor numbers have not yet returned to pre-pandemic level but a steady improvement can be observed over the past year.

C4 – The team's recovery from quarter one has been impressive, we will continue to focus on this area throughout the coming year.

C5 – 7 – shows that although client numbers have declined slightly the use of the alarm itself has increased and it is pleasing to see that all faults are repaired quickly.

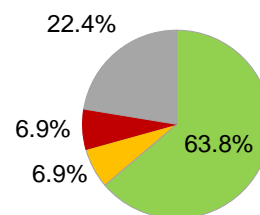
C8 – 9 A good learner performance has been maintained through the year however, the impacts of the pandemic will be felt over the coming academic years.

P5 – Now the Tree Planning service is fully embedded within the Greenspaces Team we are able to monitor performance accurately, so it is pleasing to see this quarter's performance, the objective now is to continue to operate at this level.

## 9.3 Service Plans – End of year Progress Status – Commercial Services

### 9.3.1 Summary Table and Pie Chart

Progress per Status	No of Action	Percentage %
Completed - on track	37	63.8%
Completed - off track	4	6.9%
Partially completed	4	6.9%
Cancelled / Deferred /Transferred	13	22.4%
<b>Total</b>	<b>58</b>	<b>100%</b>



**Comment:** At the end of the 2021/22 financial year 63.8% of actions were completed and the delivery of the remaining actions will continue in 2022/23. The specifics on transferred/cancelled or off track actions were listed in the table below.

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

SP21/24CS10					Team Leader	Greenspaces Manager
To reduce the risk to the Council of the potential injury and damage caused by unsafe trees and the associated claims.						
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24CS10.1	Delivery of the requirements contained in the Council's Tree Risk Management Guide (TRMG), by ensuring tree risk inspections are completed within the stipulated time frames of each risk zone.	01-Apr-21	31-Mar-22	Completed - Off track	31-Mar-22	Delays in completing some tree risk inspections due to reduced staffing resources after providing assistance to the Tree & Landscape section in regards to the two vacancies in that service. Some delays also due to the latent effect of the Covid - 19 pandemic. (75% completed)
SP21/24CS10.2	Preparing the Council for the impact of tree pest and diseases, in particular Oak Processionary Moth (OPM) and Ash Die Back (ADB).	01-Apr-21	31-Mar-22	Completed - Off track	31-Mar-22	Capital budgets being used to manage trees affected by ash dieback, however monitoring of OPM delayed by Covid pandemic and reduced officer resource (80% completed).

SP21/24CS11					Team Leader	Greenspaces Manager
Ensuring the Council's commitment to increasing biodiversity and reducing the impacts of the climate emergency are delivered.						
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24CS11.3	Write overarching Greenspaces Strategy to bring together all biodiversity strategies under one umbrella.	01-Apr-21	31-Mar-23	Transferred / Deferred or Cancelled	31-Mar-23	No budget agreed to fund external consultants required. To be executed in 2022/23 under SP22/25 CS14.1.

SP21/24CS12					Team Leader	Greenspaces Manager
The quality and provision of outdoor sports facilities is improved.						
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment

SP21/24CS12.1	Delivery of Council's Playing Pitch Strategy - protect the existing supply of outdoor sports facilities where it is needed to meet current and future needs up to 2031.	01-Nov-20	31-Mar-22	Transferre d / Deferred or Cancelled	31-Mar-22	Deferred due to Covid pandemic and lack of staffing resource. To be executed in 2022/23 through the action ref. <a href="#">SP22/25 CS11.1</a> .
SP21/24CS12.2	Delivery of Council's Playing Pitch Strategy - enhance outdoor sports and ancillary facilities through improving quality and management of sites.	31-Mar-21	31-Mar-22	Transferre d / Deferred or Cancelled	31-Mar-22	Deferred due to Covid pandemic and lack of staffing resource. To be executed in 2022/23 through the action ref. <a href="#">SP22/25 CS11.1</a> .
SP21/24CS12.3	Delivery of Council's Playing Pitch Strategy - provide new outdoor sports facilities where there is a current and future demand to do so.	01-Apr-21	01-Apr-22	Completed - Off track	01-Apr-22	Council given to new provision of sporting facilities around borough such as 3G pitches, Council delivering 3G scheme directly (80% completed).

SP21/24CS13 The quality and provision of play opportunities for people is improved.					Team Leader	Greenspaces Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24CS13.1	Continued delivery of Council's Play Area Strategy, investment in playground provision, refurbishment and replacement of assets.	01-Apr-21	31-Mar-22	Transferre d / Deferred or Cancelled	31-Mar-22	Deferred due to Covid pandemic and lack of staffing resource. To be executed in 2022/23 through the action ref. <a href="#">SP22/25 CS12.1</a> .
SP21/24CS13.2	Review and update/rewrite of Play Area Strategy.	02-Apr-21	31-Mar-23	Transferre d / Deferred or Cancelled	31-Mar-23	Deferred due to Covid pandemic and lack of staffing resource. To be executed in 2022/23 through the action ref. <a href="#">SP22/25 CS12.2</a> .

SP21/24CS16 The service supports young people into work and education and is sustainable.					Team Leader	Waverley Training Centre Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24CS16.3	Create a marketing and communications strategy that increases learner and employer numbers.	01-Oct-20	31-Mar-22	Transferre d / Deferred or Cancelled	31-Mar-22	Due to impact of pandemic this action has been delayed and will be now carried out in 2022.

SP21/24CS2 Culture contributes to the development of distinctive places					Team Leader	Community Development Officer (Arts)
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment

SP21/24CS2.1	Deliver the Brightwells Public Art commissions; ensuring art works are installed and public interpretation is in place for the scheme's opening.	01-Apr-20	01-Nov-22	<b>Transferred / Deferred or Cancelled</b>	01-Nov-22	The Brightwells public art commissions are well underway, but the artists are awaiting confirmation of installation dates from Crest and SCC. The final locations for the craft pavers still need identifying before interpretation can be planned/produced. (70% completed)
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SP21/24CS22 Assess and review the Cranleigh Leisure Centre business case post COVID.					Team Leader	Leisure Contracts Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24CS22.1	Carry out a feasibility study widening the scope to include a place shaping agenda reflecting new challenges post COVID.	01-Apr-21	01-Apr-24	<b>Transferred / Deferred or Cancelled</b>	01-Apr-24	A Feasibility Update report has been completed to ascertain the business case for a new leisure centre. The next step is to work with partners and confirm whether there are any wider place shaping elements to incorporate in to the project. 30% completed. The work to continue in 2022/23.

SP21/24CS25 Review Business Plan and align service with national building control requirements.					Team Leader	Building Control Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24CS25.1	Carry out full review of the Building Control business plan.	01-Jan-20	30-Sep-22	<b>Transferred / Deferred or Cancelled</b>	30-Sep-22	Business plan reviewed and on track, surveyor competencies and customer focus along with development of new surveyor resource to support service in future. 85% Completed.
SP21/24CS25.3	Identify additional new or existing skills to support the Council's Climate priority and achieve zero carbon target	01-Apr-20	31-Mar-24	<b>Transferred / Deferred or Cancelled</b>	31-Mar-24	60% achieved. Work to continue in 2022. The Building Regulations support the climate priority with emerging standards, remote working and alternative methods for site inspections used where appropriate.
SP21/24CS25.4	Proactively embed carbon reducing measures within the Building Control business plan and within governmental consultation responses.	01-Apr-20	31-Mar-24	<b>Transferred / Deferred or Cancelled</b>	31-Mar-24	80% Completed. Work to continue in 2022. Consultations include consideration of carbon reducing measures where appropriate, measures will also be included in the business plan as they emerge.



SP21/24CS26 Delivery of housing on the Weyhill youth site in line with planning policy.					Team Leader	Development Programme Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24CS26.1	Oversee the successful relocation of St Johns Ambulance to High Lane Community Centre	01-Oct-20	31-Dec-22	Partially Completed	31-Dec-22	Heads of Terms on a lease and license have been agreed, but still require final sign off. Lease costs need to be considered before further progress (80% completed)
SP21/24CS26.1b	Oversee the successful relocation of SERFCA / Cadets to Woolmer Hill Pavilion	01-Apr-21	31-Dec-22	Partially Completed	31-Dec-22	Designs have been finalised and out to tender for costs. Funding for the project is still uncertain as we await outcome of funding bids from Your Fund Surrey and the Football Foundation.

SP21/24CS27 Maximising the Council's own land assets.					Team Leader	Greenspaces Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24CS27.4	Work with Surrey County Council to master-plan assets in towns to help form a long-term strategic plan for the development of the Borough	01-Apr-21	31-Mar-24	Completed - Off track	31-Mar-24	Limited contact with Surrey County Council on assets but work closely with the Farnham Infrastructure Programme (led by SCC) to deliver a joined up approach in Farnham. The work to continue in 2022/23.

SP21/24CS4 Cultural organisations understand and support the communities they serve.					Team Leader	Community Development Officer (Arts)
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment

SP21/24CS4.1	Work with Elected Members, Officers and community stakeholders to achieve a positive future for the Museum of Farnham, ensuring the service has a home fit for the future.	01-Apr-20	31-Mar-22	<b>Partially Completed</b>	31-Mar-22	<p>The MoF working group meets regularly and includes the PH's for Finance, Assets &amp; Commercial and Health, Wellbeing and Culture</p> <ul style="list-style-type: none"> <li>• Jan 2021 Commissioned Montague Evans Report to consider alternative use potential for Wilmer House.</li> <li>• June 2021 Commissioned new Building Condition Survey</li> <li>• June 2021 applied to MEND fund for 1million but was unsuccessful</li> <li>• Sept 2021 met with Farnham Town Council to explore solutions in partnership</li> <li>• Sept 2021 commissioned Bowles Green Consultants to lead an Options Appraisal process for the museum service</li> <li>• Dec 2021 Bowles Green produced position statement examining the viability of several property options, but the majority require unsustainable levels of local authority funding. This has led WBC to clarify its position going forwards.</li> <li>• Feb 2022 engaged Cooper Withycombe Structural Engineers to provide second opinion on the effectiveness of the safety scaffold</li> <li>• 30th March 2022 Options Appraisal Workshop will engage key stakeholders with aim of building consensus around one direction of travel.</li> </ul> <p>(50% completed - the work will continue in 2022/23)</p>
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SP21/24CS6		Customers are helped to live independently in their own homes			Team Leader	Sheltered and Careline Services Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24CS6.2	Promote service through ongoing marketing to reach as many customers as possible and aim to support as many residents as possible to live independently and grow the business.	01-Apr-20	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	This work is ongoing. The service has been impacted by the Covid pandemic and as a result our customer numbers have fallen slightly. We are continuing to promote the service with the hope of increasing customer numbers and to then grow the business over time.

SP21/24CS9		Promote the service as a viable greenspaces management operator in the borough with the ability to manage new sites.			Team Leader	Greenspaces Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment

SP21/24CS9.1	Grow and manage the service is a more financially sustainable way. . .	01-Apr-21	31-Mar-23	<b>Partially Completed</b>	31-Mar-23	Professional tree services and advice given to parish Councils. Capacity to fully deliver significant changes unlikely due to lack of staffing resources available due to having to assist the Tree & Landscape service (50% completed).
SP21/24CS9.2	Create a service capable and resourced to consider taking on new Greenspace provision and tree risk management opportunities.	01-Apr-21	31-Mar-23	<b>Transferred / Deferred or Cancelled</b>	31-Mar-23	The action will be progressed in 2022/23.

## 9.4 Internal Audit Actions Progress Status

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

## 9.5 Complaints Statistics

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

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	2	1	2	4	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	2	1	1	4	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	100%	100%	50%	100%	95%

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

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

### 9.5.3 Summary Comment on the statistics

All the complaints have been dealt with in a timely manner meeting set response targets.

## 9.6 Finance Position at the end of the quarter

### 9.6.1 Service's General Fund Account Table

Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Commercial</b>					
Expenditure	8,148	8,981	- 89	-1%	Favourable
Income	- 4,954	- 5,189	261	-5%	Adverse
<b>Commercial Total</b>	<b>3,194</b>	<b>3,791</b>	<b>172</b>	<b>5%</b>	<b>Adverse</b>

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

This is a Q4 estimate and not a final outturn position as finance are still working through year end transactions. The full financial outturn report will be taken to the Executive and the Council in July 2022.

As reported throughout the year income for key commercial services have been impacted considerably by the pandemic.

The drop in building control income reflected the slowdown in the construction industry and the delay in the processing of planning applications, which has now been resolved. It is pleasing to see that despite inflationary pressures the service is now operating above target for the first two months of the new financial year. Careline and the vulnerable clients it serves has struggled to recover fully from the impact of covid and we will be carrying out a considerable marketing campaign in the new year to raise awareness of the service and the benefits it offers to its clients. Leisure centres as can be seen by the KPIs are still operating substantially below pre-covid levels, however we have returned to our normal management fee arrangement from 1<sup>st</sup> April. The leisure industry continues to recover albeit slower than we would have hoped and now energy price inflation is creating further challenges to the market, we will continue to monitor performance throughout the year.

Some of the drop in income has been mitigated through the government Sales, Fees & Charges compensation scheme and a reduction in expenditure reflecting the market conditions.

## Service Dashboard – Environmental and Regulatory Services

### (remit of Services O&S)

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

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

### 9.7.1 Summary from Head of Service – Q4 2021/22 and End of the year reflection

The impact of Covid 19 continued to be felt across the Environmental and Regulatory Services teams, and there were early signs of a gradual return to 'normality' during the latter end of the year. The arrival of a new variant and increasing infection rates rapidly reversed that trend and further impacted on a number of areas of the teams work as can be seen from the reports below. Whilst it has been an extremely challenging year, I have to thank all of team for their enthusiasm and commitment to maintain and deliver quality services in spite of the additional pressures they have been under, and I am sure Members would wish to do the same.

#### Environmental Health Food and Safety Team

The Environmental Health Food and Safety teams work took different directions for the first and second half of the 2021/22. Between April and the end of September COVID 19 response was the priority. The team were responsible for business enforcement of COVID restrictions, support for business and public requests for advice, outbreak response and contact tracing visits. In total across the year, 894 service requests were logged and actioned in relation to COVID 19.

In October, there was a shift of the team's resources to recovery mode, with the aim of meeting statutory inspection targets set by the Food Standards Agency. 643 food business interventions have been conducted during the year along with 24 food and water samples. The recovery process for food businesses has been difficult and a significant decline in hygiene standards has been noted by officer's post COVID 19. 32 food hygiene improvement notices have been issued against 17 poorly performing food business operators to secure safe standards of food preparation. The percentage of food businesses not achieving a food hygiene rating score of 3 or above which signifies satisfactory food hygiene standards has dropped to 10%. Examples of poor performing businesses include those with rodent infestations, those unable to protect food against contamination, those which are unable to demonstrate satisfactory standards of personal hygiene, and those with insufficient training.

The team have undertaken 81 RIDDOR accident investigations during 2021/22. These have included one fatality following a fall in a retail supermarket premises, two significant finger entrapment accidents and one fall from height at a residential activity centre for children, and one suspected asbestos release in the workplace. As a result of investigations five prohibition notices have been issued to deal with immediate risk of serious personal injury. One accident is currently proceeding to prosecution.

Across the year, the team also continued to conduct their non-COVID 19 infection control responsibilities. 193 investigations have been undertaken, including cases of STEC E. coli, Giardia, Cryptosporidium, Salmonella, Shigella, Norovirus and Legionella. Additionally, one exhumation for which the team regulates matters of infection control and decency has been overseen.

#### Environmental Protection Team

During 2021/22 the Environmental Protection Team dealt with the following requests for service:

Type of request for service	Number
Noise complaints	426

Type of request for service	Number
Planning consultations	907
Requests for information	521
Temporary Event Notice Consultations	559
Premise Licence Consultations	59
Bonfire Complaints	120
St Trading requests for service	119
Pest control complaints	100
Various other requests for service	498
Total	3309

There were 74 more complex cases including providing advice on remediation of contamination at Dunsfold Park and negotiating noise management plans as part of the planning agreement for the temporary arrangement for land use there. We also served 7 formal notices: 5 regarding a statutory nuisance, 1 regarding a drainage problem and 1 for an accumulation attracting rats. Additionally, we worked extensively on putting together evidence for 2 prosecutions. One in relation to noise from a barking dog and one in relation to excessive odour from a commercial premises.

As well as the reactive work the team also:

- Monitored air quality at 51 locations across the Borough including 2 automatic monitoring sites; the Farnham automatic air quality monitoring station was also moved to a new location.
- Completed the air quality annual status report
- Worked with partners in Surrey as part of the Surrey Air Alliance to hopefully take forward a project to promote Electric taxis in the future. Collectively a group of Surrey local authorities were awarded a £256K air quality grant last March to take this forward.
- Took forward the new Street Trading Policy 2021 which was adopted in April 2021. We have had significantly more requests for Street Trading Consents this year than in previous years because of the changes to the policy.
- Our pest control contractor undertook 241 pest treatments for residents.
- Our stray dog contractor dealt with 83 requests for service. 47 dogs were taken to the kennels, 30 were rehomed, 16 were claimed and 1 very poorly dog had to be put to sleep.

## Licensing

Licensed premises and the taxi and private hire trade have been two of the worst hit business areas since the covid pandemic hit. This has led to officers having to adapt the way they work in order to fully support all licensees. Unlike many counter parts that just shut up shop and stopped issuing licenses, Waverley's licence team stayed open for business, working within legislation to keep this business viable. Although a lot of this was in 2020 covid restrictions etc carried over to 2021.

Officers had to visit licensed premises to ensure they were covid compliant, introduce new procedures so the taxi trade could put their licenses on hold, communicate to all licensees with the latest guidance and supply relevant information to obtain financial support. When the council offices were closed to the public officers arranged work arounds and visits in order for licensees to get their licence, plate, undertake a knowledge test etc.

Covid also saw the cancellation of many Temporary Event Notices and Charity Collections and again the team set up new procedures to help many of these applicants to put their events on hold and rearrange them once the legislation allowed.

The licensing team is a small team (equivalent to approximately four full time posts) and for a large part of 2021 we were down a member of the team due to long covid. We also managed to balance home and office working, keeping at least one officer available at the office. During the year, the team processed 357 taxi licence cases, 107 private hire vehicle licence cases, 30 private hire operator's licence cases and 127 driver's licence applications. In relation to licensed premises they also dealt with 548 Temporary Event Notices, 68 Club premises licences, 493 premises licences matters and eighty personal licences. 30 Gambling premises licensing matters were also dealt with, along with seventy-four applications for street collections and house to house collections.

Covid also introduced new legislation regarding licensed premises and a whole new process in pavement licensing. With regard pavement licensing this required a new policy to be written and adopted as well as a new application process with forms etc. The new process was not without some controversy, with some historical issues relating to the old licensing regime but seven new pavement licences were issued, 2 were refused due to a lack of adequate space and one was withdrawn following discussion with the applicant.

As society has gradually opened up and as we learn to live with covid, officers have cleared the back log of taxi knowledge tests and are helping licensees get back to some sort of normality.

We have recently adopted a new fare setting process for our taxi trade and are currently consulting on a new fare scale which has been through the Licensing Regulatory Committee and the Executive.

### **Emergency Planning**

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

The resilience of the council's responses was evaluated further in October last year with the national disruption to fuel supplies and even more so with the significant water and power outages during Storm Eunice, which resulted in the activation of rest centres, incident liaison and vulnerable person support capabilities. Valuable lessons were learned from this, and these will help us improve our response to future incidents.

A new out of hours service provider has been procured in the past year and this has also improved our response capabilities as they are now provided by another local authority who has a better understanding of local authority processes and procedures.

The team has also engaged with local communities through the Surrey ~Prepared network and provided further training for staff and councillors.

Events safety became a key focus as restrictions began to be relaxed and the team participated in assessing the safety risks at over 50 large events with colleagues on the local Events Safety Advisory Group.

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

### **Environmental Services**

The Environmental Services Team's focus over the past year has been maintaining the refuse and recycling services.

The Waste and Cleansing contract provides alternate weekly waste and recycling collections to all 55,000 households in the Borough and food waste collections to all house and some flats. In addition, we have around 19,000 customers on the paid for garden waste service. Together, this gives rise to

around six million individual collections from our residents every year. In quarter four there were 1,441,572 collections due of which 99.9% were made successfully with most of the 0.1% missed rectified within the required time scale. There were around 29 repeat missed bins each month in the quarter, mainly caused by unfamiliar crews being deployed to rounds due to sickness absence.

The contract also provides for cleansing of streets, litter picking, emptying of street litter bins, as well as clearing fly tips across the Borough. delivery

These services remained fragile with continuing crew shortages due to Covid sickness absences and recruitment difficulties. Thanks to the cooperation of the contractor, we were able to work through this with as little disruption as possible even though many of the agency staff used were unfamiliar with the area. In the run up to Christmas refuse and recycling collections services were maintained by also diverting staff from street cleaning to backfill absences. Pressures were added to by a national shortage of heavy goods vehicle drivers due to a backlog in driver testing and by increasing demand for drivers from the retail and home delivery sectors. Since Christmas as restrictions have been relaxed there have been further spikes in Covid infections in Surrey and at one stage over a third of the contractor's workforce were off sick with Covid. Despite this, with weekend working, almost all collections were completed by the end of each week.

The waste collection service has been hugely affected by the covid pandemic across both the past two years, with both staff absence and a big increase in waste arisings. Tonnages of dry mixed recycling, food waste and residual waste continued to be much higher than normal due to the periods of self-isolation and more people staying at home. These increased volumes continued to add pressure on our contractor by increasing working hours and vehicle journeys to the transfer stations.

Street cleaning in some areas has inevitably suffered due to the diversion of resources but we have ensured the contractor has been targeting town centres and problem areas to maintain standards as far as possible and we are in discussion with the contractor about a 'return to normal and the most effective use of street cleaning resources going forwards.

In addition to these services the team has also had to deal with 600 fly tips including a significant number of asbestos fly tips which have cost over £6,000 to remove with specialist contractors. A number of these are being investigated with a view to issuing fines or taking legal proceedings. The team are also investigating the first case relating to litter thrown from a vehicle with a view to fining the offenders.

There has been a 67% increase in reports of dead animals on the highway compared to the previous year. (265 reports compared to 158 in 2020/21) and these have had to be removed at a cost of £21,000. There has also been a 101% increase in reports of graffiti, and these have cost over £3,500 to remove.

With the increasing demand for action on enviro crimes, the team has been strengthened this year and are currently undergoing a planned training programme to enable them to be as effective as possible. This will be augmented by a strong communications plan, especially around fly tipping. The team will be further strengthened in 2022 by the appointment of a dedicated Environmental Services Manager, to take the service forward post-covid.

## **Parking Services**

Car parking income continues to show signs of recovery with an upward trend overall as more people are returning to work and venturing out to shop etc. The revised parking charges were introduced last November and whilst there have been some issues raised as a result, officers have worked to resolve these. Overall income from car parking has exceeded budget estimates for 2021/22 but is still falling short of pre-covid levels of income even with the price increases.



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

Whilst the council's phase of the South Street car park refurbishment is completed and the developers have completed their work on the Brightwells road widening, we are awaiting a start date for the lift refurbishment and the new staircase to improve access to the lower level of the car park. Officers are liaising with the developers on the design of the new staircase to the lower level of the car park.

Members will have noticed film crews using some of our car parks in recent weeks for some high-profile productions. We are pleased to report that this has been managed with little disruption and we are monitoring its impact and the potential benefits to the local economy from the additional publicity and profile it provides for towns and villages in the Borough.

## Sustainability Team

The first annual update of the Carbon Neutrality Action Plan was completed and presented to the Executive in January 2022. This included an overview of all the actions that services across the council had taken to contribute to the net zero carbon targets. The delivery of the Action Plan requires close working with all the services across the organisation and a great deal of engagement with partners, contractors and stakeholders such as Surrey County Council and the town and parish councils in the borough.

The team secured external funding of almost £1m during the year to support carbon reduction initiatives. One of the larger projects was the decarbonisation of the Memorial Hall in Farnham by installing an Air Source Heat Pump and a Solar Panels. This project is due to be completed in June 2022. At the same time the team has been delivering projects such as the bike shelter pilot and EV charging point roll out programme. Solar projects opportunities for leisure centres, car parks and potentially a solar farm are also currently being assessed.

The expansion of the team over the past year has given Waverley the opportunity to actively shape sustainable transport in the area by working closely with Surrey County Council, and towns and parish councils and the Farnham Infrastructure Programme. Some of the projects currently being developed are the Local Cycling and Walking Infrastructure Plan for Waverley, feasibility work of the Eastern Boundary path in Farnham Park, completion of a public consultation on the Guildford and Godalming Greenway, including the section of the Greenway that will run through the Philips Memorial park.

## Richard Homewood, Head of Environmental & Regulatory Services

### 9.8 Key Performance Indicators Status

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

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q4 Target
E1*	Materials recovery facilities (MRF) Reject Rate ( <b>lower outturn is better</b> )	%	3.91%	4.74%	5.16	4.80%	Received Quarter in Arrears	5.00%
E2a	Average number of days to remove fly-tips ( <b>lower outturn is better</b> )	Days	Data not available	2	3	2	3	2
E2b	Number of fly tipping incidents in a quarter ( <b>Data only</b> )	No.	228	180	162	169	244	Data only
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti	%	89.71%	Monitoring on pause	Monitoring on pause	Monitoring on pause	Monitoring on pause	90%

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q4 Target
	and fly posting ( <b>higher outturn is better</b> )							
E4a	Number of refuse and recycling missed bins out of 100,000 collections per week ( <b>lower outturn is better</b> ) - New from Q1 20/21	No.	46	28	34	68	42	40
E4b	Number of food waste missed bins out of 100,000 collections per week ( <b>lower outturn is better</b> ) - New from Q1 20/21	No.	44	41	54	48	66	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due ( <b>higher outturn is better</b> )	%	Monitoring on pause	78%	100%	78.57%	81.25%	100%
E6	Food businesses with a 'Scores on the door' of 3 or over ( <b>higher outturn is better</b> )	%	95.00%	N/A	91.05%	90.43%	89.40%	Data only
E NI191*	Residual household waste per household ( <b>lower outturn is better</b> )	kg	103	92	89.5	96	Received quarter in arrears	90.00
E NI192*	Percentage of household waste sent for reuse, recycling and composting ( <b>higher outturn is better</b> )	%	54.00%	59.80%	60.50%	57.20%	Received quarter in arrears	54.0%

### 9.8.2 Comment:

A detailed commentary on the work of the teams during what has been an extremely challenging twelve months is provided above. The impact of Covid on performance in some key areas over the past twelve months is evident from these results and it is likely that the performance targets set will not be met for at least the first two quarters of 2022/23 as services struggle with the continued impact of Covid on staff and the impact of Brexit on issues such as driver shortages. These impacts will be closely monitored over the coming months. In relation to the KPIs above: -

**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 3, now available has again achieved the target of less than 5%, Residual Waste per household increased again in Qtr 3 and exceeded the target, but this may have been due to the Xmas period, but the recycling rate in Qtr 3 exceeded the target once more.

**E2a, E2b** – Performance on clearing fly tips slipped again in Qtr 4 due to the very high levels of sickness absence with our contractor due to Covid and the prioritisation of refuse collections. Fly tip numbers also increased significantly during this quarter which has also added to the delays in clearance.

**E3** – Environmental Cleanliness monitoring remains suspended and street cleaning is currently on a reactive service as opposed to scheduled cleaning basis as the service continues to prioritise refuse and recycling collections. We will be meeting with the contractor shortly to discuss refocussing on street cleaning issues.

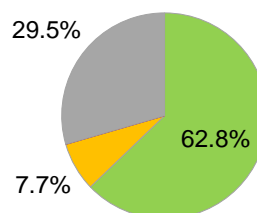
**E4a, E4b** – Missed bin performance has failed to meet the targets but this is perhaps not surprising given the significant sickness absences as a result of Covid infections during this period.

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

**E6** - Percentages of Food Businesses with a score on the doors rating of 3 or more for Waverley currently stands at **89.40%**. a slight drop compared to Qtr 3. This is not surprising as the team are carrying out more inspections and are finding standards in some premises have slipped during Covid. Service Plans – Progress Status

### 9.8.3 Summary Table and Pie Chart

Progress per Status	No of Action	Percentage %
Completed - on track	49	62.8%
Completed - off track	6	7.7%
Partially completed	0	0.0%
Cancelled / Deferred /Transferred	23	29.5%
<b>Total</b>	<b>78</b>	<b>100%</b>



**Comment:** At the end of the 2021/22 financial year 62.8% of actions were completed and the delivery of the remaining actions will continue in 2022/23. The specifics on transferred/cancelled actions were listed in the table below.

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

SP21/24ES1		Enhanced protection of the health, safety and welfare of residents, visitors and employees by offering advice and ensuring compliance with statutory food, health & safety legislation			Team Leader	Interim Environmental Health Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24ES1.3	Health & Safety Regulation and Business Support - Support local businesses to comply with Health & Safety requirements through an intervention programme set out in the Health and Safety Executive (HSE) National Code. Work jointly with stakeholders.	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Service provision redirected to providing education, engagement and enforcement of COVID 19 business closure legislation during the pandemic. HSE performance monitoring of Local Authority inspection activity was suspended in recognition of pandemic response workload.
SP21/24ES1.5	A monthly satisfaction survey of business customers of Environmental Health is undertaken. The figure is the percentage of business customers who respond that they have been treated fairly and/or the contact has been helpful. A quarterly report is shared	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Satisfaction survey paused during pandemic due to lockdown closures and reduction in inspection-based intervention.

SP21/24ES10		Improve local arrangements to support the Council's legal responsibility under the Civil Contingencies Act (CCA) 2004			Team Leader	Emergency Planning, Resilience and Safety Officer
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment

SP21/24ES10.3	Establish feasibility of a natural flood defence programme for the Borough	01-Apr-21	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	The action was partially completed and its delivery will continue in the new financial year via an action ref. SP22/25 ES10.3. In 2021 delivery option was explored via Surrey Flood Risk Partnership Board. Feasibility was only found in Alford Crossways area. Engineering Team now progressing the project and will continue in 2022.
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SP21/24ES11 Continue to build and grow Waverley's Business Continuity Management Planning					Team Leader	Emergency Planning, Resilience and Safety Officer
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24ES11.2	Strategic Business Continuity Management - assess use of business continuity plans during COVID19 response to create learning.	01-Apr-21	18-Aug-21	Completed - Off track	18-Aug-21	Debrief created. As COVID response not yet over this has not been issued.

SP21/24ES14 Help to ensure the Health and Well Being of the community by ensuring safety standards are maintained in all licensable activities conducted within the borough					Team Leader	Licensing & Environmental Enforcement Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24ES14.3	Carry out a business process review to improve customer focus across all areas of the Council's licensing function, introducing on line and self service facilities where appropriate to improve efficiency and customer journeys.	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	The initial stage of the process review has been completed and data was supplied, the software upgrade to be pursued in 2022/23.

SP21/24ES16 Ensure the impact of the organisation's activities on the environment is reduced / minimised					Team Leader	Sustainability Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24ES16.1	Monitor energy use within the council's building, services and contracted services . . .	01-Apr-20	31-Mar-22	Completed - Off track	31-Mar-22	Data currently being collected and analysed. Completion will be by June 2022.
SP21/24ES16.2	With Private Sector Housing and Asset Management produce and submit the Home Energy Conservation Act (HECA) report in alternating years. . .	01-Jan-21	31-Mar-23	Transferred / Deferred or Cancelled	31-Mar-23	The HECA reporting takes place biannually and the next publication is not due by March 2023.

SP21/24ES17 Develop and implement initiatives to promote sustainable transport and reduction of use of natural resources					Team Leader	Sustainability Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24ES17.10	Work with SCC and other partners to develop proposals for a network of cycle routes across Waverley. . .	01-Jan-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	This entails the work on the LCWIP for Waverley that is in progress. Progressing on track for completion in December 2022.

SP21/24ES17.3	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	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	A solar feasibility is currently taking place by a specialist consultant. Outcomes of the report is due imminently. A report will be presented to the Executive for funding approval by the end of the summer 2022. This work will be continue in 2022/23
SP21/24ES17.5	Investigate the viability of ULEV pool cars for business use as a means of promoting behaviour change and prepare a business case if considered viable. CNAP - O5	01-Apr-21	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	Currently exploring options for the use of a car club instead of purchasing vehicles outright. A report to Executive with findings is planned for June 2022. The work to continue in 2022/23.
SP21/24ES17.7	Work with Guildford Borough Council on a joint pilot to introduce ECargo Bikes across the two boroughs suitable for use by local business. Prepare joint funding bid	01-Apr-21	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	This project has been deferred indefinitely due to lack of funding and interest from ECargo management companies.
SP21/24ES17.9	Working with Surrey County Council and SE Energy Hub to identify a suitable site for a solar farm within Waverley. Carry out a feasibility study and prepare a business case. CNAP - O1	01-Jan-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	This option is included in the solar feasibility work by a specialist consultancy. The outcomes report is imminent. Business case to be prepared when feasibility work is completed. The work to continue in 2022/23.

<b>SP21/24ES18</b>	<b>Enhance local environment and feeling of well-being for the community as a result of reduced levels of environmental crime and anti-social behaviour within the borough.</b>				<b>Team Leader</b>	<b>Head of Environmental Services</b>
<b>Code</b>	<b>Title</b>	<b>Planned Start Date</b>	<b>Original Due Date</b>	<b>Final Outcome</b>	<b>Complete by Date</b>	<b>Final Closing Comment</b>
SP21/24ES18.1	Lead the Inspection and Enforcement Business Transformation Review	01-Apr-21	31-Aug-21	Transferred / Deferred or Cancelled	31-Aug-21	The Discovery stage of the review will continue in 2022/23. A steer from the new Joint Management Team will be required before proceeding to the Design stage from October 2022.

<b>SP21/24ES2</b>	<b>Enhanced protection of the health, safety and welfare of residents, visitors and employees by offering advice and ensuring compliance with statutory food, health &amp; safety legislation</b>				<b>Team Leader</b>	<b>Environmental Health Manager (Environmental Protection)</b>
<b>Code</b>	<b>Title</b>	<b>Planned Start Date</b>	<b>Original Due Date</b>	<b>Final Outcome</b>	<b>Complete by Date</b>	<b>Final Closing Comment</b>
SP21/24ES2.6	Animal welfare activity licences, scrap metal dealer licences and street trading consents issued and monitored, supporting businesses to comply.	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Street trading consents and scrap metal dealer licences issued. Some Animal welfare licences issued but there is a backlog of applications to chase/process. We have put measures in place to try and catch up. 50% completed by the 31 March 2022, the action delivery will continue in 2022 with the new completion date set for the 31/12/2022.

SP21/24ES2.9	Private Water Supplies sampled and risk assessed, and appropriate action taken to protect public health.	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Sampling and risk assessment of one Private Water Supplies (PWS) due this year. Visits took place and sampling was done, but paperwork/reports are yet to be completed. Other outstanding PWS work not completed due to other work priorities. 50% completed by the 31 March 2022, the action delivery will continue in 2022 with the new completion date set for the 31/12/2022.
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SP21/24ES3 Improvement in Air Quality in Waverley					Team Leader	Environmental Health Manager (Environmental Protection)
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24ES3.3	Investigate potential for the introduction of Low Emission Zones where appropriate to improve air quality and reduce pollution levels	01-Apr-20	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Gone out to tender and appointed consultants (Feb 22) to update our Air Quality Action Plan and produce a Clean Air Strategy. As part of this process appropriate actions to improve air quality will be considered. Subject to progress made by the consultants we hope this will be done by 31/12/2022. 5% Completed by the 31 March 2022, the delivery of the action will continue in 2022.

SP21/24ES4 Team Projects 2020/2023 - Environmental Health					Team Leader	Environmental Health Manager (Environmental Protection)
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24ES4.3	Work with stakeholders to identify actions to develop a Clean Air Strategy. . .	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Gone out to tender and appointed consultants (Feb 22) to update our Air Quality Action Plan and produce a Clean Air Strategy. As part of this process appropriate actions to improve air quality will be considered. (5% Completed)
SP21/24ES4.4	Use intel to identify and licence premises which need to be licensed under the new licensing arrangements for animal welfare activities.	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Little progress made. We have concentrated on licensing new applications and catching up. We will gradually progress this as officer time permits, given other priorities. Ongoing next year.

SP21/24ES5 The performance of the waste, recycling and street cleaning contract is maintained and customer satisfaction with the service is improved					Team Leader	Interim Manager - Environmental Services
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment

SP21/24ES5.2	Monitor street cleaning performance to ensure 100% of scheduled street cleans take place on time. When inspected, at least 90% of street cleans carried out to be graded as grade A (immaculate) or B (small levels of detritus).	01-Apr-21	31-Mar-22	<b>Completed - off track</b>	31-Mar-22	Service levels for street cleaning reduced by agreement due to Covid and prioritisation of refuse collections as part of Business Continuity Plan
SP21/24ES5.3	Work with contractors to ensure missed collections per week do not exceed 40 per 104,000 collections, thus reducing vehicle emissions.	01-Apr-21	31-Mar-22	<b>Completed - off track</b>	31-Mar-22	Achievement of target adversely affected by Covid and staff shortages but missed collections almost on target in spite of this.

SP21/24ES6 Improvements in recycling rates and reduction in waste collected per household					Team Leader	Interim Manager - Environmental Services
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24ES6.1	Maximise use of the recycling service by continuing to promote waste reduction, improve recycling rate to 60% and reduce residual waste per household to 85kg.	01-Apr-21	31-Mar-22	<b>Completed - off track</b>	31-Mar-22	60% recycling target achieved during one quarter of 2021/22 and very close in other quarters. Overall tonnages of waste increased nationally by around 20% during covid as more consumption at home during lockdown instead of at work and hospitality premises. Trend should reduce as more people return to work and hospitality industry re-opens.
SP21/24ES6.4	Contribute to the reduction in carbon emissions by working with Town and Parish Councils to introduce additional water refill stations across the borough and reduce the use of single use plastic water bottles.	01-Apr-21	31-Mar-22	<b>Transferred / Deferred or Cancelled</b>	31-Mar-22	Deferred. Project on hold due to operational pressures of pandemic.

SP21/24ES7 Effective management of off-street car parking provision in the Borough					Team Leader	Interim Manager - Environmental Services
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24ES7.3	Carry out a business process review to improve customer focus across all areas of the Council's Parking functions, introducing on line and self service facilities where appropriate to improve efficiency and customer journeys.	01-Apr-21	31-Mar-22	<b>Transferred / Deferred or Cancelled</b>	31-Mar-22	Action delivery will continue in 2022/23 as it was delayed by Covid. Penalty Charge Notice (PCN) processing was reviewed and being transferred to external contractor to improve performance and resilience.

SP21/24ES8 Effective implementation of improvements to waste, recycling and street cleaning service following contract mobilisation					Team Leader	Interim Manager - Environmental Services
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24ES8.2	Contribute to the reduction in carbon emissions by implementing the Single-Use Plastic Strategy within the organisation	01-Apr-21	31-Mar-22	<b>Transferred / Deferred or Cancelled</b>	31-Mar-22	The work will continue in 2022/23. Single use plastics Strategy under review by Surrey Environmental Partnership.
SP21/24ES8.3	Promote home composting	01-Apr-21	31-Mar-22	<b>Transferred /</b>	31-Mar-22	Deferred. Project will be relaunched when new Zero

				<b>Deferred or Cancelled</b>		Waste Officer post is filled in 2022/23.
SP21/24ES8.4	Investigate the feasibility of a community composting scheme to reduce the need for garden waste collections. CNAP - W1	01-Apr-21	31-Mar-22	<b>Transferred / Deferred or Cancelled</b>	31-Mar-22	Deferred. Project will be relaunched when new Zero Waste Officer post is filled in 2022/23.
SP21/24ES8.5	Develop a plan for becoming a zero waste borough through encouraging waste reduction and re-use as well as recycling both in respect of domestic waste and commercial and industrial waste. CNAP - W3	01-Apr-21	31-Mar-24	<b>Transferred / Deferred or Cancelled</b>	31-Mar-24	Deferred. Project will be relaunched when new Zero Waste Officer post is filled in 2022/23.
SP21/24ES8.6	Introduce dual litter / recycling bins in key locations to promote recycling	01-Apr-20	31-Oct-21	<b>Completed - off track</b>	31-Oct-21	A limited number of dual bins introduced. Effectiveness of dual bins to be evaluated and researched further before further roll-out.

<b>SP21/24ES9</b>	<b>Develop a strategic approach to off street parking provision which maximises capacity to meet demand and supports the local economy whilst achieving income levels to support future investments and services</b>				<b>Team Leader</b>	<b>Interim Manager - Environmental Services</b>
<b>Code</b>	<b>Title</b>	<b>Planned Start Date</b>	<b>Original Due Date</b>	<b>Final Outcome</b>	<b>Complete by Date</b>	<b>Final Closing Comment</b>
SP21/24ES9.2	Investigate the feasibility of installing solar canopies in off-street car parks to generate electricity and develop a business case for their introduction in consultation with the Sustainability Manager and Planning Service. CNAP - E1	01-Apr-21	31-Mar-22	<b>Transferred / Deferred or Cancelled</b>	31-Mar-22	Work in progress but delayed by Covid. Business cases for solar canopies in car parks being developed and consultation with Planners underway. The work will continue in 2022/23.

## 9.9 Internal Audit Actions Progress Status

**Comment:** There were two outstanding actions for this service area at the end of Q4.

- IA22/04.003.1 System Issues
- IA22/08.004.1 Relationship management

For further details, please refer to the most recent [Progress report on the implementation of Internal Audit Agreed Action \(from the Audit Committee on 28 March 2022\)](#), report page 10 and 11.

## 9.10 Complaints Statistics

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

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	6	1	3	6	6	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	3	1	1	3	4	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	50%	100%	33%	50%	67%	95%



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

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	4	0	2	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	3	0	2	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	75%	N/A	100%	95%

### 9.10.3 Summary Comment on the statistics

Two of the six level 1 complaints took longer to investigate and did not therefore meet the target response time but have since been dealt with.

## 9.11 Finance Position at the end of the quarter

### 9.11.1 Service's General Fund Account Table

Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Environment</b>					
Expenditure	11,435	12,877	- 243	-2%	Favourable
Income	- 8,057	- 9,233	- 636	7%	Favourable
<b>Environment Total</b>	<b>3,378</b>	<b>3,643</b>	<b>- 879</b>	<b>-24%</b>	<b>Favourable</b>

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

This is a Q4 estimate and not a final outturn position as finance are still working through year end transactions. The full financial outturn report will be taken to the Executive and the Council in July 2022.

The saving on expenditure is mainly in relation to the overachievement of staff vacancy savings. In addition this this there are savings on business rates on car parks due to reduced income through the pandemic.

The income has performed well due to car parking income.

## 10 Service Dashboard – Planning and Economic Development (remit of Resources O&S)

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

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

#### 10.1.1 Summary from Head of Service – Q4 2021/22 and End of the year reflection

##### **Overall picture for 2021/22**

The financial year 2021/22 was an especially challenging one for the Planning Service, despite the journey out of Covid-19 lockdown, we saw a significant increase in the number of planning applications made to Waverley (mirroring the national pattern) at a time when we faced a number of staffing issues, losing some very experienced and capable officers to other authorities, and a number of key officers also going on maternity leave during the year, unbalancing teams and leading to a reliance on expensive, temporary agency staff who themselves were in short supply. The impacts were compounded by the initial rollout of a new management structure, moving away from geographical-based teams, which inevitably took a while to bed-in fully as new structures always do, and the well-publicised issues we encountered when introducing our new end-to-end software system and led to very significant backlogs both in validation and determination of planning applications. We have made great strides towards the end of the year and into 2022/23, which are starting to pay real dividends in terms of our direction of travel, performance-wise.

We lost a number of high profile appeals for new housing in the countryside beyond the green belt during the year on the basis of a lack of five-year housing supply and the ‘tilted balance’ being engaged. We are working hard to address this as it has significant implications for much of the borough.

There were some notable successes, most particularly in terms of getting Local Plan Part 2 (LPP2) to a place where it was agreed by Full Council so it could be formally submitted to the Secretary of State for Examination. The Hearings are scheduled for July 2022, and having an adopted LPP2 will greatly assist all aspects of Planning & Economic Development. We also met the 2021 Housing Delivery Test, meaning that we do not have to implement the 20% buffer on our objectively assessed housing need number and also do not have to develop another Housing Delivery Action Plan this year.

##### **Quarter 4 performance**

##### **Development Management**

- Backlog of applications awaiting validation cleared and validations now being undertaken within 5 working days of receipt
- Speed of decisions showed a steady improvement but overall officer caseloads very high, requiring careful resource management and resulting in need for continued support from agency staff. Still some way to go in terms of meeting our performance targets and Planning Improvement Action Plan is in place.
- New software system now well integrated and is working effectively, but overall performance still being impacted by the very significant registration and validation delays experienced earlier in the financial year.

- Communication with agents and applicants starting to improve leading to a significant decrease in both formal and informal complaints. Regular Agents Forums now re-established.
- Still experiencing real difficulty in filling vacant establishment posts, either with permanent or temporary staff. We are actively looking at creative ways to address this issue, which stems from a national shortage of available planners, and the picture is starting to look a little brighter in terms of responses to recent jobs we have advertised.

Focus in Q1 2022/23 has been on reducing Development Management backlogs and working proactively and positively with developers and housebuilders to bring forward sustainable development on allocated sites in the Development Plan.

### **Planning Policy**

- Preparations being made for upcoming Examination in Public on LPP2
- Dunsfold Park Supplementary Planning Document (SPD) now adopted and encouraging discussions ongoing around bringing forward housing on the site.

Focus for Q1 2022/23 has been on the LPP2 EIP arrangements and responding to the Inspector's questions and making further progress with supporting communities in bringing forward their Neighbourhood Plans. A robust review of our Five-Year Housing Supply data and assumptions on deliverability is being undertaken with the intention of publishing our 2022 Position Statement by mid-July of this year.

### **Economic Development**

- Delivered spend of Welcome Back Fund, Surrey Empty Home, and Additional Restrictions Grant monies
- Work began on the new Economic Development Strategy, which was delayed due to the need to place our focus on business support and Covid-recovery during the pandemic, and a successful appointment made to take this forward.

Focus for Q1 2022/23 has been to develop the ED Strategy and to commence working in earnest with our local business community on developing Business Improvement Districts for the key settlements within the borough

### **Planning Business Support Team**

- In Q4 focus was on maintaining the excellent improvement in application validation times, which has continued into the new calendar year.
- The new system is working well and we have appointed a systems administrator for a 12 month period to support officers and to roll out further improvements aimed at providing greater efficiencies and ease of use.

Focus for Q1 2022/23 has been on maintaining the positive validation position; reviewing and streamlining planning processes and procedures and improving the customer experience and communication.

Overall 2021/22 was a very challenging year with resultant poor performance, but we are now very much on an upward trajectory, the new management structure in DM is bedding in well, and measures have been put in place to continue our uptick in determining planning application.

***Zac Ellwood, Head of Planning & Economic Development***

## 10.2 Key Performance Indicators Status

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

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q4 Target
P1	Percentage of all planning applications determined within 26 weeks <b>(higher outturn is better)</b>	%	96%	57%	81%	87%	89.6%	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>	%	90%	80%	72%	40%	55.6%	80%
P151 a	Processing of planning applications: Major applications - % determined within 13 weeks, not including those applications where a time extension has been agreed - cumulative figure <b>(higher outturn is better)</b>	%	New PI introduced from Q1 2021/22	27%	0%	33%	33.3%	Data only
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks <b>(higher outturn is better)</b>	%	88%	90%	23%	28%	59%	80%
P153 a	Processing of planning applications: Non-major applications - % determined within 8 weeks, not including those applications where a time extension has been agreed <b>(higher outturn is better)</b>	%	New PI introduced from Q1 2021/22	16%	5%	14.7%	43.1%	Data only
P123 (NI)	Processing of planning applications: Other applications <b>(higher outturn is better)</b>	%	86%	90%	16%	46%	60%	90%
P123 a	Processing of planning applications: Other applications - % determined within 8 weeks, not including those applications where a time extension has been agreed <b>(higher outturn is better)</b>	%	New PI introduced from Q1 2021/22	10%	5%	40%	34.2%	Data only
P2	Processing of all other residual applications - % determined within its target (Internal) <b>(higher outturn is better)</b>	%	80%	62%	Data Not Available	53%	65%	80%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) <b>(lower outturn is better)</b>	%	29%	Data Not Available	Data Not Available	29.5%	34.3%	30%
LP15 2	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) <b>(lower outturn is better)</b>	%	3.3%	Data Not Available	Data Not Available	5.7%	8.0%	10%
LP15 4	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) <b>(lower outturn is better)</b>	%	1.3%	Data Not Available	37.5%	0.7%	0.96%	10%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt <b>(higher outturn is better)</b>	%	74%	Data Not Available	75.0%	78.8%	80.0%	75%
P6	Percentage of pre-application advice provided within 28 days target <b>(higher outturn is better)</b>	%	15%	Data Not Available	Data Not Available	Data Not Available	Data Not Available	Data only

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q4 Target
P7	Actual number of dwellings commenced (all housing providers) <b>(higher outturn is better)</b>	No	75	141	70	60	37	147
	Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147	No	TBC	TBC	TBC	TBC	TBC	Backlog
P8	Actual number of dwellings completed (all housing providers) <b>(higher outturn is better)</b>	No	109	175	226	119	137	147
	Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147	No	TBC	TBC	TBC	TBC	TBC	Backlog

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

## 10.2.2 Comment:

### Quarter 4 performance

**P1 (Total planning applications determined within 26 weeks)** – Q4 saw a slight improvement on the previous two quarters but is still something that needs to be closely monitored in respect of the ‘planning guarantee’

**P151 (Processing of major applications)** – There was an upturn in our performance on Major applications determination, but this is still an area for strong focus going forward, particularly in view of the threat of designation. One of the most senior officers in the team went on maternity leave during the quarter and despite going out to advertisement immediately, we have only just been able to find a suitable temporary replacement who started with us in May.

**P153 (Processing of non-major applications)** – Upturn in performance, but still below national indicator so is an area for focus and action.

**P123 (Processing of other applications)** – Upturn in performance, but still below national indicator so is an area for focus and action.

**P2 – (Processing of residual applications)** – Upturn in performance

**P3, LP152, LP154 – (Appeals performance)** –

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

- Creation of Strategic Sites DM Team to work more closely with developers in respect of sites allocated in Local and Neighbourhood Plans
- Positive and proactive engagement with the current and future landowners of Dunsfold Park
- Implementing the Housing Delivery Action Plan 2020
- Active, high-level membership of the Surrey Developer Forum
- Progressing a number of new Neighbourhood Plans (Chiddingfold, Haslemere, Bramley, Elstead, Ewhurst & Ellens Green, etc.)
- Refreshing and updating our pre-application planning advice service (‘go live’ scheduled for 1 July 2022)
- Measures to improve speed of determining applications to discharge conditions

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

Initial data indicates that overall in 2021/22 we exceeded the housing completions target for the third year in a row.

### **2021/22 Development Management (DM) Performance**

Overall performance in the speed of determining applications has been very disappointing, but there are legitimate and genuine reasons that have led to this and, coming out from the year into the new 2022/23 financial year we have seen a marked and steady improvement in performance, which is continuing, mainly as a result of the fact that the huge validation backlogs seen in the Spring/Summer of 2021 have now been cleared and validations are now being done and the applications with planning officers within 5 working days of receipt. Large backlogs in planning applications with officers awaiting determination still remain but are being steadily reduced and the picture is looking brighter.

The Service cannot be complacent and the spectre of potential 'designation' as a standards authority cannot be dismissed or ignored, but to this end we have developed an overall Planning Performance Plan that will soon be crystallised into a specific Action Plan for DM and are working very closely with the national Planning Advisory Service to seek to turn things around. Good progress is already being made in this regard and we feel we have a strong narrative to explain/justify why there was a sharp dip in applications performance in 2021/22 and to provide the reassurance that we have taken appropriate steps that will positively and proactively address this.

We lost a number of high profile appeals for new housing in the countryside beyond the green belt during the year on the basis of a lack of five year housing supply and the 'tilted balance' being engaged. We are working hard to address this as it has significant implications for much of the borough.

### **2021/22 Planning Policy Performance**

The Planning Policy Team was incredibly busy during the year and made great progress in a number of areas, most notably: undertaking a further consultation under Regulation 19 on the LPP2 and formally submitting it to the Secretary of State for Examination (due to commence in July 2022); working very closely with our local communities to develop new Neighbourhood Plans; producing and adopting the Dunsfold Park Garden Village Supplementary Planning Document (SPD); and developing a new Climate Change & Sustainability SPD that will be consulted on in early Summer.

The key focus for 2022/23 will be in taking LPP2 through to adoption and considering a review of the Local Plan.

### **2021/22 Economic Development (ED) Performance**

ED work in 2021/22 was mainly focused on delivering the Covid-19 Action Plan. There were real successes in providing financial support for businesses and borough-wide schemes through the Additional Restrictions Grant (ARG) and Reopening High Streets Safely funding, and taking forward individual projects and direct interventions to support the wider business community.

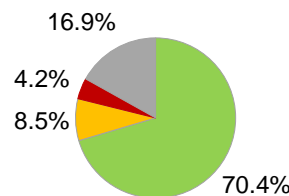
The key focus for 2022/23 will be on delivering a new Economic Development Strategy and in supporting the setting up of Business Improvement Districts (BIDs) in Cranleigh, Farnham and Godalming.

## 10.3 Service Plans – Progress Status

### 10.3.1 Summary Table and Pie Chart

Progress per Status	No of Action	Percentage %
Completed - on track	50	70.4%

Progress per Status	No of Action	Percentage %
Completed - off track	6	8.5%
Partially completed	3	4.2%
Cancelled / Deferred /Transferred	12	16.9%
<b>Total</b>	<b>71</b>	<b>100%</b>



**Comment:** At the end of the 2021/22 financial year 78.9% of actions were completed and the delivery of the remaining actions will continue in 2022/23. The specifics on transferred/cancelled actions were listed in the table below.

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

SP21/24P10		The quality of development proposals is enhanced through provision of specialist advice and determination of applications.				Team Leader	Planning Policy Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P10.5	Tree work applications are determined in a timely manner in accordance with statutory framework and guidelines.	01-Apr-21	31-Mar-22	Completed - Off track	31-Mar-22	Tree Team moved under Commercial Services	

SP21/24P12		Environmental quality is maintained and enhanced.				Team Leader	Planning Policy Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P12.1	Conservation Area appraisals carried out in line with Project Plan (transferred from Service Plans 2018/19, action ref. SP18/19P4.4)	01-Apr-20	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	Partially completed (66%). Great Austins CAA adopted, Waverley Abbey and Old Church Lane in progress. The action delivery to continue in 2022 with a due date 2024. Transferred.	
SP21/24P12.5	To run the biennial Design Awards in 2022 and 2024	01-Apr-22	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	Deferred due to Covid. The next Design Awards will open in Summer 2022 with the ceremony in 2023, in accordance with 2022/25 P&ED Service Plan	

SP21/24P13		Local Plan Part 2 completed and adopted in accordance with agreed milestones.				Team Leader	Planning Policy Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P13.1	Local Plan Part 2 submitted to Government, examined and adopted	01-Apr-21	28-Feb-22	Partially Completed	28-Feb-22	50% Partially Completed. LPP2 submitted to the Secretary of State for its examination on 22/12/21. Public Hearings for the examination are determined by the Planning Inspectorate and are set to take place in July 2022. Adoption of LPP2 anticipated December 2022 but is subject to progress of the Examination.	

SP21/24P13.2	Complete review of Local Plan Part 1. Review must be completed by Feb 2023	01-Apr-22	28-Feb-23	Transferred / Deferred or Cancelled	28-Feb-23	To be continued in 2022/23. The Council has to decide whether or not to review the Local Plan by February 2023, not have completed the review by that date.
SP21/24P13.3	Prepare and adopt Climate Change/Carbon Reduction Supplementary Planning Document (SPD)	01-Apr-21	31-Dec-21	Transferred / Deferred or Cancelled	31-Dec-21	33% Completed. Consultation deferred (revised timetable agreed) - on 5 April 2022 the Executive approved the draft SPD to be published for public consultation.

<b>SP21/24P15</b>		<b>Infrastructure is provided to support planned growth.</b>				<b>Team Leader</b>	<b>Planning Policy Manager</b>
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P15.2	Commence review of the CIL charging schedule	01-Apr-22	28-Feb-23	Transferred / Deferred or Cancelled	28-Feb-23	Action/review will be dependent on any changes to Infrastructure Levy process arising from the provisions of the Levelling Up and Regeneration Bill 2022	

<b>SP21/24P16</b>		<b>Dunsfold New Settlement is developed as a garden village community.</b>				<b>Team Leader</b>	<b>Planning Policy Manager</b>
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P16.1	Timely and positive progress with pre-application, master planning and planning applications to support the implementation of Local Plan Part 1 Policies SS7 and SS7A	07-Nov-20	31-Mar-23	Transferred / Deferred or Cancelled	31-Mar-23	Delivery delayed due to land sale. Dunsfold Park Garden Village Supplementary Planning Document (SPD) consulted on and formally adopted by Full Council as a material planning consideration. Further external funding from Homes England secured through the Garden Communities programme	

<b>SP21/24P18</b>		<b>Support healthy town centres by developing Business Improvement Districts and other initiatives.</b>				<b>Team Leader</b>	<b>Economic Development Partnerships Officer</b>
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P18.1	Support the development of Business Improvement Districts (BID) for the four key centres in Waverley	01-Apr-22	31-Mar-24	Completed - Off track	31-Mar-24	75% completed, the remaining work to be completed in 2022/23. Farnham, Godalming and Cranleigh developing BIDs for towns.	
SP21/24P18.4	Secure funding to deliver a scheme to provide e-Cargo Bikes for communal use by business for sustainable local deliveries	01-Apr-21	30-Sep-21	Transferred / Deferred or Cancelled	30-Sep-21	Ownership moved to Sustainability Team Q2 2021-22.	

<b>SP21/24P20</b>		<b>Improve business intelligence through data collection and analysis to inform Service interventions and initiatives.</b>				<b>Team Leader</b>	<b>Economic Development Partnerships Officer</b>
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Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24P20.2	Obtain and evaluate key economic information from surveys and partnership feedback	01-Apr-21	31-Mar-24	Partially Completed	31-Mar-24	Partially completed, new economic development strategy to be undertaken 2022.
SP21/24P20.5	Work more closely across WBC to ensure opportunities for collaboration or support are not missed and to raise the profile of the work of the Economic Development Team.	01-Apr-21	31-Mar-24	Partially Completed	31-Mar-24	Partially completed. Ongoing.

SP21/24P21		Supporting sustainable business and employment growth in our urban and rural areas and responding to the challenges of Covid 19 and Brexit.				Team Leader	Economic Development Partnerships Officer
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P21.2	Commence review of Waverley's Economic Development Strategy 2018-32 taking account of evolving matters, including climate change, Britain's exit from the European Union, the changing retail and property markets and the Council's Place-Shaping agenda	01-Nov-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Initial work done in commissioning consultants to undertake work in Quarter 2 of 2022. The action delivery transferred.	

SP21/24P22		Planning decision making is more efficient and delivery focused.				Team Leader	Head of Planning and Economic Development
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P22.2	Review Scheme of Delegation and DM sub-scheme of Delegation	01-May-21	30-Nov-21	Transferred / Deferred or Cancelled	30-Nov-21	Planning Sub-scheme of Delegation completed. Review of Main Scheme of Delegation with Policy & Governance, but delayed due to resource issues	

SP21/24P3		Planning and other formal applications are processed in a timely, delivery focused and customer friendly manner.				Team Leader	Development Manager - Planning
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P3.3	Key national PIs are met for speed and quality of decision: 60% determined within 13 weeks for major development; 70% determined within 8 weeks for non-major applications	01-Apr-21	31-Mar-22	Completed - Off track	31-Mar-22	Off track in respect of non-major applications target – Action Plan being developed	

SP21/24P4		Planning appeals robustly defended to ensure Council's Local Plan policies and Government targets for quality indicators are met and "Special Measures" designation avoided.				Team Leader	Development Manager - Planning
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P4.2	Improve appeals process and focus to ensure no more than 30% of all appeals allowed	01-Apr-21	31-Mar-22	Completed - Off track	31-Mar-22	Target not met. Cumulative percentage of appeals allowed in 2021/22 was 34.3% - target missed.	

SP21/24P5		Ensure development is built out in compliance with the Council's approvals and alleged breaches investigated in accordance with the adopted Local Enforcement Plan.				Team Leader	Development Manager - Planning
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P5.1	Local Enforcement Plan implemented in compliance with NPPF, legal framework and Local Plan.	01-Apr-21	31-Mar-22	Completed - Off track	31-Mar-22	Draft plan is scheduled to go to Services O&S & Executive in 2022.	
SP21/24P5.2	Investigations and any necessary actions arising taken in accordance with priorities and time frames as identified in the Local Enforcement Plan 2021	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Local Planning Enforcement Plan (LPEP) not delivered in 2021. Investigations ongoing in line with 2013 LPEP	
SP21/24P5.4	Training completed for Officers and Councillors on new Local Enforcement Plan	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Due to delay in LPEP, this action has been transferred to 2022/23 Service Plan.	

SP21/24P6		Customer satisfaction with Planning Service is improved.				Team Leader	Development Manager - Planning
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P6.2	Annual post development learning visits for Councillors ("The Good, the Bad and the Mediocre tour")	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Not held in 2021/22. This action has been transferred to 2022/23 Service Plan.	

SP21/24P7		New Horizon IT system is fully embedded into day-to-day practices and refined to ensure efficient and effective use of the technology.				Team Leader	Development Manager - Planning
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P7.2	Internal audit and review of Horizon System and functionality undertaken	01-Jun-21	30-Sep-21	Completed - Off track	31-Mar-22	Internal Audit completed but beyond initial due date.	

## 10.4 Internal Audit Actions Progress Status

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

- IA20/08.001 Target Response Times
- IA20/08.002 Out of Date Enforcement Plan
- IA20/17.001.1 Reconciliation
- IA20/17.002.2 Recording of pre application advice
- IA20/17.003.1 Planning Reference Number
- IA20/17.004.1 Automate payment extraction from portal
- IA20/17.004.2 Spot Checks
- IA21/01.001 Account Setup
- IA21/01.002 Declarations

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the [Audit Committee 28 March 2022](#)).

## 10.5 Complaints Statistics

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

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	14	26	9	11	10	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	10	14	7	9	9	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	71%	54%	78%	82%	90.00%	95%

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

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	4	19	11	19	4	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	4	17	10	18	3	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	89%	90.9%	94.7%	75.0%	95%

### 10.5.3 Summary Comment on the statistics

Level 1 - Although the complaint response rate at Level 1 still remains in red (5% off target) great improvements have been made in the past year to bring it to the 90% level and we have seen a steady improvement over the past three quarters, which is encouraging

Level 2 – One complaint was responded to slightly off target (by 2 days) due to work pressures. The key thing to note is the very significant reduction in the total number of Level 2 complaints being received in Quarter 4 compared with the previous three quarters of the municipal year. This is reflective of the fact that, whilst the Service has experienced a very challenging year overall, things are now clearly starting to improve in terms of external perceptions of planning – although it is freely acknowledged there is still a way to go.

## 10.6 Finance Position at the end of the quarter

### 10.6.1 Service's General Fund Account Table

Service	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Planning &amp; Economic Development</b>					
Expenditure	7,498	8,610	-99	-1%	Favourable
Income	-4,872	-5,643	394	-7%	Adverse
<b>Planning &amp; Economic Development Total</b>	<b>2,626</b>	<b>2,857</b>	<b>295</b>	<b>10%</b>	<b>Adverse</b>

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

This is a Q4 estimate and not a final outturn position as finance are still working through year end transactions. The full financial outturn report will be taken to the Executive and the Council in July 2022

Savings on expenditure include Pollingfold costs which are requested to be carried forward.

The adverse variance on income is related to an underachievement of planning application income. Despite an increase in application numbers overall, the majority of these were householder applications commanding a much smaller fee that does not actually cover the cost of processing these.

Planning fees are set nationally and the last time these were increased was in January 2018.

**WAVERLEY BOROUGH COUNCIL**

**SERVICES OVERVIEW & SCRUTINY COMMITTEE**

**20/06/2022**

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**Title:**

**Biodiversity Policy and Action Plan**

---

**Portfolio Holder:** Cllr Kika Miryleess Portfolio Holder for Planning and Economic Services  
Cllr Liz Townsend Portfolio Holder for Planning and Economic Services  
Cllr Steve Williams Portfolio Holder for Environment

**Head of Service:** Kelvin Mills – Head of Commercial Services

**Key decision:** Yes

**Access:** Public

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**1. Purpose and summary**

- 1.1 To inform the Services Overview & Scrutiny committee of progress to date in the writing of the Biodiversity Policy (Annexe 1).
- 1.2 To invite comment and feedback from the committee on the policy.

**2. Recommendation**

- 2.1 That the committee provides feedback and comment on the current version of the Biodiversity Policy.
- 2.2 That the Committee recommends the Biodiversity Policy (subject to feedback and comment amendments) is considered for adoption by the Council at the next available Executive meeting.

**3. Reason for the recommendation**

- 3.1 Public, Government and industry awareness of Climate change and the fragile state of our local, national, and international environments have never been higher or the importance of action so urgent. As a responsible local authority, it is our duty to lead from the front and demonstrate real commitment to recognising the great important of our natural environment and our extreme reliance we place upon it in terms of financial activity, mental health and wellbeing.

- 3.2 Therefore, there is a need for a consistent and a comprehensive approach to the Councils management of habitats and wildlife in order that biodiversity is enhanced and increased wherever possible in the borough.
- 3.3 The Council needs a policy that puts the environment at the heart of everything we do, embeds new Legislation such as the Environment Act 2021, and take steps to protect our environments for our future generations.
- 3.3 This biodiversity policy provides the central structure to support the Councils staff and ensure that biodiversity implications are considered central to decision making.
- 3.4 The new Environment Act introduces the requirement for Biodiversity reports, Local Nature Recovery Strategies and the examination and approval of biodiversity gain plans.

#### **4. Background**

- 4.1 Waverley Borough council owns and manages significant Green Spaces / public access land / Commons across the Borough (Cira 2000ha) and has an obligation to manage these spaces in trust for the public and future generations.
- 4.2 It is necessary to take steps to enhance and improve biodiversity across our Green Spaces and to seek to influence other land holders to improve the environments for all our residents and visitors; whilst managing health and safety risks and improving the potential of Green
- 4.3 This Policy, linked to other relevant policies such as the Tree and Woodland Policy, when adopted will set out the Councils commitment and aspirations for these areas.
- 4.4 Although not a Planning document, it is important that this Biodiversity Policy feeds into or compliments other Strategies, Policies, and guidelines across the Council and vice versa, such as:
- Local Plan Part 1; Policies NE 1 & 2, Local Plan Part 2; policies DM 1 and 11 and the Planning Tree Guidelines (2018).
  - Tree and Woodland Policy and Action Plan
  - Climate Emergency Action Plan
  - Pesticide Policy
  - Woodland management plans
  - Tree Risk Management Framework
  - Green Spaces Strategy (forth coming)

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

- 5.1 This policy directly contributes towards the corporate vision by promoting; a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy, and protecting our planet.

It supports the strategic priorities of the corporate strategy:

- Supporting a strong, resilient local economy by ensuring the Natural Capital of the Borough is supported, improved, and protected.
- Acting on Climate Emergency and protecting the environment.
- Working with partners to ensure the environmental stewardship of our open spaces are of the highest quality including the promotion of biodiversity, rewilding, and the phasing out of pesticide use other than in exceptional and defined circumstances.
- Our aim is to become a net zero-carbon council by 2030, encouraging carbon reduction and the promotion of biodiversity and sustainable homes, businesses, and transport across the borough.
- Improving the health and wellbeing of our residents and communities.

5.2 This policy also supports the delivery of the Councils service plan outcomes:

- SP21-24 CS 11.3 Write and adopt a Tree and Woodland Policy that encompasses all aspects of tree management and a Biodiversity Policy in line with our corporate objectives
- SP22/25 CS10.2 Maintain and attract appropriate levels of volunteers and seek to increase participation wherever possible to support the service priorities and site management
- SP22/25 CS10.3 Deliver action plans from Tree and Woodland Policy, Biodiversity Policy and Pesticide Policy in line with our Corporate Objectives

---

## 6. **Implications of decision**

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

Should the Council adopt this policy there will be a need to identify sources of income, external funding and possibly internally funded capital budgets to allow for the delivery of the Biodiversity Policy action plan (Annexe 1) in the longer term. Budget requests for these items will come through the usual budget setting process as appropriate.

Examples where resources will be required are:

- Continue to seek external funding to transition our existing Countryside Stewardship (CS) and Higher Level Stewardship (HLS) grant schemes to the new Environmental Land Management Stewardship (ELMS) grant scheme being planned by Natural England. This will need to be supplemented by similar amounts of Council capital funding, this has been generally be around £50-70k per year over the last 10 years

- Additional funding required to create biodiversity gains on sites when external or developer funding not available. Dependent on how many sites receive works each year and the nature of the works - circa £20k per annum
- Survey habitats – Consultant costs circa £10k per annum over 10 years
- Management plan writing – Consultant costs circa £10k per annum over 10 years
- Replacement vehicles and machinery that are greener – averaged at £10k per annum over 10 years
- Assessment of BNG potential of council sites – Consultant costs circa £20k per year for 5 years via consultants
- New Biodiversity Officer, Grade 5/6 post to provide the necessary expertise and knowledge to deliver elements of the action plan – circa £47-57k per annum
- Audit Biodiversity training needs and deliver training – circa £3k year
- Some additional GIS analyst resources may be required to build a borough wide conservation mapping layer to inform decision making – circa £1k per annum over 5 years
- Monitoring strategies for Biodiversity improvements and SNCI's will require funding – circa £10k over 10 years
- Future lease changes to incorporate policy requirements will incur legal costs as and when required

## **6.2 Risk management**

- All works will be undertaken in line with health and safety guidelines and risk assessed
- All works to be undertaken by suitably qualified operatives
- Without having comprehensive and up to date policies, the Council will struggle to deliver its Climate Change promises and to demonstrate progress
- There is a risk of reputational damage if the Council does not act responsibly and decisively to support the environment and fulfil its commitments

## **6.3 Legal**

The preparation of this policy is being undertaken in order to support compliance with the Council's statutory obligations and its corporate strategy aims and objectives

## **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**



This Biodiversity Policy directly contributes to the Councils environmental and sustainability objectives as set out in the Corporate Plan following the climate emergency declaration.

The Policy will ensure biodiversity and the natural environment are prioritised, protected, and enhanced embedding the requirements of the new Environment Act 2021.

The policy and action plan sets targets for; enhancing the borough natural capital and improving habitat connectivity, ambitious targets for biodiversity net gain on our land and in developments we control, education, community involvement and engagement with communities.

## **7. Consultation and engagement**

- 7.1 This policy has been written in conjunction with Surrey Wildlife Trust
- 7.2 During 2021 there were two rounds of consultation with Town and Parish Councils, stakeholders and other partners with the feedback has been built into the Policy
- 7.3 The policy has been shared with Councillors Townsend, Williams and D'Arcy and invited feedback and comment
- 7.4 The policy has also been shared with heads of service, planning policy and housing delivery teams
- 7.5 The policy has been to Management Board and Executive Briefing.

## **8. Other options considered**

- 8.1 Do nothing is not an option. The Environment Act 2021 places legal responsibilities on the Council to act and produce plans and policies. The Biodiversity Policy is the first important step in understanding the natural resources in the Borough and building for the future.

## **9. Governance journey**

- 9.1 This policy will be considered by Management Board, Executive Briefing, Policy Overview & Scrutiny Committee and Executive Committee.

## **Annexes:**

Annexe 1 – *Biodiversity Policy and Action Plan*

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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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Agreed and signed off by:

Legal Services: date Dan Bainbridge 31/05/22

Head of Finance: date Rosie Plaistowe 27/05/22

Strategic Director: date

Portfolio Holder: date



**Waverley Borough Council**  
**Biodiversity Policy and Action Plan 2022 - 2032**

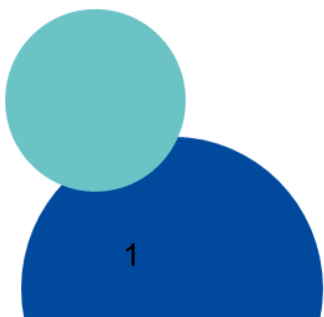
Policy Reference

Date of Adoption

Date of last review

Date of next review

Lead officer – Head Ranger – Parks and Countryside



## Document Information & Governance

### Approval & Publication:

Approving Body	Approval route requirement	Publication Type	Publication requirement	Review frequency	Document owner	Next Review Date
<i>Executive Committee</i>	<i>Overview &amp; Scrutiny Committee Policy</i>	<i>Internal and external</i>	<i>There are no legal or constitutional requirements for publication</i>	<i>Annual</i>	David Olliver	To be confirmed

### Version Control Information

Version	Version Status (Draft, Approved /Published Internally or Externally)	Date	Version Comment	Version Author
V0.2	1 <sup>st</sup> Draft	28/10/21	Further amendments by SWT and comments from Greenspaces Mgr.	Gabrielle Graham and David Olliver
V0.3	2 <sup>nd</sup> Draft	03/11/2021	Amendments by SWT Ecology Services and comments by Waverley Borough Council	Gabrielle Graham
V0.4	3 <sup>rd</sup> Draft	04/11/2021	Formatting changes and addition of Biodiversity history in the borough	Matt Lank/David Olliver
V0.5	4 <sup>th</sup> Draft	05/11/21	Further formatting addition of subheadings and extra text in various areas. See also comments for further changes and details required	Matt Lank
V0.6	5 <sup>th</sup> Draft	11/11/2021	Final review	Gabrielle Graham

Version	Version Status (Draft, Approved /Published Internally or Externally)	Date	Version Comment	Version Author
V0.7	6 <sup>th</sup> Draft	24/11/2021	Woodland mgt. plan additions and still some comments to answer	Matt Lank
V0.8	7 <sup>th</sup> Draft	30/11/21	Comments and amendments to content	Arno Spaarkogel/Matt Lank
V0.9	8 <sup>th</sup> Draft	22/12/21	Comments and amendments to text	David Olliver/Matt Lank
V.10	9 <sup>th</sup> Draft	10/1/2022	Final proof-read	Gabrielle Graham
V.11	10 <sup>th</sup> Draft	11/01/22	Further minor amendments; clarify 20% BNG on Council land, addition of Planning policy comments	David Olliver/Matt Lank
V.12	11 <sup>th</sup> Draft	06/02/22	Incorporating Councillor feedback. Spelling and grammar corrections, updated Table 5 & Appendix 2.	David Olliver
V.13	12 <sup>th</sup> Draft	23/02/22	Further document revision following Cllr comments, changes to appendices, tables, policy wording, shortening sections reducing page count.	Matt Lank
V.14	13 <sup>th</sup> Draft	09/03/22	Further wording revisions and amendments to action plan. Foreword amended. Additions to habitats and species lists in appendix 2	Matt Lank
V.15	14 <sup>th</sup> Draft	23/03/22	Minor amendments to action plan, BNG 20% wording and section heading change from Natural Capital Funding to Biodiversity Funding	



### Impact Assessments and Consideration:

Impact Assessment Type	Required / Not Required	Date Completed	Impact Assessments and Considerations Comment	Assessment Owner
Equality Impact Assessment	Not required	N/A	N/A	N/A
Health in all Policies	Not required	N/A	N/A	N/A
Data Protection Impact Assessment	Not required	N/A	N/A	N/A

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# 1 Foreword

*We are extremely proud to introduce Waverley Borough Council's First Biodiversity Policy, setting out our plans for the next 10 years. We know how important the borough's greenspaces are to its residents of all ages, many of whom have discovered them for the very first time during the pandemic.*

*We are extremely fortunate as a council to have some exceptional areas under our stewardship, including sites of special scientific interest which are some of the country's very best wildlife and geological sites and include some of the most spectacular and beautiful habitats.*

*However, human impacts are driving significant changes to our local wildlife and habitats, these include intensification of farming, increases in urbanisation and changes in global temperatures. The interrelationship between Climate Change and biodiversity is extensive, and protecting and improving the abundance, distribution, and ecology of the UK's wildlife is critical to our future. This is an area we know that many residents care deeply about and expect the council to lead on.*

*In 2019 the council declared a Climate Emergency and has been working hard to meet its aim to become carbon-neutral by 2030. Our adopted Carbon Neutrality Action Plan included the development and implementation of this Biodiversity Policy and Action Plan to improve the natural environment across areas that we manage, and to encourage other organisations and residents across the borough to do the same.*

*This policy document sets a clear vision in how we as a council will manage our green spaces, create site specific management plans and engage with residents, voluntary groups and organisations across the borough to improve the natural environment of Waverley through enriching our biodiversity, increasing habitat connectivity across the landscape, and providing a central biodiversity community hub to promote, encourage and enhance engagement across the borough.*

Cllrs Liz Townsend, portfolio holder for Planning and Economic Development and Steve Williams, portfolio holder for the Environment.

## **2 Waverley Borough Climate Change and Sustainability Strategy**

### **2.1 Council declaration**

On 18th September 2019, Waverley Borough Council unanimously declared a Climate Emergency and committed itself to being carbon neutral by 2030 to help reduce the risk of temperatures rising more than 1.5°C. Whilst climate change needs to be tackled at national or international level, all levels of government, communities, businesses, and individuals have a role to play in addressing climate change.

The council has a key role to play in mitigating the effects of climate change. The council will focus on doing all it can to prevent climate change by reducing its emissions on council owned sites and in the services provided. The council will ensure its services are resilient and adaptable enough to respond to the impacts of climate change and will provide community leadership so that residents and businesses are able to get involved in preventing climate change rather than simply preparing for it.

### **2.2 Corporate Strategy**

To reinforce the Council's commitment to Climate Change and sustainability the Council has a recently adopted corporate strategy outlining the council's vision, the council is committed to:

- Promoting and sustaining a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy, and protecting our planet

The aim is to become a net zero-carbon council by 2030, encouraging carbon reduction and the promotion of biodiversity and sustainable homes, businesses, and transport across the borough. The Council will achieve this by:

- Working with partners to ensure the environmental stewardship of our open spaces are of the highest quality including the promotion of biodiversity, rewilding, and phasing out pesticide use other than in exceptional and defined circumstances

To be a sustainable council, it is important that the Council does all it can do within its power to safeguard our environment for present and future generations and play our part in promoting biodiversity as well as making our contribution to preventing the extremely profound consequences of severe climate change through carbon reduction strategies.

### **3 What is Biodiversity and why it matters?**

#### **3.1 Biodiversity defined**

No one definition of biodiversity exists, however all definitions point to the variety of life, from the building blocks of life, genes, to individual species and ecosystems. Through thousands of millennia, these have evolved to make life possible on planet Earth. Biodiversity gives us the air we breathe, water we drink and food we eat. Without biodiversity, we have no life.

#### **3.2 Why we should conserve and enhance it**

Every species on this planet has evolved to do a specific task. The loss of one of these species destabilises the fine balance that has taken millennia to establish. Whilst technology can help cushion some of these changes, it cannot replace the valuable role that biodiversity brings to our everyday life.

The planet is hugely diverse and whilst we've only recorded approximately 1.5 million species, it is likely that there are several million more (Sweetlove, 2011). We often concentrate attention on the conservation of popular species of mammals, however 95% of known animal species are invertebrates and lack a backbone (Centre for Biological Diversity, Accessed in 2021) and they are only just starting to make the headlines. Declines in invertebrate species will have catastrophic impacts on the planet. Not only do they pollinate plants and ensure our crops grow and fruit, but they have a very important role in decomposing dead matter, fertilising the soil, and feeding species higher up the food chain.

Biodiversity and climate change are inextricably linked. Tackling climate change will help tackle the loss in biodiversity and vice versa. Biodiversity declines in the UK is also linked to the extensive loss and degradation of habitats. The UK has half of its biodiversity left, meaning it is the least diverse in the G7 countries and is within the bottom 10% of all countries globally (Davis, 2020).

## **4 Councils focus on biodiversity**

### **4.1 Council Commitment to Biodiversity**

As a custodian of several key habitat sites across the borough the Council has been able to ensure a steady and continuous commitment to the understanding, protection, and enhancement of the borough's natural environment.

The Council operates a highly skilled Parks & Countryside team consisting of Countryside Rangers, Tree Officers and Greenspace Officers who work alongside 300 community volunteers, work placement students and PhD students undertaking project and maintenance work across the sites that the Council is responsible for. The Council works with community volunteers to undertake a range of wildlife surveys and monitoring as well as working with professional wildlife recorders to ensure we build up and maintain species records for our sites.

Officers have close working partnerships sharing best practice with organisations and groups committed to the environment including the National Trust, Environment Agency, Natural England, Wildlife Trust, Forestry Commission, Surrey Amphibian Reptile Group, Amphibian Reptile Conservation, Surrey County Council, Butterfly Conservation and Open Spaces Society as well as local and national community groups to adopt a joined-up approach to sites management and ensure the Council remains a leader in the field.

In addition, the Council also manages the Grounds Maintenance contract which includes conservation grass cutting and has managed schemes such as Plantlife's No Mow May Campaign, whilst also introducing a Pesticides Policy which requires the phasing out of pesticide usage. The appointed contractor works closely with officers to understand and implement environmental enhancements. The Countryside Ranger team also use other appointed specialist contractors and organisations to help deliver the required site objectives and maximise biodiversity opportunities.

### **4.2 Achievements**

The Council has successfully delivered environmental improvements under several Environmental Stewardship Agreements for the last 12 years and continues to work in partnership with Natural England to ensure we continue to do so.

Significant achievements include sites receiving the highest environment assessment by Natural England of being in favourable condition, bringing key sites under long term management plans and woodland management plans, undertaking extensive National Vegetation Classification (NVC) assessment, implementing grazing regimes at

Farnham Park and Lammas Lands, desilting, and maintaining the series of ponds across the Borough and developing long term management of ditches and watercourses. The Council has achieved 10 Green Flag Awards for its Greenspaces, eight of which are managed specifically for conservation and ecological purposes.

Appendix 2 highlights sites, designations, funding streams, key species, and management of environmental areas. The Council continues to develop and strive for excellence with Natural England identifying sites as improving and in favourable condition and survey, monitoring and community activity ensuring current and frequent targeted management.

#### **4.3 Enforcement and influencing**

The Council is committed to protecting the natural environment against inappropriate development. The Council aims to provide considered scrutiny to residential encroachments such as driveway creation and will enforce where there has been boundary encroachment and green waste dumping by residents wherever possible as well as preventing planting with unauthorised/inappropriate trees or plants on sites directly under the council's control.

The Council also influences and directs utility and service providers wherever possible to ensure that the methods used for their operations have the least impact on the environment, such as no dig zones, tree protection areas and outlining limits to avoid environmental damage.

The Council is committed to enforcing site by-laws, preventing unauthorised activities which have the potential to cause environmental damage. The Council works closely with the Police, Surrey Fire and Rescue and other emergency services to ensure anti-social behaviours are prevented as much as possible and on heathland sites a fully developed system of fire breaks is created and maintained.

The Council is committed to undertaking our statutory duties regarding blue-green algal events and invasive plant species across the borough.

The Council also recognises that providing opportunities for the public to engage with the natural environment, enjoying the mental and physical benefits of the green gym, can foster increased respect for the local environment with associated biodiversity gains.

## **4 Policy background**

### **4.1 International context**

In August 2021 the Intergovernmental Panel on Climate Change (IPCC) confirmed that human influence has warmed the atmosphere, ocean, and land, resulting in widespread and rapid changes around the planet. Many of these are irreversible and will be evident for many centuries and millennia. Their impacts will increase temperature extremes and heavy rainfall events, resulting in droughts affecting agriculture and significantly impacting our day to day lives around the planet; with many of these already being felt at a global, national, and local level.

Climate change has a considerable influence on biodiversity at all levels. We must remain alert to understanding the changing local threats to biodiversity in all their forms and ensuring appropriate action is taken to mitigate and where possible reduce and remove.

Mobilising at all levels across society is essential to combatting climate change and its impacts on biodiversity.

### **4.2 County context**

In 2017, Surrey's State of Nature reported a 56% decline in UK wildlife species populations between 1970 and 2013 in Surrey ( (Waite, 2017) and (Surrey Nature Partnership, 2019c)), reflecting a national decline (State of Nature Partnership, 2019)

Surrey is one of the 15 most populated counties in the UK, resulting in significant pressures to biodiversity from development leading to habitat degradation, fragmentation, and loss.

The last few years has shown us how ruptures in ecosystems can have detrimental impacts to human health and well-being and affect food and water supplies. Protecting biodiversity is key to limiting the impact of climate change.

### **4.3 Borough context**

The Council recognises its role in mitigating the effects of climate change, both as a community leader and through the services it provides. This reflects the powerful voice of the growing population who are demanding that individuals, companies, organisations and governments take responsibility for their actions and take steps to reduce, reuse and recycle, thereby minimising their carbon footprint and contributing to the protection and enhancement of our natural world.



This was expressed by residents in 2020 following a public consultation whereby 70% of respondents indicated their desire to see Waverley Borough Council lead on climate change action (Waverley Borough Council, 2020).

In response to this feedback the Council declared a climate emergency and committed itself to being carbon neutral by 2030 recognising the need to:

- Mitigate the effects of the climate and biodiversity crisis as a community leader, through the services it provides and the management of land under its control
- Support and encourage efforts to promote biodiversity across the borough through its influence over the planning process and its engagement with other stakeholders

Waverley Borough Council has adopted a Carbon Neutrality Action Plan that focuses on the following seven themes (Waverley Borough Council, 2019):

- Organisational emissions
- Active travel and air quality
- Energy generation
- Built environment (housing and planning)
- Waste and resources
- Land use and adaptation
- Supporting a green economy

One of the key actions of the adopted Carbon Neutrality Action Plan was the development and implementation of a Biodiversity Policy and Action Plan that enhances the natural environment. Such a policy would complement the Pesticide Policy (Waverley Borough Council, 2020) and Tree and Woodland Management Policy (Waverley Borough Council, 2022) to ensure that the Council:

- Manages and monitors habitats within the borough to maximise biodiversity
- Provides leadership across the borough to inspire others
- Supports residents, parishes, and local initiatives to promote biodiversity

This document presents the Council's Biodiversity Policy and Action Plan. It applies to the current and future open and greenspace managed by the Council and provides a framework for biodiversity consideration across all the Council's activities.

In delivering its duties, Waverley Borough Council’s Biodiversity Policy must adhere to relevant legislation, as detailed in Appendix 1.

This Biodiversity Policy must complement other policies including:

- Local Plan Part 1: Policies NE1, NE1, NE2, NE3, CC1, CC2 and CC3 (Waverley Borough Council, 2018)
- Emerging Local Plan Part 2: Policies DM1, DM6, DM9 and DM11 (Waverley Borough Council , 2020b)
- Climate Emergency Action Plan (Waverley Borough Council, 2019)
- Pesticides Policy and Action Plan (Waverley Borough Council, 2020)
- Tree and Woodland Policy (Waverley Borough Council, 2022)
- Local policies detailed in Table 1
- Surrey County Council’s Tree Policy (Surrey County Council, 2020).
- Biodiversity Opportunity Area Policies (Surrey Nature Partnership, 2019a)

**Table 1: Local policies linked to Biodiversity within the Borough**

Policy reference	Objectives
(Farnham Town Council, 2021)	<ul style="list-style-type: none"> <li>• Working in partnership</li> <li>• Ensuring all sites in ownership have 10-year management plan</li> <li>• Strengthen wildlife corridors</li> <li>• All sites owned and managed to achieve status of Local Wildlife Site</li> <li>• Protection of species and habitats</li> <li>• Review of planning application considering latest guidance in relation to protected species and habitats</li> <li>• Review policy every five years</li> </ul>
(Haslemere Town Council, 2021)	<ul style="list-style-type: none"> <li>• Policy H9: Policy to support the protection and enhancement of trees and native hedgerows</li> <li>• Policy H11: Identified suitable Local Greenspaces and include Green Fingers that provide connectivity across the landscape</li> <li>• Policy H12: details measures to protect and enhance the ecological network across the Neighbourhood Plan area</li> <li>• Review Neighbourhood Plan in 2032</li> <li>• In addition to the above, the Haslemere Biodiversity Project works with the local community to support</li> </ul>

Policy reference	Objectives
	and deliver local initiatives such as developing a network of hedgerows and undertaking surveys to identify measures to better manage river corridors to promote riparian species such as otter and water vole.
(Bramley Parish Council, 2017)	<ul style="list-style-type: none"> <li>• BNP-E2: protects and enhances connectivity and free movement of wildlife along wildlife corridors and habitats</li> </ul>
(Godalming and Farncombe Neighbourhood Plan Group, 2019)	<ul style="list-style-type: none"> <li>• GOD12: provides protection for Godalming's tree-lined hillsides and recognises their importance to the character and setting of Godalming and Farncombe, development is expected to preserve the profile of the skyline and ensure buildings are not unduly prominent.</li> </ul>
(Witley Neighbourhood Plan Group, 2020)	<ul style="list-style-type: none"> <li>• Policy NE1 aims to maximise biodiversity through the creation of coherent ecological networks and protecting existing ecological assets.</li> <li>• Policy NE2 aims to protect trees and hedgerows</li> <li>• Policy NE3 requires methods to appropriately assess the impact of development on biodiversity. Development should consider and incorporate biodiversity features.</li> </ul>
Wonersh Environmental Advisory Group (personal communication)	<ul style="list-style-type: none"> <li>• Although no specific policies have been developed, the group has been proactive in managing open spaces for biodiversity including invasive species management, undertaking wildflower trials and hedgerow planting.</li> <li>• Actions are published on their Facebook® page.</li> </ul>
(Cranleigh Parish Council, 2021)	<ul style="list-style-type: none"> <li>• Policy CRAN6 Natural Landscape and Rural Character detailing that all development proposal should maintain and enhance the natural environment, retain landscape features and enhance rural character.</li> <li>• Encourage projects that include principles as defined in the policy.</li> <li>• Identification of local green spaces</li> </ul>

## **5 The Council's Greenspaces and Biodiversity resource**

### **5.1 Councils land holding**

The Council manages over 2200 ha of land, comprising more than 500 individual sites, which support the following habitats: woodland, parkland, grasslands, heathland, wetlands, watercourses, and farmland. As well as amenity spaces and public open spaces, cemeteries, churchyards, and road verges. Some of these sites are protected:

- By law:
  - Special Protection Areas
  - Special Areas of Conservation
  - Sites of Special Scientific Interest
  - Local Nature Reserve
  - Local Geological sites
  
- Through planning policy:
  - Sites of Nature Conservation Importance
  - Common land

Further information on Council managed sites is provided in Appendix 2, including their level of protection, key species, and partnerships. Sites protected by law and planning policy including those managed by the Council are presented in Figure 1, 2 and 3.

The Council is predominantly responsible for managing these sites, except where they are leased to third parties. The services are delivered through contractors and the Greenspace Services Team supported by volunteers.

Management plans have been developed for several the sites containing common land or protected in law, however none have been developed for other open spaces, such as road verges, parks, cemeteries and churchyards and housing estates. Management plan expiry dates are presented Appendix 2.

### **5.2 Biodiversity Opportunity Areas (BOA's)**

WBC will take a targeted approach in improving the management of sites within designated BOA's as well as restoring and re-creating Priority habitats in line with conservation priorities across sites.

### 5.2.1 What are biodiversity opportunity areas?

The Surrey Nature Partnership defines Biodiversity Opportunity Areas (BOAs) as: “an individual BOA consists of a spatial concentration of already recognised and protected sites for wildlife conservation (its ‘Foundation’ sites), inside a boundary that also includes further but as yet un-registered ‘Priority habitat’ types (plus some other essentially undeveloped land-uses); all of which have common and contiguous geological, soil, hydrological and topographic characteristics to those of the Foundation sites”. As such, BOAs represent those areas where improved habitat management, as well as efforts to restore and re-create Priority habitats will be most effective in enhancing connectivity to benefit recovery of Priority species in a fragmented landscape. They are therefore the basis for achieving recovery a coherent and resilient ecological network in Surrey (Surrey Nature Partnership 2019).

Further information relating to BOAs can be found in [Biodiversity opportunity areas Surrey nature partnership 2015](#)

### 5.2.2 Biodiversity Opportunity Areas in the Borough

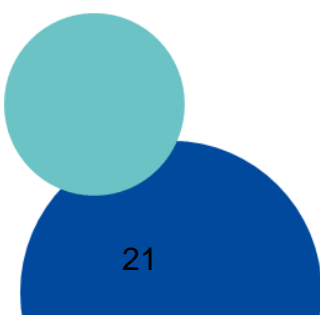
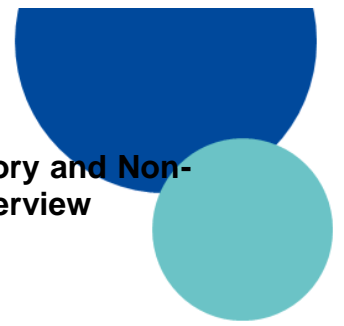
Eight Biodiversity Opportunity Areas (BOAs) are located within the Borough. Priorities associated with these are presented in Table 2 (as obtained from (Surrey Nature Partnership, 2019). Further details are available within each policy statement for the relevant BOA.

**Table 2: Biodiversity Opportunity Areas within Waverley Borough Council**

BOA Area	BOA Number	BOA Name	Priorities
North Downs	ND01	North Downs Scarp; The Hog's Back	Opportunity to steer restoration obligations to complement adjacent BOA
Wealden Greensands	WG01	Puttenham & Crooksbury	Priority habitat enhancement & creation opportunities adjacent to BOA
	WG02	Farnham Heath	Priority habitat restoration potential; Heathland, Acid grassland, Native woodland. Important Sand lizard populations requiring connectivity management

BOA Area	BOA Number	BOA Name	Priorities
			Native woodland & Heathland restoration opportunities realised by private owner
	WG03 – WG04	Thursley, Hankley & Frensham Heaths/Devil's Punch Bowl & Hindhead Heaths	Priority habitat restoration & creation to enhance key corridor opportunities between BOAs
	WG04 – LW01	Devil's Punch Bowl & Hindhead Heaths/Chiddingfold & West Weald Woodlands	
	WG05	Hascombe, Winkworth & Hydon's Heath & Woodlands	Wetland habitat creation opportunities, inc. Reedbeds
Low Weald	LW01	Chiddingfold & West Weald Woodlands	SNCI enhancements, Native woodland, Meadows, Ponds restoration & creation opportunities under any proposed development scheme
Rivers	R04	River Wey & tributaries; Upper	Opportunity for Floodplain grazing marsh creation/restoration & reconnecting meanders, in-channel enhancements, connectivity through SANG proposals
		River Wey; Cranleigh Waters	Priority habitat creation/restoration opportunities alongside canal restoration project

**Figure 1: Waverley Borough Council Biodiversity Strategy: Statutory and Non-statutory Designated Sites for Nature Conservation - Summary Overview**



**Figure 2: Waverley Borough Council Biodiversity Strategy: Statutory and Non-statutory Designated Sites for Nature Conservation - East**



**Figure 3: Waverley Borough Council Biodiversity Strategy: Statutory and Non-statutory Designated Sites for Nature Conservation – West**

### 5.3 Waverley Borough Habitats

Waverley borough supports a diverse range of habitats across 15 landscape characters (HDA, 2015) including:

- Chalk down with woodland
- Open chalk farmland
- Chalk ridge
- Wooded north down
- Open greensand hills
- Wooded greensand plateau
- Greensand valley
- Wooded greensand hills
- Rolling clay farmland
- Wooded rolling clay lands
- Mudstone plateau
- River floodplain
- River valley floor
- Sandy woodland
- Wooded low Weald

Broadly these habitats can be summarised as:

- Woodland and parkland
- Grasslands
- Heathlands
- Wetlands
- Watercourses
- Amenity spaces
- Cemeteries and churchyards
- Road verges
- Hedges

A brief description of these is provided below.

#### 5.3.1 Woodland & Parkland

Surrey is the most wooded county in England, with an estimated 21% woodland cover (Waite, 2017) (Surrey Nature Partnership, 2020), whilst the Borough itself has an estimated 34%. This is compared with a national average of 13%.

Woodland habitats of principal importance in the borough include (Waverley Borough Council, 2018a):

- Mixed deciduous woodland
- Beech and Yew woodland
- Wet woodland
- Wood-pasture and parkland
- Traditional orchards
- Scots Pine, self-seeded as well as plantations, often on poor soils or (ex-) heathland sites

Much of the woodland and parkland habitat are within private ownership. Woodland and parkland provide valuable habitat for several protected species and species of conservation concern, and common species, such as higher and lower plants, birds, mammals, and invertebrates.

### 5.3.2 **Semi-natural grasslands and heathlands**

The Borough supports a range of grassland and heathland habitats including (Waverley Borough Council, 2018a):

- Lowland meadows
- Lowland calcareous grassland
- Floodplain grazing marsh
- Lowland heathlands (lowland fens)

These habitats are generally created and maintained through early clearing of woodland to develop agriculture and as such are always in a state of flux, shifting towards successional scrub and young woodland (Waite, 2017). The rarer habitats, such as lowland calcareous grassland and lowland fens, are often already protected habitats and are managed for conservation purposes, however some pockets of these habitats are likely to be found in private ownership. These habitats are key to higher and lower plant, invertebrate, mammal, reptile, amphibian, and bird species.

### 5.3.3 **Wetlands and watercourses**

Wetland is a broad term covering several types of habitats (Waite, 2017). Within the Borough, this includes the following habitats of principal importance (Waverley Borough Council, 2018a; Waverley Borough Council, 2018b):

- Reedbeds

- Rivers
- Standing open water
- Ponds

Key wetland features within the Council's management include Frensham Great Pond, including a reedbed system in this location. Several other waterbodies are present across the borough, with a large population of great crested newt around the Cranleigh area. The Council works with The Environment Agency across the Lammas Lands which is managed for overwintering wader species. The site is being grazed during summer months. Weybourne Local Nature Reserve is also a key wetland habitat. Wetlands are key for higher and lower plant, invertebrate, amphibian, fish, mammal, reptile, and bird species.

#### **5.3.4 Farmland**

Farmland is abundant in the Borough, with most of the borough being rural (Waverley Borough Council, 2018b). Agriculture accounts for 16% of the borough's total business revenue, demonstrating its importance in the local economy. The key habitat of principle importance for biodiversity is arable field margins (Waverley Borough Council, 2018a). This habitat is key for rare flora species, in addition to bird and invertebrate species.

#### **5.3.5 Amenity spaces**

Most of the population live in the main urban settlements of Farnham, Godalming, Haslemere and Cranleigh (Waverley Borough Council, 2018b). Amenity spaces are those that can be used by members of the public for leisure and in this case also include recreation grounds, parks, allotments, green spaces within housing estates and senior living areas.

Although the primary purpose for these spaces is the provision of amenity to people they provide opportunities for common bird species, mammals, reptiles, amphibians and higher and lower plant and invertebrate species. Opportunities to enhance these for biodiversity also exists and should be progressed.

On land under the Councils control changes have already been made to the management practices to support the local flora and will continue to be made on additional sites.

#### **5.3.6 Cemeteries and Churchyards**

Most cemeteries and church yards are managed by local town or parish councils; however, the Council manages Sunvale Cemetery in Haslemere and is also

responsible for managing nine closed cemeteries that are important refuges for wildlife.

Many cemeteries or churchyards, still support the rich floral diversity that was once common in Britain before modern farming practices destroyed more than 80 percent of our wildflower grasslands. Meadow saxifrage, pignut, bulbous buttercup, cuckoo flower and orchids can flourish between graves. It can be relatively easy to re-establish and increase the numbers of locally rare plants found originally in semi-natural grasslands by altering the grass management practices.

Alterations to the grass management of Cemeteries and churchyards that the Council manages have already occurred to support wildflowers, insects and pollinators. following the adoption of the Living Churchyard campaign supported by the Surrey Wildlife Trust and the Diocese of Guildford.

### **5.3.7 Road Verges**

The Council is responsible for the management of roadside verges across the borough as part of an agency agreement with Surrey County Council highways department. This accounts for over 106 ha of roadside verges. Road verges support a diversity of habitats and are key to providing connectivity to biodiversity across the landscape. Over 700 species of wildflower grow on the UKs Road verges nearly 45% of our total flora. And where wildflowers lead, wildlife follows with a multitude of bees, butterflies, birds, and bugs supported by these verges.

However, our road verges are under considerable pressure. Priorities for safety and access, alongside budget constraints, a desire for neatness and difficulties with the collection of litter and grass clippings all mean that enhancing their wildlife value is often low on the list.

During 2021 the Council trialed Plantlife's "No Mow May" and "Let it Bloom June" campaigns to start addressing biodiversity losses and to promote our verges as wildlife refuges. Over the coming years grass cutting operations will be constantly reviewed and improved to ensure the optimum areas are targeted and that the Council embeds Plantlife's 'The Good Verge Guide' wherever possible as one strand of our overall strategy to improve biodiversity across the Borough.

### **5.3.8 Hedgerows**

Hedgerows are vital systems of connectivity as they criss-cross the landscape not only providing valuable habitat for our wildlife but connecting other habitats that would be otherwise be fragmented.

Habitat fragmentation limits the distribution of some species and is thought to be a threat to the survival of others in this country. Fragmentation is dangerous as isolated populations are more at risk of local extinction and without corridors the populations cannot recover. The wildlife corridors provided by hedgerows can alleviate negative impacts of this fragmentation by allowing movement between other areas of habitat. Flying insects like butterflies need sheltered conditions provided by hedges to be able to gain and retain the heat necessary to fly.

Protected species, such as dormouse, most species of bat and great-crested newt require well connected networks of hedgerows, rather than individual hedgerows, emphasising the importance of hedgerows at a landscape level. Bats use them to commute between roosting and feeding sites and the shelter hedges provide makes it easier for them, and importantly their insect prey, to fly on windy nights.

Poor quality, fragmented hedges are also known to be detrimental to several farmland birds. Understanding the importance of hedgerows in our countryside and promoting the restoration, health and extent of these connectivity superhighways will be crucial in achieving positive biodiversity and working ecological systems.

## 6 Ecological threats and challenges

One of the biggest threats to Surrey's countryside comes from the climate and ecological emergency. Wildlife habitats are at risk, and many of our native species face extinction. The climate emergency and the impact of human activity are degrading the natural environment, resulting in the loss of biodiversity. Biodiversity is in decline and a third of Surrey's wildlife is now either extinct or heading that way.

In 2017 the State of Nature Report for Surrey surveyed 4,242 species and concluded that:

- 12% were now extinct
- 21% were under threat
- 15% were stable
- 3% were increasing
- 49% were not in trouble

Understanding the ecological threats to biodiversity within Waverley borough is critical in the development of this Biodiversity Policy to ensure that it reflects the actions required to mitigate these.

The ecological threats are presented in Table 3, along with the proposed mitigation in relation to the Biodiversity Policy and the relevant policy number.

**Table 3: Ecological threats and challenges and proposed mitigation measures**

Ecological Threat and Challenge	Source	Impact on biodiversity	Proposed mitigation relevant to Biodiversity Policy	Relevant Biodiversity policy statement number
Climate change	Increased carbon emissions	Loss in biodiversity Increased invasive non-native species and pests Significant changes to weather patterns including increased drought, flooding, fire risk. Changes to species ranges either reduction or expansion.	Increased habitat resilience Habitat management to improve condition Improved education programme Increased collaboration across community Monitoring of performance Liaison with Development Management to ensure major projects and those affecting the Nature Recovery Network (SNCIs) have appropriately considered impacts to biodiversity.	1, 2, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13
Pollution	Pesticides, dog fouling, litter, unauthorised motor vehicles, untreated storm-water runoff. Air pollution from smoke, vehicle exhausts and particulates such as tyre rubber and microplastics.	Habitat degradation Habitat loss	Increased habitat resilience Habitat management to improve condition Improved education programme Increased collaboration across community Monitoring of performance	1, 2, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13
Disturbance	Free roaming people, dogs, cats Increased visitor use	Disturbance to breeding birds, resulting nest success	Education programme	6, 7, 12
Habitat loss	Unauthorised or inappropriate development of common land and wildlife habitats. All development that does not deliver biodiversity net gain will cause habitat loss.	Habitat loss and degradation	Liaison with Development Management to ensure environmental impacts have been considered at the planning level.	5
Inappropriate habitat management	Poorly designed management plan Poorly implemented management plan Lack of management plan High frequency mowing  This applies equally to residents' gardens, e.g., excessive hard landscaping, intensively treated lawns, artificial turf, use of pesticides.	Habitat degradation Habitat loss	Education programme across the delivery team (contractors and employees) Ensure a recent management plan has been developed for each habitat/open space type and ensure biodiversity measures are incorporated Land within a BOA to be managed in line with the BOA objectives  Consider developing a programme to encourage nature friendly gardening across the Borough.	1, 2, 6, 7, 9, 10, 11, 12, 13, 14
Invasive non-native species and pests	Introduction of invasive non-native species through poor biosecurity measures	Habitat degradation Habitat loss	Development of best practice measures to be shared with employees, contractors, and partners across Waverley borough. Implementation of biosecurity measures during habitat management works. Control of invasive species on Council managed land.	1, 6, 7, 10, 14
Resource and investment	Budgetary restrictions	Lack of funding and staff resource to implement management and monitoring strategy.	Enhance volunteer opportunities across the borough. Link these to social prescription opportunities. Identify alternative funding opportunities.	3, 4, 8



## **7 Vision, aims and objectives**

### **7.1 Vision**

In managing its green spaces, the Council's vision is to improve the natural environment of Waverley by enriching the biodiversity of the borough, increasing habitat connectivity across the landscape, and providing a central biodiversity community hub to promote, encourage and enhance community engagement and linkages across the borough.

### **7.2 Aims and objectives**

The Biodiversity Policy aims to:

- Ensure open spaces are managed to maximise biodiversity and provide access to diverse open spaces to residents
- Ensure the Council operates within the law and adheres to best practice
- Raise awareness of the benefits and value of good quality, accessible, biodiversity rich open spaces
- Identify priorities for future investment and ensures the best use of available resources
- Plan for and mitigate the effects of climate change
- Support the delivery of local initiatives
- Develop and deliver a robust monitoring strategy
- Develop a coherent and coordinated plan for nature recovery, restoration and protection across Waverley that integrates with the relevant Local Nature Recovery Strategy as required by the Environment Act 2021.
- Provide a framework for biodiversity net gain initiatives based on planning approvals across Waverley.

## 8 Summary of policy statements supporting the Biodiversity Policy

The Biodiversity Policy statements are presented in Table 4.

**Table 4: Policy statements**

Topic	Statement number	Statement
Habitat management	1	Habitats the Council manages should be in good or very good condition and we will prioritise management and habitat creation to maximise biodiversity and connectivity across the landscape.
	2	The Council will ensure there is a current habitat management plan or statement for all sites or habitat types it manages and that these fully consider habitat connectivity.
Biodiversity Funding	3	The Council will ensure the efficient use of existing resources and identify future opportunities for natural capital delivery by S106, Community Infrastructure Levy (CIL), or any other external funding wherever possible to maintain and improve greenspace infrastructure.
	4	Where the Council identifies suitable opportunities to accept biodiversity net gain offset funding on its own land, or where it is directly delivering projects, we will aim to deliver 20% biodiversity net gain for those developments wherever possible.
Planning	5	The Council will ensure Development Management consults the Greenspaces team for planning applications that create new green spaces, have a landscaping strategy, impact common land and/or impacts a SNCI, have implications for the LNRS and/or are seeking BNG offsite opportunities.
Education	6	The Council will identify training needs and deliver a training programme for the organisation and its contractors to ensure Biodiversity Policy principles are embedded throughout the organisation.

Topic	Statement number	Statement
	7	The Council will assist with the signposting of best practice guidance, in partnership with key stakeholders in managing habitat and biodiversity; and ensure its own operations are undertaken following best practice.
	8	The Council will work in partnership with primary care givers and community support teams to deliver green social prescription measures within its green spaces.
Communication	9	The Council will develop a communication strategy in relation to biodiversity initiatives and maintenance works, specifically identifying the objective of the initiative, method of delivery and outcomes.
Partnerships	10	The Council will cultivate positive partnerships across the borough and identify key projects it can support, sharing resources, where possible and proactively engaging with the local community and local authorities.
	11	The Council will extend data sharing agreements with external organisations to increase efficiency and accuracy of data used for management and monitoring.
Monitoring	12	The Council will develop a costed monitoring regime across all sites or habitats it manages to support and guide their management.
	13	The Council will review this policy every five years, or as required, and will report to Council and the community on the delivery of this Biodiversity Policy and Action Plan.
Third Parties	14	The Council will ensure that third parties maintaining council-owned land, comply with the Biodiversity Policy. When maintaining land on behalf of a third party, the principles of this policy will be delivered as a far as possible.

## **9 Habitat management**

### **9.1 Habitat designation**

The green spaces that the Council manages can be broadly divided into three categories:

- Protected sites
- Common land
- Other sites (road verges, housing areas, amenity spaces, parks & recreation grounds and cemeteries and churchyards)

#### **9.1.1 Protected sites**

The Council has a legal obligation to look after sites that are protected by law (statutory designated sites). These include SPA, SAC, SSSI and LNR. Higher Level Stewardship funding is used to manage these sites and management plans have been prepared for these. Site management is overseen by the Councils countryside ranger team. Management plans detail the monitoring regime, along with reporting requirements, to ensure the management objectives are being met.

#### **9.1.2 Common land**

The Council manages large and small areas of Common land spread across the borough, often the above designations overlap some of these areas of Common land. Accordingly, some of these sites have management plans prepared whilst other areas do not. Site management is overseen by a combination of the Councils countryside ranger team, tree officers and green spaces officers.

#### **9.1.3 Other sites, including woodland and grassland.**

There is a great variety of these sites across the borough in urban and rural areas, often being the nearest greenspace that resident's access for recreation, leisure, and dog walking activities. Site management in the main is overseen by the Councils greenspace and tree officers, however some sites are ranger led and on occasions the countryside ranger team have led volunteer groups. Although in general, most of these sites do not have a management plan in place, most woodland sites have or are in the process of getting, a woodland management plan which incorporates biodiversity (see appendix 2).

### **9.2 Management Plans**

Habitat management plans would be essential for the successful management of land. They provide an assessment of the biodiversity features present, the threats to these

and detail how they are best managed to maximise biodiversity. The absence of suitable information on the current ecology and habitat condition of a site (baseline condition) makes it challenging to make informed decisions on management measures. Ecological threats such as climate change, habitat degradation and visitor pressures can take some time to result in a measurable change in the local ecology. Therefore, undertaking surveys using a consistent methodology is crucial to ensuring the information collected can be used to make meaningful decisions with regards to management. The absence of data can mean the management measures implemented do not result in the desired effect and are detrimental to the local ecology.

Standard habitat condition assessment methods currently exist, and it is recommended that these are followed consistently across all sites managed by Waverley Borough Council. Surveys would need to be undertaken by experienced and qualified ecologists on a contracted basis.

Once the information is collated it will be possible to determine the priorities in relation to habitat creation and management, focusing on areas that are of poor or moderate condition that, if improved, are essential to creating and enhancing habitat connectivity across the landscape as well as sites that are in good condition, but which without appropriate ongoing management would quickly deteriorate with an associated loss of biodiversity. This could be supported by aerial imagery to identify key areas deficient in habitat connectivity and liaising with community groups. Identifying how these relate to BOAs and BOA policies is also essential for providing a coherent and robust biodiversity approach across the borough.

The absence of a management plan does not mean a site is poorly managed but does mean it is harder to ensure the management objectives are being understood and met. The core of this policy is the enhancement and maximisation of biodiversity and habitat connectivity across the Borough; therefore, it is vital to ensure that consistent management plans and strategies are prepared for all sites being managed by the council.

### **9.3 Status of site management plans with the Council**

The Council currently has 48 active management plans and statements that cover the statutory designated sites, non-designated sites, and common land sites it manages (Appendix 2). In addition to these site management plans the Council has or is in the process of producing 27 woodland management plans for most of the woodland sites it manages (Appendix 2).

Furthermore, to ensure biodiversity opportunities are maximised across all sites managed by the Council management plans should be considered for:

- Parks and recreation grounds
- Cemeteries and churchyards
- Housing estates and senior living areas
- Road verges

These management plans or statements do not need to be extensive, however they do need to have clear objectives, detail management measures, and include a robust monitoring strategy to report on progress.

Maintaining current and comprehensive site management plans and woodland management plans will allow the Council to deliver its Biodiversity Policy coherently across the borough, provide leadership to other landowners and will inform the public on the Council's progress in delivering this Biodiversity Policy.

**Policy statement 1**

Habitats the Council manages should be in good or very good condition and we will prioritise management and habitat creation to maximise biodiversity and connectivity across the landscape.

**Policy statement 2**

The Council will ensure there is a current habitat management plan or statement for all sites or habitat types it manages and that these fully consider habitat connectivity.

## **10 Biodiversity Funding**

### **10.1 Existing Funding Sources**

The main source of funding for Parks and Countryside management works is obtained through the Councils revenue and capital budget programme. The Parks and Countryside team plan revenue spending in line with service priorities and submit annual capital bids to cover projects requiring additional funding where revenue budgets are unable to cover costs.

The costs of managing key green spaces are currently partially covered by Higher Level Stewardship and Countryside Stewardship grants. These will gradually be transferred to the Environmental Land Management (ELM) schemes in the future. These schemes should be supplemented by Council budgets to fully meet all the management objectives.

### **10.2 Other funding sources**

Other sources of funding include CIL which is a charge to support the new infrastructure required to support new development and Section 106 agreements.

Natural Capital funding opportunities refers to financial investments to conserve the value of the natural environment for the long term (Natural Capital Coalition, 2016). Opportunities to attract Natural Capital funding should be explored by the Council to contribute towards the funding of managing open spaces.

### **10.3 Biodiversity Net Gain**

Biodiversity net gain is a method of determining whether development will have a positive impact on biodiversity. The Environment Bill received Royal Assent in 2021 and following a two-year transition period all eligible planning applications will need to demonstrate projects will result in a minimum 10% biodiversity net gain. Biodiversity net gain is calculated and interpreted following eight principles and rules, as defined in (Parks, et al., 2021).

The Bill also includes a new requirement for Local Nature Recovery Strategies (LNRS), and these are intended to integrate with the National Recovery Network, and with the new Environmental Land Management (ELM) schemes brought in by the Agriculture Act 2020.

The LNRS will include a statement of biodiversity priorities for the strategy area made up of:

- A description of the strategy area and its biodiversity.
- A description of the opportunities for recovering or enhancing biodiversity, in terms of habitats and species in the strategy area.
- The priorities, in terms of habitats and species, for recovering or enhancing biodiversity (considering the contribution that recovering or enhancing biodiversity can also make to other environmental benefits).
- Proposals as to potential measures relating to those priorities

This is further supported by (CIEEM, CIRIA, IEMA, 2019) that details, among other things, how to implement biodiversity net gain good practice principles within each stage of a development project's life cycle. The key principles referred to as the mitigation hierarchy must be implemented to habitats and species throughout a project life cycle. These are to:

- Avoid impacts where possible through careful project design
- Minimise impacts where these cannot be avoided
- Restore habitats that are retained or could be impacted by the development
- **As a last resort**, compensate for the loss of or damage to habitats. As a priority these should be compensated for on site, and if this is not possible, offsite offsets can be considered.

The current rate of habitat loss due to development, urbanisation and land use change puts significant pressure on biodiversity (Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services, 2019). The State of Surrey's Nature report reflects the continued threat to biodiversity at a local level (Surrey Nature Partnership, 2019c). It is therefore key to ensure ambitious targets are set to halt, and where possible reverse biodiversity declines within the Borough.

The Surrey Nature Partnership (SNP) is a Local Nature Partnership that is formally recognised by the Department of Environment, Food and Rural Affairs (DEFRA) and has the purpose of championing the value of the natural environment in decision-making at all levels. In November 2020, Surrey Nature Partnership produced a position statement recommending that Surrey's planning authorities adopt a 20% minimum biodiversity net gain for all development (Surrey Nature Partnership, 2020a).

In reviewing the appropriate level of gain, Surrey Nature Partnership assessed:

- Evidence from the national cost/benefit analysis (DEFRA, 2018)
- Surrey's rate of biodiversity loss (Surrey Nature Partnership, 2019c)
- Natural capital approach (Surrey Nature Partnership, 2015b)



DEFRA indicates in its cost benefit analysis that 10% is the **lowest level** of net gain that is required to deliver a genuine net gain or a no net loss; whilst the Natural Capital Committee “indicates that a net gain of 10% or above is necessary to give reasonable confidence in halting biodiversity decline (Natural Capital Committee, 2019).”

The Council wishes to support local developments that incorporate ambitious opportunities for biodiversity. This can be achieved by using land managed by the Council to deliver biodiversity net gain offsets required by developments that cannot deliver biodiversity net gain on their development site.

Where these opportunities are identified, the Council will review the information provided by the ecologist and ensure this has followed the mitigation hierarchy and will aim to deliver 20% biodiversity net gain reflecting the recommendations from Surrey Nature Partnership. Opportunities will also need to link to local priorities, such as reflecting the BOA policies or other initiatives, where these are relevant.

Where the Council is undertaking its own developments, such as delivering housing schemes, it will also aim to deliver 20% biodiversity net gain associated with each development. The Council will need to ensure that the financial impacts of this ambition are fully costed into any planned development schemes.

There will of course be circumstances where this is either not possible or practical to deliver 20 % biodiversity net gain, in these situations the council will endeavour to deliver as much as possible increases over the minimum 10% biodiversity net gain required by law.

#### **10.4 Biodiversity net gain income**

Delivering biodiversity net gain offsets for third parties can provide a source of income for the Council to enhance biodiversity where perhaps it would not normally have these funds available to do so on its land. This is currently a very relevant area of discussion and development across conservation organisations and over the next few years will become an established part of planning processes.

Natural England are currently developing a Biodiversity net gain (BNG) sites register. This will include information about any site being used to deliver BNG. It will be publicly assessable and detail the baseline biodiversity value of the delivery site and the expected future biodiversity value of that site.

The delivery of BNG “offsets”, or more correctly offsite BNG, should be linked to the LNRS.

Considering the above, several developers will be seeking biodiversity offsets to meet their biodiversity offsetting obligations. This could provide a source of income for Waverley Borough Council. To determine the potential income that could be generated, Waverley Borough Council will need to understand the potential biodiversity units that could be delivered within its landholding. To achieve this, Waverley Borough Council could:

- Develop a register of offset opportunities by establishing current baseline biodiversity units, identifying measures to improve habitat condition, and determining the biodiversity units that can be delivered with the implementation of these management measures.
- Liaise with the Development Management team to identify third parties requiring offset opportunities.

Of note, the income generated through the biodiversity net gain scheme can only be used for habitat improvements to generate biodiversity net gains and cannot be used for other purposes. Waverley Borough Council would need to do a cost-benefit analysis looking at different funding opportunities to determine the most economically viable options.

The Council's Greenspaces team will therefore need to liaise regularly with the Council's Development Management team, to ensure that such opportunities are identified.

**Policy statement 3**

The Council will ensure the efficient use of existing resources and identify future opportunities for natural capital delivery by S106, Community Infrastructure Levy (CIL), or any other external funding wherever possible to maintain and improve greenspace infrastructure.

**Policy statement 4**

Where the Council identifies suitable opportunities to accept biodiversity net gain offset funding on its own land, or where it is directly delivering projects, we will aim to deliver 20% biodiversity net gain for those developments wherever possible.

## **11 Planning**

### **11.1 Planning Policy**

Development Management is a core service within the Council to deliver priorities for biodiversity throughout the borough. The Local Plan (Part 1 and Part 2) detail planning policies that relate to biodiversity that new developments need to consider, however collaboration across all Council's services is essential to ensure biodiversity is protected and enhanced throughout all activities within the borough.

Currently there is a Climate and Sustainability Supplementary Planning Document (SPD) that is being prepared by the Council's Planning Policy team, this details how the Council will consider climate change when assessing planning applications.

The SPD will provide further guidance to support the following policies in the adopted Local Plan Part 1:

- Policy CC1: Climate Change
- Policy CC2: Sustainable Construction and Design
- Policy CC3: Renewable Energy Development
- Policy ST1: Sustainable Transport

The SPD is expected to cover the following:

- Use of renewable and low carbon energy supply systems in new developments
- Site layout, orientation of buildings and the landscape
- Climate change resilience and adaptation
- Use of sustainable resources and materials and sustainable management of waste
- Water efficiency
- Design to encourage use of sustainable forms of transport

Our planning policy service have indicated that the section on 'site layout, orientation of buildings and the landscape', is intended to provide guidance on trees, landscaping, local food growing, green infrastructure, integrating green infrastructure into development, linking of green spaces to make wildlife corridors and biodiversity net gain in green and blue infrastructure.

### **11.2 Consultation**

More specifically, some of the major applications involve the creation of green spaces (e.g., green infrastructure, Suitable Alternative Natural Greenspaces (SANG)) which will need to be managed by the Council therefore it is important that input is provided at the earliest opportunity to ensure this reflects the Council's policy requirements.

Development Management should liaise with the Parks & Countryside team, requesting consultation responses for all major applications and applications where landscaping strategies have been submitted and any applications where SNCIs or common land are likely to be adversely impacted by a proposed development.

The Parks & Countryside team will then review the information to determine whether appropriate objectives have been considered in line with the Biodiversity Policy, BOA policies, local biodiversity objectives, have appropriately considered green infrastructure design and considered how the plans would contribute towards climate change resilience.

**Policy statement 5**

The Council will ensure Development Management consults the Greenspaces team for planning applications that create new open spaces, have a landscaping strategy, impact common land and/or impact an SNCI, have implications for the LNRS, and/or are seeking BNG offsite opportunities.

## **12 Education**

### **12.1 Securing successful delivery of policy**

Education is critical for promoting action such that people can understand and address the impacts of the climate and biodiversity crises. Whilst the Council can be a leader by its own actions, the successful delivery of this Biodiversity Policy requires all employees, contractors, local authorities, local community groups and residents to develop and enhance their knowledge, skills, values, and attitudes required to combat climate change and improve biodiversity.

The key areas of education are:

- Ensuring the policy principles are fully embedded within the Council organisation and its staff and contractors
- That town and parish councils and other local volunteer groups; are supported in delivering biodiversity initiatives throughout the borough by being directed towards the latest best-practice guidance
- For residents to inspire and guide, so that they better connect with biodiversity and open spaces, benefitting their physical and mental health

### **12.2 Methods of achieving education**

#### **12.2.1 Within the Council**

To ensure the Biodiversity Policy is adhered to and embedded across the organisation and its activities, the Council needs to identify training needs for its members, workforce, and contractors, specifically targeted for each team such that they can understand the relevance to their role.

This can be achieved by; appointing a biodiversity officer and supporting well-resourced, knowledgeable, and well-trained specialist staff who consult with the teams across the organisation and develop a bespoke training programme. Key biodiversity champions across different sectors of the organisation can also be identified that inspire others to act. Through this process, employees and contractors will be made aware of relevant legislation and policies so they understand their responsibilities and can make informed decisions that ensure the protection and enhancement of biodiversity throughout the borough. For some employees and contractors their actions can directly impact biodiversity, for example where they undertake habitat management, whilst for others such as office-based staff, the link between their actions and biodiversity may be less obvious. It is therefore essential to consult with the staff before training is provided to understand the training needs.

### **12.2.2 Town and Parish Councils and local community groups**

Town and Parish Councils, along with other stakeholders, were consulted on the biodiversity policy. A key theme that emerged as part of the consultation was the need for the Council to lead on biodiversity action and provide support in terms of best practice guidance. Many of the Town and Parish Councils have been developing their own biodiversity strategies and policies reflected in Neighbourhood Plans and other initiatives (Table 1). Throughout the consultation a lack of resources was identified as a limitation to delivering biodiversity enhancements at a local scale, with volunteers playing a key role for the delivery of habitat management at a local level.

Having a consistent approach across the borough is core to maximising biodiversity, therefore the Council can support Town and Parish Councils and local community groups by ensuring these groups are invited to send representatives to the many County Council led forums including access to the Natural Nature Partnership and Land managers groups as well as other partnership meetings hosted by organisations such as the Wildlife trusts and National Trust to provide information sharing and development opportunities.

### **12.2.3 Residents**

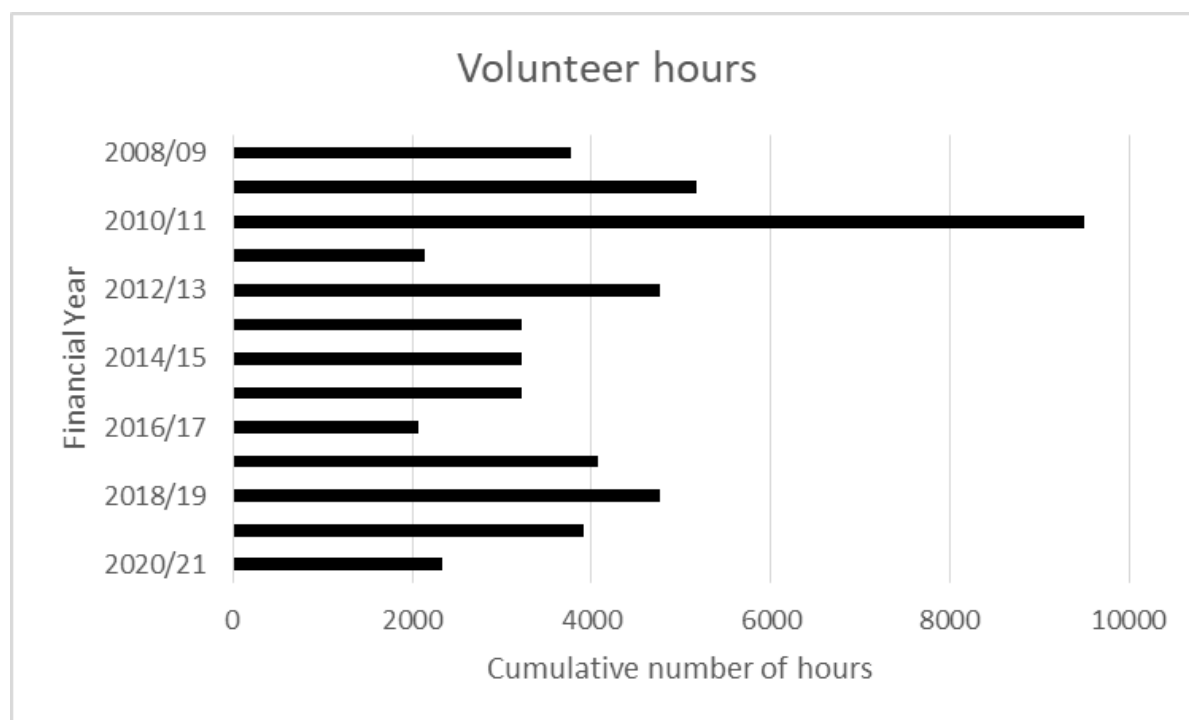
The Council can support residents in promoting biodiversity by:

- Increasing its engagement with volunteers
- Promoting community involvement with Greenspaces and their management
- Identifying and communicating measures that businesses, residents and landowners can implement to benefit biodiversity

## **12.3 Benefits for the Council with Volunteer work**

Volunteers play a crucial role in delivering habitat management across green spaces within the Borough. Currently the Council has around 300 registered volunteers, with numbers increasing year on year. Over the last 13 years, volunteers have contributed 53,000 hours to the Council, saving the organisation over £513,000 (Figure 4). Volunteer effort is critical for the promotion of biodiversity and benefits the local community through physical and mental health well-being. Current volunteer programmes take place on sites that have the highest profile and greatest wildlife interest, including Frensham Common, Farnham Park, Mare Hill Common and Blackheath Common. Less frequent sessions take place on selected other council sites which have a particularly strong local community interest.

Figure 4: Summary of volunteer hours between FY 2008/2009 and 2020/2021



The sessions are open to all and are advertised on the Council webpages, site posters, and in some instances through collaboration with a local resident’s association. They are well received and attended by both residents and those living further afield. People value the opportunity to be involved in their local greenspaces and to work on sites of high conservation status.

The work carried out by volunteers during these sessions is varied but has a strong focus on habitat improvements and species conservation. Volunteers assist the Council with clearing scrub from protected heathland, improving ponds for great crested newts and other species, removing invasive plant species from valuable wetland habitats, and woodland management such as clearing sunny glades, coppicing, and thinning of saplings. They are also involved in habitat creation projects such as sowing wildflower meadows, constructing tern rafts and building bug hotels.

Away from practical tasks, the Council has also recruited several volunteers to carry out wildlife surveys on key sites on a regular basis, either during a fixed term period or all year round and recording sightings of a particular wildlife group such as birds or butterflies. These records are then sent to the Council, and in some cases also national recording bodies and collated to provide a picture of the status of those species’ groups recorded. This data allows the Council to monitor trends, evaluate the impact of site management works, and if necessary, modify habitat management proposals accordingly.

Volunteers enable the Council to make improvements to sites and undertake projects for which there would otherwise be staff or budgetary constraints. They help the Council to do more with their resources and to complete a wider range of projects. Volunteering enables residents to have a direct role in the management of their local greenspace, gaining a greater appreciation and understanding of the site and the Council's management objectives. This involvement opens channels for dialogue between the Council and local communities, and results in greater levels of trust and co-operation. This can lead to an increased awareness and more responsible behaviour from site visitors who act as the Council's eyes and ears.

#### **12.4 Health and well being**

The benefits of countryside volunteering extend beyond physical improvements to the Council's greenspaces. The considerable health benefits of outdoor exercise, both mental and physical, are widely accepted. Volunteers can meet people and socialise whilst learning new skills, discovering new places and making a positive difference to their local environment

The Covid-19 pandemic has highlighted the importance of being outdoors for people's physical and mental health. In relation to biodiversity, the Council has an opportunity to develop and enhance programmes that deliver social prescription using nature-based interventions and activities such as community gardening, green gyms, and food-growing projects. To inform the design of these programmes, consultation with existing volunteers is required to improve the service and ensure biodiversity needs are being met, as well as objectives for the individuals supporting the Council.

##### **Policy statement 6**

The Council will identify training needs and deliver a training programme for the organisation and its contractors to ensure Biodiversity Policy principles are embedded throughout the organisation.

##### **Policy statement 7**

The Council will assist with the signposting of best practice guidance, in partnership with key stakeholders in managing habitat and biodiversity; and ensure its own operations are undertaken following best practice.

##### **Policy statement 8**

The Council will work in partnership with primary care givers and community support teams to deliver green social prescription measures within its open spaces.



## 13 Communication

Whilst effective communication on climate change and the biodiversity crisis are essential in acting, evidence suggests engaging on climate change can be challenging (Corner & Shaw, 2018). There is a strong scientific consensus on the detection, attribution and risks on climate change, however, there remains a gap between this narrative and that of policymakers and the public. Impacts may still appear remote and timelines indefinite. It is critical that any communication engages on the local as well as the national and global level to highlight the interconnectivity and immediacy of the crises.

With the impacts of climate change becoming more prevalent in the day to day lives of residents, particularly with severe weather events, it is important for the Council to increase engagement on this issue and to highlight the key role of the Council and residents in protecting and enhancing biodiversity that is within our area of control.

It is key to ensure the communication strategy is developed to maintain and amplify this engagement. In preparing the communication strategy, the Council will embed the following principles for effective communication on climate change and biodiversity crisis:

- Making communication inclusive, accessible and where possible actionable
- Relating information to wider policy areas that matter to the borough's residents, such as health and well-being
- Outlining clear objectives for new initiatives and follow up on the outcome so that residents can see the achievements and progression within their own communities
- Collating and sharing positive stories across the community
- Highlighting areas and initiatives in which residents can become involved

### **Policy statement 9**

The Council will develop a communication strategy in relation to biodiversity initiatives and maintenance works, specifically identifying the objective of the initiative, method of delivery and outcomes.

## **14 Collaborative and partnership working**

### **14.1 Successful policy delivery**

To ensure the successful delivery of this policy the Council must work in a collaborative manner, not only across the services within the Council but also with external partners.

### **14.2 Collaborative working within the Council**

To meet its biodiversity obligations, the Council must ensure that the distinct services primarily of Planning, Housing and Parks & Countryside but not limited to, are working together to ensure consistency in approach and that work is complimentary.

Development Management review planning applications in relation to their impacts on biodiversity, connectivity and consultation with the Parks & Countryside team specifically in the design and management of green infrastructure and landscaping plans. It is therefore essential this consultation occurs, particularly for major developments where new open spaces will be created and where the Council could ultimately be responsible for managing these.

Where our Housing Development team are planning new developments within the borough, a thorough cross service consultation on the design of the developments and their associated greenspaces and provision for gardens and connectivity is required.

### **14.3 Developing partnerships priorities and initiatives**

The Council works with several key partners throughout the borough, presented in Appendix 2 & 3, the successful delivery of this Policy requires collaboration across the borough to continue. Local initiatives through Town and Parish Councils, community groups, businesses and landowners are being delivered throughout the borough and the Council has an opportunity to play a role in supporting and promoting these.

The Council will need to have a good understanding of initiatives proposed and being undertaken within the borough. The development of or sharing of a mapping system that allows the Council and members of the community to identify local initiatives, together with volunteering opportunities, could be an efficient method of drawing these projects together and providing a good baseline of data. Information could include:

- Project location
- Aims of the initiative
- Project details
- Key outcomes for biodiversity

- Start and end dates
- Whether the project requires external funding or resources
- Identifying volunteering opportunities

This information will allow the Council to determine the type of support that can be provided and prioritise based on whether this directly reflects the objectives of the Biodiversity Policy, allowing resource sharing to be identified for the efficient and cost-effective delivery of these initiatives.

#### **14.4 Stakeholder consultation**

Furthermore, to understand community needs, the Council will consult annually with relevant stakeholders and residents specifically in relation to:

- The delivery of programmes to enhance biodiversity and community engagement
- Upcoming works and management of greenspaces to benefit biodiversity to ensure clear aims and outcomes are being communicated
- Identifying additional methods that the Council can develop and enhance partnerships

The Council could create a coordinating body where representatives of community groups and Local Councils can review biodiversity projects, swap ideas, seek advice and discuss good practice. This would require additional staffing resource to achieve.

The effective delivery of habitat management measures not only requires a monitoring programme, but also excellent data on which to make informed decisions. Data is being collected by several stakeholders and stored at the central repository at Surrey Biological Information Centre (SBIC), the Council has an opportunity to extend and enhance the data sharing agreements with its partners.

#### **Policy statement 10**

The Council will cultivate positive partnerships across the borough and identify and add key projects it can support, sharing resources, where possible and proactively engaging with the local community and local authorities.

#### **Policy statement 11**

The Council will extend data information sharing agreements with external organisations to increase efficiency and accuracy of data used for management and monitoring.

## **15 Monitoring**

### **15.1 Management plan monitoring**

The importance of monitoring in relation to management plans has previously been referred to in Section 9, Habitat Management and it is key element to the Council realising its biodiversity ambitions.

### **15.2 Biodiversity Net Gain monitoring**

Under the regulations introduced by the Environment Act 2021, Habitat enhanced or created to achieve Biodiversity Net Gain must achieve the distinctiveness and condition forecast and be managed and maintained over the long-term to benefit wildlife. BNG requires habitats be secured for at least 30 years, which means they must be managed and monitored.

Management plans and the monitoring programmes must be long term to achieve this, circa 30 years. Biodiversity reporting will be a statutory requirement, because of the changes to the NERC Act introduced by the Environment Act 2021.

### **15.3 Protected Site Assessments**

Presently on the most highly protected sites the Council manages which are Sites of Specific Scientific Interest (SSSI), condition monitoring is assessed and reported on by Natural England's using their habitat assessment methodology.

SSSIs safeguard England's most important areas of natural heritage. Monitoring and reporting on the condition of these sites is a vital part of Natural England's statutory responsibility to conserve and protect them.

The objectives of SSSI monitoring are:

- To provide evidence to support site management, and provide feedback to land managers to deliver the best environmental outcomes
- To assess the effectiveness of interventions, and enable us to report on our corporate plan targets and reporting responsibilities
- To improve the future delivery of Natural England's protected sites responsibilities, for example through improved guidance and training
- To contribute to our monitoring and understanding of long-term changes in the natural environment, including delivery of Favorable Conservation Status for habitats and species
- To support landscape scale delivery of outcomes, as important components of resilient, ecologically functional networks, and ecosystem services

- To support Natural England’s regulatory and enforcement responsibilities, including as part of the evidence presented in public inquiries and court cases

The SSSI condition assessment categories used to determine the condition of the protected sites the Council manages are defined in appendix 4.

#### **15.4 SNCI reporting**

SNCIs form part of the key ecological assets across the borough, of which there are 170 sites and are central to delivering the UK government’s Nature Recovery Network (Department for Environment, Food and Rural Affairs, 2020).

The aim of the Nature Recovery Network is to:

- Enhance sites designated for nature conservation using habitat restoration and creation, enhancing corridors and develop steppingstones so that wildlife can move across the landscape
- Improve the landscape’s resilience to climate change
- Reinforcing natural and cultural diversity across the landscape
- Benefitting health and well-being

The majority of SNCIs in the borough are in private ownership, with some being managed by the Council. SNCIs are protected under the planning system under policy NE1 of the Local Plan Part 1 that protects them from direct and indirect impacts from development. Their lack of statutory protection does not lessen their importance and nor should it lessen the perception of their importance as they play a vital role in conserving the natural heritage and form important linkages between core habitat areas, thus their protection and management is key to delivering a resilience landscape for biodiversity recovery and form part of the Nature Recovery Network.

DEFRA published guidance in 2006 with respect to monitoring SNCIs (DEFRA, 2006) which is further updated by Surrey Nature Partnership (Surrey Nature Partnership, 2019b). Monitoring should aim to identify whether the habitats within the SNCIs are in good or very good condition, and where they are not determining remedial management activities to ensure habitat quality and biodiversity are maximised (Gibbs, 2008). Sites supporting woodland should be monitored every 10 years, whilst those with grasslands and other less stable habitats should be monitored every five years.

To date the Council does not have an SNCI monitoring strategy therefore this will be developed as part of this Biodiversity Policy. The monitoring programme could be

undertaken over a five-year period with key Council owned sites prioritised to reflect the objectives of this biodiversity strategy, specifically ensuring connectivity is enhanced across the landscape. This should also be phased with the Local Plan review cycle (Surrey Nature Partnership, 2019b).

As indicated under section 11 Planning, where an SNCI is likely to be directly or indirectly impacted by a proposed development, the Development Management team will liaise with the greenspaces team to ensure impacts have been appropriately considered, and mitigation measures developed.

The key to protecting, managing, and restoring biodiversity across the borough is likely to be the LNRS. This should include all existing sites of conservation value, including SNCI's, as well as adjoining and connecting areas identified as BOAs, and any areas that could contribute to nature restoration in Waverley. It should also consider neighbouring LNRS and connectivity between and through our landscape.

**Policy statement 12**

The Council will develop a costed monitoring regime across all sites or habitats it manages to support and guide their management.

## 16 Third Parties

### 16.1 Devolution

Where land is transferred to Town and Parish councils through devolution; the Council will ensure the explicit expectations about the implementation of this Biodiversity Policy are communicated to these bodies and seek to negotiate covenants within the transfers to make the following of such compulsory. The Council will encourage the adoption of this Biodiversity Policy and future updates for future land maintenance.

### 16.2 Council land managed by other parties

Where land is leased out to sports clubs, conservation, or other community organisations, see list in Appendix 2; the Council will ensure the expectations of this Biodiversity Policy and other related policies are communicated to these bodies and we will seek to influence and encourage these organisations. Where opportunities arise through new lease or licence negotiations the Council will ensure the requirements of this policy are fully embedded into any agreements.

### 16.3 Land owned by other landholders

Where the Council carries out work on either land owned by other landowners, either by lease arrangements or agency agreements; the Council will ensure that the biodiversity policy principles are implemented as far as is possible.

Where management works are undertaken on behalf of a Highway Authority, the Council will continue to offer opportunities to enhance sites for biodiversity and increase connectivity across the landscape. This will ensure:

- Biodiversity is prioritised across all activities undertaken by the Council
- Appropriate training and information are provided to all involved, such as councillors, staff, volunteers and contractors

#### **Policy statement 14**

The Council will ensure that third parties maintaining council-owned land, comply with the Biodiversity Policy. When maintaining land on behalf of a third party, the principles of this policy will be delivered as a far as possible.

Note: It is recognised that existing lease arrangements may be difficult and financially costly to alter, to fully implement this Biodiversity Policy. In these cases, the Council would seek to educate and influence third parties wherever possible.

## **17 Policy review and delivery**

### **17.1 Review timeframe**

To ensure the policy is being delivered as per the action plan and reflects current trends and understanding, it will be reviewed by the Greenspaces team every five years, or as required to ensure it is up to date and fit for purpose. Councillors responsible for the parks & countryside portfolio will also assist in the review of the document.

### **17.2 Policy delivery**

Officers will report on the delivery of the policy and action (Appendix 5) every five years to the Council; however, officers will be able to provide informal updates as and when requested.

To be effective and efficient in the delivery of the Biodiversity Policy action plan, the Council will need to ensure that the delivery of the policy is monitored and reported on regularly.

### **17.3 Reporting**

At a corporate level this will be achieved by the usual reporting required for the Corporate Strategy delivery and at the service level this will be achieved by the quarterly updates given by the Head of service reporting to the Overview & Scrutiny Committees.

Throughout the year officers will record against the action plan the status of delivery of each of the action points listed and record and report on any net gains on an annual basis.

#### **Policy statement 13**

The Council will review this policy every five years, or as required, and will report to Council and the community on the delivery of this Biodiversity Policy.



## 18 Glossary

<b>Term</b>	<b>Definition</b>
Climate change	Change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods (obtained from (UNFCCC, 1992))
Biodiversity	The variety of life on Earth and natural patterns it forms (obtained from (United Nations, 2020)
Mitigate	Measures that avoid, reduce, or manage negative effects (Natural England, 2021)
Natural Capital	Natural capital includes certain stocks of the elements of nature that have value to society, such as forests, fisheries, rivers, biodiversity, land and minerals. Natural capital includes both the living and non-living aspects of ecosystems. (Obtained from (HM Treasury, 2020)
Biodiversity net gain	Approach to development and/or land management that aims to leave the natural environment in a measurably better state than it was beforehand (obtained from (CIEEM, CIRIA, IEMA, 2019)
Biodiversity offset	Conservation activities that are designed to give biodiversity benefits to compensate for losses - ensuring that when a development damages nature (and this damage cannot be avoided or mitigated) new nature sites will be created. Where appropriate, biodiversity offsetting is an option available to developers to fulfil their obligations under the planning system's mitigation hierarchy (obtained from (Natural England, 2013).

## 19 Acronyms

BOA	Biodiversity Opportunity Area
BNG	Biodiversity Net Gain
CIEEM	Chartered Institute for Ecology and Environmental Management
CIL	Community Infrastructure Levy
CIRIA	Construction Industry Research and Information Association
DEFRA	Department of Environment, Food and Rural Affairs
ELM	Environmental Land Management
IEMA	Institute of Environmental Management and Assessment
IPCC	Intergovernmental Panel on Climate Change
LNR	Local Nature Reserve
LNRS	Local Nature Recovery Strategy
NHS	National Health Service
SAC	Special Area of Conservation
SANG	Suitable Alternative Natural Greenspace
SBIC	Surrey Biological Information Records Centre
SNCI	Site of Nature Conservation Importance
SPA	Special Protection Area
SPD	Supplementary Planning Document
SSSI	Site of Special Scientific Interest

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## **Appendix 1: Legislative Context**

### **Conservation of Habitats and Species Regulations 2017 (as amended)**

Provides for the protection of Natura 2000 sites (SACs, SPAs and Ramsar sites), European Protected Species and habitats. European Protected Species are protected from:

- Deliberate capture, injury or killing
- Deliberate disturbance of a European Protected Species, such that it impairs their ability to breed, reproduce or rear their young, hibernate or migrate or significantly affect their local distribution or abundance
- Deliberately take or destroy effect
- Damage or destroy a breeding site or resting place
- Keep, transport, sell or exchange any live, dead, or part of a European Protected Species

### **European Protected Species include, but are not limited to:**

- Great crested newt
- Natterjack toad
- Otter
- Smooth snake
- Sand lizard
- All bat species
- Hazel dormouse

### **Wildlife and Countryside Act 1981 (as amended)**

Key piece of legislation consolidating existing wildlife legislation to incorporate the requirements of the Bern Convention and Birds Directive. It includes additional protection measures for species listed under the Conservation of Habitats and Species Regulations 2017 (as amended) and includes a list of species protected under the Act. It also provides for the designation and protection of Sites of Special Scientific Interest (SSSI).

Development which would adversely affect a SSSI is not acceptable except only in special cases, where the importance of a development outweighs the impact on the SSSI when planning conditions or obligations would be used to mitigate the impact. Developments likely to impact on a SSSI will require an Environmental Impact Assessment (EIA).

The Impact Risk Zones (IRZs) dataset is a GIS tool which details zones around each SSSI according to the sensitivities of the features for which it is notified and specifies the types of development that have the potential to have adverse impacts. Natural England uses the IRZs to make an initial assessment of the risk of impacts on SSSIs and to quickly determine which consultations are unlikely to pose risks and which require more detailed consideration. Local Planning Authorities (LPAs) have a duty to consult Natural England before granting planning permission on any development that is in or likely to affect a SSSI.

Further information on specific legislation relating to species protected under the Wildlife and Countryside Act 1981 (as amended) is detailed below, under Protection of Protected Species and Habitats.

### **The Environment Act 2021**

The new Environment Act introduces changes to the Town and Country Planning Act 1990 (TCP Act) and the Natural Environment and Rural Communities Act 2006 (NERC Act) with relevance to biodiversity.

### **Countryside and Right of Way Act 2000**

Amends and strengthens the Wildlife and Countryside Act 1981 (as amended). It also details habitats and species for which conservation measures should be promoted.

### **Natural Environment and Rural Communities Act 2006**

Section 40 of the Act places a duty on local authorities to conserve and enhance biodiversity in England whilst carrying out their normal functions. Section 41 comprises a list of Habitats of Principal Importance (HPIs) and Species of Principal Importance (SPIs) which should be considered. Local authorities are required to publish biodiversity reports. These reports must be published within 3 years of the statute coming into effect and should contain: A summary of the action which the authority has taken over the period covered by the report for the purpose of complying with its duties under section 40 (1) and (1A). A summary of the authorities plans for complying with those duties over the period of five years following the period covered by the report. specified quantitative data relating to biodiversity in any area of land in England in relation to which the authority exercises any functions. a summary of the action taken by the authority in carrying out its functions under Schedule 7A to the Town and Country Planning Act 1990 (biodiversity gain as condition of planning permission) over the period covered by the report. The changes to the TCP Act mandate biodiversity net gain as a requirement for planning permission, and the submission to and approval by the local planning authority of a biodiversity plan.

### **Hedgerows Regulations 1997**

Under these regulations it is an offence to intentionally or recklessly remove, or cause or permits another person to remove, a hedgerow. Important hedgerows are defined in Section 4 of the Regulations. This includes hedgerows that have existed for over 30 years or satisfies at least one criterion listed in Part II of Schedule 1.

### **Wild Mammals (Protection) Act 1996**

Under this act wild mammals are protected from the intentional unnecessary suffering by crushing and asphyxiation.

### **The Commons Act 2006**

Details the provisions made about common land and town or village greens.

### **Health and Safety at Work Act 1974**

Details the general duties that employers have towards employees and members of the public, and those that employees have to themselves and each other. A few regulations also apply including waste management, noise, hazardous waste, Environmental Protection Act 1990.

### **Reservoirs Act 1975**

Details provisions against escapes of water from large reservoirs or lakes artificially created or enlarged. In line with this, councils have the responsibility of taking water level readings, ensuring sluices and outfalls are maintained and cleared. Regular inspections are undertaken by council engineers and the Inspector of Dams.

### **Bathing Water Regulations 2013, as amended**

Details information on the expected water quality at bathing waters. The information is displayed on water safety signs at Frensham Common and on the Waverley Borough Council website.



Appendix 2: Background information on sites managed by Waverley Borough Council

Sites	Locality	Area	Designation	Mgt plan status	Funding	Key habitat	Key species	Current monitoring	Current Leases & Partnerships
Alfold Common	Alfold	Cranleigh	CL 185 Common Land	Mgt Statement Exp 2021		Roadside Verge and Mature Trees			Alfold Parish Council
Clappers Meadow	Alfold	Cranleigh	Public Open Space			Grass			
Birtley Green	Bramley	Cranleigh	CL 149 Common Land	Mgt Exp 2025, Woodland Mgt Plan 2026		Rough grassland, small pond			
Bramley Cemetery	Bramley	Cranleigh	Closed Cemetery			Grass, Scrub and trees	Pyramidal orchid ( <i>Anacamptis pyramidalis</i> ), Greater birdsfoot trefoil ( <i>Lotus pedunculatus</i> ), Ox-eye Daisy, Meadow brown butterfly		Diocese of Guildford
Chestnut Way Recreation Ground	Bramley	Cranleigh	Public Open Space			Grass, Scrub and Trees			
Run Common	Bramley	Cranleigh				Woodland			
Rushett Common & Rooks Hill	Bramley	Cranleigh	Common Land	Mgt Statement Exp 2025, Woodland Mgt Plan 2026		Oak woodland with ash and birch	Rooks Hill is a roadside strip common consisting mainly of grass with a small area of woodland. This runs into Rushett Common which is mainly deciduous woodland, apart from an open area alongside A281		Part leased to Blackheath Cricket Club
Alfold Road	Cranleigh	Cranleigh	CL14 Common Land			Roadside Verge			
Barhatch Road	Cranleigh	Cranleigh	Common land CL219	Mgt Statement Exp 2025		Deciduous woodland mainly oak with ash			
Bedlow Lane	Cranleigh	Cranleigh	CL 219, Common Land	Mgt Statement Exp 2025		Mature Trees and Stream			

Sites	Locality	Area	Designation	Mgt plan status	Funding	Key habitat	Key species	Current monitoring	Current Leases & Partnerships
Cranleigh Common	Cranleigh	Cranleigh	Common land	Mgt Plan Exp 2028		Pond communities, hay meadows, open grassland, woodland fringe, mature trees	Woodland, hay meadow, close mown grass and aquatic features. Plants (Heath speedwell, wild strawberry, tormentil). Great Crested Newt population.	NVC survey 2020	Cranleigh Parish Council, Part Leased Cranleigh Cricket Club & Cranleigh Lions, Summerlands Estate Residents Association SERA Community Volunteers, Cranleigh in Bloom
Cranleigh Mead	Cranleigh	Cranleigh	Public Open Space			Open grassland and mature trees			
Elmbridge Road	Cranleigh	Cranleigh	Common Land, CL14 & CL 221 tiny section of Section 9 land	Mgt Statement Expired		River, Grass Verges,	Woodland belt and open grassland along river frontage. Common land verges under pressure from residential usage.		
Gaston Gate	Cranleigh	Cranleigh	Common Land	Mgt Statement Exp 2025		Open grass verges and roadside deciduous woodland			
Guildford Road	Cranleigh	Cranleigh	Common Land	Mgt Statement Exp 2025			Mainly grass with boundary trees and some small woodland blocks.		
Lashmere Recreation Ground	Cranleigh	Cranleigh	CL14			Open Grassland			
Lucks Green	Cranleigh	Cranleigh	Common land	Mgt Plan Exp 2028		Pond communities, hay meadows, open grassland, woodland fringe, mature trees	Lucks Green is primarily formal grassland with adjoining scrub and hedge along with urbanised areas offering restricted wildlife value, especially considering its size. Plants (Heath speedwell, wild strawberry, tormentil). Great Crested Newt population.	NVC survey 2020	Cranleigh Parish Council, Cranleigh Cricket Club, Summerlands Estate Residents Association SERA Community Volunteers, Cranleigh in Bloom
Queensway Allotment	Cranleigh	Cranleigh	Former Allotments			Grass and Trees			
Queensway Open Space	Cranleigh	Cranleigh	Public Open Space			Grass, hedge and Trees			
Smithwood Common Road	Cranleigh	Cranleigh	Common laand						

Sites	Locality	Area	Designation	Mgt plan status	Funding	Key habitat	Key species	Current monitoring	Current Leases & Partnerships
Summerlands Estate	Cranleigh	Cranleigh	Part Ancient Semi Natural Woodland	Mgt Plan Exp 2027		Part ancient semi-natural woodland and grassland with trees and pond.	The principal habitat of import on Summerlands Estate is ancient semi-natural woodland, with the pond also supporting locally important wildlife communities. And Great Crested Newts. Other habitats include grassland, scrub, and microhabitats such as decaying wood and bare ground	NVC survey 2020	Active Summerlands Estate Residents Association (SERA)
Vine Cottages	Cranleigh	Cranleigh				Grass, hedge and Trees			
Dunsfold Common	Dunsfold	Cranleigh	CL 162 Common Land			Open Meadow, ponds, Trees and Woodland			Leased to Dunsfold Parish Council, Dunsfold Cricket Club
Bulls Head Green	Ewhurst	Cranleigh	CL 134 Common Land			Grass and Trees			
Ellens Green	Ewhurst	Cranleigh	CL 135 Common Land	Mgt Statement Exp 2025		Mown grass, deciduous woodland block & individual roadside trees	Roadside common land strip mainly grass verges outside properties with a small block of woodland adjacent to the village hall		
Ewhurst Green	Ewhurst	Cranleigh	CL 133 Common Land						
Ardath	Wonersh	Cranleigh	CL 82,83, 177 Common Land	Mgt Statement Exp 2025		Roadside Verge and mature Trees			
Bisney Cottage	Wonersh	Cranleigh	CL 83 Common Land	Mgt Statement Exp 2025		Roadside Common land strip and woodland			
Blackheath Common	Wonersh	Cranleigh	SSSI, AONB, Green Belt	Mgt Plan Exp 2024	Higher Level Stewardship	Heathland	Birds, Invertebrates	Natural England site assessments, NVC Survey 2016	National Trust, Natural England, ARC
Blackheath Grove	Wonersh	Cranleigh	Public Open Space	Mgt Statement Exp 2022		Woodland			
Lords Hill Common	Wonersh	Cranleigh	Common land CL172, AONB, AGLV	Mgt Statement Exp 2025, Woodland Mgt Plan 2026		Hay meadows	Open areas of grass common land bounded by woodland blocks. The play area is leased to Wonersh Parish Council. There are number of ditches around the outside of the		Leased to Wonersh Parish Council

Sites	Locality	Area	Designation	Mgt plan status	Funding	Key habitat	Key species	Current monitoring	Current Leases & Partnerships
							common and alongside the roads and a stream across the site. The site tends to be wet		
Norley Common	Wonersh	Cranleigh	Common land CL9 SNCI 3324, AONB, AGLV	Mgt Statement Exp 2025, Woodland Mgt Plan 2026		Broadleaved woodland	A mosaic of broadleaved woodland, wet scrub, and marshy areas. The woodland is predominately oak and birch, with willow in the wetter areas and some young ash and sycamore. The understory is hazel, holly, and bramble with patches of honeysuckle.		
Philips Hatch	Wonersh	Cranleigh		Woodland Mgt Plan Exp 2026		Woodland			
Shamley Green	Wonersh	Cranleigh	Common Land	Mgt Statement Exp 2024		Open grassland	The site comprises mainly of common land open grassland including a cricket green leased out, a public house with open space leased out, a pond which holds a population of great crested newts, ditch networks and a roadside woodland strip.		Leased to Wonersh parish Council and Shamley Green Cricket Club
Stroud Common	Wonersh	Cranleigh	Common land CL178	Mgt Statement Exp 2025, Woodland Mgt Plan Exp 2026			Woodland and scrub blocks with several ponds and wet areas and a wooded roadside strip south of Stroud Lodge		
Wonersh Common	Wonersh	Cranleigh	Common land CL182 SNCI 3318, Surrey Hills AONB AGLV.	Mgt Statement Exp 2025, Woodland Mgt plan 2026		Secondary woodland	The larger area of woodland to the east of the B2128 is principally oak with some birch to the northern end. There are many young ash and sycamore seedlings and a dense understory of holly, hazel, and bramble with some hawthorn. The woodland strips to the west of the B2128 consist of oak, ash, willow, and horse chestnut.		Part Leased to Wonersh Parish Council
Badshot Lea Green	Badshot Lea	Farnham	Village Green			Grass and Trees			
Badshot Lea Orchard	Badshot Lea	Farnham	Public Open Space			Grass, Scrub and trees			

Sites	Locality	Area	Designation	Mgt plan status	Funding	Key habitat	Key species	Current monitoring	Current Leases & Partnerships
Badshot Lea Pond	Badshot Lea	Farnham	Common land	Mgt Plan Exp 2031		Pond, wetland communities and open grassland			Local community volunteers and Residents Association.
Badshot Lea Recreation Ground	Badshot Lea	Farnham	Public Open Space			Grass and Trees			Badshot Lea Recreation Ground Committee, Badshot Tennis, Football and Cricket Clubs
Boundstone Recreation Ground	Boundstone	Farnham	Public Open Space			Grass, Trees and Hedges			
Laurel Grove	Boundstone	Farnham		Mgt Statement		Mixed secondary woodland			
Ten Acre Wood	Boundstone	Farnham	Common Land	Mgt Statement Exp 2023		Secondary woodland, Acid Grassland			Residents are active volunteers
Bourne Recreation Ground	Bourne	Farnham	Village green			Grass and Mature Trees			Bourne Sports Club, Bourne Conservation Group
Burnt Hill east	Bourne	Farnham	Common land	Mgt Statement Exp 2024		Mixed secondary woodland and scrub	Ling heather,		Bourne Conservation Group undertake works
Burnt Hill west	Bourne	Farnham	Common land	Mgt Statement Exp 2024		Secondary woodland			Bourne Conservation Group undertake works
Sturt Walk	Bourne	Farnham		Mgt Statement Exp 2025		Woodland, river, grassland			Bourne Conservation Group undertake works.
Compton Copse	Compton	Farnham	Village Green No 17, AGLV	Mgt Statement Exp 2025		Secondary woodland			Residents are active volunteers
Abbotts Cottages	Dockenfield	Farnham	The small square in the far southeast of the site is included in the Ancient Woodland inventory for the southeast.	Mgt Statement Exp 2025		Grass, Hedges, Trees and Secondary Woodland, ASNW	Secondary woodland in a north south orientation to the east of Abbotts Cottages properties, with a public footpath running along the eastern boundary. There is a small square of semi-natural ancient woodland.		
Bealeswood Common	Dockenfield	Farnham	Common land, SNCI, AGLV	Mgt Plan Exp 2029		Secondary woodland,	Birds (Yellowhammer, bullfinch), Plants (higher and lower) (Harebell, devils-bit scabious,	Regular recording of plants,	Community volunteers, Butterfly Conservation,

Sites	Locality	Area	Designation	Mgt plan status	Funding	Key habitat	Key species	Current monitoring	Current Leases & Partnerships
						Unimproved grassland.	ragged robin, lesser spearwort, tormentil, bitter vetch, wild strawberry, sanicle). Nationally rare grassland plant community. Invertebrates: (Silver-washed fritillary, red girdled mining bee, brown tree ant, Abdera biflexuosa, Conopalpus testaceus, Chaetocnema subcoerulea, Coeliodes ruber, Rhagonycha lutea)	butterflies, birds, crickets and grasshoppers by residents. NVC survey 2021	Dockenfield Parish Council
Baldreys	Farnham	Farnham	Public open Space			Grass, Scrub and trees			
Borellis Walk	Farnham	Farnham	Public open Space			Grass, river bank, trees			
Farnham Park	Farnham	Farnham	Park, SANG, AGLV		Higher Level Stewardship, SANG	Grass, meadow, ponds, trees, woodlands, stream			Friends of Farnham Park, Part leased to Grazier, Farnham Cricket Club and Farnham Golf Course
Langhams Recreation Ground	Farnham	Farnham	Public Open Space			Grass, Scrub, Shrub and Mature Trees			Bourne Conservation Group
Mardens Recreation Ground	Farnham	Farnham	Public Open Space			Grass, Scrub, hedge and Trees			
Morley Road Recreation Ground	Farnham	Farnham	Public Open Space			Grass, Scrub, hedge and Trees			
Paradise Wood	Farnham	Farnham		Mgt Statement Exp 2025		Mixed secondary woodland			Bourne Conservation Group
Shepherd & Flock	Farnham	Farnham	Village Green						Leased to Shepherd & Flock Pub
Snayles Lynch	Farnham	Farnham	SNCI	Mgt Statement Exp 2025		Floodplain meadow			
St Andrews Churchyard	Farnham	Farnham	Closed Cemetery			Grass and Trees			Diocese of Guildford
Thurbans Play Area	Farnham	Farnham				Grass and scrub			

Sites	Locality	Area	Designation	Mgt plan status	Funding	Key habitat	Key species	Current monitoring	Current Leases & Partnerships
Frensham Common (including Stony Jump)	Frensham	Farnham	SPA, SAC, SSSI, LNR (Churt Common), AONB, Country Park	Mgt Plan Exp 2030, Woodland Mgt Plan 2030	Higher Level Stewardship	Lowland dry Heathland, lowland wet heathland, bog, mire	Reptiles (All UK native reptiles are present), Amphibians (Natterjack toad and common amphibians), Birds (3 schedule 1, >7 red list, >17 amber list), Invertebrates (Silver studded blue, grayling, lynx spider, Araniella displicata, Philodromus emarginatus, Uloborus walkenaria, purse web spider, angular orbweaver, slavemaker ant, white faced darter, downy emerald, Dalmans leatherbug, Nysius helveticus),	SSSI assessment, Fixed point photography since 2006 (with specific reference to erosion at Kings Ridge), Vounteer research, NVC 2016, Annual Butterfly survey, ongoing breeding bird survey, Ranger surveys	Volunteers, Amphibian and Reptile Conservation (ARC), National Trust, Natural England, Surrey Botanical Society, Surrey Heathland Project, Surrey Bird Club, SARG
Peakfield	Frensham	Farnham	Public Open Space			Grass, scrub and trees			
Hale Recreation Ground	Hale	Farnham	Village Green			Grass and Mature Trees			Hale Recreation Ground Committee, Greenways Nursery School
Hale Reeds	Hale	Farnham	Acquired as Public Open Space & for Housing	Mgt Statement Exp 2024		Grass and Ancient semi natural mixed woodland	The northern part of the site is housing land covered by ancient semi natural mixed woodland of mainly oak, ash, hazel, with a dense understory of hazel, holly, and rhododendron, with a stream meandering through it. The stream emerges from Farnborough Road at a culvert reinforced with bag work in 2013. The southern part is an open grass recreation field with a basketball net at the far end.		
Oast House Crescent Recreation Ground	Hale	Farnham	Public Open Space			Grass and scrub			
Old Park Close	Hale	Farnham	Village Green			Grass			

Sites	Locality	Area	Designation	Mgt plan status	Funding	Key habitat	Key species	Current monitoring	Current Leases & Partnerships
Park View Estate	Hale	Farnham	Public Open Space			Grass and Trees			Park View Residents Association
Sandy Hill BMX site	Hale	Farnham							
Sandy Hill open space	Hale	Farnham				Acid grassland, Secondary Woodland	Reptiles (adder), Plants (ling heather)	Recent monitoring of reptiles carried out by SARG	SARG
Sandy Hill Topfield	Hale	Farnham				Grass, scrub and trees			Leased in from SCC
Heath End Recreation Ground	Heath End	Farnham	Public Open Space			Grass and Woodland			Part leased to Farnham Town Youth FC
Moons Hill Recreation Ground	Rowledge	Farnham	Village Green	Mgt Statement Exp 2025		Secondary Woodland	Secondary woodland with a good mix of tree species including oak, birch, willow, and rowan. There are several ephemeral pools in the more poorly drained areas, but these are shaded.		
Rowledge Recreation Ground	Rowledge	Farnham	Public Open Space			Grass, Hedge and mature Trees			Part Lease to Rowledge Bowls, Cricket & Tennis Clubs
Runfold Recreation Ground	Runfold	Farnham	Public Open Space			Grass, Scrub and Mature Trees			
Shepherds Way	Tilford	Farnham				Grassland			Leased to private tenant
Tilford Nature Reserve	Tilford	Farnham	LNR, AONB, AGLV, Green Belt			Secondary woodland, Alder Carr			
Land adj. Six Bells Roundabout	Weybourne	Farnham							Leased to private tenant
Monkton Lane Football Ground	Weybourne	Farnham				Grass, Hedge, Scrub and Mature Trees			Leased to Farnham Untied



Sites	Locality	Area	Designation	Mgt plan status	Funding	Key habitat	Key species	Current monitoring	Current Leases & Partnerships
Weybourne nature Reserve	Weybourne	Farnham	LNR, Green Belt	Mgt Plan Exp 2028	Higher Level Stewardship	Fen / Wet Grassland and Unimproved Grassland	Wet grassland areas are species rich and support a locally significant population of ragged robin, as well as some other plants of conservation interest such as sneezewort and southern marsh orchid. The most notable finding is that most of what was previously recorded as fen (swamp communities) in 2009 has now reverted to wet grassland which is described as 'moderately species rich to species rich'.	NVC survey 2009, Hydrological survey 2009, NVC Survey 2021	Natural England, Environment Agency, Community volunteers
Weybourne Recreation Ground	Weybourne	Farnham	Public Open Space			Grass, stream and mature Trees			Badshot Lea Football Club
Beldhams Play Area	Wrecclesham	Farnham	Public Open Space			Grass			
Westfield Lane	Wrecclesham	Farnham	Public Open Space			Grass			Leased to Badshot Lea Football Club
Wrecclesham Recreation Ground	Wrecclesham	Farnham	Public Open Space			Grass, Trees			Wrecclesham Recreation Ground Committee, Wrecclesham Cricket, Football & Tennis Clubs
Binscombe Open Space	Binscombe	Godalming	Public Open Space	Mgt Statement Exp 2022, Woodland Mgt Plan Exp 2031		Open grassland with mature woodland fringe	Plants (Devil's bit scabious)		
Copse Side	Binscombe	Godalming							
Elstead Green	Elstead	Godalming	Village Green No 106, CL 235 Common Land			Grass and Mature Tree			Leased to Elstead Parish Council
Elstead Moat	Elstead	Godalming	CL 32 Common Land			Pond and trees			Leased to Natural England
Thursley Road Cemetery	Elstead	Godalming	Closed Cemetery			Grass, Hedges and Trees	Meadow Saxifrage, Sheeps Bit (Jasione montana), Maiden pink (Dianthus deltoides), Brown butterfly		Diocese of Guildford

Sites	Locality	Area	Designation	Mgt plan status	Funding	Key habitat	Key species	Current monitoring	Current Leases & Partnerships
Westbrook Green	Elstead	Godalming				Grass and Trees			
Broadwater Park	Farncombe	Godalming	King George V Playing Field	Mgt Plan Exp 2025, Woodland Mgt Plan Exp 2031		Grass, Sport Facilities, Parkland, Lake and Mature Trees and Woodland	Limited biological interest, some 256 higher plant species were recorded in 1995. Past landscaping, development and intensive sports use of the site has resulted in much of the site being occupied by moderately trampled, species poor mown / strimmed grass.		Broadwater Park Advisory Group, Friends of Broadwater Park, Broadwater Park Volunteers, Leased to Broadwater Golf Course, GAS, Guildford Rugby Club, Godalming Tennis Club, Farncombe CC & Wanderers CC, Godalming Town FC
Canon Bowerings	Farncombe	Godalming				Grass, scrub and trees			
Combe Road Recreation Ground	Farncombe	Godalming				Grass			
Long Gore Woodland	Farncombe	Godalming	Housing Land	Woodland Mgt Plan Exp 2031		Woodland	An area of oak/Scots pine woodland, which was planted late 50's early 60s. The site is flat with a stream to north of the site edged by over mature willow. Limited/ developing shrub layer dominated by holly with field maple to the east		Northbourne Action Group
Longbourne Green	Farncombe	Godalming	Public Open Space			Grass and Trees			
St Johns The Evangelist Churchyard	Farncombe	Godalming	Closed Cemetery			Grass, Shrub and Trees			Diocese of Guildford
The Glade Open Space	Farncombe	Godalming				Grass, scrub and Trees			
The Oval	Farncombe	Godalming				Grass and Trees			
Aarons Hill open and woodland	Godalming	Godalming	Public Open Space	Woodland Mgt Plan Exp 2030		Grass, Mature Trees and Woodland			
Bargate Wood	Godalming	Godalming	Public Open Space	Mgt Statement Exp 2022, Woodland Mgt Plan Exp 2030		Mature Woodland			

Sites	Locality	Area	Designation	Mgt plan status	Funding	Key habitat	Key species	Current monitoring	Current Leases & Partnerships
Burys Field	Godalming	Godalming	Public Open Space			Grass and mature trees			
Crownpits Recreation Ground	Godalming	Godalming	Public Open Space			Grass and Mature Trees			
Frith Hill	Godalming	Godalming	Public Open Space			Woodland			
Holloway Hill Recreation Ground	Godalming	Godalming	QE11 Playing Field, Public Open Space	Woodland Mgt Plan Exp 2030		Grass, Sports Pitches, Mature Trees and Woodland			Holloway Hill Sports Association , Busbridge Tennis Association , Godalming Cricket Club
Home Farm	Godalming	Godalming	Public Open Space	Mgt Statement Exp 2022		Mature Limes	Area of amenity land dominated by avenue of mature limes. Rest of area roughly consists of mown grass and laurel.		
Lammas Lands	Godalming	Godalming	Common						Natural England, EA, part leased to Grazier
Ockford Ridge	Godalming	Godalming				Grass and Trees			
Phillips Memorial Park	Godalming	Godalming	Public open Space		Heritage Lottery Fund (previous)	Parkland, grassland, River frontage, veteran trees	Close cut grass, Cloister, shrub and flowered bed plantings, sports pitches, mature trees, pond and wetland habitats, and shrub margins		Part leased to Godalming & Farncombe Bowls Club, Local Community volunteers
St Peter & St Pauls Churchyard	Godalming	Godalming	Closed Cemetery			Grass, Shrub and Trees	Meadow Saxifrage, Cuckoo Flower, Violets, Lichen, Maidenhair spleenwort (Asplenium trichomanes), Grass Snake (Natrix natrix)		Diocese of Guildford
Hascombe Recreation Ground	Hascombe	Godalming				Grass and Trees			
Amberley Copse	Milford	Godalming	Public Open Space	Woodland Mgt Plan Exp 2030		Mature Woodland			
Amberley Road Play Area	Milford	Godalming	Public Open Space						Leased to Witley Parish Council
Shackleford Common	Shackleford	Godalming	Common land, AONB, AGLV, Green Belt	Mgt Plan Exp 2030, Woodland Mgt Plan Exp 2030		Acid grassland, Secondary woodland	Wild strawberry, Heath speedwell, Ling heather, Tanner beetle, Large aspen mason wasp	NVC survey 2021	Some volunteer group activities

Sites	Locality	Area	Designation	Mgt plan status	Funding	Key habitat	Key species	Current monitoring	Current Leases & Partnerships
Mare Hill Common	Witley	Godalming	SSSI, SPA and SAC, SNCI, AONB, AGLV, Green Belt, Biodiversity opportunity Area	Mgt Plan Exp 2027, Woodland Mgt Plan Exp 2028	Countryside Stewardship	Lowland dry Heathland, lowland wet heathland, bog, mire, Valley mire, Secondary woodland	Reptiles (sand lizard, adder, and common reptile species), Birds (woodlark, Dartford warbler, nightjar), Invertebrates (silver studded blue, small sandpit mining bee, blue carpenter bee, shimmering ruby-tail wasp, pantaloon bee, short-horned furrow bee, yellow spotted sapyga wasp, bear-clawed nomad bee, orange horned nomad bee, small spurred digger wasp, small velvet ant, large aspen mason wasp, golden-tailed robberfly, spring heath robberfly), Plants (higher and lower plants) (dodder, bog asphodel, ling heather, bell heather, bilberry), Fungi (Black tooth fungus, grey tooth fungus, zoned tooth fungus, red-belted bracket fungus)	Volunteer research, NVC Survey 2016, Annual Butterfly survey, On-going Breeding Bird survey, Recording of aculeates and fungi by local experts	Natural England, SARG, Butterfly Conservation Trust, Amphibian and Reptile Conservation (ARC)
Beaconhill Recreation Ground	Beaconhill	Haslemere							
Eight acres	Beaconhill	Haslemere	Public Open Space	Mgt Statement Exp 2024, Woodland Mgt Plan Exp 2029		Woodland	Predominately mature Scot's pine and birch, with scattered beech and sycamore. There are young rowan, sycamore and beech and an understory of holly, rhododendron, bramble, and bracken with patched of bilberry.		
Marchants Hill	Beaconhill	Haslemere	Public Open Space & Recreation Ground Surrey Hills AONB.	Mgt Statement Exp 2024, Woodland Mgt Plan Exp 2029		Woodland and grass	Mature woodland of mainly Oak, Scots Pine with some Birch, Ash, Sweet Chestnut and Sycamore. The understorey is mainly holly and hazel.		The grass area is managed by Haslemere Town Council
Chiddingfold Green	Chiddingfold	Haslemere	CL 167 Common Land			Grass and Trees			Leased to Chiddingfold Parish Council
Chiddingfold Recreation Ground	Chiddingfold	Haslemere				Grass and Trees			Leased to Chiddingfold Parish Council

Sites	Locality	Area	Designation	Mgt plan status	Funding	Key habitat	Key species	Current monitoring	Current Leases & Partnerships
Grayswood Church	Grayswood	Haslemere	CL 341 Common Land, Green belt, Designated AONB & AGLV	Woodland Mgt Plan Exp 2029					
Grayswood Common and St Georges Wood	Grayswood	Haslemere	Common land, SNCI west of A286, AONB (excl. St Georges), Green belt (excl. St Georges)	Mgt Statement Exp 2024, Woodland Management Plan 2029		Mature secondary woodland (Grayswood), Ancient semi-natural woodland (St Georges)			
Grayswood Recreation Ground	Grayswood	Haslemere				Grass and Trees			Part Leased in from National Trust, part leased out to Grayswood CC
Clammer Hill	Grayswood	Haslemere	Common Land, AONB, AGLV, Green Belt	Mgt Statement Exp 2025, Woodland Mgt Plan Exp 2029		Wooded roadside Common Land			
Aitken House adj Woodland	Haslemere	Haslemere				Woodland			
Derby Road Cemetery	Haslemere	Haslemere	Closed Cemetery			Grass, Trees, hedges			Diocese of Guildford
Haslemere War Memorial Recreation Ground	Haslemere	Haslemere	QE11 Playing Field, Public Open Space			Grass, Sports pitches, Mature Trees and Hedges			Part leased to Haslemere Sports Association, Haslemere Lawn Tennis Club & Haslemere Bowls Club
Haste Hill Common	Haslemere	Haslemere	Common land, AONB, AGLV, Green Belt	Mgt Statement Exp 2026, Woodland Mgt Plan Exp 2029		Secondary woodland, Pond			Residents are active volunteers
High Lane Recreation Ground	Haslemere	Haslemere	Public Open Space			Grass, Shrubs, Hedge and Trees			

Sites	Locality	Area	Designation	Mgt plan status	Funding	Key habitat	Key species	Current monitoring	Current Leases & Partnerships
Holdfast Lane	Haslemere	Haslemere	AONB, AGLV, Green Belt	Mgt statement Exp 2025		Wooded roadside			
Shepherds Hill Common	Haslemere	Haslemere	Common Land	Woodland Mgt Plan Exp 2029		Secondary woodland			
St Bartholomew's Churchyard	Haslemere	Haslemere	Closed Cemetery			Grass and Trees			Diocese of Guildford
St Bartholomew's Green	Haslemere	Haslemere	CL 338 Common Land, Conservation Area			Trees and grassland	Plants (violet helleborine)		
St Stephens Churchyard	Haslemere	Haslemere	Closed Cemetery			Grass and Trees			Diocese of Guildford
Sunvale / Shottermill Cemetery	Haslemere	Haslemere	Open Cemetery			Grass and Trees			
Weycombe Road Cemetery	Haslemere	Haslemere	Closed Cemetery			Grass, hedge and Trees			Diocese of Guildford
Weydown Common	Haslemere	Haslemere	Common land CL333, Surrey Hills AONB.	Mgt Statement Exp 2025, Woodland Mgt Plan 2029		Deciduous woodland			
Woolmer Hill North	Haslemere	Haslemere	AONB, AGLV	Woodland Mgt Plan Exp 2029		Secondary woodland			
Woolmer Hill South	Haslemere	Haslemere	AONB, AGLV	Woodland Mgt Plan Exp 2029		Part ancient semi-natural woodland, Secondary woodland incl. mature sweet chestnut coppice			
Woolmer Hill Recreation Ground	Haslemere	Haslemere	QE11 Playing Field, Public open Space			Grass, Sports Facilities, Mature Trees			Part leased to WHSA

### Appendix 3: Waverley Borough Council Partnerships

Partner	Role
Bourne Conservation Group	<p>This group was set up by a resident of the Bourne in 2002 as part of a scheme run by the environmental charity Earthwatch, with the aim of improving the condition of Waverley Borough Council owned Paradise Wood, through which the founder regularly walked. The first project undertaken by the newly formed group was to clear invasive cherry laurel and rhododendron from Paradise Wood, and they formed a strong relationship with Waverley Borough Council which has continued to the present day. The group has grown and expanded, and they now work on several sites in the Bourne, both on behalf of Waverley Borough Council and other landowners. With the agreement of Waverley Borough Council, they carry out one or two workdays a year on Waverley Borough Council owned woodlands in the Bourne and carry out <i>ad hoc</i> works on Langhams Recreation Ground. As well as carrying out practical work, they take an active role in surveying the wildlife in their patch and have carried out several moth surveys in Waverley Borough Council owned Ten Acre Wood.</p> <p>Waverley Borough Council's partnership with the Bourne Conservation Group enables more practical habitat management and wildlife surveying to be carried out on their sites in this area than would otherwise be possible, and therefore helps the Council to manage these sites to a higher standard for biodiversity. The partnership also provides Waverley Borough Council with a vital link to the local community, increasing local awareness in the Bourne of its sites in and their management, and providing a channel for residents to highlight issues and concerns.</p>
Surrey Amphibian Reptile Group (SARG)	<p>SARG assists Waverley Borough Council with amphibian and reptile surveys on several of its sites. This partnership enables these species groups to be surveyed more thoroughly than would otherwise be possible, and for Waverley Borough Council to have access to a comprehensive and up to date data set on herptile species on several its key sites.</p>
Amphibian Reptile Conservation (ARC)	<p>ARC has worked in partnership with Waverley Borough Council to re-introduce the threatened sand lizard to Mare Hill Common, with the aim of establishing a viable breeding population. Suitable heathland habitat was identified, and 50 juvenile sand lizards were released each year from 2011 to 2013 inclusive. Subsequent surveys in 2014 identified several juveniles, which were indicative of a successfully breeding population. ARC also assist Waverley Borough Council in maintaining the heathland in and around the release site in an optimal condition for this species through bringing their large team of experienced volunteers to Mare Hill for a day each winter to undertake scrub clearance.</p> <p>Waverley Borough Council's partnership with ARC has directly facilitated an increased diversity of reptile species on Mare Hill Common, and their ongoing assistance enables the Council to ensure that the introduced sand lizard population continues to thrive. ARC have also added Council rangers to their protected species licence issued by Natural England for the surveying of sand lizard, smooth snake, and natterjack toad, which saves Waverley Borough Council undertaking the administration of obtaining this licence independently. WBC have management agreements with ARC for areas on both Blackheath Common and Frensham Great Pond and Common.</p>
National Trust	<p>National Trust is not only a partner in the local area but is also owns Frensham Great Pond and Common which Waverley Borough Council manages.</p> <p>Together, National Trust and Waverley Borough Council develop management plans for these sites and identifies significant works, changes, infrastructure, and development which need to be approved by National Trust before Waverley Borough Council can deliver the work. A close partnership is essential to ensure threats and opportunities are responded to such that the sites are managed to protect and enhance the biodiversity.</p>
Natural England	<p>Natural England is responsible for ensuring SSSIs remain in favourable condition. Waverley Borough Council works closely with Natural England across the SSSIs it manages to ensure Management Plans are approved and delivered in line with their guidelines and expertise. Any works that could impact a SSSI require consent from Natural England and in preparing the management plans, works are agreed and consented. A new grant scheme, Environmental Land Management (ELM) scheme will be put in place in 2023, through which excellent partnerships will be maintained and enhanced.</p>
Surrey Wildlife Trust	<p>Surrey Wildlife Trust's mission is to restore nature across the county. This is achieved through the management of reserves, but also forging strong partnerships across the county. Waverley Borough Council has engaged Surrey Wildlife Trust to develop this biodiversity policy and liaises with the Ecology Planning Advice Service to ensure planning applications appropriately consider impacts to ecology before determining applications.</p>

## Appendix 4: SSSI Condition categories

<http://publications.naturalengland.org.uk/file/5264957468049408>

SSSI Condition Categories	
<p>These definitions were produced as part of revised guidance on the assignment of unfavourable recovering condition. They provide greater detail on condition categories than definitions published on Natural England's website for external audiences.</p>	
Favourable Condition	<p>The designated feature is being adequately conserved and the results from monitoring demonstrate that the feature is meeting all the mandatory site-specific monitoring targets set out in the Favourable Condition Tables (FCT). The FCT sets the minimum standard for favourable condition for the designated feature and there may be scope for the further (voluntary) enhancement of the feature.</p>
Unfavourable recovering condition	<p>Often known simply as 'recovering'. The Feature is not yet fully conserved, but all the necessary management measures are in place. Provided that the recovery work is sustained, the feature will reach favourable condition in time. At least one of the designated features mandatory attributes is not meeting their targets (as set out in the site specific FCT).</p>
Unfavourable no-change condition	<p>The feature is not being conserved, and will not reach favourable condition, unless there are changes to the management or external pressures and this is reflected in the results of monitoring over time; with at least one of the mandatory attributes not meeting its target (as set out in the site specific FCT) with the results not moving towards the desired state. The longer the feature remains in this poor condition, the more difficult it will be, in general, to achieve recovery.</p>
Unfavourable declining condition	<p>The feature is not being conserved and will not reach favourable condition unless there are changes to management or external pressures. The feature condition is becoming progressively worse, and this is reflected in the results of monitoring over time, with at least one of the designated features mandatory attributes not meeting its target (as set out in the site specific FCT) with the results moving further away from the desired state. The longer the feature remains in this poor condition, the more difficult it will be, in general, to achieve recovery.</p>
Part destroyed condition	<p>Lasting damage has occurred to part of a designated feature, such that it has been irretrievably lost and will never recover (no amount of management will allow the feature to ever reach favourable condition).</p>
Destroyed condition	<p>Lasting damage has occurred to an entire designated feature such that the feature has been irretrievably lost (no amount of management will bring this feature back). This feature will never recover e.g., a finite mineralogical feature has been totally removed from its surroundings without consent and is therefore lost forever.</p>



Appendix 5: Proposed action plan and timescales

Policy type	Policy number	Aspiration	Action	Proposal	Timescale (years from policy launch)	Delivery option	Annual Cost impact <sup>1</sup>	Advantages	Disadvantages
Habitat management	1	Habitats the Council manages should be in good or very good condition and we will prioritise management and habitat creation to maximise biodiversity and connectivity across the landscape	Continue to maintain key priority sites to maintain favourable condition	Ensure current work programmes are delivered and embedded for successive years	Ongoing yearly cost for length of agreement	Greenspaces team and where appropriate other Services	High	A continuation of the exemplary management of these areas, fulfilling the Councils aims and objectives. Meets legal obligations	Requires continued external grants and Council financial resources invested
			Collate existing habitat condition information to determine current condition	Undertake an audit of the information that the Council holds on habitat conditions. This will involve reviewing the existing management plans and noting information gaps with regards to habitat condition	1	Greenspaces team and where appropriate other Services	Low	The Council will have a comprehensive list of habitat conditions and will be able to focus resources on areas most requiring improvement and connectivity	None
			Survey the habitats for which baseline condition is not available	Develop a survey programme across habitats and sites in line with best practice guidance. Can be done in consultation with external consultants and to ensure cost-effective delivery would involve volunteer effort, internal staff and some support from consultancy staff	10	Greenspaces team, volunteers, and external consultants	Medium	Comprehensive understanding of the biodiversity present at each site and within habitats. Implement adaptive management that responds to key changes identified on sites. Demonstrates improvements in biodiversity and habitat condition	Additional resources are required to deliver this
			Identify priorities for improvement of habitat condition to improve connectivity across the borough	Use the survey information to prioritise habitat management across the borough	10	Greenspaces team, Housing Team, Development management team and if appropriate other Services	Low	More efficient use of resources. Delivery of coherent biodiversity strategy across the borough	Additional resources are required to deliver this

<sup>1</sup> Low = £0 - £4,999, Medium = £5000 - £49,000, High = > £50,000 – Cost impacts are per annum, for full duration of cost impacts the timescale should be factored in.

Policy type	Policy number	Aspiration	Action	Proposal	Timescale (years from policy launch)	Delivery option	Annual Cost impact <sup>1</sup>	Advantages	Disadvantages
			Coordinate opportunities for habitat creation to enhance habitat connectivity across the borough	Use the survey information to direct habitat creation across the borough	10	Greenspaces team, Planning / development management, Housing Development team and liaison with SCC	Low	Ensures any habitat creation meets local biodiversity objectives. Maximises connectivity across the landscape	Additional resources are required to deliver this
			Identify existing funding mechanisms and review areas where funding has been deficient so that these can be prioritised as part of future funding cycles	Audit of current funding mechanisms across all sites and habitats, and identification of how these can be prioritised in areas where funding has been deficient	10	Greenspaces team, Housing development and where appropriate other Services	Low	More efficient use of resources	None
	2	The Council will ensure there is a current habitat management plan or statement for all sites or habitat types it manages and that these fully consider habitat connectivity	Identify which sites or habitats require a management plan or strategy, preparing these and keeping them up to date	Undertake an audit of the sites and habitats the Council manages to determine mgt plan status and prepare new mgt plans for sites not covered	10	Greenspaces team and external consultants	Medium	The Council sets out its plans for the next 10 years or more to show how it will manage and improve biodiversity	Additional financial, staffing, specialist external consultant resources are required
			Ensure management plans and strategies are linked with the objectives of the Biodiversity Opportunity Area (BOA) within which some sites are located in	In reviewing each management plan, the BOA objectives will be checked, and the objectives of the management plan will be developed to ensure these consider the BOA objectives.	10	Greenspaces team and external consultants	Medium	Ensures a coherent strategy across the borough and will guide works irrespective of staff changes within the Council. A living record and demonstrates achievement. Public consultation and engagement	Additional financial, staffing, specialist external consultant resources are required
Biodiversity Funding	3	Council will ensure the efficient use of existing resources, identify future opportunities for natural capital delivery by S106, Community Infrastructure Levy (CIL), or other external funding to maintain and improve greenspace infrastructure	Determine opportunities for alternative funding resources, specifically relating to natural capital and ensuring these do not conflict with the biodiversity objectives of the sites being considered	Review existing funding opportunities and identify whether new opportunities exist	5	Greenspaces team and where appropriate other Services	Low	Diversification of funding sources. Reducing the cost of managing land	None

Policy type	Policy number	Aspiration	Action	Proposal	Timescale (years from policy launch)	Delivery option	Annual Cost impact <sup>1</sup>	Advantages	Disadvantages	
			Review methods of delivering maintenance work to ensure these make best use of resources by efficient work planning and the recycling of by-product material wherever possible	Review the current tools and modes of transport for all activities to determine whether alternatives that produce less carbon emissions are available	10	Investing in modern technology	Medium	Lower carbon emissions, in line with the Council's commitment to being carbon neutral by 2030	Switch would require the installation of electric charging points at site offices, electric vehicles are more costly, and resources are required to deliver this	
				Where tool & machinery replacements are required, select alternatives that reduce impacts on the environment	10	Investing in modern technology	Medium	Lower carbon emissions, in line with the Council's commitment to being carbon neutral	Additional resources are required to deliver this	
	4	Where the Council identifies suitable opportunities to accept biodiversity net gain offset funding on its own land, or where it is directly delivering projects, we will aim to deliver 20% biodiversity net gain for those developments wherever possible.	Liaise with Development Management team to identify projects where biodiversity offsetting could be delivered within Waverley Borough Council open spaces	The Council to assess its current assets to determine the potential gain that can be met on site. This would involve doing baseline surveys and model improvements that can deliver a biodiversity net gain	5	Greenspaces team, External consultants, Planning / development management	Medium	Medium costs in the short term, this money would be recuperated through developer contribution. In developing the funding strategy, initial costs would be incorporated such that no additional costs to the Council would be required	Initial funding is required; however, costs would only be recovered where a developer signs an agreement with the Council to offset within its land ownership	
					Liaise with the Development Management team to identify projects that can be offset on Council land	10	Greenspaces team and Development Control team, Planning/ development management	Low	Increased liaison between the two teams	None
					Undertake biodiversity net gain assessments of the offset opportunities	10	External consultants	Low	This element only required where projects are identified for biodiversity offsetting. Should none be identified, this activity would not take place	None

Policy type	Policy number	Aspiration	Action	Proposal	Timescale (years from policy launch)	Delivery option	Annual Cost impact <sup>1</sup>	Advantages	Disadvantages
Planning	5	The Council will ensure Development Management consults the Greenspaces team for planning applications that create new green spaces, have a landscaping strategy, impact common land and/or impacts a SNCI, have implications for the LNRS and/or are seeking BNG offsite opportunities	Liaise as necessary with the Development Management team to identify future projects that would require consultation, such as major projects	Meetings with Development Management to identify projects that require review from Greenspaces team	Ongoing	Greenspaces team and Development Management team	Low	Improved communication across the Council teams	None
			Review and comment on landscape strategies and the design of open spaces to ensure these reflect the Biodiversity Policy, BOA policies (where relevant) and other local biodiversity objectives	Identify the most appropriate team member to comment on applications and review these	Ongoing	Employment of New Biodiversity Officer role, Greenspaces team and Development Management team	Medium to High	Impacts to greenspaces and species are mitigated. Opportunities to manage new green spaces, such as SANGs, are identified. Provide new income streams to reduce costs to the Council	New Staff post required
Education	6	The Council will identify training needs and deliver a training programme for the organisation and its contractors to ensure Biodiversity Policy principles are embedded throughout the organisation.	Identify training requirements across the workforce and contractors	Audit of current knowledge and develop a training programme across the workforce and contractors	1 - 2	New Biodiversity Officer role and/or external consultants	Medium	Embed biodiversity improvements across all of the Council's activities and decision making. Upskills existing staff	New Staff post required
			Deliver the required training	Delivery of a training programme that considers how different services should consider biodiversity in their activities	Ongoing as required	New Biodiversity Officer role and/or external consultants	Medium		
	7	The Council will assist with the signposting of best practice guidance, in partnership with key stakeholders in managing habitat and biodiversity;	Review existing land management practices and determining whether the measures require updating	Audit of current management measures and determine whether these need to be updated to reflect	1	New Biodiversity Officer & Greenspaces team	Low	Ensures all management is delivered in line with the latest best-practice guidance. Leading by example	None

Policy type	Policy number	Aspiration	Action	Proposal	Timescale (years from policy launch)	Delivery option	Annual Cost impact <sup>1</sup>	Advantages	Disadvantages
		and ensure its own operations are undertaken following best practice		best-practice guidance					
			Signpost Town & Parish Councils and local community groups to information on best practice and guidance for manging to improve biodiversity	Provides links to information, key stakeholders groups	5	New Biodiversity Officer role, Key partners and stakeholders	Low	Strengthen cooperation and relationship with stakeholders	Additional funding requirements
			Engage with contractors to ensure management undertaken by third parties is undertaken in line with best practice	Provide clear methods and aims of activities to contractors	Ongoing	Greenspaces team & Housing Development	Low	Ensures contractors are accountable for their activities and these are delivered in line with the Council's Biodiversity Policy	None
	8	The Council will work in partnership with primary care givers, community support teams and volunteers to deliver green social prescription measures within its green spaces	Liaise with primary care givers and community support teams to develop green social prescription services to the local community	Meetings with primary care team to identify volunteer opportunities that can deliver social prescription	1	Greenspaces team and Communities team	Low	Wellbeing benefits to the local community. Enhances volunteer opportunities	Management of volunteers is time-consuming and may require more officer resource.
Consult with its existing volunteers on an annual basis to identify improvements			Annual questionnaire to volunteers to maximise engagement and enhance the experience.	Ongoing	Greenspaces team	Low	Enhance volunteer experience and engagement. Improve volunteer skillset to increase work delivery, commitment and ownership	Borough wide volunteer work plan would need to be created	
Review and consider identified changes to improve the service			Review the results of the annual questionnaire	Ongoing	Greenspaces team and Communities team	Low to Medium	Increased engagement	If improvements require financial input, this will result in additional resources being required	

Policy type	Policy number	Aspiration	Action	Proposal	Timescale (years from policy launch)	Delivery option	Annual Cost impact <sup>1</sup>	Advantages	Disadvantages
Communication	9	The Council will develop a communication strategy in relation to biodiversity initiatives and maintenance works, specifically identifying the objective of the initiative, method of delivery and outcomes	Developing a communication strategy that details the methods of communication, timescales, information to include and reasons for the initiative or maintenance work in addition to the delivered outcomes	Liaise with the communication team to develop the strategy.	Ongoing	New Biodiversity Officer role, Greenspaces, Housing Development team, Planning Policy/ Development Management and Communication team	Low	Maximises public engagement and understanding with regards to the actions require to manage greenspaces. Ensures communication with respect to activities is consistent	Additional resources are required to deliver this
Partnerships	10	The Council will continue to foster positive partnerships across the borough and identify and add key projects it can support, sharing resources, where possible and proactively engaging with the local community and local authorities	Identify existing initiatives across the borough and determining whether resources can be shared to deliver these	Undertake meetings with key stakeholders to review initiatives and progress and identify areas where resources can be shared to deliver these effectively	Ongoing	New Biodiversity Officer role, Key partners and stakeholders	Low	Efficient delivery of projects. Strengthening of partnerships	None
			Undertake consultations with the local community with regards to the management of open spaces				Low	Maximises community engagement and understanding of biodiversity issues	None
	11	The Council will extend data information sharing agreements with external organisations to increase efficiency and accuracy of data used for management and monitoring	Review existing data sharing agreements and updating these where relevant	Audit of current data sharing and determine whether these require updating	1	New Biodiversity Officer role, Key partners and stakeholders	Low	May reduce the need for additional surveys where recent information is gathered	None
Develop a mapping system that allows members of the community to identify local biodiversity initiatives			Identify the most appropriate mapping tool to collect information on biodiversity assets	5	New Biodiversity Officer role, Surrey Biological Information Centre, Surrey CC and SWT	Low to Medium	Increases partnership working and community engagement and identifies key local priorities	Additional resources are required to deliver this	
Monitoring	12	The Council will develop a costed monitoring regime	Ensure all management plans	As part of the review and preparation of	10	New Biodiversity	Low	Management plans are regularly updated	None

Policy type	Policy number	Aspiration	Action	Proposal	Timescale (years from policy launch)	Delivery option	Annual Cost impact <sup>1</sup>	Advantages	Disadvantages
		across all sites or habitats it manages to support and guide their management	and strategies include a costed monitoring regime using the Monitoring, Evaluation, Reporting and Improvement (MERI) tools	the management plans, ensure these included a robust and costed monitoring strategy		Officer Role & Greenspaces team		ensuring that the monitoring strategy is included	
			Identify existing monitoring strategies and determine whether these require additional information, such as species-specific or habitat condition surveys	The updating of monitoring strategies will need to determine whether updated surveys are required to inform the management of a site	10	New Biodiversity Officer Role & Greenspaces team	Medium	Species and habitat surveys can help determine the success of a monitoring strategy and inform future management objectives to maximise biodiversity	Where additional surveys are required, this will require additional resources
			Develop and implement a SNCIs monitoring strategy across the borough and link this to the local plan phasing	Identify all the SNCIs across the borough, the date last surveyed and commission the surveys in line with best practice guidance	10	New Biodiversity Officer Role, Greenspaces team, Development team, Planning Policy/Development Management, External consultants, Surrey County Council staff	Medium	Improves Development Management review of planning applications in relation to SNCIs and understanding of biodiversity assets. Determines the management required to maximise biodiversity. Strengthen liaison with landowners	Considering these sites have not been surveyed for many years, the initial surveys will be extensive and will require investment
	13	The Council will review this policy as required and will report to Council and the community on the delivery of this Biodiversity Policy and Action Plan	Review of Biodiversity Policy as required	Following review, the present updates and progress to Council and the community on the delivery of this Biodiversity Policy	5	New Biodiversity Officer Role & Greenspaces team	Low	The Biodiversity Policy will reflect latest information and provide current advice and trends	Additional specialist staff / consultants will be required to deliver this reporting
Third Parties	14	The Council will ensure that third parties maintaining council-owned land, comply with the Biodiversity Policy. When maintaining land on behalf	Negotiate with third parties maintaining council-owned land to comply with the policy. When maintaining land on behalf of a third	Communicate the Biodiversity Policy to third parties	Ongoing	New Biodiversity Officer Role, Greenspaces, Legal (possible external legal	Low - Medium	Ensures the consistent delivery of the Biodiversity Policy across the borough	Potential additional legal costs

Policy type	Policy number	Aspiration	Action	Proposal	Timescale (years from policy launch)	Delivery option	Annual Cost impact <sup>1</sup>	Advantages	Disadvantages
		of a third party, the principles of this policy will be delivered as a far as possible	party, implement the principles of this policy as far as possible			services) and Estates teams			



**WAVERLEY BOROUGH COUNCIL  
SERVICES OVERVIEW & SCRUTINY COMMITTEE**

21 June 2022

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**OVERVIEW AND SCRUTINY ANNUAL REPORT 2021/22**

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**Portfolio Holder:** Cllr Paul Follows, Leader of the Council

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

**Key decision:** No

**Access:** Public

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**1. Purpose and summary**

1.1 To enable the Committee to comment on the report on its activities in 2021/22.

**2. Recommendation**

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

**3. Reason for the recommendation**

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

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

**4. Background**

4.1 Annexe 1, P.3 details the Overview and Scrutiny Committee structures which have been in place in 2021/22.

4.2 These 'parent' committees are also empowered to create working groups (often referred to as 'task and finish groups') to look at a policy area or issue in greater depth than would be practical as one of several items on the parent committee's agenda. These are covered in Annexe 1, pp.7-8.

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

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

## **6. Implications of decision**

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

There are no resource implications of this report.

### **6.2 Risk Management**

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

### **6.3 Legal**

There are no legal implications from this report.

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

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

### **6.5 Climate emergency declaration**

There are no direct climate change implications from this report.

## **7. Consultation and engagement**

7.1 None for the purposes of this report.

## **8. Other options considered**

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

## **9. Governance Journey**

9.1 Once the report has been considered by the Resources and Services Overview and Scrutiny Committees it will be considered by the committee chairs and vice-chairs. They will review any comments from the Overview and Scrutiny Committees and make a decision on the final contents of the report before submission to the Council.

### **Annexes:**

Annexe 1 – Overview and Scrutiny Annual Report 2021/22 (To follow)

Annexe 2 – 2021-22 Master Tracker Recommendations to the Executive from the Overview and Scrutiny Committees

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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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# 2021-22 Master Tracker

## Recommendations to the Executive from the Overview and Scrutiny Committees

### March 2022 Committee Cycle

Last updated: 10/06/2022 11:31

#### Document Purpose

The intention of this document is to collate and track progress of all recommendations made by the Overview and Scrutiny Committees to the Executive throughout the year, and to log the Executive decisions on the submitted matters. The recommendations are split into separate tables for each of the Overview and Scrutiny (O&S) Committees and the [explanation of terms used](#) can be found in section 5. Additionally, a table with all remaining [Committees meeting dates](#) for this calendar year have been listed below, followed by information on key [officers supporting the process](#).

#### Resources Overview and Scrutiny – Recommendations to Executive

**Resources O&S Chair:** Cllr Steven Mulliner, **Resources O&S Vice Chair:** Joan Heagin

Unique Ref.	Name of the Agenda Item	Recommendation	O&S Meeting Date (when the item was raised)	To be considered at the Executive Meeting on	Progress Status	Reason for the Executive Decision and Next Steps	Key Officer responsible for the item
R22-0322-8.1	Annual Review of Corporate KPIs set for 2022-23	Retain HO4b 'Responsive Repairs: Average number of days to complete a repair' and HO5b 'Responsive repairs: Was repair completed right first time?	22 <sup>nd</sup> March 2022	5 <sup>th</sup> April 2022	Agreed		Hugh Wagstaff / Nora Copping
R22-0322-8.2	Annual Review of Corporate KPIs set for 2022-23	Include a KPI for Customer Services Team which monitors the dropout rate of customers calls.	22 <sup>nd</sup> March 2022	5 <sup>th</sup> April 2022	Agreed	The Executive have asked officers to explore the details of these potential KPIs.	David Allum / Nora Copping
R22-0322-8.3	Annual Review of Corporate KPIs set for 2022-23	Aim to restore the current target of 99% for indicators F1 'Percentage of Council Tax collected' and F2 'Percentage of Non-Domestic Rates collected' for 2023/24 or the earliest year that circumstances realistically allow.	22 <sup>nd</sup> March 2022	5 <sup>th</sup> April 2022	Agreed	The Executive agreed this should be restored at the next realistic point.	Louise Norie / Nora Copping
R22-0322-14	Burys Development Project	Provide clarification and/or further details on the following matters: a) The high-level financing strategy underlying the project	22 <sup>nd</sup> March 2022	5 <sup>th</sup> April 2022	Agreed	The high-level financing strategy and details of the public consultation will be shared with councillors imminently.	Kelvin Mills / Debbie Smith

Unique Ref.	Name of the Agenda Item	Recommendation	O&S Meeting Date (when the item was raised)	To be considered at the Executive Meeting on	Progress Status	Reason for the Executive Decision and Next Steps	Key Officer responsible for the item
		<p>b) The intended timeline and nature of public consultation and engagement on the proposals</p> <p>c) The assumptions being made about future numbers of Waverley Borough Council staff working in-person at the Bury's</p> <p>Current figures on the provision and utilisation of car parking in Godalming town centre</p>				<p>A further briefing on the 'Where Work Happens' project and associated issues is being arranged for councillors.</p> <p>A sub-group is working to confirm the information on the car parking situation.</p>	
R22-0125-7.1	General Fund Budget 2022/23 and Medium-Term Financial Plan 2022/23–2025/26	Endorse recommendations #1-7 to the Executive in para 3.1.	25 <sup>th</sup> January 2022	8 <sup>th</sup> February 2022	Agreed	The Executive welcomes the endorsement.	Peter Vickers
R22-0125-7.2	General Fund Budget 2022/23 and Medium-Term Financial Plan 2022/23–2025/26	That the Executive explore investments in the Council's car parks to increase the income they generate.	25 <sup>th</sup> January 2022	8 <sup>th</sup> February 2022	Partially agreed	The Executive was always looking at ways in which new income could be generated and car parks usage could be maximised.	Peter Vickers
R22-0125-7.3	General Fund Budget 2022/23 and Medium-Term Financial Plan 2022/23–2025/26	Perform an additional check that the planning fees and green waste charges set out in the committee papers are correct	25 <sup>th</sup> January 2022	8 <sup>th</sup> February 2022	Agreed	This was done and particular issues identified with the planning and green waste fees have now been addressed.	Peter Vickers
R22-0125-9.1	Capital Strategy 2022/2027	With regards to the recommendation in para 3.1.1, approve of the 5-year Capital Strategy for 2022/2027, incorporating the Treasury Management Strategy, Prudential Indicators and Asset Investment Strategy by Full Council.	25 <sup>th</sup> January 2022	8 <sup>th</sup> February 2022	Agreed	The Executive welcomes the endorsement.	Peter Vickers
R22-0125-9.2	Capital Strategy 2022/2027	That the proposed delegation in para 3.1.2 be subject to annual reapproval by Full Council.	25 <sup>th</sup> January 2022	8 <sup>th</sup> February 2022	Agreed	The Executive supported the proposal.	Peter Vickers
R22-0125-10	Service Plans 2022-25	That the following clause is appended to the text of action with the Reference Number SP22/25 BT5.6: <i>"whilst also respecting the reasonable wishes of those members who prefer to discharge their responsibilities using paper copies of agendas provided by Waverley Borough Council"</i> .	25 <sup>th</sup> January 2022	8 <sup>th</sup> February 2022	Agreed	The Executive agreed the clarification. there was no intention to force Members to go paperless, only an initiative to provide the appropriate technology for those who did wish to go paperless; and to enable Members to explore technology	David Allum

Unique Ref.	Name of the Agenda Item	Recommendation	O&S Meeting Date (when the item was raised)	To be considered at the Executive Meeting on	Progress Status	Reason for the Executive Decision and Next Steps	Key Officer responsible for the item
						they might not have been previously aware of.	
<b>R21-1123-10</b>	Budget and MTFP	That informal and formal member briefings on the budget and MTFP are held in December and January respectively	23 <sup>rd</sup> November 2021	8 <sup>th</sup> February 2022	Agreed	Briefings were held and these informed O&S discussions at their January meeting.	Peter Vickers

## Services Overview and Scrutiny – Recommendations to Executive

Services O&S Chair: Cllr Kevin Deanus, Services O&S Vice Chair: Peter Marriott

Unique Ref.	Name of the Agenda Item	Recommendation	O&S Meeting Date (when the item was raised)	To be considered at the Executive Meeting on	Progress Status	Reason for the Executive Decision and Next Steps	Key Officer responsible for the item
S22-0321-7	Corporate Performance Report Q.3 2021/22	<p>Please consider and respond to the comments made by individual Committee members on topics including:</p> <ul style="list-style-type: none"> <li>A reliance on agency waste operatives leading to bin collections being missed</li> <li>Delays to the delivery of the car park at Brightwells</li> <li>Inclusion of ward councillors as consultees on the design and preparation of planning applications such as Springfield, Elstead</li> <li>Continuing concern about the 5-year housing supply</li> </ul> <p>Planning Service taking a more proactive approach to ensuring conditions on applications are discharged</p>	21 <sup>st</sup> March 2022	5 <sup>th</sup> April 2022	Noted	<p>The Executive responded to the comments as follows:</p> <ul style="list-style-type: none"> <li>Agency staff are only deployed for waste collection when it is a necessity and this has only been the case when staff absences related to Covid-19 have reached critical levels.</li> <li>The contract the Council has with Surrey County Council and Crest Nicholson means it is reimbursed for lost income for as long as it takes the new car park to be transferred.</li> <li>There is an initial proposal that a weekly list of significant pre-applications is circulated to councillors</li> <li>This concern is shared by the Executive. However, they do wish to note the distinction from the housing delivery test, and an all Councillor briefing on this issue would be held at the end of April.</li> </ul> <p>A planning enforcement plan will be published shortly</p>	Heads of Service
S22-0321-8.1	Annual KPI's for 2022/23	That the Executive approve the proposals in the amendments set out in the report subject to consideration of recommendations S22-0321-8.2 and S22-0321-8.3	21 <sup>st</sup> March 2022	5 <sup>th</sup> April 2022	Agreed		Heads of Service
S22-0321-8.2	Annual KPI's for 2022/23	The target figure for Planning indicators P7 'Actual number of dwellings commenced (all housing providers)' and P8 'Actual number of dwellings completed (all housing providers)' should be raised to include the shortfalls from previous years.	21 <sup>st</sup> March 2022	5 <sup>th</sup> April 2022	Agreed		Heads of Service



Unique Ref.	Name of the Agenda Item	Recommendation	O&S Meeting Date (when the item was raised)	To be considered at the Executive Meeting on	Progress Status	Reason for the Executive Decision and Next Steps	Key Officer responsible for the item
S22-0321-8.3	Annual KPI's for 2022/23	Included in the KPIs should be an indicator that gauges customer satisfaction soon after an interaction with the Council.	21 <sup>st</sup> March 2022	5 <sup>th</sup> April 2022	Agreed	Each Head of Service has been asked to report how customer service is monitored in their service, so this can be considered and any gaps identified.	Heads of Service
S22-0321-9.1	Climate Change and Sustainability SPD	That a clearer demarcation is made within the document between requirements and guidance. Potentially through the use of verbs such as "shall, must and will!" as opposed to "should, could, might"	21 <sup>st</sup> March 2022	5 <sup>th</sup> April 2022	Agreed	The intention is to apply this advice to policy documents in general.	Zac Elwood / Alice Knowles
S22-0321-9.2	Climate Change and Sustainability SPD	Highlight the source for requirements (e.g., a particular provision in another planning document or in legislation)	21 <sup>st</sup> March 2022	5 <sup>th</sup> April 2022	Agreed		Zac Elwood / Alice Knowles
S22-0321-9.3	Climate Change and Sustainability SPD	Consideration should be given to how utilities can be incorporated into designs such that they can be easily accessed in a manner which does not create disruption	21 <sup>st</sup> March 2022	5 <sup>th</sup> April 2022	Agreed		Zac Elwood / Alice Knowles
S22-0321-9.4	Climate Change and Sustainability SPD	Introduce a consistent format for SPDs to cover both documents produced in-house and by consultants	21 <sup>st</sup> March 2022	5 <sup>th</sup> April 2022	Agreed		Zac Elwood / Alice Knowles
S22-0321-9.5	Climate Change and Sustainability SPD	Include a glossary of terms	21 <sup>st</sup> March 2022	5 <sup>th</sup> April 2022	Agreed		Zac Elwood / Alice Knowles
S22-0321-9.6	Climate Change and Sustainability SPD	Wherever possible, quantify terms such "minimise" or "reduce"	21 <sup>st</sup> March 2022	5 <sup>th</sup> April 2022	Agreed		Zac Elwood / Alice Knowles
S22-0124-7	Service Plans 2022-25	That Service Plans would be stronger if: a. they include hyperlinks to any policies or action plans referenced within the plan b. where possible they should include specific targets which will usually be quantitative c. they state a rationale for the inclusion of an action d. they included a positive vision of what successfully delivering an action would look like. This might take the form of a column on the "impact of completing the action" to counterbalance the equivalent column on actions not being completed.	24 <sup>th</sup> January 2022	8 <sup>th</sup> February 2022	Partially agreed	The Executive agreed that hyperlinks would be a useful addition and suggested further discussion with both the Overview and Scrutiny Committees on any further presentational improvements which could be made. As it had not been possible to discuss the recommendations with the Chairmen and Vice-Chairmen, it had not been possible to clarify what further changes were required.	Robin Taylor / Louise Norie / Nora Copping

Unique Ref.	Name of the Agenda Item	Recommendation	O&S Meeting Date (when the item was raised)	To be considered at the Executive Meeting on	Progress Status	Reason for the Executive Decision and Next Steps	Key Officer responsible for the item
S22-0124 – 8.1	Carbon Neutrality Action Plan	The Carbon Neutrality Action Plan be accompanied by a costed business plan including assessments of the realism of delivery	24 <sup>th</sup> January 2022	8 <sup>th</sup> February 2022	Rejected	In the Executive's view the Plan is already a robust and realistic document. This is confirmed by Climate Emergency UK's assessment of Council Action Plans against an expert-approved checklist, which showed that out of almost two hundred District Councils, Waverley had the fifth highest score. The Executive of course intends to continue building on this work.	Richard Homewood / Fotini Vickers
S22-0124 – 8.2	Carbon Neutrality Action Plan	The Indicative Action Plan be reinforced with additional S.M.A.R.T. targets.	24 <sup>th</sup> January 2022	8 <sup>th</sup> February 2022	Agreed	The Executive would welcome suggestions for additional SMART targets.	Richard Homewood / Fotini Vickers
S22-0124 – 8.3	Carbon Neutrality Action Plan	Given that the Action Plan is a "living" document and green technologies are rapidly improving, the Carbon Neutrality Action Plan should include a continuous assessment of how the costs and benefits of different technologies are changing. Solar power was given as a particular example.	24 <sup>th</sup> January 2022	8 <sup>th</sup> February 2022	Agreed	The Executive agreed with the recommendation and a series of briefings would be arranged on this technology, the first being on Ground and Air Source Heat Pumps in the near future. The Asset Management Strategy made clear that these measures would evolve over time.	Richard Homewood / Fotini Vickers
S22-0124 – 8.4	Carbon Neutrality Action Plan	The Council should provide more public communications on actions to combat climate change which use a positive and proactive tone.	24 <sup>th</sup> January 2022	8 <sup>th</sup> February 2022	Rejected	Climate related messages already have "gold status" within the Council's Communications Plan. In addition to specific messages directly on climate change, further messaging is also threaded into other communications.  The Executive welcomes any suggestions for any other issues which should be communicated and offered to share the climate change communications plan with those Councillors who were interested.	Richard Homewood / Fotini Vickers
S22-0124 – 8.5	Carbon Neutrality Action Plan	If they do not already, then the Asset Management Strategy and other policies related to retrofitting residential properties should make	24 <sup>th</sup> January 2022	8 <sup>th</sup> February 2022	Agreed	The Executive is happy to confirm that the draft Asset Management Strategy already specifically addresses this concern. It would be	Richard Homewood / Fotini Vickers

Unique Ref.	Name of the Agenda Item	Recommendation	O&S Meeting Date (when the item was raised)	To be considered at the Executive Meeting on	Progress Status	Reason for the Executive Decision and Next Steps	Key Officer responsible for the item
		explicit provision for ensuring the process is as smooth as possible for tenants and leaseholders.				available for the Overview and Scrutiny Committees shortly.	
<b>S21-1213-5.1</b>	LPP2	Consider developing an equestrian policy to protect the unique quality of Waverley's rural settlements.	December 13 <sup>th</sup> 2021	December 14 <sup>th</sup> 2021	Agreed to revisit at an appropriate stage	Such a policy would, as the Chair of Services O&S suggested, most appropriately be added when the plan is reviewed.	Head of Planning and Economic Development
<b>S21-1213-5.2</b>	LPP2	<p>Have due regard to the questions a-k when debating the recommendations in section 2 of the report:</p> <p>a) Whether an appropriate assessment is required in order to comply with habitats regulations?</p> <p>b) Whether the likelihood that future development at Royal School will exceed the footprint of existing buildings and hard surfaces at the site would threaten the setting of the neighbouring countryside?</p> <p>c) Whether the Red Court site being nearer the settlement boundary and being more walkable from Haslemere makes it a more appropriate site than the Royal School? Do these factors impinge on Waverley's commitment to sustainability?</p> <p>d) Whether the Executive and the Full Council can have confidence that the Royal School (including its playing fields) will be able to relocate to the Farnham Road and make the site available within the plan period?</p> <p>e) Whether the cost of providing sewage infrastructure at the Royal School raises viability concerns which might impact on its deliverability?</p> <p>f) Whether the Council has a duty to co-operate with East Hampshire District and Grayshott Parish Councils regarding the Royal School site?</p> <p>g) Whether either, both or neither the Royal School and Red Court sites should be treated as brownfield and/or previously developed sites?</p> <p>h) Whether the requirement identified by Acorn Consultants to provide a SANG to mitigate the impact of development at the Royal School adversely impacts the deliverability of that site?</p> <p>i) Whether screening is an adequate response to the potential loss of green space on the Royal School site?</p>	December 13 <sup>th</sup> 2021	December 14 <sup>th</sup> 2021	Noted	Please note the attached document setting out in greater detail the Executive responses to questions a-k.	Head of Planning and Economic Development

Unique Ref.	Name of the Agenda Item	Recommendation	O&S Meeting Date (when the item was raised)	To be considered at the Executive Meeting on	Progress Status	Reason for the Executive Decision and Next Steps	Key Officer responsible for the item
		j) Whether allocating the Royal School sets an unwelcome precedent about building in AONB? k) Whether a given course of action will delay adoption of LPP2 as a whole and, therefore, reduce the Council's control over development within the Borough?					
<b>S21-1124-10</b>	Tree and Woodland Policy	The Executive consider the following comments from individual committee members: a. would like to see the chapter on Biodiversity strengthened considerably from an ecological perspective, b. more emphasis on natural regeneration, and more consideration as to how this policy can support and work alongside Waverley's planning policies on trees, woodland and biodiversity.	November 24 <sup>th</sup> 2021	January 18 <sup>th</sup> 2022	Agreed	Additions and amendments have been made to the document to address the points raised as much as possible. Furthermore, the document is shared with stakeholders such as Country Council, Parish and Town Councils, Forestry Commission and special interest groups, and although not all have yet responded, comments, where relevant, have and will be incorporated	Arno Spaarkogel

## Meeting Dates & Reporting Deadlines

Committee Cycle	O&S Committee Name	O&S Committee – Final Agenda Publication Date by 5pm	O&S Committee Meeting at 7pm	Executive Committee – Final Agenda Publication Date by 5pm	Executive Committee Meeting	O&S Recommendations to be dispatched as a supplementary item to the Executive Agenda by 5pm
November 2021	Policy O&S	12/11/2021	<b>23/11/2021</b>	19/11/2021	30/11/2021	26/11/2021
November 2021	Services O&S	12/11/2021	<b>24/11/2021</b>	19/11/2021	30/11/2021	26/11/2021
January 2022	Services O&S	<b>14/01/2021</b>	<b>24/01/2022</b>	<b>28/01/2021</b>	<b>8/02/2022</b>	<b>N/A – sent with the final agenda by 28/01/2022</b>
January 2022	Policy O&S	<b>14/01/2021</b>	<b>25/01/2022</b>	<b>28/01/2021</b>	<b>8/02/2022</b>	<b>N/A – sent with the final agenda by 28/01/2022</b>
March 2022	Services O&S	11/03/2022	21/03/2022	25/03/2022	5/04/2022	N/A – sent with the final agenda by 25/02/2022

Committee Cycle	O&S Committee Name	O&S Committee – Final Agenda Publication Date by 5pm	O&S Committee Meeting at 7pm	Executive Committee – Final Agenda Publication Date by 5pm	Executive Committee Meeting	O&S Recommendations to be dispatched as a supplementary item to the Executive Agenda by 5pm
March 2022	<b>Resources O&amp;S</b>	11/03/2022	22/03/2022	25/03/2022	5/04/2022	N/A – sent with the final agenda by 25/02/2022

## Explanation of terms used

**Unique ref.** – Each recommendation added to this tracker will be assigned a unique reference number following specific sequence (for e.g. P21-1123-1 or S22-0124-5.2) where R stands for Resources O&S and S for Services O&S, 21-1123 and 22-0124 represent the year-month and date of the meeting at which the item was raised, -1 or -5.2 represent the agenda item reference from that O&S meeting, and if more than one recommendation was raised against a specific item this can be indicated by 0.1 or 0.2, etc. next to the original agenda item reference number such as -1 or -5.

**Progress Status** – This column indicated individual progress status for each recommendation and will present 1 of 3 options: 1) Awaiting Executive Consideration, 2) Accepted / Approved by the Executive or 3) Rejected by the Executive

**Reason for the Executive Decision and Next Steps** – this column will include details on why a specific recommendation was accepted or rejected by the Executive, and where appropriate, will indicate what are the next steps for the officers or councillors.

## Contact Officers

Officer Name	Role	Email	Responsibilities in the process
<b>Mark Mills</b>	Policy Officer - Scrutiny	<a href="mailto:mark.mills@waverley.gov.uk">mark.mills@waverley.gov.uk</a> tel. 01483 523 078	Owner of this document. Responsible for collation of the recommendations after each O&S cycle and following up with the Democratic Services Team on their progression, and feeding back the outcomes to the O&S Committees and relevant officers at the following committee cycle

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**WAVERLEY BOROUGH COUNCIL  
SERVICES OVERVIEW & SCRUTINY COMMITTEE**

21 June 2022

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**UPDATE FROM LEISURE MANAGEMENT CONTRACT TASK AND FINISH  
GROUP**

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**Portfolio Holder:** Cllr Kika Mirylees, Health, Wellbeing, Parks and Leisure

**Head of Service:** Mr Kelvin Mills, Head of Commercial Services

**Key decision:** No

**Access:** Public

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**1. Purpose and summary**

1.1 To keep the Committee apprised of the activities of the Leisure Management Contract Task and Finish Group.

**2. Recommendation**

2.1 That the Committee note the details of this report and ask the Task and Finish Group to continue its work.

2.2 That the Committee agree the scoping document included as annexe 1 shall serve as the terms of reference for the Task and Finish Group.

**3. Reason for the recommendation**

3.1 The existing contract to manage the Council's leisure facilities is due to expire in June 2023. Therefore, it will be necessary to tender for a new contract imminently. The nature and content of the contract will have substantial implications for the Council's finances and the service it delivers over the next 15 years.

3.2 Given the significance of the contract, it is important to ensure that the tender process is transparent and engages a spectrum of elected councillors.

**4. Background**

4.1 At the March 2022 meeting of the Services O&S, the Committee agreed to set up a Task and Finish Group to monitor progress in procuring the new leisure management contract. The Committee delegated authority to the Group to agree an interim scoping document.

4.2 The Group met on May 11<sup>th</sup>, 2022 for a two hour workshop.

4.3 Cllr Mary Forszewska was nominated and elected as chair of the Group.

- 4.4 It was agreed to co-opt Cllr Jerome Davidson to the Group as a representative from the Resources O&S Committee.
- 4.5 The Group received a briefing from The Sport, Leisure and Culture Consultancy (SLC), who are assisting the Council with the procurement. This provided an overview of the whole process and the range of considerations involved. Key factors covered included:
- A review of the existing Contract
  - Strategic Objectives for new Contract
  - Scope of Services (Core Facilities and Active Communities Programme)
  - Social Value considerations
  - Key Performance Indicators
  - The procurement Strategy – other key elements
  - Services Specification

A number of these topics will likely be revisited in greater depth at further meetings.

- 4.6 The Group will next meet on June 23<sup>rd</sup>, 2022 to discuss the services specification.

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

- 5.1 As part of its strategic objective to improve the health and wellbeing of Waverley's residents and communities, the Council has a strategic objective of *"supporting affordable access to cultural, sports and leisure facilities, open spaces and recreational areas"*.

## **6. Implications of decision**

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

There are no resource implications of this report.

### **6.2 Risk Management**

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

### **6.3 Legal**

There are no legal implications from this report.

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

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

### **6.5 Climate emergency declaration**

There are no direct climate change implications from this report.

## **7. Consultation and engagement**

- 7.1 None directly related to this report.



## **8. Other options considered**

- 8.1 The Committee could decline to consider the Leisure Management contract. However, this would remove O&S's ability to enhance the robustness of the procurement process by acting as a 'critical friend'.
- 8.2 The Committee could attempt to scrutinise the contract at its regular meetings. However, given the detail involved, frequency of committee meetings and the speed at which the procurement process must take place to ensure a new contract is in place when the current one expires, this would likely result in relatively cursory scrutiny.
- 8.3 The Committee has discussed the options above and decided that the appropriate way forward was to proceed with a Task and Finish Group, to ensure timely and detailed scrutiny.

## **9. Governance Journey**

- 9.1 The Task and Finish Group will aim to have concluded its work and report back to the September 2022 Services O&S meeting.

### **Annexes:**

Annexe 1 – Scoping Document, Leisure Management Contract Task & Finish Group

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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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# **Waverley Borough Council Scrutiny Review**

Leisure Contract Procurement Group  
Scoping Document

April 2022

Background information		
1.	Title of proposed review	Leisure Contract Procurement Group
2.	Proposed by	Cllr Mary Foryszewski
3.	Chair of the Group (once confirmed)	TBD
4.	Membership of the group (once confirmed)	Cllr Jenny Else Cllr Mary Foryszewski Cllr Michaela Wicks A representative from the Resources Overview and Scrutiny committee
5.	Scrutiny Policy Officer supporting the review	Mark Mills
6.	Service officer(s) supporting the review	Kelvin Mills – Head of Commercial Services Tamsin McLeod – Leisure Services Manager Sally Seymour – Senior Leisure Development Officer
7.	How does this review link with the corporate priorities within the Corporate Strategy?	Supporting affordable access to leisure facilities supports the Council's objective to protect the health and wellbeing of all our residents

Purpose and objectives		
8.	Reason for / background to the review	The current Leisure Management Contract, for our five leisure centres, expires on 30 June 2023 and the Council needs a new Leisure Management Contract, and all associated specification documentation, to be in place for the 1 July 2023, delivering value for money for the council.
9.	Purpose (what does the review hope to achieve)	This review will ensure the Leisure Management Contract procurement process is transparent and engages a spectrum of elected councillors.
10.	Objectives (what actions / outcomes are expected as a result of the review?)	The new contract will ensure value for money and maximise the return on investment, whilst ensuring that the specifications and outcomes reflect the portfolio mix and increase social value.  This group will review key strategic service priorities and make recommendations on the priorities for the new contract. These will include; a. Social value b. Active Communities programme c. Key Performance Indicators

11.	Research questions (any questions posed so far for the review to cover)	None posed thus far
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Methodology		
12.	What form will this review take (e.g. half day, full day, meetings over several weeks/months, standing Group until...)?	1–2-hour meetings, at key dates within the procurement programme, until Contract award
13.	What evidence will need to be gathered in order to undertake this review (e.g. current policies, satisfaction data, literature)?	Current contract specification regarding delivery and associated outcomes. Sport England template specification.
14.	What methods will be used to compile information for this review (e.g. desktop research, public consultation, interviews, focus groups)?	Officer Project Working Group to comprise of all relevant service specialist representatives. Consultant, SLC, financial forecasting and contract comparison. Sport England industry guidance.
15.	What (if any) external resource will be required (e.g. external expertise, consultants etc)?	Advice from consultants, SLC. Examples of Contracts and service specification from other authorities.

Limitations and risks		
16.	What does this review <b>not</b> include in its scope? (Consider remit of the committee and purpose of the review.)	The procurement, design and construction of: <ul style="list-style-type: none"> <li>• Cranleigh Leisure Centre new build</li> <li>• Godalming Leisure Centre refurbishment</li> <li>• Farnham Leisure Centre refurbishment</li> </ul> Evaluation of tenders and the appointment of the selected contractor.
17.	What is the Council's risk appetite for the issue being reviewed?	The Council's agreed risk appetite can be found <a href="#">here</a> (item 74/18).

Post review		
18.	To where will the recommendations ultimately be addressed (e.g. Executive, Council, external organisation)?	The Portfolio Holder and the Executive.
19.	When will the final report be presented to the parent committee?	March/April 2023

20.	When will the report be presented to Executive/Council (meeting dates)?	March/April 2023
21.	How will the impacts of the review be measured?	The Corporate Performance Reports presented to Services O&S include key performance indicators on the performance of the leisure centres.
22.	When / how often will the impacts be assessed?	Services O&S committee meetings.
23.	When / how often will the impacts be reported to O&S?	March, June, September, and November.