



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

When calling please ask for:

Kimberly Soane,
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Policy and Governance

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Date: 9 September 2022

Membership of the Overview and Scrutiny - Services

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

Substitutes

Cllr Michael Goodridge	Cllr Richard Seaborne
Cllr Michaela Martin	

Members who are unable to attend this meeting must submit apologies by the end of Monday, 12 September 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, 20 SEPTEMBER 2022

TIME: 7.00 PM

PLACE: COMMITTEE ROOM 1, COUNCIL OFFICES, THE BURYS,
GODALMING

The Agenda for the Meeting is set out below.

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

Yours sincerely

ROBIN TAYLOR
Head of Policy and Governance



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Waverley Corporate Strategy 2020 - 2025

Vision

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

Our strategic priorities:

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

Good scrutiny:

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

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

NOTES FOR MEMBERS

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

AGENDA

1 **MINUTES**

To approve the Minutes of the meeting of the Services Overview & Scrutiny Committee held on 21 June 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 13 September 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 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 13 September 2022.

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5 **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 13 September 2022.

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

The Services Overview & Scrutiny Committee is responsible for managing the Committee's work programme.

The current work programme (attached) includes items agreed and takes account of items identified on the latest Executive Forward Programme (Annexe 2) as due to come forward for decision.

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 Q1 2022/2023** (Pages 15 - 78)

The Corporate Performance Report provides an analysis of the Council's performance for the first quarter of 2022-2023. 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.

Please note pages 52-78 of the agenda pack (pages 34-60 of the report) are the reports that come under the Services O&S Remit.

8 **CARBON NEUTRALITY ACTION PLAN** (Pages 79 - 136)

This reports provides the second annual update of the Carbon Neutrality Action Plan (CNAP) since its adoption in 2020. The date has been brought forward in order for it to be aligned with the budget setting period. The outcomes of the work to date are set out in the revised CNAP and the spreadsheet with updates on individual actions.

It is recommended that the O&S notes:

- The progress made on the CNAP during 2022 attached in Annexe 1
- The GHG report attached in Annexe 2 and agree that it is published on the Waverley Borough Council website
- The updated content of version 3 of the CNAP as presented in Annexe 3

And provides feedback to the Executive

9 **LEISURE MANAGEMENT CONTRACT TASK AND FINISH GROUP** (Pages 137 - 140)

For the Committee to endorse the Group's interim recommendations.

10 **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.

11 **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
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Kimberly Soane, Kimberly.soane@waverley.gov.uk
Tel. 01483523258 or email: Kimberly.soane@waverley.gov.uk

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Services Overview & Scrutiny Committee 2021/22

- work programme

Part 1 of 4: Recommendations made

#	Meeting date	Agenda Item	Recommendation	Made to	Agreed?	Details
S22-06-21-8.1	21/06/2022	Biodiversity Policy and Action Plan	The Committee are unable to recommend adoption of the policy and action plan at this stage. It would not be able to do so unless recommendations S22-06-21-8.2 – 8.10 are addressed.	Executive	Rejected	The Executive felt a policy was needed to set a direction before further steps can be taken.
S22-06-21-8.2	21/06/2022	Biodiversity Policy and Action Plan	Highlight which aspects of the policy and action plan reflect current practice and which are new.	Executive	Rejected	The Council has not had a biodiversity policy and action plan in place before. Therefore, the whole document is new.
S22-06-21-8.3	21/06/2022	Biodiversity Policy and Action Plan	Include further details on the likely resource implications of the action plan including: <ol style="list-style-type: none"> a. an indicative spend profile b. the maintenance costs of biodiversity areas c. which policies there is already funding in place for and which will depend on obtaining external funding d. the prioritisation of the policies in the event funding is not achieved 	Executive	Partially accepted	An appendix with a broad outline of the indicative budget will be added. However, more detailed assessments of the resources required will depend on the baseline data collected.

			an officer utilisation profile covering which roles would be performed by existing staff, staff who will need to be recruited, and by specialist staff			
S22-06-21-8.4	21/06/2022	Biodiversity Policy and Action Plan	Provide an evidence base for the claims in section 5.3.7 about the contributions road verges make to biodiversity.	Executive	Rejected	This will be done as part of establishing the baselines for particular areas, acknowledging the limitations of those baselines.
S22-06-21-8.5	21/06/2022	Biodiversity Policy and Action Plan	Given the scale of the Ministry of Defence's landholdings within the Borough, it should be added as a partner organisation in Appendix 3.	Executive	Rejected	The plan relates to land owned and managed by the Council and the Council's activities will have negligible impact on the biodiversity of MOD land.
S22-06-21-8.6	21/06/2022	Biodiversity Policy and Action Plan	Include an executive summary after the foreword to make the document easier to navigate and understand.	Executive	Accepted	The Executive wishes to ensure this document is accessible and an executive summary would be provided.
S22-06-21-8.7	21/06/2022	Biodiversity Policy and Action Plan	Enhance the section of the report on the legislative context. For example, to reflect the requirement under the Environment Act 2021 for councils to produce a biodiversity report every five-years.	Executive	Accepted	The relevant paragraphs will be broadened and highlighted.
S22-06-21-8.8	21/06/2022	Biodiversity Policy and Action Plan	Include targets for achieving Natural England's 'favourable conservation' status for habitats within the Borough.	Executive	Rejected	Such a decision is for the future. It is not possible to assess the viability of this as a target until the baseline data for individual sites has been obtained.

S22-06-21-8.9	21/06/2022	Biodiversity Policy and Action Plan	Provide an assurance that the proofing errors raised by members of the Committee have been addressed. E.g., the inclusion of two section 4s.	Executive	Accepted	
S22-06-21-8.10	21/06/2022	Biodiversity Policy and Action Plan	Provide an assurance that the concerns about specific sites raised by members of the Committee have been addressed. E.g. The lack of a mention of key species at Farnham Park.	Executive	Rejected	Site specific information will be in the management plan. The associated column will be removed to avoid confusion.

Part 2 of 4: Other resolutions

#	Meeting date	Agenda Item	Action	Actioned to	Status	Timescale	Details of current status
53.1	24/06/2022	Committee Forward Work Programme	ASB PSPO Update to include information on impact on the surrounding areas	Eve Budd	Completed	Sept 2022	Information circulated to the Committee
53.2	24/06/2022	Committee Forward Work Programme	Confirm if the item on the Affordable Housing SPD is still required	Mark Mills	Completed	Sept 2022	Liaised with Head of Services. Determined that the proposed updates were relatively minor. Item removed.
54.1	24/06/2022	Corporate Performance Report Q.4 2021/2022	Advise on the heat exchange system at Memorial Hall	Richard Homewood / Fotini Vickers	Completed	Sept 2022	Information sent to the councillor who initially made the inquiry
54.2	24/06/2022	Corporate Performance Report Q.4 2021/2022	Advise on likely causes of increasing number of dead animals on the road	Richard Homewood	Completed	Sept 2022	Information distributed to committee members on 15 th July 2022
54.3	24/06/2022	Corporate Performance Report Q.4 2021/2022	Advise on potential reason for apparent seasonality of KPI E2b – number of fly tipping incidents	Richard Homewood	In progress	Sept 2022	Enquiry made of Biffa
54.4	24/06/2022	Corporate Performance Report Q.4 2021/2022	Provide data on how many stray animals the Council is dealing with	Richard Homewood	Completed	Sept 2022	Information sent to the councillor who initially

							raised the concern
59.1	24/06/2022	Update From Leisure Management Contract Task and Finish Group	Delegate authority to the members of the task and finish group to make interim recommendations to the Portfolio Holder for Health, Wellbeing, Parks and Leisure. These are to be shared with the wider Committee and will be subject to retrospective confirmation at the Committee's next meeting in September.	Cllr Mary Foryszewski / Tamsin McLeod / Mark Mills	In progress	Sept 2022	Interim recommendations sent to the Portfolio Holder

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	Corporate Performance Report Q.2 2022/23	Scrutinise the performance of the areas and KPIs within the Committee's remit	Heads of Service / Louise Norie	September 2022	N/A
2	Local Planning Enforcement Action Plan	Review proposed updates to the plan	Zac Elwood	September 2022	TBD
3	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	November 2022	N/A
4	ASB PSPO update	Receive an update on the impact of the PSPO in Godalming.	Richard Homewood	June 2022	N/A
5	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"> a. Social value b. Active Communities programme c. Key Performance Indicators 	Cllr Mary Foryszewski	Kelvin Mills / Tamsin McLeod	Ongoing	Interim recommendations submitted	Sept 2022

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

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

1. Purpose and summary

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

2. Recommendation

It is recommended that the Overview & Scrutiny Committee:

- considers the performance of the service areas under its remit as set out in Annexe 1 to this report and makes any recommendations to the Joint Management Team or the Executive, as appropriate.

3. Reason for the recommendation

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

4. Background

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

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

- Housing Delivery monitoring

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

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

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

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

6. **Implications of decision**

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

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

6.2 **Risk management**

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

6.3 **Legal**

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

6.4 **Equality, diversity and inclusion**

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

6.5 **Climate emergency declaration**

The report does not have direct climate change implications. Service Plans, which are monitored in this report, take into consideration new environmental and sustainability objectives arising from the [Corporate Strategy 2020-2025](#) in light of the [Climate Emergency](#) introduced by the Council in September 2019.

7. **Consultation and engagement**

The report goes through an internal sign off process by the Joint Management Team. The external scrutiny stage starts with the Overview and Scrutiny Committees at the quarterly committee cycle and any recommendations made travel to the Executive for consideration and response. The corporate key indicator set presented in this report is reviewed on an annual basis in January/February. Service Plans, the delivery of which get monitored through this report, are reviewed on an annual basis between September and November each year, with the new proposals for the year ahead coming to the January O&S cycle.

8. Other options considered

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

9. Governance journey

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

Annexes:

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

Background Papers

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

CONTACT OFFICER:

Name: Jenny Sturgess
Title: Policy and Performance Officer
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E-mail: jennifer.sturgess@waverley.gov.uk

Agreed and signed off by:

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

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Corporate Performance Report Q1 2022/23

Document Version: Final version

Last update: 07/09/2022 13:08

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

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

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

1.3 Performance Indicators RAG Rating per Status Type

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

1.4 Service Plans, Internal Audit, Project Management

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

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

1.5 Reporting periods

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

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

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

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

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

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

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

3 Corporate Dashboards – Summary of All Services

(remit of Resources O&S)

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

3.1.1 Q1 2022/23 Chief Executive's summary:

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

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

Highlights of the last quarter included:

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

Looking ahead, risks and issues we are considering include:

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

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

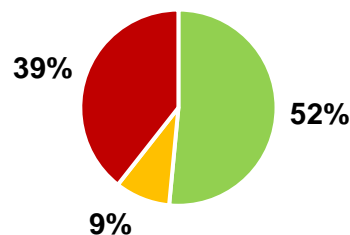
Tom Horwood – Chief Executive

3.2 Summary of All Corporate Key Performance Indicators per status

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

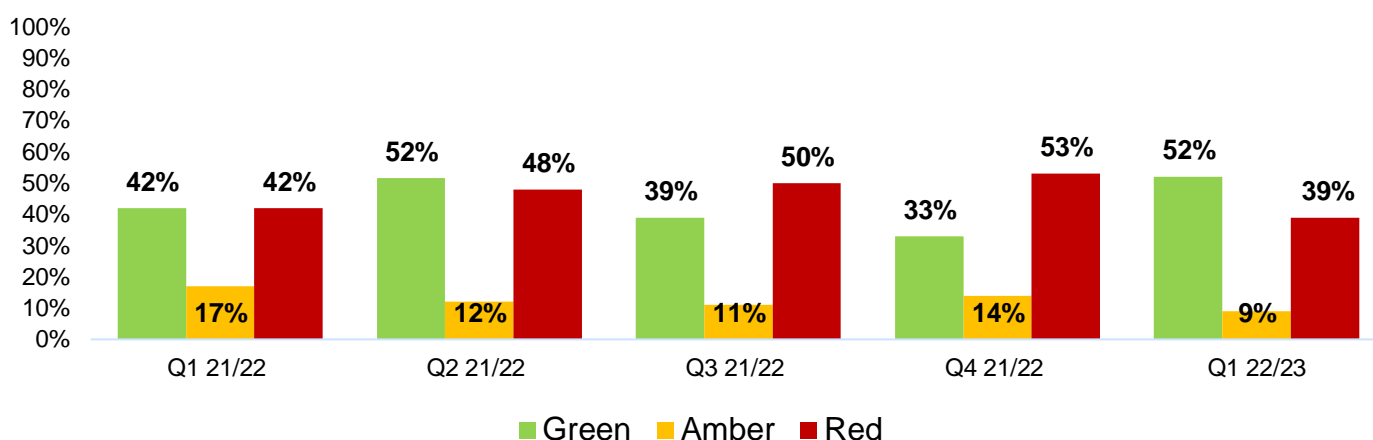
All Corporate KPIs

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



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

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

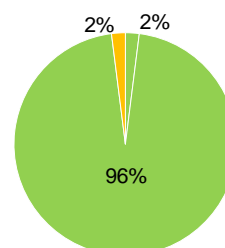


3.3 Summary of Service Plans Progress Status

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

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

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



3.3.2 Comment:

At the end of the first quarter, 96% of actions were on track or had been completed. 2% of actions had missed their original target but action has been taken to bring these back on track. The service specific details on service plans progress can be found in the individual service dashboards.

3.4 Summary of All Internal Audit Recommendations

3.4.1 Comment:

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

3.5 Summary of All Complaints – Q1 2022/23

Complaints Response Rate per Service - 95% Target								
Level 1 (10 working days)	Business Transformation	Commercial Services	Environment and Regulatory Services	Finance & Property	Housing Operations	Housing Delivery & Communities	Planning & Economic Development	Policy & Governance
On Time	1	1	8	5	22	2	4	1
Exceeded Target	0	0	5	1	7	1	6	0
Total	1	1	13	6	29	3	10	1
% within target	100.00%	100.00%	61.54%	83.33%	75.86%	66.67%	40.00%	100.00%
Complaints Outcome								
Upheld	1	1	2	2	21	1	3	
Partially Upheld			9	1	3		3	
Not upheld			2	3	5	2	4	1
Level 1 Subtotal	1	1	13	6	29	3	10	1

Complaints Response Rate per Service - 95% Target								
Level 2 (15 working days)	Business Transformation	Commercial Services	Environment and Regulatory Services	Finance & Property	Housing Operations	Housing Delivery & Communities	Planning & Economic Development	Policy & Governance
On Time	-		2	2	10	2	11	-
Exceeded Target			1	0	1	0	2	
Total	0	0	3	2	11	2	13	0
% within target	N/A	N/A	66.67%	100.00%	90.91%	N/A	84.62%	N/A
Complaints Outcome								
Upheld	0	0	2	0	4	0	0	0
Partially Upheld	0	0	0	0	2	0	4	0
Not upheld	0	0	1	2	5	2	9	0
Level 2 Subtotal	0	0	3	2	11	2	13	0

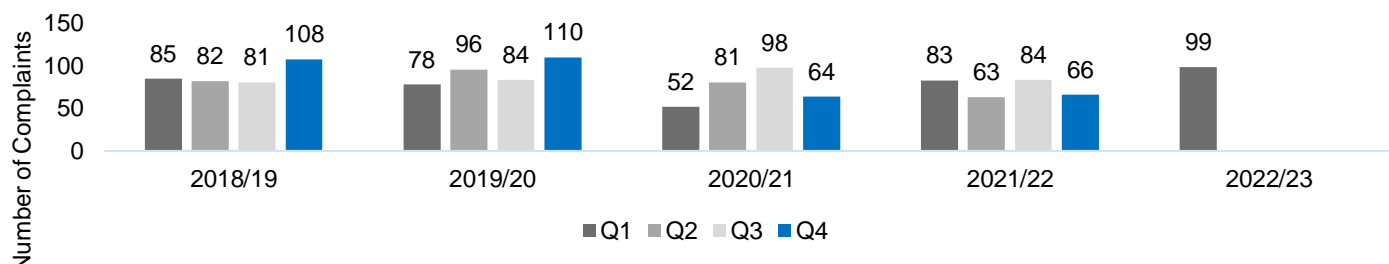
Complaints Outcome (LGSCO and HOS)								
Ombudsman Escalations	Business Transformation	Commercial Services	Environment and Regulatory Services	Finance & Property	Housing Operations	Housing Delivery & Communities	Planning & Economic Development	Policy & Governance
Upheld	0	0	0	0	0	0	1	0
Partially Upheld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

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	1	1	16	8	40	6	25	2

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

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

Total Number of Complaints
(Level 1, Level 2 and Ombudsmen) for the period 1 April 2018 - 30 June 2022)



3.5.1 Comment:

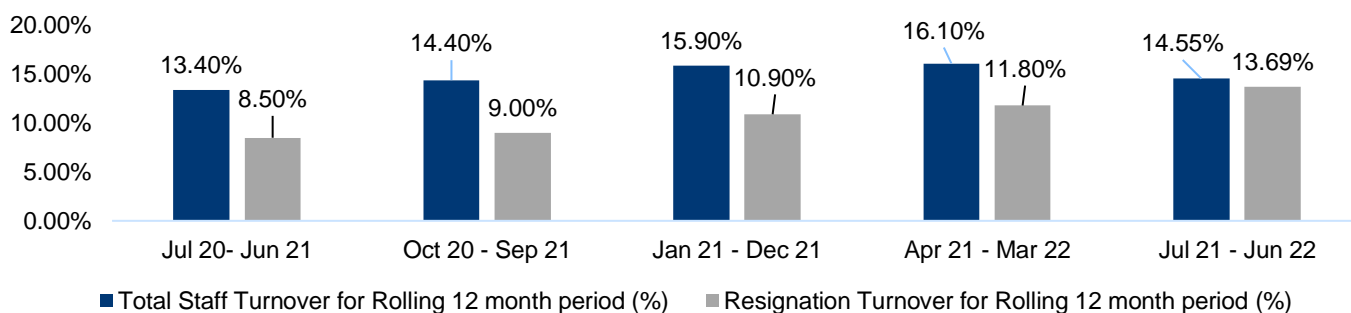
Further details of service specific performance can be found under individual dashboards, with the information on corporate complaints indicators performance included in the [Policy and Governance Dashboard](#).

3.6 Summary of Workforce Data – Corporate Overview

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

3.6.1 Staff Turnover

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

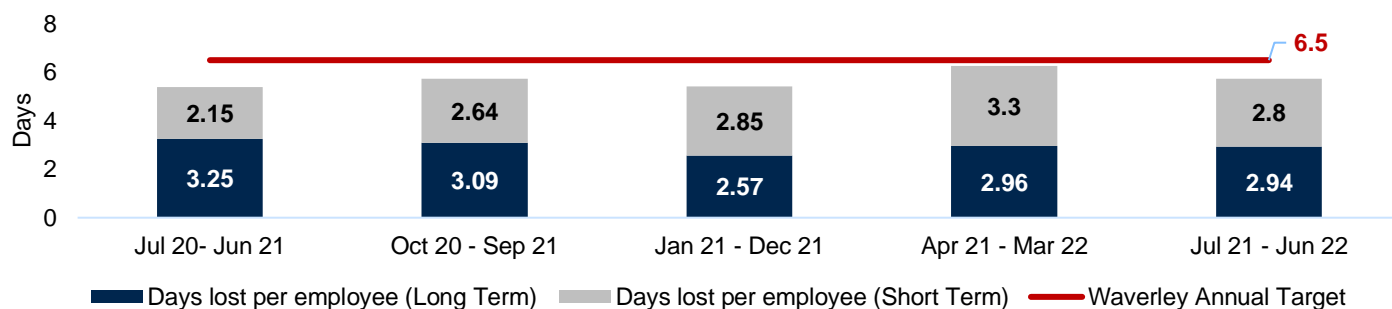


Comment: As anticipated, the employment market in the Southeast continues to be very competitive and this has seen an increase in turnover particularly at technical specialist levels. There is a plan in place to mitigate this. It is likely however that this increase will peak in the autumn and then reduce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

3.6.2 Absence Data

Absence Data

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



Comment:

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

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

3.7.1 Section 151 Officer summary Q1 2022/2023

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

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

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

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

Graeme Clark, Strategic Director and S151 Officer

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

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

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

Graeme Clark, Strategic Director and S151 Officer

3.7.3 General Fund Account Summary Table

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

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

Capital

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

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

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

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

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

HRA summary - Revenue

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

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

HRA – Core Capital

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

New Build/Stock Remodelling

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

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

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

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

4.1 Key Successes & Lessons Learnt, Areas of Concerns

4.1.1 Summary from Head of Service – Q1 2022-23

Business Transformation Team

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

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

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

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

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

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

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

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

IT Team

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

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

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

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

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

Customer Services Team

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

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

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

Engineers

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

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

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

Facilities

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

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

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

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

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

David Allum, Head of Business Transformation

4.2 Key Performance Indicators Status

4.2.1 Comment:

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

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

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

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

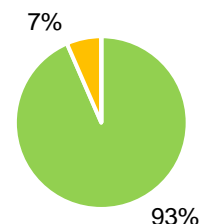
* Target for BT2 to be introduced once clear trend emerges.

1.6 Service Plans – Progress Status

4.3.1 Summary Table and Pie Chart

Q4 Business Transformation Service Plans 2021/24

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



Comment:

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

4.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

4.4 Internal Audit Actions Progress Status

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

4.5 Complaints Statistics

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

Q1 22-23 Business Transformation

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

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

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	N/A	N/A	N/A	N/A	N/A	95.0%

4.5.3 Summary Comment on the statistics

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

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

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

Capital

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

4.6.2 Summary Comment

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

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

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

5.1 Key Successes & Lessons Learnt, Areas of Concerns

5.1.1 Summary from Head of Service – Q1 2022/23

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

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

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

Peter Vickers, Head of Finance and Property

5.2 Key Performance Indicators Status

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

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

5.2.2 Comment:

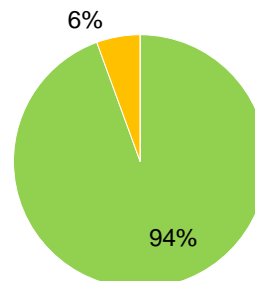
F3 – A review of the target in 2021-22 resulted in the target being lowered from 99% to 98% for Q1 2022-23. A drop in the performance of percentage of invoices paid within 30 days was a result of staff movement and actions have been taken and performance is expected to improve.

5.3 Service Plans 2022/23

5.3.1 Summary Table and Pie Chart

Finance & Property

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



5.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

5.4 Internal Audit Actions Progress Status

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

IA22/10.003.1 Monitoring information

IA22/10.003.2 Monthly Debt report

IA22/10.003.3 Exception Report

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

5.5 Complaints Statistics

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

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

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

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

5.5.3 Summary Comment on the statistics

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

5.6 Finance Position at the end of the quarter

5.6.1 Finance Service's General Fund Account Table

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

5.6.2 Summary Comment on General Fund position at the quarter end

Services are performing within budget and capacity.

5.6.3 Capital

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

Finance	10	10	-
Property	4,955	4,955	-
Capital Finance & Property	4,964	4,964	-

5.6.4 Treasury management

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

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

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

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

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

6.1 Key Successes & Lessons Learnt, Areas of Concerns

6.1.1 Summary from Head of Service – Q1 2022/23

Achievements during Quarter 1 included:

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

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

Robin Taylor, Head of Policy and Governance

6.2 Key Performance Indicators Status

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

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

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

6.2.2 Comment:

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

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

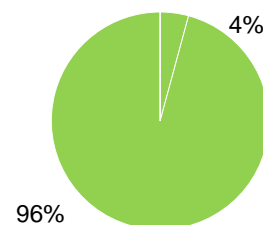
It is disappointing to see performance in responding to level 1 and 2 complaints (PG2a and PG2b) drop in Quarter 1. Pages 6 & 7 of the report sets out how each service area has performed in relation to this.

6.3 response Service Plans – Progress Status

6.3.1 Summary Table and Pie Chart

Policy & Governance Service Plans 2022/25 Progress

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



6.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

6.4 Internal Audit Actions Progress Status

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

6.5 Complaints Statistics

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

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

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

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

6.5.3 Summary Comment on the complaints statistics

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

6.6 Finance Position at the end of the quarter

6.6.1 Policy & Governance Service's General Fund Account Table

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

6.6.2 Summary Comment

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

7 Service Dashboard – Housing Operations (remit of Resources O&S)

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

7.1 Key Successes & Lessons Learnt, Areas of Concerns

7.1.1 Summary from Head of Service – Q4 2021/22

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Hugh Wagstaff, Head of Housing Operations

7.2 Key Performance Indicators Status

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

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

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

7.2.2 Comment:

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

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

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

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

7.3 Service Plans – Progress Status

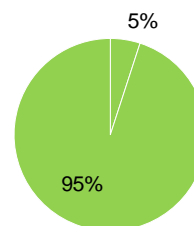
7.3.1 Summary Table and Pie Chart

Housing Operations – Q1 2022/23

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

Q1 Progress on Housing Operations Service Plans 2022/25

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



7.4 Internal Audit Actions Progress Status

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

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

7.5 Complaints Statistics

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

Q1 22-23 Housing Operations – Level 1 Complaints

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

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

Q1 22-23 Housing Operations - Level 2 Complaints

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

7.5.3 Summary Comment on the statistics

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

7.6 Finance Position at the end of the quarter

7.6.1 Housing Operations General and Revenue Accounts Tables

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

Housing Revenue Account

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

Housing Ops Total	-5,664	-5,711	-47	Favourable	1%
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Capital - HRA

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

7.6.2 Summary Comment

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

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

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

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

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

8.1 Key Successes & Lessons Learnt, Areas of Concerns

8.1.1 Summary from Head of Service – Q1 2022/23

Ukraine

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

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

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

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

Communities

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

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

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

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

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

Housing Delivery

Development

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

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

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

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

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

Strategy and Enabling

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

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

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

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

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

Private Sector Housing

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

There were only two requests for public health funerals.

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

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

Homelessness and Housing Options

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

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

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

The Homechoice Team has continued to advertise and let social housing tenancies and, along with the Options Team, manage the Council's Housing Register. At the end of June 22 there were 1066 applicants on the Housing register – compared to 1034 in June 2021.

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

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

Andrew Smith, Head of Housing Delivery and Communities

8.2 Key Performance Indicators Status

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

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

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

8.2.2 Comment:

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

8.2.3 Affordable Homes Delivery

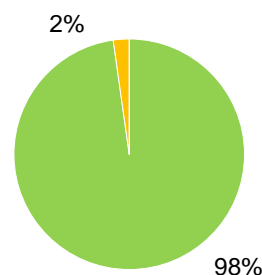
The details on all affordable homes delivered during Q1 2022-23 (ref. HD4) are listed below, including information on units, tenure, location and provider

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

8.3 Service Plans – Progress Status

8.3.1 Summary Table and Pie Chart

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



8.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

8.4 Internal Audit Actions Progress Status

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

8.5 Complaints Statistics

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

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

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

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

Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	N/A	N/A	100%	N/A	100%	95%
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8.5.3 Summary Comment on the statistics

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

8.6 Finance Position at the end of the quarter

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

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

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

Capital – General Fund

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

Capital - HRA

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

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

8.6.2 Summary Comment on revenue position at the quarter end

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

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

8.6.3 Summary Comment on capital position at the quarter end

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

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

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

9.1 Key Successes & Lessons Learnt, Areas of Concerns

9.1.1 Summary from Head of Service – Q1 2022/23

Leisure

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

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

Greenspaces Team

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

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

Building Control & Street naming

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

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

Projects

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

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

Kelvin Mills, Head of Commercial Services

9.2 Key Performance Indicators Status

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

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

9.2.2 Comment:

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

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

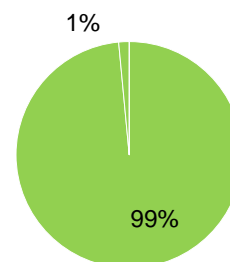
C8/C9 – It is pleasing to see that success rates are being achieved on time however the next two quarters will be challenging as we enter the final months of the academic year. We hope to have mitigated the impact of Covid, however across the industry achievement rates have dropped.

9.3 Service Plans – Progress Status

9.3.1 Summary Table and Pie Chart

Q1 Progress on Commercial Services Service Plans 2022/23

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



Comment:

All service plan actions are completed or on target.

9.4 Internal Audit Actions Progress Status

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

9.5 Complaints Statistics

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

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

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

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

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

9.6 Finance Position at the end of the quarter

9.6.1 Service's General Fund Account Table

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

Capital

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

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

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

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

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

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

10.1 Key Successes & Lessons Learnt, Areas of Concerns

10.1.1 Summary from Head of Service – Q1 2022/23

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

Environmental Health Food and Safety Team

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

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

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

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

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

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

Environmental Protection Team

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

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

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

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

Licensing

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

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

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

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

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

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

Emergency Planning

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

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

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

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

Environmental Services

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

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

The contract also provides for cleansing of streets, litter picking, emptying of street litter bins, as well as clearing fly tips across the Borough. These services remained fragile with continuing crew shortages due to Covid sickness absences and recruitment difficulties. Thanks to the cooperation of the contractor, we were able to work through this with as little disruption as possible even though many of the agency staff used were unfamiliar with the area. In the run up to Christmas refuse and recycling collections services were maintained by also diverting staff from street cleaning to backfill absences. Pressures were added to by a national shortage of heavy goods vehicle drivers due to a backlog in driver testing and by increasing demand for drivers from the retail and home delivery sectors and this is likely to continue for at least another year.

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

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

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

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

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

Parking Services

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

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

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

Sustainability Team

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

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

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

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

Richard Homewood, Head of Environmental & Regulatory Services

10.2 Key Performance Indicators Status

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

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22/23	Q1 Target
E1*	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	4.74%	5.16	4.80%	4.77%	Received Quarter in Arrears	5.00%
E2a	Average number of days to remove fly-tips (lower outturn is better)	Days	2	3	2	3	3	2
E2b	Number of fly tipping incidents in a quarter (Data only)		180	162	169	244	182	Data only
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	Monitoring on pause	Monitoring on pause	Monitoring on pause	Monitoring on pause	Monitoring on pause	90%
E4a	Number of refuse and recycling missed bins out of 100,000 collections per week (lower outturn is better) - New from Q1 20/21		28	34	68	42	tbc	40
E4b	Number of food waste missed bins out of 100,000 collections per week (lower outturn is better) - New from Q1 20/21		41	54	48	66	tbc	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)	%	78%	100%	78.57%	81.25%	88.89%	100%
E6	Food businesses with a 'Scores on the door' of 3 or over (higher outturn is better)	%	N/A	91.05%	90.43%	89.40%	89.87%	Data only
E NI191*	Residual household waste per household (lower outturn is better)	kg	92	89.5	96	93	Received Quarter in Arrears	90.00
E NI192*	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	59.80%	60.50%	57.20%	56.1	Received Quarter in Arrears	54.0%

10.2.2 Comment:

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

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

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

E3 – Environmental Cleanliness monitoring remains suspended and street cleaning is currently on a reactive service as opposed to scheduled cleaning basis as the service continues to prioritise refuse and recycling collections. We are in discussion with the contractor with a view to refocussing on street cleaning issues.

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

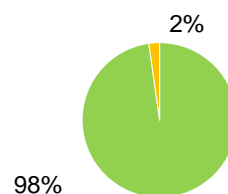
E5 – Performance on inspection of high-risk food premises improved as the team refocussed its energies after Covid enforcement activity was scaled down.

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

10.3 Service Plans – Progress Status

10.3.1 Summary Table and Pie Chart

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



10.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

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

10.4 Internal Audit Actions Progress Status

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

IA22/08.004.1 Relationship management

IA22/08.004.2 Exchange of letters

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

10.5 Complaints Statistics

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

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

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

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

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

10.5.3 Summary Comment on the statistics

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

10.6 Finance Position at the end of the quarter

10.6.1 Service's General Fund Account Table

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

Capital

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

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

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

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

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

11.1 Key Successes & Lessons Learnt, Areas of Concerns

11.1.1 Summary from Head of Service – Q1 2022/23

Development Management

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

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

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

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

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

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

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

Planning Policy

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

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

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

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

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

Economic Development

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

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

Planning Business Support Team

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

Zac Ellwood, Head of Planning & Economic Development

11.2 Key Performance Indicators Status

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

Planning - Zac Ellwood								
KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22/23	Q1 Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	57%	81%	87%	89.6%	90.4%	100%
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks or with an agreed extension of time (NI157a) cumulative figure) (higher outturn is better)	%	80%	72%	40%	55.6%	100%	80%
P151a	Processing of planning applications: Major applications - % determined within 13 weeks, not including those applications where a time extension has been agreed - cumulative figure (higher outturn is better)	%	27%	0%	33%	33.3%	25%	Data only
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	90%	23%	28%	59%	93.1%	80%
P153a	Processing of planning applications: Non-major applications - % determined within 8 weeks, not including those applications where a time extension has been agreed (higher outturn is better)	%	16%	5%	14.7%	43.1%	74.5%	Data only
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	%	90%	16%	46%	60%	91.5%	90%

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

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

11.2.2 Comment:

Quarter 1 performance

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

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

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

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

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

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

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

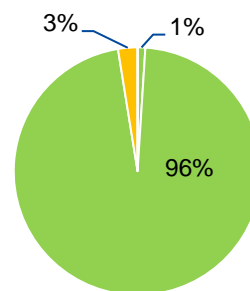
P7 & P8 (Housing delivery) – The data on completions (202 dwellings within Q1) is encouraging and exceeds the quarterly target of 147 by some way, but this must be seen in the context of an existing delivery backlog. The commencement figure for Q1 is disappointing and may be reflective of the current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

11.3 Service Plans – Progress Status

11.3.1 Summary Table and Pie Chart

Q1 Progress on Planning & ED Service Plans 2022/25

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



11.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

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

11.4 Internal Audit Actions Progress Status

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

11.5 Complaints Statistics

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

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

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

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

Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	89%	90.9%	94.7%	75.0%	84.6%	95%
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11.5.3 Summary Comment on the statistics

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

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

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

11.6 Finance Position at the end of the quarter

11.6.1 Service's General Fund Account Table

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

11.6.2 Summary Comment on General Fund position at the quarter end

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

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

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

Capital

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

WAVERLEY BOROUGH COUNCIL**Overview and Scrutiny Committee - Services****20 SEPTEMBER 2022**

Title: Carbon Neutrality Action Plan Annual update 2022

Portfolio Holder: Cllr Steve Williams**Head of Service: Richard Homewood****Key decision: No****Access: Public****Note pursuant to Section 100B(5) of the Local Government Act 1972:**

1. Purpose and summary

- 1.1 This reports provides the second annual update of the Carbon Neutrality Action Plan (CNAP) since its adoption in 2020. This is 8 months since the previous update presented in February 2022. The date has been brought forward in order for it to be aligned with the budget setting period. The outcomes of the work to date are set out in the revised CNAP and the spreadsheet with updates on individual actions.

Action plan progress update

- 1.2 In July 2021, APSE Energy completed a review of Waverley's baseline data and trajectory as set out in the CNAP. This work has helped identify errors in the data recording process, provided a financial projection in terms or the cost of delivering the Councils net zero carbon target, and helped prioritise and quantify certain initiatives. Some of the main recommendations of this work were around the need for further feasibility work in some of the areas of high impact in order to identify costed deliverable actions.
- 1.3 A number of feasibility reports and energy audits have been commissioned and are now underway to help develop additional projects that support the delivery of the CNAP. The action plan is a continually evolving document. Annexe 1 of this report presents an update of each individual action, since the previous update presented in February 2022, including a RAG rating for quick reference of progress. The annual review has been focussed on the high level and short-term targets.

- 1.4 Councils are required to monitor their non-domestic organisational GHG emissions and publish an annual progress report. This process will remain the method of monitoring progress against Waverley’s net zero carbon by 2030 target. The GHG report for 2021/22 is attached as Annexe 2.
- 1.5 **Waverley’s organisational GHG emissions in 2021/22 were 3,500 tonnes CO₂e. The overall emissions compared to the baseline year 2015/16 have dropped by 34%.**
- 1.6 Organisational emissions is only one theme amongst the seven contained within the CNAP. Some of the key achievements from each priority area are summarised in Table 1 below.

Organisational Emissions	Active Travel and Air Quality	Energy Generation
<p>Memorial Hall decarb project – installation of an ASHP and PV.</p> <p>Woolmer Hill pavilion – installation of solar PV and new insulated roof</p> <p>50% reductions in business mileage in 2021/21 from pre Covid levels. A saving of 36t CO₂e per year.</p> <p>Completed a number of high level energy audits for some of Waverley assets (Bourne Mill Depot, Pavilions, rangers offices).</p>	<p>Guildford and Godalming Gateway project acquired CIL funding for approx. 50% of the total cost. Route has been selected and will be designing and procuring the project by the end of 2022.</p> <p>Installed 9 EV charges in car parks and 2 on-street through Housing. 5 further installed as part of a SCC project. A further 5 chargers at 2 sites are expected to be installed by August 2022. 9 public chargers are due to be installed at Brightwells before the end of the year.</p>	<p>Solar feasibility assessment completed, and options currently considered for funding</p> <p>Continual engagement with Places Leisure to explore energy saving and renewable projects on leisure centres.</p>
Built Environment	Waste and Resources	Land Use and Adaptation
<p>First phase of the Energy study work (part of the Asset Management Strategy) completed.</p> <p>New Housing Delivery Strategy adopted in April 2022.</p> <p>Climate change SPD consultation has been conducted, on track to adopt before the end of 2022.</p> <p>Dunsfold Garden Village SPD with sustainability considerations adopted February 2022.</p> <p>GREEN Jump and Green Homes Local Delivery 2 funds for Waverley Residents on low income and in fuel poverty in 2021-2022: 67 measures have been installed in Waverley properties to date.</p>	<p>Kerbside collection of textiles and WEE has commenced.</p> <p>Engagement with the waste contractor has begun exploring low carbon vehicle options.</p>	<p>Implemented and reviewed “No Mow May” initiative.</p> <p>Tree and Woodland Management policy adopted in 2022.</p> <p>Biodiversity Policy adopted in September 2022.</p>
	Green Economy	
	<p>45 local businesses attended a Carbon Literacy training.</p> <p>Promote the EM3 LEP low carbon business support function and one to one consultancy advice with a new green specialist associate.</p>	

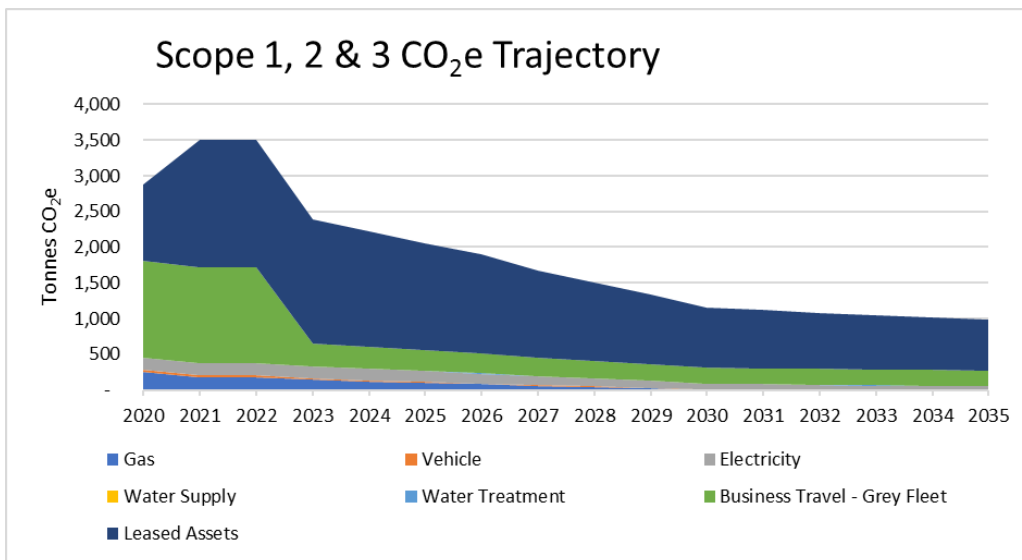
Sustainable Warmth Fund and Home Upgrade Grant: Successful bid and currently awaiting the Managing Agent to be appointed by SCC and details on the level of funding available for Waverley residents.

Table 1. Key achievements

Revised Carbon Neutrality Action Plan

- 1.7 The CNAP was always intended to be a live document that continually evolves in terms of its delivery path while still retaining the vision of becoming a net zero carbon authority by 2030. Taking into account the work that has taken place to date a revised action plan has been produced and presented as part of this report. Annexe 3 presents the 2022 version of the CNAP that includes an updated trajectory for the councils own, non-domestic emissions. The latest CNAP version also includes a table that outlines all the completed actions to date.

- 1.8 The biggest impact to Waverley’s path to net zero carbon will be from decarbonising heat in council assets, by replacing gas boilers with heat pumps. In combination with other electricity reducing interventions and the gradual switch to electric vehicles for Waverley’s own fleet a trajectory has been produced using the APSE tool to indicate a more specific pathway to net zero carbon. The graph below provides a trajectory should a programme be introduced to replace gas boilers with heat pumps on the higher emitting buildings in Waverley’s non domestic portfolio, the leisure centres. The trajectory also includes the impact of switching the waste fleet to using biodiesel until technology development enables the switch to electric or hydrogen fuelled refuse vehicles. This accounts for 80% of the non-domestic baseline.



Forecast capital cost for delivering the action plan

- 1.9 According to the trajectory report produced by APSE Energy, the forecast capital cost to achieve net zero carbon for corporate assets, including Waverley owned vehicles but excluding leisure centres and contractor vehicle emissions, is of the region of £2.96million. A further estimated £3.8 million will be required to reduce emissions of leisure centres. The majority of this cost is associated with replacing gas boilers with heat pumps.
- 1.10 The above costs are indicative and are based on certain assumptions in order to demonstrate the scale of the investment required however it does exclude a major area of emissions which is contractor vehicles.
- 1.11 The waste contractor (Biffa) indicated that to switch all of their smaller vehicles to electric would cost the council around £450k capital (vehicles and charging infrastructure) To convert the refuse freighters to biofuel mid contract would cost approximately £100k per annum for higher biofuel costs.

Finance and Budget updates

- 1.12 The climate emergency work has an allocated reserve fund of £200k which was approved in 2020. A further £100k was committed during the 2022/23 budget setting. The fund is mainly intended to pump prime and help develop projects. £199k of this fund has been earmarked /committed to date. A breakdown of the funding allocation is provided in Annexe 4.
- 1.13 In addition, there is a £100k ongoing budget that supports the delivery of the CNAP. The majority of this budget is allocated to staffing.
- 1.14 Where possible, other sources of funding are being explored to support the delivery of the CNAP. Annexe 4 also provides a summary of additional sources of funding that have been secured to deliver projects that directly contribute to Waverley's climate emergency commitments.
- 1.15 External funding options are continually explored to maximise delivery. The Public Sector Decarbonisation Scheme (PSDS) is the main government source of funding available at present. A sum of £63k was secured in 2021 to decarbonise the Memorial Hall in Farnham. An additional funding bid to decarbonise Farnham Leisure Centre was submitted in November 2021 but was unfortunately unsuccessful. A further funding bid to bring in technical expertise to develop heat decarbonisation plans for 4 of our buildings to the value of £39k was submitted in June 2022 and awaiting announcements in August. The next round of the PSDS is due to open in September 2022 and bids are being prepared for this round.

Conclusions

- 1.16 Meeting the net zero carbon by 2030 target is an ambitious and challenging task and heavily relies on government support and technological development. It also requires significant financial commitment from Waverley.

- 1.17 It is essential that we plan the switch from carbon intensive gas for heating buildings to electricity. Hydrogen technology is not mature yet so heat decarbonisation will heavily rely on the use of Air Source Heat Pumps and renewables. They can be costly and technically complicated to achieve for retrofit projects.
- 1.18 A whole building approach is the most efficient way of addressing energy reduction of individual buildings. We have now prioritised energy audits on our own buildings and will be working through the findings of these audits over the next year. These will provide the true costs and possibilities for decarbonising Waverley's estate. Most importantly they will provide project proposals that are ready to be put forward for external funding.
- 1.19 Energy generation is critical to achieving our net zero carbon target, either directly connected to Waverley assets or sold through a Power Purchase Agreement to a private recipient. Energy generated and sold can be claimed to offset Waverley's unavoidable emissions. Various solar options have been considered and a feasibility study was completed earlier in the year to identify opportunities. A discussion paper on solar generation has been prepared to be shared with members in September and agree next steps.
- 1.20 The waste contract emissions accounted for 30% of the councils' emissions in 2015/16. Converting the fleet to using high grade biodiesel could be a relatively straightforward option that would have a significant impact to our carbon emissions at a cost of approximately £100k per year. The emissions reduction from this action would be approximately 1,000 tonnes of CO₂e
- 1.21 Each project that requires funding will be brought forward individually with a business case to support it. Government funding is available but limited in terms of the total value available in relation to the number of local authorities bidding for it. Funding pots are often oversubscribed within hours of the bidding platforms opening. Therefore, significant council investment will also be required to fulfil this ambition.
- 1.22 Even if Waverley follows the proposed trajectory there will be a shortfall of emission that cannot be eliminated. Offsetting will be an essential element of achieving carbon neutrality and these options need to be considered in parallel to decarbonisation. Renewable energy generation (ie solar) provides a way of offsetting unavoidable emissions while at the same time provide reduction in energy costs and energy security. These opportunities should be maximised and planed as early as possible.

2. Recommendation

It is recommended that the O&S notes:

- a. The progress made on the CNAP during 2022 attached in Annexe 1
- b. The GHG report attached in Annexe 2 and agree that it is published on the Waverley Borough Council website
- c. The updated content of version 3 of the CNAP as presented in Annexe 3

And provides feedback to the Executive

3. Reason for the recommendation

To ensure that the Executive is up to date with the council's progress on its response to the Climate Emergency and to request support on the direction of travel over the next year.

4. Background

In December 2020 the Council adopted the Carbon Neutrality Action Plan (CNAP) 2020-2030 which contained a collection of actions that sets us on the path to deliver Waverley's net zero carbon by 2030 target. This report provides the first annual progress update against the priority areas within the plan.

The plan was adopted as a "live document" that will continually evolve to reflect further funding, policy and technological changes as well as opportunities for new projects. A year on, there has been progress in a number of areas that this report aims to celebrate. But also highlights the scale of work that is still required.

5. Relationship to the Corporate Strategy and Service Plan

- 5.1 This report is directly linked to the delivery of the aims of the Climate Emergency, one of the Councils key priorities, which is also part of the service plan.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

The approved 2022/23 budget includes £100k for ongoing costs of delivery of the action plan. In the 2022/23 approved budget a further £200k contribution to the climate change project reserve for one-off project costs was provided which continues to be drawn down from.

Currently, any further funding needs will require a supplementary estimate or Waverley will need to achieve external funding such as grants, S106 or CIL funding. The team continue to bid for external funding to support the CNAP delivery.

Some projects may offer savings to Waverley, therefore improving the financial situation of the council; the financial impacts of each project will be considered on a case-by-case basis.

Staff resource to support projects will be met within current staffing levels at this stage. Any additional requirements will be met from the project budgets. (Rosie Plaistowe)

6.2 Risk management

Not directly relevant in this instance as the report is primarily for information. However, lack of progress in this area of work will have significant reputational consequences.

6.3 Legal

The action plan is not a formal Council policy, although meeting the Councils policy direction enshrined in the Climate Emergency Declaration. Whilst the plan is a valuable enabling and monitoring tool it does not approve specific projects or actions, accordingly there are no direct legal implications arising from the plan.

Any specific projects arising from the plan will have to meet the Councils legal and governance frameworks to ensure that all relevant material factors are considered, in light of appropriate professional and technical information.

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 report is directly related to the delivery of Climate Emergency declaration. The Carbon Neutrality Action Plan is the proposed path to achieving its target.

7. Consultation and engagement

The report will be shared with O&S on the 20th September 2022

8. Other options considered

8.1 Not applicable to this report.

9. Governance journey

9.1 The formal annual update will follow the indicative timetable below:

- O&S services – 20th September 2022
- Executive committee – 4th October 2022
- Full Council –

Annexes:

Annexe 1 – CNAP working spreadsheet

Annexe 2 – GHG report

Annexe 3 - CNAP Version 2022

Annexe 4 - Expenditure summary

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: 22/7/22 Ian Hunt

Finance: 18/8/22 Rosie Plaistow

Strategic Director: 10/8/22 CMB

Portfolio Holder: 30/7/22 Steve Williams

ANNEXE 5

EXPENDITURE SUMMARY

CURRENT COMMITMENT OF CLIMATE EMERGENCY RESERVE

<i>Project</i>	<i>Amount</i>	
<i>Bike Shelters -active transport</i>	£70,000	Partially completed
<i>Woolmer Hill pavilion works</i>	£20,000	Partially completed
<i>Memorial hall</i>	£30,000	Completed
<i>SPD work</i>	£10,000	Partially completed
<i>LCWIP contribution</i>	£20,000	Underway
<i>APSE Energy</i>	£12,600	Completed
<i>Solar projects (Pre planning and DNO work)</i>	£35,000	
<i>Bourne Mill Depot Energy Audit</i>	£1,000	Completed
	£198,600	

ADDITIONAL FUNDING ACQUIRED

<i>Project</i>	<i>Amount</i>	<i>Funding source</i>
<i>Memorial Hall Decarbonisation - ASHP and PV</i>	£63,000	Public Sector Decarbonisation fund
<i>Memorial Hall Decarbonisation - ASHP and PV</i>	£52,000	Empty Homes Grant 2019/20 & 2020/21
<i>Bike shelter pilot expansion</i>	£10,500	Empty Homes Grant 2019/20
<i>Hale Trail cycle path feasibility</i>	£25,000	Empty Homes Grant 2019/20
<i>Solar Feasibility</i>	£20,000	Empty Homes Grant 2019/20
<i>EV charges in 4 car parks</i>	£57,000	Capital budget
<i>Godalming gateway</i>	£200,000	CIL contributions
<i>Hale Trail cycle path in farnham Park</i>	£170,000	CIL contributions
<i>Solar canopy feasibility - 4 car parks</i>	£15,000	Empty Homes Grant 2020/21
<i>EV chargers additional funding to expand existing project</i>	£25,000	Empty Homes Grant 2020/21
<i>PV system on Farnham LC roof</i>	£100,000	Empty Homes Grant 2020/21
<i>Pool covers at Farnham LC</i>	£45,000	Empty Homes Grant 2020/21
<i>LED lighting at the Edge LC</i>	£14,500	Empty Homes Grant 2020/21
<i>Motor replacements in LC's</i>	£30,000	Empty Homes Grant 2020/21
<i>EV charger at HLC</i>	£30,000	Empty Homes Grant 2020/21
<i>Fixed term officer role for 2 years</i>	£77,464	Empty Homes Grant 2020/21
	£934,464	

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Short Term Actions – 2020-2023

KEY	On track
	Behind schedule
	Not deliverable within current timescale
	Completed
	New projects

No	Actions	Target date	Council's role	Indic. Cost	Carbon impact	Lead Officer	Progress with RAG rating
B01	Develop plans for alternatives to individual gas boilers in new and existing Council homes, based on a pilot scheme.	2022	D	£ HRA	L	Heather Rigg	A gas boiler replacement scheme is being developed to produce a 3 year plan, focusing on the oldest boilers in the portfolio. At this present time a suitable alternative to gas central heating is not on the market that can be installed with any confidence that will not only ensure carbon neutrality but also not adversely impact our residents in terms of running costs. Ock Ridge site C will include the installation of 30 ASHPs
B02	Evaluate the stock condition data held to ensure it is robust enough to inform plans for energy efficiency. Take remedial action on any short falls identified.	2022	D	£ HRA	M	Heather Rigg	Action is linked to B03. A consultant to be appointed by March 2023 to begin a 2 year programme Largescale stock condition survey exercise planned to start Q3/Q4 2022/23
B03	Undertaken a stock condition / energy efficiency survey of all the senior living schemes to inform an asset management plan for the schemes	2022	D	£	L	Heather Rigg	Largescale stock condition survey exercise planned to start Q3/Q4 2022/23
B04	Desktop modelling exercise to ascertain current private sector stock conditions, including use of data from Experian, English Housing Surveys and Energy Performance Certificates. This will enable us to identify areas of interest for planned programmes of works to meet the carbon neutral commitment.	2021	D	£40k	Enabling	Simon Brisk	This project has been shortlisted for UK prosperity Funding - awaiting sign off subject to business case for delivery in 2024.
B05	Review of Home Improvement policy for Private Sector Housing to increase the availability of grant aid for domestic energy efficiency schemes. Achieved by changes to list of eligible works and/or applicants' eligibility criteria.	Dec-22	D	£	Enabling	Simon Brisk	New Grant Officer position was filled in 2021. Currently reviewing the Home Improvement Policy hoping to complete by the end of 2022.
B06	Work with Affordable Housing partners to meet climate change agenda in terms of incorporating good policy and practice on new affordable housing developments in Waverley.	Dec-22	E	£	Enabling	Alice Knowles	Requirements to be incorporated into Sustainability Supplementary Planning Document Sharing good policy and practice with partners
B07	Work with landscape consultants to develop Climate Positive Design for new council homes, developing carbon off-set opportunities in the materials used in hard landscaping and plants in soft landscaping.	2020-ongoing	D	£	L	Louisa Blundell	The Sustainability Strategy and Climate Neutrality Action Plan are part of information included when procuring consultants and contractors to work on new build and refurbishment schemes. Also we are working with appointed consultants to deliver carbon off-set opportunities through soft landscaping. Working with Parks and Countryside to support adoption of emerging policies that will enhance the natural environment.
B08	Continue to provide EV chargers to new build homes and introduce to refurbishment projects. Future proof parking bays by installing infrastructure so additional chargers can be added.	2020-ongoing	D	££	Enabling	Louisa Blundell/ Kate Douglas	Provision of EV chargers are a condition of planning consents for new build homes. Review of employers requirements to include more detail in terms of specification for EVCP with implementation of back office functions where points are communal. Where practical EVCP will be included in the next phase of refurbishments of properties at Ockford Ridge. Infrastructure to be installed to ensure potential for future EVCP in bays within the next phase of development at Ockford Ridge (Site B). Requirements for EVCP and necessary infrastructure incorporated in development schemes at design stage.
B10	Review of Design Awards criteria to place greater emphasis on sustainability goals.	2022	S	£	Enabling	Sarah Wells	COMPLETED - The Design Awards open in July 2022 and include a sustainable design and construction category. We have also sourced a judge with a specialism in energy efficiency.
B11	Produce a Supplementary Planning Document that will support developments consistent with the policy of carbon neutrality.	Sep-22	E	£	Enabling	Alice Knowles	The Climate Change and Sustainability SPD has been through consultation and outcomes are further reviewed. Note - A Dunsfold Park Garden Village SPD has been produced which will cover sustainable development, design and climate change mitigation as strategic considerations for the site.

B12	Produce a sustainability checklist for the use of officers and members for the review of planning applications in order to ensure that full account is taken of all criteria in relation to the consideration of planning applications.	2022	S	£	Enabling	Sally Busby	Work in progress - "Project Checklist", which compasses the sustainability item, is underway within the Planning Services' Business Support Team. Completion of this project in its entirety is slated for end 2022, however the sustainability item is due Sept/ Oct 2022.
B13	Produce a checklist for developers to audit sustainability in planning applications.	2022	S	£	Enabling	Sally Busby	Work in progress - "Project Checklist", which compasses the sustainability item, is underway within the Planning Services' Business Support Team. Completion of this project in its entirety is slated for end 2022, however the sustainability item is due Sept/ Oct 2022.
B15	Undertake an Energy study and develop a strategic approach to improving the performance of housing assets, in order to deliver the necessary levels of carbon reduction	2022		£HRA	H	Heather Rigg	Work on this is currently ongoing. To be reviewed by New Asset Project Manager to ensure it is fit for purpose to inform strategic delivery.
B16	Dunstable Park Garden Village SPD - covering high level masterplan principles and design coding for the new settlement. Sustainability is at its core and should flow throughout the document	2022	E	£100,000 - capacity funding	Enabling	Sarah Wells	COMPLETED - The SPD was adopted in February 2022. Sustainability is a key themes running throughout the document.
E01	Investigate viability and finance options of ground mounted solar PV in car parks and on Waverley land. Commission a feasibility study to include a business case including financing options for approval.	2022	D	£15,000	M	Delma Bryant	COMPLETED June 2022- A feasibility assessment has been completed detailing the costing and business cases to deliver solar canopies over 4 Waverley car parks.
E01a	Consider further the recommendations of the Solar Feasibility for canopies on car parks and solar farm with a view to further develop and seek funding for new projects.	Oct-23	D	£	L	Fotini Vickers	
E02	Review renewable energy options in senior living units to increase renewable energy generation to 100% by 2030.	2022	D	££	L	Heather Rigg	Linked to the Stock Condition Survey and Energy Strategy starting om Q3/A4 2022/23 A separate workstream as part of the SCS project to undertake full on building appraisals for the SLS which will include the suitability for renewable tech and options.
E05	Investigate and implement opportunities for community energy projects in conjunction with other stakeholders, including not-for-profit organisations	2022	E/S	£	Enabling	Fotini Vickers	A report outlining solar PV options has been discussed with the Executive considering funding options for Leisure buildings through a co op model. It would be more financially beneficial to the council to self fund PV installation on its own buildings. Supported Cranleigh PC in submitting a bid to the Rural Community Fund to explore the possibility of a district heating/ electricity generation system on CPC land.
E06	Investigate viability and finance options of rooftop solar PV, with approximate capacity 300kwp, on a number of leisure centres. Prepare business case including financing options for approval and installation	2022	D	££	30t CO2	Fotini Vickers	High level business cases for a new PV system on FLC and additional capacity on the existing arrays in GLG and HLC have been produced but more quotes are being sought to verify costs. Approximate installation cost £250k
GE01	Develop a strategy to provide incentives and support for local businesses to operate on a carbon neutral model.	2022	E	£20K	Enabling	Catherine Knight	This will form part of the Economic Development Strategy. Promoted LoCase European Union grand funding to Waverley businesses.
GE02	Develop a business award scheme to incentivise local businesses to become carbon neutral.	2022	S	£	Enabling	Catherine Knight	Due to resourcing constraints we will be unable to develop our own award schemes currently however we will promote business awards schemes to incentivise local businesses to become carbon neutral. (CREST/BIG Awards). Working with Inspiration Space to support small Carbon Trust accreditation project with small businesses 2021/22.
GE03	Support the national "Take The Jump" scheme and promote the behavioural change required to move to a net-zero carbon economy amongst Waverley staff and across Waverley.	2022	E	£0	Enabling	Delma Bryant	COMPLETED- Take the jump promoted to staff and councillors and promoted on social media.
GE04	Aiming to upskill 36 - 70 SMEs businesses through Carbon Literacy Training to help reduce their carbon emissions. training will be delivered by Inspiration Space.	2022	S	£15k	enabling	Catherine Knight	45 business under took this training to date. Press release on success available in July 2022.
GE05	Promote the EM3 LEP low carbon business support function and one to one consultancy advice with a new green specialist associate.	2022		£	Enabling	Catherine Knight	Presentation by expert carried out to the business task group
L01	Contact Parish and Town councils and relevant not-for-profit organisations to encourage local food production via allotments and community Farms.	2022	E/S	£	Enabling	Joanne Williams	No progress to date due to limited resources. Project to commence within stated timeframes
L02	Investigate the opportunity to identify unused land that can be used for local food production.	2022	E/S	£33,000	Enabling	Kate Douglas	Ongoing - Housing currently engaging with tenants on better use of gardens. Currently consulting on Parsons Green in Haslemere and Hartsgrove in Chiddingfold expected for 2023. The following strands have been developed: 1.Orchard development on our housing sites – Queensway Community Orchard, Cranleigh, Eashing Cemetery Community Orchard established. 2.Assisting tenant on new development sites with garden design with biodiversity in mind 3.Monitoring communal areas on our blocks on how tenants manage their raised beds etc
L03	Provide a badge system for local (less than 30 miles) producers of food.	2022	E/S	£	Enabling	Catherine Knight	Created a food map to support and promote local food suppliers. Promoted in brochure going to all households in November 2021

L04	Adoption of policies that will enhance the natural environment such as: *Biodiversity strategy and action plan. *Pesticide policy with a view to phasing out the use of pesticides *Tree and Woodland management policy taking a sustainable approach to planting, provide succession for tree stock that are able to cope with future diseases and pests and opportunity to offset carbon.	2022	D	£	Enabling	Matt Lank	Pesticides Policy and Action Plan adopted in November 2020. Trial has started on SCC highways on non-pesticide based product. SCC highway main weed spray reduced to 1 spray. No pesticides used in playgrounds anymore and reductions in use of pesticides elsewhere in parks. Tree & Woodland Policy adopted in February 2022. Biodiversity Policy is aimed for adoption spring 2022.
L05	Implement PlantLife No Mow May initiative in line with review of pilot. Work with SCC to align our biodiversity policies.	2022	S	££££	Enabling	Matt Lank	Revised grass cutting schedules delivered in 2022. Will be continuing to refine grass cutting schedules and making further changes in following years. Have contacted SCC over a new agency agreement, awaiting the detail of this to come out in July.
L07	Facilitate and support a multi-agency bid for some of the £33 million available for flood elevation schemes. Focus will be to utilise the concept of natural flood risk management achieving the objectives of lowering flood risk and planting trees and restoring marshland.	2022	S	£	Mitigating	Anthony James	COMPLETED - WBC participated in Thames Valley Flood Scheme (A catchment approach to flood risk and climate resilience. Alford was the only site found to be suitable for a project. This was completed in June 2022
O02	Identify and resolve any barriers to use of existing Mod.Gov by all councillors and officers to access and use all committee papers electronically.	2022	D	£	L	Louise Fleming/Wendy Cooper	Participation in council meetings from home during the pandemic has inhibited progression of this action as screen time previously given to viewing and marking up papers via modgov was, for some if not all councillors, given to accessing Zoom instead. As a result, the extent to which papers were accessed digitally reduced rather than increased. However, with the return of Councillors to the chamber for all public meetings both actions need to be progressed. Councillors will be offered training on MODGOV and encouraged to receive, read and mark up all of their papers digitally.
O03	Through our enhanced use of technology we can also reduce our reliance on paper by largely phasing out printed agendas and reports continuing and enhancing suitable arrangements where appropriate. Any accessibility issues to be identified and resolved by Equality Impact Assessment.	2022	D	£10k	L	Louise Fleming/Wendy Cooper	A consultation with all members was carried out with a view to move to paperless agendas. A significant proportion of members did not support the proposal due to system limitations and technical knowledge. Currently being rolled out to members who are happy and able to make the transition.
O04	Rethink Pilot - work with SCC to nudge behaviour to consider alternative ways for staff to travel to get to work.	2021	E	£	L	Thomas Lankester	Not yet started, related to O24
O05	Investigate the option of ULEV pool cars for business use and promote behavioural changes.	2021	D	£15K per second hand vehicle	L	David Alum	Currently have 2 electric vehicles and 1 hybrid lease car (also 2 petrol cars). Option for the pool cars to be replaced with car club vehicles to be explored further.
O08	Develop an Energy Performance Contract when procuring the new Leisure Centre management contract.	2023	D	£	M	Tamsin McLeod	The draft specification for the new leisure contract has now been produced and includes a number of considerations with regards to the councils net zero carbon target. *requirement to produce energy decarbonisation plans for all sites mutually agreed carbon reduction targets *Consideration of funding energy reduction projects that pay within the contract period *carbon literacy training for all staff *a request to investigate the cost implications of a green tariff for all energy supplied to the leisure centres.
O10	Cranleigh Leisure Centre - Carry out an energy audit to establish what work would be required to build the new leisure centre in Cranleigh as close to carbon neutral as possible. To include a step-by-step list of emissions versus costs.	2022-25	D	££	L	Tamsin McLeod	An initial energy audit has been completed, providing indicative options and costs. The council is aspiring to a low carbon new build and this principle will be incorporated into any designs for a new build.. The Passivhaus standard will also be considered, taking learning points from the first 2 Passivhaus leisure centres designed in the UK.
O11	Improvements in Energy Efficiency at Farnham Leisure Centre – Installation of pool covers to reduce evaporation, heat loss from the pool will reduce the need for ventilation from the pool hall. Replace 12 showers in the members changing rooms with ones that have reduced flow rate. Fit insulation jackets on steel sand filters. Replace the existing pool hall and gym windows with new triple glazing with a double soft heat reflective coating. Review operation of AHU and explore more efficient options.	2022	D/E	Approx. £300k	L	Tamsin McLeod	PSDS Phase 3 bid submitted for the decarbonisation of FLC was unsuccessful (January 2022). A new bid to the PSDS 3b will be submitted in September 2022 to include ASHP and PV installation. *Pool covers - have been ordered and awaiting installation date *AHU Motor replacement - 6 new efficient motors have been ordered offering an average 30% reduction in electricity from the old ones. 6t of carbon saving, payback 3 years *LED lighting is currently being costed for implementation
O12	Haslemere Leisure Centre - Replace the existing Pool hall lighting with LED equivalents	2022	D/E	£13,500	L - 17t	Tamsin McLeod	Quote obtained and funding identified. Project due to be completed by Dec 2022
O14	Work with Housing contractors to modifying response times or batching of work in areas on specific days to reduce travel costs. Especially important for trades that only have one or two operatives.	2021-2024	D/E	£	L	Heather Rigg	The main housing contractors are using systems which incorporate dynamic resource scheduling which will ensure appointments are allocated in the most cost effective way to reduce travel time, increase productivity and so reducing carbon emissions. Carbon emissions are now being provided quarterly to Sustainability team to track. Going forward for new contract all contractors have made promises that they will introduce electric/hybrid vehicles on to their fleet.

O16	Woolmer Hill Pavilion upgrade – improve energy performance of the building with a view to make it carbon neutral.	2022	D	£110k	L – 15t	Adam Holt	The project was paused due to the withdrawal of external grant funding. In June 2021 alternative funding was secured from the Surrey County Council Empty Property Fund and so the project re-started. PV panels and roof insulation were installed in June 2022. Remaining works to be complete by the end of 2022 or during 2023 depending on whether delivered separate or alongside other works at the building.
O18	Modify procurement policies and present a revised procurement policy to Executive consistent with the promotion of sustainable and ethical trading for approval and implementation .	2022	D	£	L	Patrick Tuite	COMPLETED - Review of the CPRs to ensure more robust carbon requirements including shifting the evaluation weighting for carbon implications.
O20	Investigate options for the redevelopment of the Burys as part of the Central Godalming regeneration project. Carbon neutral design options will be considered.	Dec-25	D	££	M	Kelvin Mills	Plans are progressing to utilise the Council's assets in Godalming with sustainability as one of the Critical Success Factors. To achieve this we are looking at re-using assets where possible and will look at carbon neutral design at the right stage.
O21	Switch to green tariff at the end of the current energy procurement contract.	2022	D	£	L	David Alum	We had agreed a Green Basket arrangement with our supplier which would have seen us sourcing 50% of our energy from renewable sources as of October 2021. However they deferred the offer to April 2022 and then again to October 2022 when we are assured it will go ahead. A new contract will be required for October 2024 which can be 100% renewable if required.
O23	Decarbonising the Memorial Hall - installation of an ASHP and a solar PV system partly funded from the PSDF	2022	D	££ £145k	L	Fotini Vickers	COMPLETED - Project is on track to be completed by August 2022
O24	Develop a staff travel plan that will complement the business travel policy. The travel plan will consider a variety of travel options for staff including car clubs, zero carbon pool cars and active travel incentives.	2022	L	£	L	Thomas Lankester	This work is at discovery stages and it is hoped to have some proposals in place late 2022.
O25	Develop detailed feasibility studies of our Leisure centres to identify viable energy efficiency projects that are "funding ready"	2022	D	£15,000	L	Tamsin McLeod	External funding bid was submitted to provide consultancy support for the production of Heat Decarbonisation Plans for HLC and GLG. The bid was unsuccessful so internal funding options will be considered.
O26	Develop detailed feasibility studies of our pavilions and rangers offices to identify viable energy efficiency projects that are "funding ready"	2022	D	£	L	Nick Laker	Feasibility studies have been commissioned and awaiting reports
O27	Investigate options to decarbonise the Depot in partnership with Biffa, by carrying out an energy audit	2022	D	£750	L	Richard Homewood	COMPLETED - energy audit report completed with a number of options for investment to be further considered and funded.
O27a	Carry out and in-depth survey of Bourne Depot including capital budget consideration for re-roofing existing asbestos roof to enable PV panels and ASHP throughout.	Mar-23	D	£5,000	L	Nick Baker	
O28	Explore options for decarbonising the Biffa fleet that will include the use of biofuel and electric vehicles. A report to be presented to Executive with costed proposals.	Mar-23	D			Richard Homewood	Report is due for Executive discussion In September 2022
O29	Replace AHU motors with energy efficiency ones at GLC and HLC	Dec-22	D	£35,000		Tamsin McLeod	
O30	LED lighting replacement at FLC	Dec-22	D	£37,000	L 35t	Tamsin McLeod	
O31	Seek funding to implement Depot decarbonisation projects per the energy audits	Mar-23	D	£50,000	L	Fotini Vickers	
O32	Commission energy audits for pavilions and rangers offices. Seek funding to implement recommendations	Mar-23	D	£5,000	L	Will Bravery	
O33	Submit a bid for decarbonisation funding to finance PV panels, insulation, LEDs and Heat pumps to be included in working being carried out at Wey Court East in Farnham.	Jul-05	D	£0	L	Adam Holt	
T01	In partnership with SCC pilot the installation of on street EV chargers to encourage residents and taxi drivers to switch to electric vehicles. Promotion of chargers once in place	2023	S	£0	Enabling - 1.3 t CO2 reduced to date	Delma Bryant	In progress. 5 twin on street EV chargers have been installed in Farnham, Farncombe and Haslemere. Further 2 sites in Godalming due for installation in July 2022. Consultation for the TRO for Phase 2 sites in Farnham, Godalming, Hindhead and Farncombe due to commence after 1st July. Installation due by 31st March 2023
T03	Upgrade of the Eastern boundary footpath (Hale Trail) to be carried out. Path to be widened with sensitive lighting to improve access for all users and promote alternative transport options between North Farnham and the main central area. The footpath will connect to the current Southern boundary footpath.	2023	E	Initial budget £500k+ £170k	Enabling	Thomas Lankester	£170k identified for construction. £25k + £30k identified for ground and tree surveys, design and detailed costing. Additional SANG (Thames SPA) and DfT Active Travel Capital Funding bid options available. Adopted to Farnham Infrastructure Programme as an element of the programme's 'Medium Term Interventions'.
T04	Develop and implement plans for a network of cycle routes across Waverley, in partnership with Surrey County Council, ensuring that by 2030 all towns and main population centres are connected by dedicate cycle routes. - Guildford and Godalming Greenway	Dec-25	E	Required matched funding TBD	Enabling	Thomas Lankester	Public consultation completed. SCC has applied to National Highways for core funding.

T05	Phase 2 of the EV charger roll out in Waverley owned car parks to encourage the switch to electric vehicles.	2022	D	£111 K	Enabling - 121 t CO2 reduced to date	Delma Bryant	Phase 1 nearing completion. 15 chargers have now been installed in Waverley car parks in Godalming, Farnham, Haslemere and Cranleigh. 18 public chargers and 48 private chargers due to be installed at Brightwells. Phase 2 - Further 18 chargers due to be installed by the end March 2023 in Farnham, Godalming and Haslemere.
T06	In the context of the high level aim of T04: Support the development of a Farnham Local Cycle and Walking Infrastructure Plan, funded as part of the Farnham Infrastructure Programme, in partnership with SCC.	2022	E	£0	Enabling	Thomas Lankester	LCWIP development is key to bidding to the DfT Active Travel Fund. Supporting data and analysis carried out for Farnham. SCC's consultants, Atkins have completed the second round of stakeholder workshops. Concerns raised over lack of connectivity and standards compliance of proposed priority routes
T08	In the context of the high level aim of T04: Support the development of a Waverley Local Cycle and Walking Infrastructure Plan in partnership with SCC, to cover all areas except Farnham. The Cycle and Walking infrastructure layers will be added to the Planning mapping system.	2022	E	£20k	Enabling	Thomas Lankester	LCWIP development is key to bidding to the DfT Active Travel Fund. Cycle and walking infrastructure maps are key to checking that new developments in Waverley integrate with, and support, active travel. Project at second stakeholder workshop stage
T15	Develop and implement the Godalming Greenway Gateway cycle path, that runs through the Phillips Memorial Park	2022-23	E	£420k – initial budget	Enabling	Thomas Lankester	Public consultation completed. Final route awaiting Executive approval. £200k Cil funding available, S106 funding opportunities identified and earmarked with SCC TDP.
T16	Implement a DEFRA funded programme with other local authorities in Surrey, through the Surrey Air Alliance, to encourage taxi and PHVs drivers/operators to take up EVs.	2023	E	£	Enabling	Jeanette Guy	Grant award. Currently awaiting DEFRA approval for the slight changes to original project.
W01	Investigate feasibility of a community composting scheme to reduce the necessity of garden waste collection	2021	E	£0	L	Richard Homewood	No progress to date due to staff resources and pressure of responding to effects of Covid-19 on mainstream waste services.
W02	Introduce the kerbside collection of textiles & WEEE to promote recycling and reduce the need for residents to drive to bring sites.	Jun-23	D	£	Enabling	Richard Homewood	COMPLETED- Kerbside Textile and WEEE collections are now available to residents on request.
W03	Develop a plan for becoming a zero waste borough through encouraging waste reduction and reuse as well as recycling both in respect of domestic waste and commercial and industrial waste.	2022	L	£	Lobbying	Richard Homewood	Proposal for a task and finish group to work on a zero waste strategy under consideration. Need to await the outcome of current Government consultation on the National Waste Strategy and to work with Surrey County Council on their future waste disposal arrangements both of which will dictate the shape of Waverley's waste strategy.

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Greenhouse Gas Emissions

Annual Report 2021-22

Introduction

This report presents the latest greenhouse gas (GHG) emissions resulting from Waverley Borough Councils operations for the year 2021-2022 and includes our approach to reducing emissions as part of our commitment to be carbon neutral by 2030.

Council Information

In 2021/22 Waverley Borough Council served a population of 128,200 up from 122,426 in 2015/16. The council provides a number of services to residents including waste and recycling collections, social housing provision with 4,742 properties available to residents in need of housing. Waverley also owns 5 leisure services, 4 of which have swimming pools.

In 2021/22 these services were provided by 364 Full Time Equivalent (FTE) employees compared to 374 FTEs in 2015/16.

Baseline year and reporting period

The baseline year identified in the Climate Neutrality Action Plan is the financial year 2015-2016, which runs from 1st April to 31st March each year. This is the most recent year for which accurate data was available prior to the council's declaration of a climate emergency in September 2019 and the approval of the Carbon Neutrality Action Plan in December 2020.

Approach and operational scopes

The Government has published guidance¹ on how to measure and report greenhouse gases and the format follows the internationally recognised Greenhouse Gas protocol² for adoption by all local authorities and the private sector.

This includes emissions deriving from electricity and gas use **non-domestic** Council owned or managed properties as well as transport. Figure 1 outlines the included scopes and reported activities

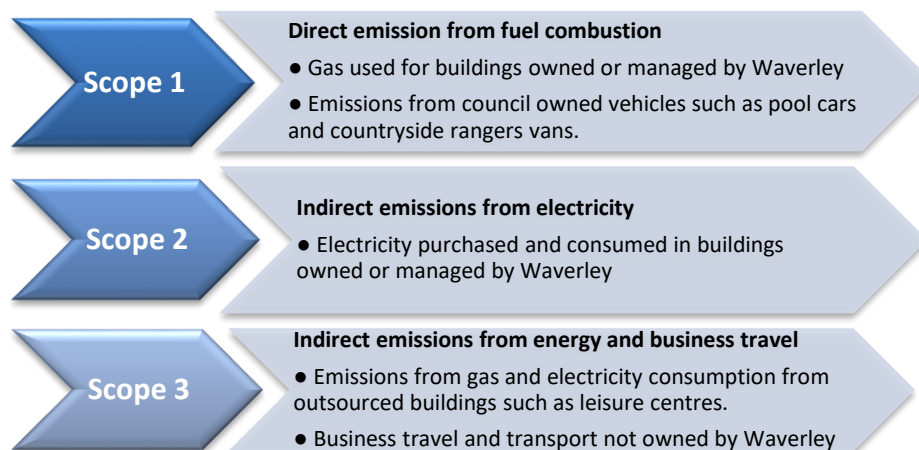


Figure 1. – Scope outline and reported activities

¹ [Guidance on how to measure and report your greenhouse gas emissions](#)

² [GHG Protocol Corporate Accounting and Reporting Standard](#)

Baseline GHG emissions

In 2015/16 the largest contribution came from outsourced services (scope 3 emissions) such as leisure centres (47%) and transport emissions arising from contractors (38%).

Annual GHG emissions

Results for 2021/22

The total net absolute GHG emission for 2021/22 was 3500 tonnes CO₂e. The overall emissions compared to the baseline year 2015/16 have dropped by 34%. Scope 2 and Scope 3 accounting for the more significant drops.

Table 1 below shows a summary of the GHG emissions under each of the Scopes in terms of GHG emissions presented in tonnes of carbon dioxide equivalents (tCO₂e).

	2015/16 Base year (tCO ₂ e)	2019/20 (tCO ₂ e)	2020/21 (tCO ₂ e)	2021/22 (tCO ₂ e)
Scope 1 (direct emissions):	223	196	280	200
Scope 2 (energy indirect):	402	196	161	153
Scope 3 (other indirect):	4,672	3446	2436	3146
Total annual net emissions	5,297	3838	2877	3500

Table 1: Annual GHG emissions

Although significant efficiency improvements have been achieved over the years the level of services provided has increased as well as the number of people that Waverley now reaches out to. There are also uncontrollable circumstances that affect GHG emissions.

Growth and uncontrollable circumstances

Fluctuation in service delivery and demand: There are a number of factors that can restrict the reduction of net GHG emissions, and they very much relate to natural growth of the organisation and improvement of our services. Natural growth in population and social housing means that Waverley services now reach over 5,774 more people than in 2015/16.

Covid Pandemic: 2020-21 was an unusual year and emission reductions during that year were more a reflection of the change in the way people worked and the restricted service provision (i.e. leisure centre closures) due to restrictions under Covid19 than any deliberate acts to reduce emissions. The current reporting year provides a more accurate picture of the council's emissions.

Council owned and managed sites – Scope 1 & 2 emissions.

Across council owned and operated sites 364 FTE employees deliver the Council's core functions and services. A majority of staff were based at The Burys, Godalming in 2015/16, but as a result of the success of hybrid working during the pandemic an average of 103 staff are in on any one day. The lack of staff in the building has contributed to the 32% reduction in scope 1 and 2 emissions from 2015/16. This could be a long-term emission reduction.

Between 2015/16 and 2021/22 eleven properties were either sold, leased, or converted to housing and therefore now out of scope. The loss of these properties contributed to the 46% reduction in Scope 1 and 2 emissions from the baseline year.

Council Service Provision – indirect Scope 3 emissions

The majority of Waverley's emissions (90%) are generated by services provided to local residents, particularly waste collection and leisure services. These services are outsourced and therefore restrictive in terms of the influence Waverley might have over energy efficiency. Two of our contractors are in the process of switching their vehicles from diesel to electric and hybrid reducing their emissions.

Waste & Recycling Collections: Emissions from the provision of waste and recycling collection services contribute significantly to the total GHG emissions, and in 2015/16 represented 30%. The service has been expanded in recent years due to the increasing number of properties and take up of the additional green waste collection. In 2021/22 8277 tonnes of green waste was collected compared to 4527 in 2015/16 which resulted in additional mileage.

Despite the increase in properties and an increase in waste collected due to homeworking there appears to be a 26% reduction in emissions from the baseline year.

Leisure Centres: These accounted for approximately 47% of Waverley's total GHG emissions in the baseline year and in 2021/22. The sites re opened on 12th April 2021 following the pandemic however services did not fully resume until August and the number of visitors are still down by 39% from the baseline year. The Council, in partnership with Places Leisure, is continually seeking energy reduction opportunities. This has resulted in a 34% reduction in emissions.

Energy generation from renewable and low carbon sources

Energy generated from renewable sources has been recorded. Four photovoltaic solar (P.V.) arrays supply the equivalent of 7% of the overall electricity demand. Biomass boiler is generating renewable heat for Godalming Leisure Centre.

Biomass fluctuations are affected by usage. The closure of the leisure centres and some technical issues with the biomass boiler accounts for the reduction in 2020/21 and 2021/22.

Solar PV generation is dependent on meteorological conditions however in 2020 the lack of inverter for a period of time at Haslemere LC affected the recording of the data. All readings have been recorded accurately for 2021.

Renewables generation	2015/16	2019/20	2020/21	2021/22
Biomass (kWh heat)	29,671	231,765	65,882	116,471
Solar P.V. (kWh electricity)	28,739	34,055	35,184	49,338

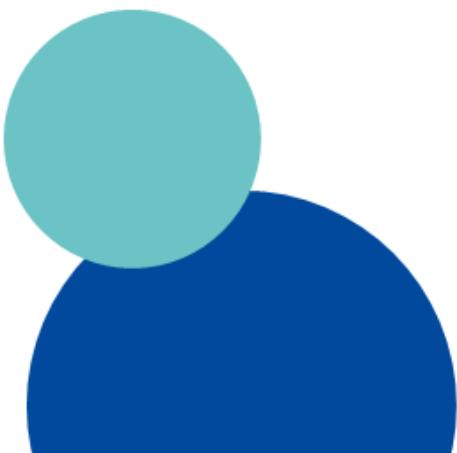
Table 2: Total energy generation from renewables

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Waverley Borough Council's Strategic Response to the Climate Emergency

Carbon Neutrality Action Plan 2020 – 2030

2022 Update



Approval & Publication:

Approving Body	Date	Publication Type	Publication requirement	Review frequency	Document owner	Next Review Date
Executive	<i>December 2020</i>	External		<i>Annual</i>	Fotini Vickers	December 2021
Executive	<i>February 2022</i>	External		<i>Annual</i>	Fotini Vickers	October 2022

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V2 (2022 version)	Draft O&S	November 2021	Annual update	Fotini Vickers
V2.1	Draft	January 2022	Comments from Climate Emergency Board incorporated	Fotini Vickers
V2.2	Published	January 2022	O&S reviewed	Fotini Vickers
V3	Draft	July 2022	Annual update: emission figures and action plan.	Fotini Vickers

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Foreword from the portfolio holder

Dear Waverley resident

It is now three years since Waverley Borough Council passed a motion which I moved on behalf of the Executive, declaring a climate emergency and committing the council to become a carbon neutral council by 2030. This action plan, reviewed annually, is a response to that declaration of a climate emergency.

Waverley Borough Council had never before declared a state of emergency of any kind, and this is significant. For this is not merely another policy initiative; it is an attempt to ensure we do everything we can as a council as part of a worldwide movement to reduce carbon emissions to a level which will keep global temperatures in check and protect the most vulnerable from the impact of climate change. In essence, we are doing our bit to avoid the utterly catastrophic events that will ensue should global temperatures rise by more than 1.5 degrees Celsius above pre-industrial levels. We are committed to lead by example in our response to the challenge of climate change and, in doing so, we shall do everything we possibly can to make Waverley a carbon neutral borough by 2030.

Being on an emergency footing means that everyone who works for or works with Waverley Borough Council is aware of the carbon footprint for which they are responsible – and should be doing everything they can to reduce this carbon footprint to net zero. Being on an emergency footing means that everyone who works for or with Waverley Borough Council should be doing encouraging others to reduce their carbon footprint and influencing other councils and private, public and third sector organisations to support us in our ambition.

We have made progress to date, for example, in reducing our carbon footprint in 2021-22 by 34% as compared to our baseline year, I am enormously grateful for the ongoing work of our Sustainability Team for their work in bringing this about, and also that of Waverley officers across different service areas who are doing their bit. Some of the subsequent actions are more challenging and more costly. Some will only be achieved through national government and Surrey County Council action and we shall work in partnership as appropriate to secure our goal.

Whatever the challenges we face over the coming decade, it has never been more important for our council to continue to respond in the face of an impending climate catastrophe. We owe it to ourselves and to future generations.

Best wishes



*Steve Williams, Portfolio Holder for Environment & Sustainability
September 2023*

Glossary

APSE Energy - Association for Public Service Excellence

BEIS – Department for Business, Energy and Industrial Strategy

Carbon budget – Upper limit of carbon emissions associated with remaining below a specific global average temperature

Carbon Neutral – All carbon emissions are either eliminated or are offset by counteracting emissions through carbon absorbing projects. To become carbon neutral an organisation should be considering its own direct emissions as well as those created by suppliers.

CIL - Community Infrastructure Levy. Charge levied by local authorities on new developments which can be used to deliver infrastructure to support the developments in their area.

CO₂e – Carbon dioxide equivalent. Measure of global warming potential of various greenhouse gases.

Decarbonisation – the action of removing carbon from an activity or a sector

GHG - Greenhouse gases. Gases in the atmosphere which keeps the planet warmer than it would otherwise be including carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, and Sulphur hexafluoride.

LULUCF – Inventory sector that covers emissions and removal of greenhouse gases from land use, land use change and forestry activities

NET – Negative emission technology. Technologies which can capture extract and store carbon dioxide

NIL – National Infrastructure Levy

PPA – Power purchase agreement. Agreement between the buyer and seller of electricity.

SAP or Standard Assessment Procedure is an energy rating procedure developed by BRE and based on the BRE Domestic Energy Model (BREDEM)

SCATTER – Setting City Area Targets and Trajectories for Emission Reduction

SCC – Surrey County Council

ULEV – Ultra low emission vehicle which emits less than 75g of carbon dioxide per km travelled.

Executive Summary

In 2019 Waverley Borough Council declared a climate emergency acknowledging the urgency to act and committed to becoming a carbon neutral council by April 2030. The purpose of the Carbon Neutrality Action Plan (CNAP) is to provide a statement of the councils' areas of focus to achieve a carbon neutral borough which can also bring physical and mental health benefits, as well as benefits to community well-being and support for the most vulnerable in the community, including those suffering the greatest impact of the cost of living crisis and facing the challenges of fuel poverty. It offers a framework for change and will continually evolve as projects and actions are developed further.

We fully appreciate that meeting the target of carbon neutrality by 2030 will be challenging and it is fundamentally dependent on the scale and pace of radical action nationally and funding streams from national government. However, it is extremely important that we do everything we can within our power to work towards achieving it.

The council has been recording its non-domestic greenhouse gas (GHG) emissions since 2008. By 2015/16 it managed to maintain its absolute emissions at the same level as 2008. We do recognise that more action is required now to rapidly move to a carbon neutral council. In 2015/16 the council's carbon emissions were 5,297 tonnes (t) CO₂e and this is the year which we will measure the progress of this action plan against.

The council's carbon responsibilities are not limited to non-domestic emissions. It owns 4751 social housing units with the responsibility to manage and maintain. By using the Standard Assessment Procedure (SAP) methodology, the emissions associated with the council housing stock in April 2021 were 11,568 t CO₂e and represent the total carbon emissions based on standard assumptions for occupancy and behaviour.

Waverley Borough's overall carbon footprint was 494,000 tCO₂e in 2020. This comprises domestic, transport emissions, as well as emissions from the industrial and

commercial sector. An element of offset emissions from land use, land use change and forestry (LULUCF) are represented as a negative figure. When looking more closely at borough wide emissions, the council itself accounts for less than 1% of the total.

Waverley Borough Council has a crucial role in tackling climate change. We have a role as community leader, to set an example by adopting policies and plans to effect change, while encouraging and influencing others. The council recognises the magnitude of achieving the 2030 net zero target and acknowledges that it has limited powers, responsibilities, resources and finances. The council's role is to deliver where it can, to enable and support the community and partners to take action, to lobby and push change in policy, legislation and funding to enable carbon neutrality.

Seven key priority areas have been identified each containing a number of high-level targets that will focus efforts to achieve the ambitious carbon neutral target. In order to prioritise resources, the plan has been divided in Short, Medium and Long term actions. A scoring system for cost and carbon impact has also been introduced and uses broad assumptions to provide an indication of the scale of investment required and carbon saving achieved for each action. Quantifying the carbon impact of potential actions can be complex and will require ongoing commitment and effort. At this stage, it has not been possible to fully quantify the carbon impact of delivering each action contained within the plan, but this information will become clearer as each action is further developed. Embedding a carbon neutral culture within processes and policies is significant to sustain long term change. The council will review its practices and engage with staff, suppliers and contractors as well as residents and local businesses in order to actively influence change.

Becoming a carbon neutral council is a corporate priority as is ensuring that Waverley is financially sound with infrastructure and services fit for the future. This plan will require significant financial investment, which will come from a combination of sources, including council funds and grant funding. In many cases, there will be an associated return of investment from energy savings and those actions should be looked at as a priority. However, where such energy savings arise from improvements in the energy

efficiency of our social housing stock, we are determined that the benefits should be shared with our tenants.

This action plan will be a live document, continually updated to reflect further refinement, funding availability, policy and technological changes. It should be seen in the context of our sustainability policies which will set out the significant actions that Waverley Borough Council will need to take during the coming decade to mitigate the serious impact of the climate change that is already happening.

Introduction and purpose

On 18th September 2019 Waverley Borough Council noted the urgency to respond to climate change and declared a 'climate emergency' that requires urgent action.

The council:

- aims to become carbon neutral by April 2030, taking into account both production and consumption emissions, and take a leadership role to achieve this working with other councils, including town and parish councils within the borough
- recognises that the achievement of the target will require central government to provide the powers, funding and other resources to achieve the target and therefore calls on the government to provide such powers, funding and other resources as appropriate to facilitate achieving the 2030 target

The purpose of the Carbon Neutrality Action Plan (CNAP) is to provide a statement of the councils' areas of focus to achieve a carbon neutral council by 2030. It offers a framework for change. We do not have all the answers yet, but we are committed to investing time and resources, as much as possible, to responding to the climate emergency by taking actions to deliver, enable and support a carbon neutral vision for Waverley.

Policy Contexts

Global

The United Nations Framework Convention on Climate Change (UNFCCC) and scientific community have identified that man-made climate change will have a severe human, environmental and economic impact. Global action is required to reduce greenhouse gas concentrations in the atmosphere to "a level that would prevent dangerous anthropogenic interference with the climate system" (Article 2). In 2015, 196 states signed the Paris Agreement which committed to dealing with greenhouse gas mitigation, adaptation, and finance. Under the Paris Agreement, each country must determine, plan, and regularly report on the contribution that it undertakes to mitigate global warming. In November 2021, 200 countries took part at COP 26 in

Glasgow and agreed to phase down coal and agreed policies that will keep the 1.5C temperature rise within reach.

National

In 2008 the UK passed the Climate Change Act, which committed the UK to lower net greenhouse gases by at least 80% of the 1990 baseline. In 2019 the Climate Change Act was amended and the target to be carbon neutral by 2050 was set. This action plan is aligned with national policy including the target of 78% reduction by 2035 brought into law in June 2021 through the Sixth Carbon Budget. Although more ambitious in its targets, Waverley will play its part in the delivery of the national agenda.

Local

Waverley is a large rural borough in southwest Surrey with a population of approximately 128,000 spread over four main population centres and surrounding villages. In 2019 Waverley Borough Council declared a climate emergency and committed to becoming a carbon neutral council by 2030 acknowledging the urgency to act. Surrey County Council (SCC) along with many other districts and boroughs across the county, also declared their commitment to act on climate change aiming to be carbon neutral by 2050.

Emission baseline and projections

Organisational baseline

The council has been recording its non-domestic greenhouse gas (GHG) emissions since 2008 and covers the period over a financial year. The emissions measured are direct emissions from fuel combustion (Scope 1), indirect emissions from electricity purchased (Scope 2) and indirect emissions from energy consumption from all our outsourced buildings and service delivery (Scope 3). The adoption of the Carbon Management Plan in 2010 and the Energy Efficiency Plan in 2015 took the council through a carbon reduction journey. Since 2008 we have seen a natural growth in population and social housing provision, we have increased the service provision in several areas and by 2015/16 we had managed to maintain our absolute carbon emissions at the same level as in 2008. We do recognise that more action is required now to rapidly move to a carbon neutral council. In the year 2015/16 the

council's carbon emissions were 5,172tCO₂e tonnes (t) CO₂e and this is the year which we will measure the progress of this action plan against as accurate data was not available in 2016/17, 2017/18 and 18/19. As shown in Figure 1, the majority of the council's emissions come from outsourced services and buildings. Table 1 below shows a summary of the GHG emissions under each of the Scopes in terms of GHG emissions presented in tonnes of carbon dioxide equivalents (tCO₂e).

	2015/16 Base year (tCO ₂ e)	2019/20 (tCO ₂ e)	2020/21 (tCO ₂ e)	2021/22 (tCO ₂ e)
Scope 1 (direct emissions):	223	196	280	200
Scope 2 (energy indirect):	402	196	161	153
Scope 3 (other indirect):	4,672	3446	2436	3146
Total annual net emissions	5,297	3838	2877	3500

Table 1: Annual GHG emissions

The 34% reduction in carbon emissions from the baseline year summarised the carbon reduction to date. Further significant reductions are planned for the short term and are summarised in the indicative action plan in Annexe 1.

Council Housing emissions

The council's carbon responsibilities are not limited to non-domestic emissions. It also owns 4,742 social housing units and has responsibility to manage and maintain them. Although the council has control over the quality of the buildings, it has little control over how the tenants choose to live with regards to sustainability considerations. By using a Standard Assessment Procedure (SAP) methodology we are able to assess the energy performance of our social housing and set a baseline which we will use to measure improvements against. The emissions associated with the council's owned social housing in April 2021 were 11,568¹ t CO₂e. This figure represents the total carbon emissions based on standard assumptions for occupancy and behavior. It therefore does not represent the actual carbon output from social housing. It is Waverleys responsibility to retrofit council homes to make them as energy efficient as possible, reducing fuel bills for those in fuel poverty and improve health conditions for vulnerable residents. An engagement programme will be developed to encourage more environmentally conscious behaviours in order to reduce energy consumption, thereby cutting energy bills.

¹ Data from [Reduced data SAP methodology](#)

Borough wide baseline

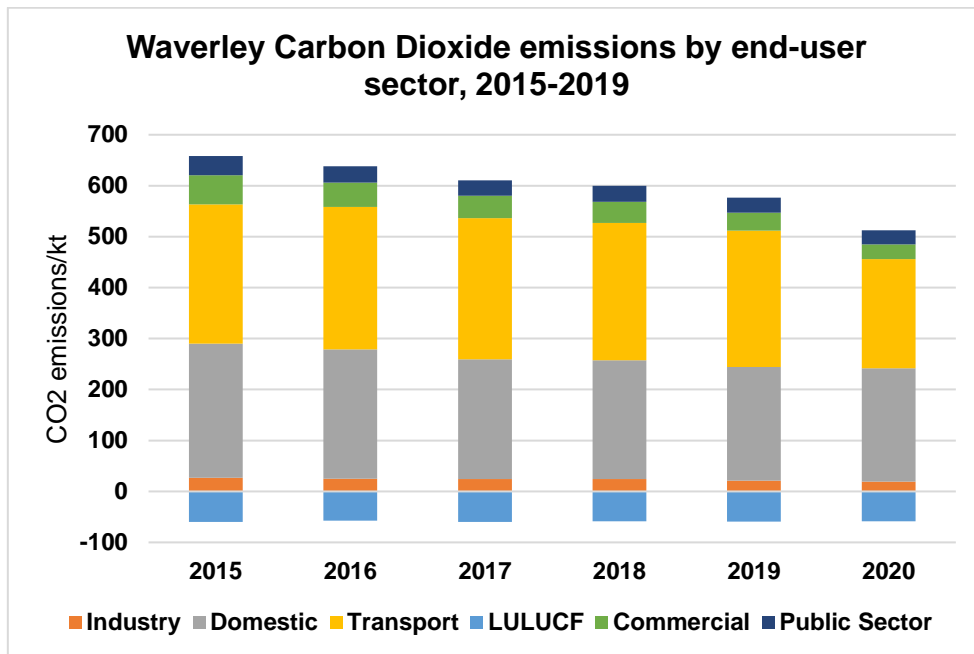


Figure 1. Carbon emission breakdown by sector

Waverley Borough’s overall carbon footprint was 494 ktCO₂e in 2020. This comprises transport emissions (42%), emissions from the industry (4%), public sector (5%), commercial sector (6%), and domestic sector emissions (43%). Offset emissions in the borough from land use, land use change and forestry (LULUCF) were 59 ktCO₂e. Despite the 33% tree coverage across Waverley land use offsets only a minority of the borough emissions.

Waverley Borough is in a period of growth with an increase in housing provision and naturally its population will also see an annual grow. As set out in the adopted Local Plan Part 1, the council will make provision for at least 11,210 net additional homes in the period from 2013 to 2032 (equivalent to at least 590 dwellings a year). Inevitably, all other things being equal, the absolute figure for carbon emissions in the area is also likely to increase. An alternative way to measure the borough’s carbon footprint is on an emission's per capita basis. This will demonstrate the emissions in the context of a growing population. In Waverley the per capita emissions have been steadily reducing since 2005 as shown in Figure 2 below and in 2015 they were 4.7tCO₂e and in 2020 this had reduced to 3.9tCO₂e.

When looking closer at the borough wide emissions, the council itself accounts for less than 1% of the total borough wide emissions. Although a relatively small contribution towards the area wide footprint it is still hugely important in terms of demonstrating leadership in the local community.

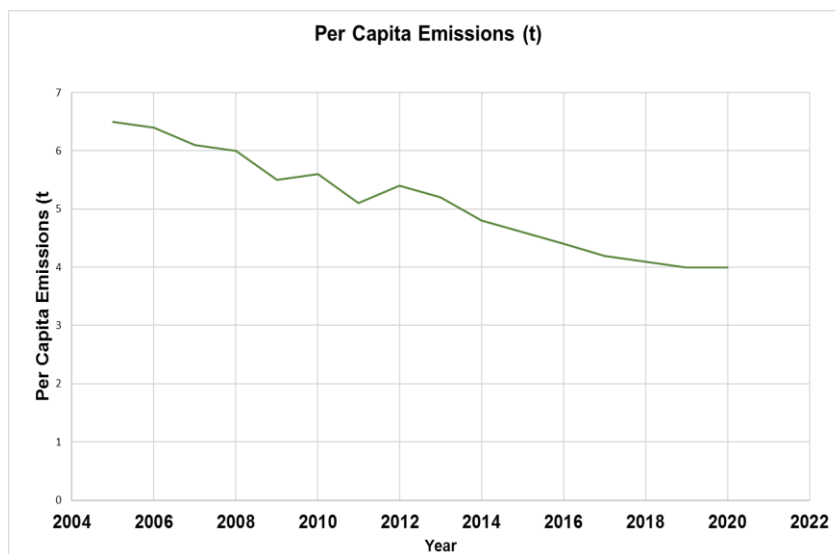


Figure 2. Per capita emissions

Trajectory

The Department for Business, Energy and Industrial Strategy (BEIS) funded a project to develop Setting City Area Targets and Trajectories for Emissions Reduction (SCATTER) to support local authorities with modeling area emission targets based on scenarios that are consistent with the United Nations Paris Climate Agreement. Using this methodology, it has been possible to set out the potential paths to achieving net zero carbon by 2050. The tool is based on several broad assumptions and considers technology and national policy as they stand at the moment. This tool is useful in providing indicative pathways but will need reviewing every few years when key assumptions within it are updated in line with technological developments and policy changes.

The full report on “Setting Climate Commitments for Waverley” can be made available on request and the key conclusions are outlined in this section.

Borough Wide targets

For Waverley to make a strictly proportionate contribution to the delivery of the Paris Agreement (2050 target) it should stay within a maximum cumulative “carbon budget” of 3.6 million tonnes (MtCO₂) for the period of 2020-2100. In order to remain within this “allowance” a carbon reduction programme of mitigation measures should be put in place to achieve a minimum 13.4% year on year carbon reduction. If the proposed trajectory is followed it will be possible to achieve carbon neutrality by 2041, with 5% of the budget remaining. This action will require, national and local action. It cannot be achieved by the local authority alone.

Bringing forward the target date to 2030 will mean an average reduction in carbon emissions of 27% per year from 2015. Table 2 indicates the recommended reduction target milestones to a) meet the Paris Agreement and b) meet Waverley’s ambitious 2030 carbon neutrality target both compared to the 2015 baseline.

Year	CO ₂ reduction for 2050 target	Indicative CO ₂ reduction for 2030 target
2020	23.6%	33%
2021	35.1%	40%
2022	43.8%	47%
2023	51.3%	53%
2024	57.8%	60%
2025	62.8%	67%
2030	81.9%	100%
2035	91.2%	
2040	95.7%	
2045	97.9%	
2050	99%	

Table 2. Recommended area wide CO₂ reductions

A key recommendation of the SCATTER report is that Waverley should encourage and deploy sustainable energy generation within the area and where possible influence national policy on this matter. Managing land use and land use change and forestry (LULUCF) to ensure CO₂ sequestration, where possible, is also a key recommendation. These conclusions are helpful in setting Waverley’s priorities over the next 10 years.

To be carbon neutral by 2030, there will need to be a net reduction of 38 kt of carbon year on year across the borough from 2015 levels. Figure 3 compares the recommended pathways as indicated using the SCATTER tool to meet the targets of the Paris Agreement as well as the indicative pathway to meet Waverley’s ambition.

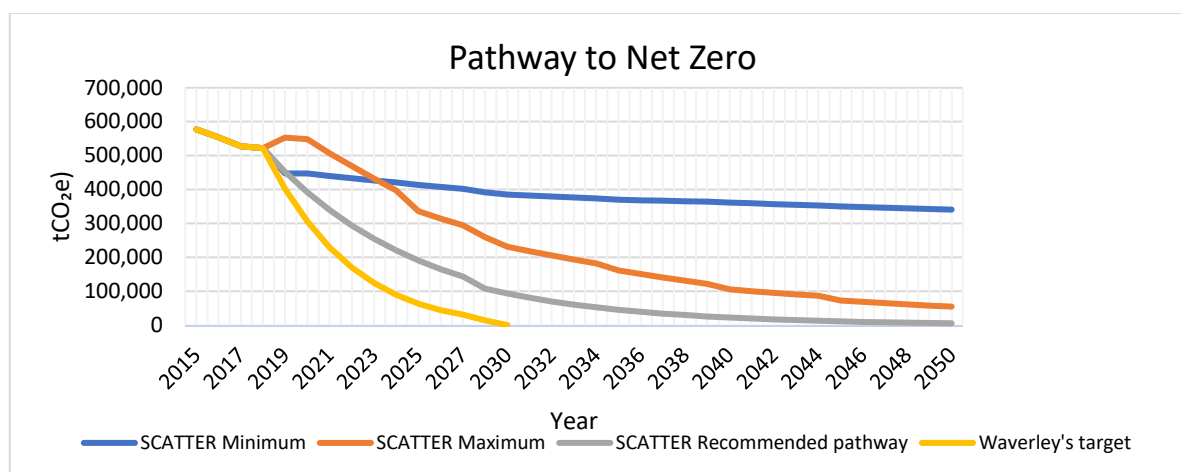


Figure 3. Borough wide pathways to net zero carbon

Waverley's ambition is to become a carbon neutral council by 2030. We recognise that this will be extremely challenging in many ways. Technological development and the scale of the financial commitment will limit what can be achieved but we are determined to do everything within our powers to meet this target.

In order to create an indicative reduction pathway for the council's own emissions in the past, we used the same methodology and principles presented by the SCATTER tool. In 2021 we sought advice from APSE Energy to produce a more Waverley specific analysis of our baseline and trajectory. The analysis was based on industry expertise and rule of thumb assumptions and focused on Council assets and its own vehicle fleet, including leisure centres and waste contract. The analysis assumes that a number of interventions will be implemented between 2022 and 2030 to minimise carbon emission as much as possible before offsetting is considered.

The biggest impact will be from decarbonizing heat in council assets, including leisure centres, by replacing gas boilers with heat pumps. In combination with other electricity reducing interventions and the gradual switch to electric vehicles for Waverley's own fleet a linear trajectory has been produced to indicate a more specific pathway to net zero carbon. Figure 4 below provides a trajectory should a programme be introduced to replace gas boilers with heat pumps. The trajectory also includes the impact of switching the waste fleet to using biodiesel until technology enables the switch to electric or hydrogen.

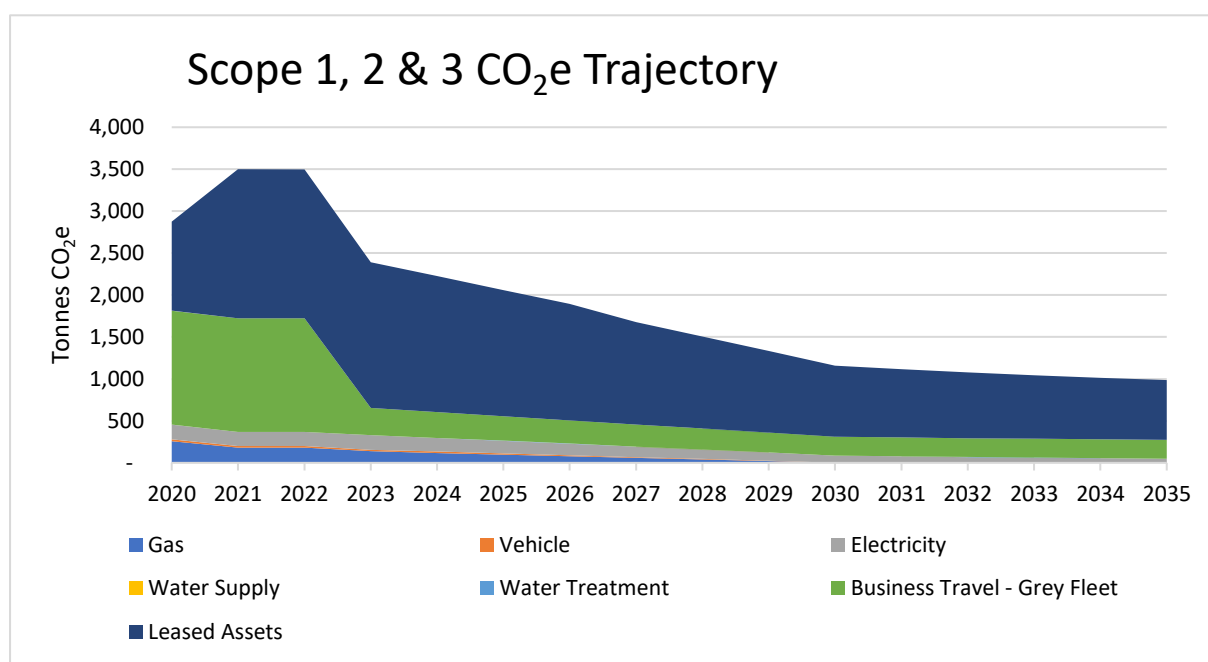


Figure 4. Trajectory with ASHP

Carbon offsetting and sequestration

Offsetting is where carbon is removed from the atmosphere to help negate the emissions that are pumped into the air by human activities. If Waverley follows the recommended trajectory to carbon neutrality there will be a shortfall by 2030. This is due to an expectation that domestic passenger transport will continue being in use to some extent, existing housing even if deeply retrofitted, will still have an element of heat loss and some new technologies essential to future decarbonisation will not be readily available until post 2030. We anticipate that new actions to offset carbon locally such as Negative Emissions Technologies (NETs)² will close this gap. The council will investigate all possible options to sequester carbon locally including, tree preservation and afforestation, rewilding and improving land management to increase carbon in soil. The Council adopted a Tree and Woodland Policy in 2022 that supports the delivery of this plan.

² Negative Emission Technologies:

https://unfccc.int/sites/default/files/resource/28_EASAC%20Report%20on%20Negative%20Emission%20Technologies.pdf

The path to becoming a Carbon Neutral Council

We are committed to becoming a carbon neutral council and doing everything in our power to ensure that Waverley is a carbon neutral borough by 2030. We fully appreciate that meeting the target of net zero carbon by 2030 will be challenging and it relies heavily on action beyond the council's control, but it is extremely important that we do everything we can within our power to work towards achieving it. It is important to note that the route to carbon neutrality for any local council is, in large measure, dependent on the scale and pace of radical action nationally and funding streams from national government.

Vision

Waverley's corporate strategy outlines the council's vision. With regard to the climate emergency declaration the council is committed to *"Promote and sustain a sense of responsibility for our environment, promoting biodiversity, championing the green economy and protecting our planet."*

The Council's role

Waverley has a crucial role in tackling climate change. We have a role as community leader, setting an example by adopting our own policies and plans to effect change, as well as encouraging and influencing others. The council recognises the magnitude of achieving the 2030 net zero target and acknowledges that it has limited powers, responsibilities, resources and finances. The council is committed to reducing its own carbon footprint to net zero, to champion businesses who also are actively working to reduce their carbon footprint, and to create both the infrastructure and provide the information resources to help our residents to reduce their individual/ household carbon footprint.

Many of the changes that will be required to achieve carbon neutrality will be the responsibility of others including public, private and third sectors and individuals. The council will work closely with partners in implementing this action plan by:

- **Delivering** actions where the council can directly deliver a defined outcome

- **Enabling and Leading** actions where the council’s role is to facilitate delivery of defined outcomes, for instance changes to policy and provide a leadership role within the community
- **Supporting** actions where the council can encourage or contribute to the delivery of a defined outcome
- **Lobbying** actions where the council’s primary role is to promote and push for change (policy, legislation or funding)

These categories will feature throughout each individual action within the action plan.

Key priorities and targets

In order to identify the key priority areas for this action plan we have considered the responses to a public consultation, we have reviewed Surrey’s Climate Change Strategy and also reflected on the recommendations from the SCATTER report. Ultimately, Waverley Councillors have set the strategic direction and officers have had an input on service specific capabilities. The seven key areas of focus as well as high level targets are outlined in this section.

1. Focus on Organisational Emissions

As a community leader the council will set an example and set high standards in becoming carbon neutral. Not only practically on its own estate but also across its policies, service delivery and investment decisions.

High level targets	<p>We are :</p> <ul style="list-style-type: none"> ➤ Identifying pathways to reducing emission from our own buildings to net zero carbon by 2030 ➤ Developing a plan to reduce emissions from travel by converting our fleet to 100% zero emissions including contractor vehicles through the procurement process ➤ Promoting reduction and re-use as well as recycling, consistent with our aim to become a zero waste organisation by 2030 <p>We have:</p> <ul style="list-style-type: none"> ➤ Ensured sustainable procurement practices throughout the council as part of the Council’s Procurement Strategy ➤ Reduced car journeys for commute by Waverley staff by 60% consistent with the work done on the “Where Work Happens” project by 2025 and promote zero carbon transport including active transport.
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2. Focus on Active Travel and Air Quality

Active travel offers the opportunity to minimise emissions but also reduces congestion and improves local air quality however Waverley is not responsible for highways or transport therefore will be somewhat restricted as to how much we can deliver ourselves.

High level targets

We are:

- Actively working with Surrey County Council to reduce volume of traffic on our roads and encourage a radical transformation of our transport infrastructure in favour of active transport.
- In the process of producing a Low Emission Clean Air Strategy
- Working with partners to deliver a greenway network, connecting the main centres across the Borough by 2030

3. Focus on Energy Generation

Generating energy at source is a crucial element of achieving carbon neutrality. There will be more reliance on electricity in the future therefore renewable generation through domestic installations and community energy schemes will offer the potential to increase local energy generation. Identifying opportunities for large-scale schemes in the borough will be key.

High level targets

We are:

- Establishing potential sites and identifying funding models for renewable energy generation projects in the Borough building on the Surrey County Council Land Use Strategy
- Identifying opportunities for and facilitate community power generation in the borough

4. Focus on the Built Environment (Housing, Planning)

The council owns 4861 properties and has a duty to maintain them to statutory standards. Although the council's direct responsibility lies with the performance of the building fabric it has no control over the behaviour of its tenants. Waverley is also an active developer, building new council homes in order to meet the housing needs of the local people. This offers an opportunity to lead by example and show the local development industry what is possible and show the public what they can demand from private developers.

Through the planning process the council is able to influence and control future development standards while balancing its other priorities.

High level targets

We are:

- in the process of adopting Local Plan Part 2 enabling us to apply a stronger suite of development management policies to deliver more sustainable development;

	<p>producing a Supplementary Planning Document that will support carbon neutral developments being consulted on in Summer 2022;</p> <p>We will</p> <ul style="list-style-type: none"> ➤ Review the Local Plan Part 1 in order to strengthen our planning policy requirements for sustainability by 2023. ➤ Ensure that explicit advice is provided to developers, consistent with our carbon neutral goal. ➤ Produce an Asset Management Strategy which will present a decarbonisation path for our existing council stock by December 2022 ➤ Ensure that all new council homes be carbon neutral in operation by April 2030 ➤ Secure the budgets to enable all new-build council homes and estate regeneration projects to be built or retrofitted to a carbon neutral standard. ➤ Work with partners to facilitate the retrofitting of domestic buildings throughout the borough to carbon neutral standards <p>We have</p> <ul style="list-style-type: none"> ➤ Adopted a new Affordable Housing Delivery Strategy by March 2022 that sets objectives for carbon neutral in operation affordable housing delivery during the term of the Strategy.
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5. Focus on Waste and Resources

Waverley is one of 11 districts & boroughs who are a part of Surrey Environmental Partnership (SEP) with Surrey CC. Waverley is a waste collection authority and Surrey are responsible for the waste disposal. Targets for recycling and waste to landfill have been set by SEP and the Surrey Waste Local Plan (2019-2033) sets out how and where different types of waste will be managed in the future.

High level targets	<p>We are:</p> <ul style="list-style-type: none"> ➤ Working with SEP and other partners to enable Waverley to become a zero waste borough, promoting reduction and re-use as well as recycling ➤ Aiming to reuse, compost or recycle at least 70% of collected waste by 2030 in line with SCC Waste Strategy ➤ Aiming to reducing residual household waste consistent with a 90% recycling rate, based on current waste targets. <p>We will:</p> <ul style="list-style-type: none"> ➤ Work with Surrey County Council and the Waverley community to implement a domestic waste strategy centered on circular economy principles and innovative approaches to waste reutilisation and recycling, aiming to achieve a 15% year-on-year reduction in residual waste over the period of this plan. ➤ Work with partners to reduce the volume of commercial and industrial waste, a large proportion of Waverley’s waste stream, in line with the proposed reduction in household waste.
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	<ul style="list-style-type: none"> ➤ Set up a Waste Strategy Task and Finish Group to develop a strategy consistent with our net zero carbon ambitions will be set up in 2022.
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6. Focus on Land Use and Adaptation

Offsetting by sequestering carbon will be essential; Waverley already has a 33% tree coverage. All forms of carbon sequestering will need consideration including selecting trees or hedgerows to plant that will maximise sequestering potential, improving land and woodland management practices and rewilding.

Changes in climate are already happening and Waverley will look to mitigate the impact it has already caused.

High level targets	<p>We have:</p> <ul style="list-style-type: none"> ➤ Adopted a Biodiversity Strategy (September 2022). ➤ Adopted a Tree and Woodland Management Policy and Action Plan to establish the sequestering potential in the borough. (February 2022) <p>We will:</p> <ul style="list-style-type: none"> ➤ Produce a Greenspaces Strategy in 2022 taking onto account the net zero commitment ➤ Develop a Climate Change Adaptation Strategy that will outline how the council will put measures in place to minimise the impact of our changing climate in 2023.
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7. Focus on Supporting a Green Economy

Waverley is keen to promote the transition to economies that are low carbon and resource efficient.

High level targets	<p>We are:</p> <ul style="list-style-type: none"> ➤ Developing an Economic Development Strategy to provide incentives and support for local businesses to operate on a sustainable model and commit to becoming carbon neutral by 2030 ➤ Encouraging the development of small, local sustainable businesses in the borough as well as a culture for shopping locally <p>We will</p> <ul style="list-style-type: none"> ➤ Incorporate a preference for using local suppliers when procuring goods and services taking into consideration legal constraint within procurement rules
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Actions

Quantifying impacts of potential action and developing a pathway for Waverley to become a carbon neutral can be complex and will require ongoing commitment and

effort. This action plan will be a live document, updated annually to reflect policy and technological changes as well as funding availability. At this stage, the carbon impact of delivering the actions contained within it has not been fully quantified. Whilst some of the actions are worked up enough to be able to demonstrate exact carbon savings from delivery, many are not yet at that point and will require more work. In order to prioritise resources and maintain some focus we have separated our actions in short, medium and long term. While more effort will be put in the short-term actions, we will continue planning for the long-term ones too.

The action plan detailed in Annexe 1 contains a number of short, medium and long-term actions which will contribute towards our carbon neutrality target. Each action is linked to the key priorities and targets outlined in the previous section. The role of the council in achieving each action is made clear and it defines the limitations of the successful delivery. There is also indication, in outline, whether those actions link to any other priorities of the corporate strategy. Annexe 1 also includes a list of all the completed action to date.

A broad cost assumption has also been included in order to establish the magnitude of investment for each one. Low (£): £0- £50k, medium (££) is £50-£250, High (£££) is £250- £1m and Very High (££££) is £1m+. As and when more specific costs are identified the plan will be updated with actual figures.

It is not possible to provide a carbon impact of all actions at this stage. Further, detailed work will be required in order to produce a more definite assessment of the carbon reduction of each action within the plan. In an attempt to provide a high-level estimation, a carbon impact scale has been incorporated into the plan. This method will help identifying those actions that are likely to have the highest carbon reduction contribution and also those actions that will be more complex to quantify for various reasons. Low impact: reductions in council's own emissions of less than 1%, Medium: reductions in council's own emissions between 2%-5%, High: reductions in council's own emissions between 6%- 10%. Enabling, mitigation and lobbying scoring has also been included for the actions relating to borough wide emissions. The carbon impact will be updated with specific figures as and when they become available.

Embedding Change

The council is committed to leading by example. This means making sure that the climate emergency is embedded in everything we do. Having recognised the climate emergency as our number one corporate priority. This section sets out the actions we will take to embed the carbon neutral culture throughout the organisation.

We have:

- included considerations for carbon implications for all projects considered for capital investment by the Council.
- adopted a Climate Neutrality Communications Plan to engage with Waverley staff, council tenants and the wider Waverley residents
- changed the culture of the organisation and the wider community by providing climate literacy training to all Staff. And are making proposals for Councillor training (in 2022)
- amended the council's contract procurement rules to ensure that all bidders are required to assess and document all measures they are taking to reduce the carbon footprint of their operations. The goal of carbon neutrality will form part of any tender specification as well as the evaluation criteria (in 2022)

We will:

- engage with all suppliers and contractors and partner organisations through service level agreements to encourage a net zero carbon approach in their service delivery
- set up a Citizens' Assembly to encourage public participation in shaping the climate emergency agenda, securing agreement to develop a boroughwide plan for a net zero carbon borough by 2030, making clear the actions for Waverley Borough Council in its leadership role within the local community.

Finance and Resources

Becoming a carbon neutral council is a corporate priority as is ensuring that Waverley is financially sound with infrastructure and services fit for the future. This plan will require significant financial investment. However, in many cases there will also be an associated return of investment from energy savings.

In order to achieve the objectives of this action plan the council will:

- Consider identified projects every year to coincide with capital budget setting. Whilst there are financial constraints, the council has developed a prioritisation methodology which covers a number of criteria including any ongoing revenue costs or savings, deliverability, the extent to which the proposed scheme meets the council's priorities and the environmental credentials of the project. Invest to save capital projects are encouraged and supported particularly when achieving a revenue payback of 5 years or less.
- Support divesting the pension fund from fossil fuel companies in order to support the wider movement towards carbon neutral as well as avoiding the risk of medium-term losses through stranded assets.
- Investigate the use of Green Bonds to provide the capital impetus to decarbonisation of the council's social housing and municipal buildings.
- use of Power Purchase Agreements (PPAs) to fix the council's long-term energy costs whilst supporting community energy that retains wealth in the borough and guarantees renewable, zero-carbon power generation

Waverley will continually look for external sources of funding as they become available to supplement the costs of projects. Currently there are many government funding streams available that we are actively looking to take advantage of.

We will also find ways to utilise the Community Infrastructure Levy (CIL) and the development of Allowable Solutions as a way of supporting the delivery of the carbon neutral vision. However, it must be noted that there may be potential challenges as a result of the introduction of a National Infrastructure Levy (NIL) in place of CIL over which Waverley Borough Council may have no control.

Cost projections

Based on the trajectory analysis carried out by APSE Energy in 2021 an indicative forecast of the cost to achieving new zero carbon for Scope 1 and 2 emissions is of the region of £3million and the total amount of energy savings could be the

equivalent of £100k per year.³ An estimated further £3.8 million is required to reduce the energy usage of leisure centres by installing heat pumps, resulting in the energy savings which could be the equivalent of £150k per year. This excludes the rebuild of Cranleigh Leisure to Passivhaus standard at minimum, and currently Cranleigh Leisure Centre accounts for 11% of the total council emissions.

Programme management and Communication

To succeed in achieving carbon neutrality it is important to demonstrate leadership at the highest level. Good programme governance is key to making carbon neutrality effective in Waverley and therefore have put in place the following governance structure. That maintains a high level of commitment and management of this programme.

Executive

The Executive will ultimately be responsible for the delivery of the action plan, making key decisions to enable progress.

Climate Emergency Board

A board has been established, to have overview of the delivery of the action plan as well as provide advice and make recommendations to the Executive on opportunities.

Climate Emergency Officers Group

The officers working group remains the vehicle to deliver this ambitious agenda. The members of this group are the individual project owners that are responsible for delivery of the projects within the action plan.

Annual progress

This action plan is intended to be a live document and will be updated frequently as required. An update of the action plan will be presented to Executive and Services O&S Committee in the autumn every year in order to align with budget setting processes for the following year.

Communications Plan

³ APSE trajectory report

A communications Plan has been produced to encourage positive behaviour change by staff, residents and the local community as well as to promote the importance of addressing climate change collectively. Through our communication activities we are supporting community organisations on an ongoing basis.




Annexe 1 – Indicative Action Plan

Key:							
Council's Role		Indicative costs		Carbon impact		Co benefits-link to other corporate priorities	
D	Deliver	£	Low - £0-£50k	L	Low - <1% reduction in council's own emissions	G	Local, open, participative government
E	Enable and facilitate	££	Medium - £50k-£250	M	Medium – 2-5% reduction in council's own emissions	E	Supporting a strong, resilient local economy
S	Support and encourage	£££	High - £250-£1M	H	High – 5-10% reduction in council's own emissions	H	Good quality housing
L	Lobby	££££	Very High - £1M +	Enabling Lobbying Mitigating	Potential borough wide reduction - Yet to be quantified	P	Effective strategic planning and development management
						W	Improving the health and wellbeing

Short Term Actions – 2022-2024












Key focus area	No	Actions	Target date	Council's role	Indic. Cost	Carbon impact	Co-benefits
Organisational Emissions	O02	Identify and resolve any barriers to use of existing Mod.Gov by all councillors and officers to access and use all committee papers electronically.	Dec-22	D	£	L	G
	O03	Through our enhanced use of technology, we can also reduce our reliance on paper by largely phasing out printed agendas and reports continuing and enhancing suitable arrangements where appropriate. Any accessibility issues to be identified and resolved by Equality Impact Assessment.	Dec-22	D	£10k	L	G
	O04	Rethink Pilot - work with SCC to nudge behaviour to consider alternative ways for staff to travel to get to work.	Mar-23	E	£	L	
	O05	Investigate the option of ULEV pool cars for business use and promote behavioral changes.	Dec-22	D	£15K per second	L	

					hand vehicle		
O08	Develop an Energy Performance Contract when procuring the new Leisure Centre management contract.	Jun-23	D	£	M		
O10	New Cranleigh Leisure Centre - specify a Passivhaus minimum new leisure centre within the architect/designer brief. An energy strategy to be produced at the same time to establish possible viable options.	Dec-22	D	££	L		W
O11	Improvements in Energy Efficiency at Farnham Leisure Centre – Installation of pool covers to reduce evaporation, heat loss from the pool will reduce the need for ventilation from the pool hall. Replace 12 showers in the members changing rooms with ones that have reduced flow rate. Fit insulation jackets on steel sand filters. Replace the existing pool hall and gym windows with new triple glazing with a double soft heat reflective coating. Review operation of AHU and explore more efficient options.	Jun-23	D/E	Approx. £300k	L		W
O12	Haslemere Leisure Centre - Replace the existing Pool hall lighting with LED equivalents	Dec-22	D/E	£13,500	L - 17t		
O14	Work with Housing contractors to modifying response times or batching of work in areas on specific days to reduce travel costs. Especially important for trades that only have one or two operatives.	Dec-24	D/E	£	L		
O16	Woolmer Hill Pavilion upgrade – improve energy performance of the building with a view to make it carbon neutral.	Jun-23	D	£110k	L – 15t		
O20	Investigate options for the redevelopment of the Burys as part of the Central Godalming regeneration project. Carbon neutral design options will be considered.	Dec-25	D	££	M		
O21	Switch to green tariff at the end of the current energy procurement contract.	Dec-22	D	£	L		
O24	Develop a staff travel plan that will complement the business travel policy. The travel plan will consider a variety of travel options for staff including car clubs, zero carbon pool cars and active travel incentives.	Dec-22	L	£	L		





	O25	Develop detailed feasibility studies of our Leisure centres to identify viable energy efficiency projects that are "funding ready"	Jun-23	D	£15,000	L	
	O26	Develop detailed feasibility studies of our pavilions and rangers' offices to identify viable energy efficiency projects that are "funding ready"	Mar-23	D	£	L	
	O27	Carry out and in depth survey of Bourne Depot including capital budget consideration for re-roofing existing asbestos roof to enable PV panels and ASHP throughout.	Mar-23	D	£5,000	L	
	O28	Explore options for decarbonising the Biffa fleet that will include the use of biofuel and electric vehicles. A report to be presented to Executive with costed proposals.	Mar-23	D			
	O29	Replace AHU motors with energy efficiency ones at GLC and HLC	Dec-22	D	£35,000		
	O30	LED lighting replacement at FLC	Dec-22	D	£37,000	L 35t	
	O31	Seek funding to implement Depot decarbonisation projects per the energy audits	Mar-23	D	£50,000	L	
	O32	Commission energy audits for pavilions and rangers' offices. Seek funding to implement recommendations	Mar-23	D	£5,000	L	
Active Travel and Air Quality	T01	In partnership with SCC pilot the installation of on street EV chargers to encourage residents and taxi drivers to switch to electric vehicles. Promotion of chargers once in place	Jun-23	S	£0	Enabling - 1.3 t CO2 reduced to date	
	T03	Upgrade of the Eastern boundary footpath (Hale Trail) to be carried out. Path to be widened with sensitive lighting to improve access for all users and promote alternative transport options between North Farnham and the main central area. The footpath will connect to the current Southern boundary footpath.	Dec-24	E	Initial budget £500k+ £170k	Enabling	
	T04	Develop and implement plans for a network of cycle routes across Waverley, in partnership with Surrey County Council, ensuring that by 2030 all towns and main population centres are connected by dedicate cycle routes. - Guildford and Godalming Greenway	Dec-25	E	Match funding TBD	Enabling	 




	T05	Phase 2 of the EV charger roll out in Waverley owned car parks to encourage the switch to electric vehicles.	Jun-23	D	£111 K	Enabling - 121 t CO2 reduced to date	
	T06	In the context of the high level aim of T04: Support the development of a Farnham Local Cycle and Walking Infrastructure Plan, funded as part of the Farnham Infrastructure Programme, in partnership with SCC.	Dec-22	E	£0	Enabling	W P
	T08	In the context of the high level aim of T04: Support the development of a Waverley Local Cycle and Walking Infrastructure Plan in partnership with SCC, to cover all areas except Farnham. The Cycle and Walking infrastructure layers will be added to the Planning mapping system.	Oct-22	E	£20k	Enabling	W P
	T15	Develop and implement the Godalming Greenway Gateway cycle path, that runs through the Phillips Memorial Park	2022-23	E	£420k – initial budget	Enabling	W
	T16	Implement a DEFRA funded programme with other local authorities in Surrey, through the Surrey Air Alliance, to encourage taxi and PHVs drivers/operators to take up EVs.	Jun-23	E	£	Enabling	W
	T17	In partnership with SCC, Towns & Parish Council identify and select sites on Council/Town & Parish Council and community land to be included in the Concession agreement currently being procured by SCC. Minimum of 700 chargers due to be installed in the 1st year across Surrey.	Jun-23	E	£0	L	W
	Energy Generation	E01	Further consider the recommendations of the Solar Feasibility for canopies on car parks and solar farm with a view to further develop and seek funding for new projects.	Jun-23	D	£	L
E02		Review renewable energy options in senior living units to increase renewable energy generation to 100% by 2030.	Jun-23	D	££	L	H
E05		Investigate and implement opportunities for community energy projects in conjunction with other stakeholders, including not-for-profit organisations	Jun-23	E/S	£	Enabling	E

	E6	Investigate viability and finance options of rooftop solar PV, with approximate capacity 300kwp, on a number of leisure centres. Prepare business case including financing options for approval and installation	Dec-22	D	£	30t CO2	
Built Environment	B01	Develop plans for alternatives to individual gas boilers in new and existing Council homes, based on a pilot scheme.	Mar-23	D	£ HRA	L	H
	B02	Evaluate the stock condition data held to ensure it is robust enough to inform plans for energy efficiency. Take remedial action on any short falls identified.	Mar-23	D	£ HRA	M	H W
	B03	Undertaken a stock condition / energy efficiency survey of all the senior living schemes to inform an asset management plan for the schemes	Mar-23	D	£	L	H W
	B04	Desktop modelling exercise to ascertain current private sector stock conditions, including use of data from Experian, English Housing Surveys and Energy Performance Certificates. This will enable us to identify areas of interest for planned programmes of works to meet the carbon neutral commitment.	Dec-24	D	£40k	Enabling	H
	B05	Review of Home Improvement policy for Private Sector Housing to increase the availability of grant aid for domestic energy efficiency schemes. Achieved by changes to list of eligible works and/or applicants' eligibility criteria.	Dec-22	D	£	Enabling	H W
	B06	Work with Affordable Housing partners to meet climate change agenda in terms of incorporating good policy and practice on new affordable housing developments in Waverley.	Dec-22	E	£	Enabling	H W
	B07	Work with landscape consultants to develop Climate Positive Design for new council homes, developing carbon off-set opportunities in the materials used in hard landscaping and plants in soft landscaping.	Dec-23	D	£	L	H P
	B08	Continue to provide EV chargers to new build homes and introduce to refurbishment projects. Future proof parking bays by installing infrastructure so additional chargers can be added.	2020-ongoing	D	££	Enabling	H P
	B11	Produce a Supplementary Planning Document that will support developments consistent with the policy of carbon neutrality.	Oct-22	E	£	Enabling	H P
	B12	Produce a sustainability checklist for the use of officers and members for the review of planning applications in order to ensure that full account is taken of all criteria in relation to the consideration of planning applications.	Oct-22	S	£	Enabling	H P
	B13	Produce a checklist for developers to audit sustainability in planning applications.	Oct-22	S	£	Enabling	H P
	B14	Review the climate change policies within the Local Plan Part 1. Review due 5 years from adoption.	Feb-23	E/S	£	Enabling	H P

	B15	Undertake an Energy study and develop a strategic approach to improving the performance of housing assets, in order to deliver the necessary levels of carbon reduction	Dec-23		£HRA	H	 
Waste and Resources	W1	Investigate feasibility of a community composting scheme to reduce the necessity of garden waste collection	Jun-23	D	£	Enabling	
	W3	Develop a plan for becoming a zero waste borough through encouraging waste reduction and reuse as well as recycling both in respect of domestic waste and commercial and industrial waste.	Dec-22	L	£	Lobbying	
Land Use and Adaptation	L1	Contact Parish and Town councils and relevant not-for-profit organisations to encourage local food production via allotments and community Farms.	Dec-23	E/S	£	Enabling	 
	L2	Investigate the opportunity to identify unused land that can be used for local food production.	Jun-23	E/S	£33k	Enabling	 
	L3	Provide a badge system for local (less than 30 miles) producers of food.	2022	E/S	£	Enabling	
	L4	Adoption of policies that will enhance the natural environment such as: <ul style="list-style-type: none"> Biodiversity Strategy and action plan. Tree and woodland management policy, taking a sustainable approach to planting, provide succession for tree stock that are able to cope with future diseases and pests and opportunity to offset carbon. 	Dec-22	D	£	Enabling	
	L5	Implement PlantLife No Mow May initiative in line with review of pilot. Work with SCC to align our biodiversity policies.	Oct-22	S	££££	Enabling	
Green Economy	GE1	Develop a strategy to provide incentives and support for local businesses to operate on a carbon neutral model.	Dec-23	E	£20K	Enabling	
	GE2	Develop a business award scheme to incentivise local businesses to become carbon neutral.	Dec-22	S	£	Enabling	
	GE4	Aiming to upskill 36 - 70 SMEs businesses through Carbon Literacy Training to help reduce their carbon emissions. training will be delivered by Inspiration Space.	Mar-23	S	£ £15K	Enabling	
	GE5	Promote the EM3 LEP low carbon business support function and one to one consultancy advice with a new green specialist associate.	2022	S	£	Enabling	

Medium Term Actions 2024-2026

Key focus area	Actions	Date	Council's role	Cost indicatio	Carbon impact	Co-benefits	
Organisational Emissions	O19	Review the carbon implications of the ground's maintenance contract, from vehicles and equipment, at the next contract evaluation point in 2024. All vehicles to be zero carbon by 2030 as part of a phased programme.	Dec 2024	D	£££	H	
	O22	Renegotiate the spec of the waste contract, at the next contract break, to include: <ul style="list-style-type: none"> Investigation of the implications of reducing bin collections. (Monthly bin collections for refuse / rather than fortnightly). Investigation of the implications of increasing the green waste collections at peak seasonal times. Additional collections of leaves can reduce the number of bonfires.	2027	D	£££/ ££££	H	
Active Travel and Air Quality	T7	Work with SCC and Town & Parish councils to introduce residential parking permits that encourage the use of electric vehicles.	2025	E	£	Enabling	
	T9	Introduce a bike hire scheme in all major hubs with allocated parking bays at railway stations, bus terminals, in town centres and at university and educational sites.	2025	E	£££	Enabling	
	T10	Introduce a pool of electric scooters across Waverley that can be used for short journeys, once legalised for use on roads and/or pavements.	2025	E	££	Enabling	
	T11	Investigate the option for uber buses to be available across the borough particularly in outlying areas not currently serviced by alternative public transport. Extension of the Hoppa service to cover a wider population	2025	E	£££	Enabling	 
	T12	Investigate the introduction of bylaws to prohibit garden bonfires	2025	E	£	Enabling	
	T13	Investigate the possibility of having smoke control areas within Waverley. This will ensure only authorised fuels in approved appliances (exempted stoves) can be used	2025	E	£	Enabling	

	T14	Investigate working with businesses to encourage home working where appropriate and introducing charging for work place parking spaces and promote the switch to electric vehicles and the use of public transport.	2023	E	£	Enabling	
	T15	Develop and implement plans for a network of cycle routes across Waverley, in partnership with Surrey County Council, ensuring that by 2030 all towns and main population centres are connected by dedicate cycle routes <ul style="list-style-type: none"> Develop a plan to open up the Downs Link as a sustainable transport corridor. 	2023-2025	E	££££	Enabling	 
Waste and Resources	W4	Encourage Surrey County Council to use its powers to stop fossil fuel mineral extraction in Waverley.	ongoing	L		Lobbying	

Long Term Actions 2027-2030

Key focus area	No	Actions	Date	Council's role	Cost indication	Carbon Impact	Co-benefits
Energy Generation	E6	Investigate the option for micro hydro electricity generation on rivers/ at mills within Waverley.	2027	D	£	Enabling	
Active Travel and Air Quality	T02	Review taxi licensing policy to encourage the use of ultra-low emission vehicles and introduce a maximum age limit for cars. Proposed targets are: From 1 January 2027 new licences must only include zero emission vehicles	2025	D	£	Enabling	

Completed Actions to date

Actions	Date
Review the design specifications for acquisitions and procurements to include opportunities to build carbon neutral homes – of Passivhaus standard or equivalent.	2022
Dunsfold Park Garden Village SPD - covering high level masterplan principles and design coding for the new settlement. Sustainability is at its core and should flow throughout the document	Feb-22
Investigate viability and finance options of ground mounted solar PV in car parks and on Waverley land. Commission a feasibility study to include a business case including financing options for approval.	Jun-22
Investigate viability and finance options of ground mounted solar PV in car parks and on Waverley land. Commission a feasibility study to include a business case including financing options for approval.	Jun-22
Support the national "Take The Jump" scheme and promote the behavioural change required to move to a net-zero carbon economy amongst Waverley staff and across Waverley.	2022
Adoption of policies that will enhance the natural environment such as: Pesticide policy with a view to phasing out the use of pesticides	2022
Facilitate and support a multi-agency bid for some of the £33 million available for flood elevation schemes. Focus will be to utilise the concept of natural flood risk management achieving the objectives of lowering flood risk and planting trees and restoring marshland.	2020
Work with SCC to map out opportunities for solar generation on Waverley assets and tree/hedgerow planting	2020
Replacing Borough Hall lighting: 12 fluorescent tubes with LEDs, including connections and controls.	2020

Optimise the parking software system to minimize necessity to print documents.	2020
Conclude the lighting replacement programme in Car parks with one final car park	2020
Cranleigh Leisure Centre - Carry out an energy audit to establish what work would be required to build the new leisure centre in Cranleigh as close to carbon neutral as possible. To include a step-by-step list of emissions versus costs.	2020
Edge Leisure Centre - Replace the existing sports hall lighting with LED equivalents. The energy savings are likely to be on the region of 50%.	2021
Develop a plan to work with all existing contractors to reduce their carbon footprint from fuel consumption and make explicit their goals in terms of carbon reduction.	2021
Modify procurement policies and present a revised procurement policy to Executive consistent with the promotion of sustainable and ethical trading for approval and implementation .	2022
Decarbonising the Memorial Hall - installation of an ASHP and a solar PV system partly funded from the PSDF	2020
Investigate options to decarbonise the Depot in partnership with Biffa, by carrying out an energy audit	2022
Review taxi licensing policy to encourage the use of ultra-low emission vehicles and introduce a maximum age limit for cars. Proposed targets are: From 1 January 2023 a new application to licence a taxi must be a ULEV.	2020
Introduce the kerbside collection of textiles & WEEE to promote recycling and reduce the need for residents to drive to bring sites.	2021

WAVERLEY BOROUGH COUNCIL
SERVICES OVERVIEW & SCRUTINY COMMITTEE
20 September 2022

LEISURE MANAGEMENT CONTRACT TASK AND FINISH GROUP –
Final Report

Head of Service: Mr Kelvin Mills, Head of Commercial Services

Key decision: No

Access: Public

1. Purpose and summary

1.1 To appraise Services Overview and Scrutiny (“the Committee”) on the activities of the Leisure Management Contract Task & Finish group (“the Group”), its recommendations and the response from the Executive.

2. Recommendation

2.1 That the Committee endorse the Group’s interim recommendations:

a) endorsing the proposed services specification and key performance indicators (KPIs).

b) that when the data contributing towards KPIs is collected by the operator, it should be independently verified by Waverley Borough Council to ensure its credibility.

c) that given the leisure centres are all located in the larger towns within the Borough, outreach work under the Active Communities programme should be targeted within smaller settlements.

d) that given the lasting significance of this contract, steps are taken to keep all-members informed during the tender process.

2.2 That the Committee note the response from the Portfolio Holder for Health, Wellbeing, Parks and Leisure detailed in para 4.9.

3. Reason for the recommendation

3.1 On June 21st 2022, the Committee delegated authority to the members of the Group to make interim recommendations to the Portfolio Holder for Health, Wellbeing, Parks and Leisure. These were shared with the wider Committee and were subject to retrospective confirmation at the Committee’s next meeting in September. The Committee is now being asked to provide that approval.

- 3.2 Having reviewed the proposed services specification and KPIs, the members of the Group are confident that they capture the breadth of requirements on the surface and align the contractor's priorities with those of service users.
- 3.3 The Group felt that Council validation of data collected for KPIs by the contractor would enhance their credibility and remove a conflict of interest.
- 3.4 The Group note that not all Waverley residents are willing and able to travel to access leisure facilities. They also felt there are strong reasons to suspect that barriers to travel will be correlated with forms of deprivation. Therefore, it is important that there is leisure community outreach provision throughout the Borough, not just within the main settlements.

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 11th 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 leisure contract 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
- 4.6 On June 21st 2022, the Committee agreed to the Group's scoping document and, given the tight timescale to complete the procurement process, delegated authority to the Group to agree interim recommendations.
- 4.7 The Group met on June 23rd 2022, for a two hour workshop. The Group discussed the headline areas of the detailed Services Specification, Active Communities programme and each of the 11 key performance indicators. The Group members agreed the interim recommendations in para 2.1.
- 4.8 The recommendations were sent to the Portfolio Holder for Health, Wellbeing, Parks and Leisure on July 4th 2022, who accepted them in full.

4.9 All recommendations have been considered and elements incorporated in to the draft Contract documents by the Leisure Project Working Group.

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.

Background Papers

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

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