

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

When calling please ask for:

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Legal & Democratic Services

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Date: 11 November 2022

Membership of the Overview and Scrutiny - Services

Cllr Kevin Deanus (Chair)
Cllr Peter Marriott (Vice Chair)
Cllr Carole Cockburn
Cllr Martin D'Arcy
Cllr Sally Dickson

Cllr Mary Foryszewski
Cllr Ruth Reed
Cllr Richard Seaborne
Cllr Philip Townsend
Cllr Michaela Wicks

Substitutes

Cllr Michael Goodridge
Cllr Joan Heagin

Cllr Michaela Martin

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

Dear Councillor

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

DATE: TUESDAY, 22 NOVEMBER 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

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

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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 20 September 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 15 November 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 15 November 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 15 November 2022.

6 **SAFER WAVERLEY PARTNERSHIP (Pages 7 - 28)**

The report updates the Overview and Scrutiny Committee on the work of the Safer Waverley Partnership (SWP) and provides the committee with the opportunity to scrutinise the work of the partnership and its new three year rolling partnership plan 2022-2025.

Recommendation

It is recommended that the Overview and Scrutiny Committee provide any comments on the Safer Waverley Partnership Plan 2022-2025 to be considered by the SWP Executive.

7 LEISURE MANAGEMENT CONTRACT (Pages 29 - 30)

The current Leisure Management Contract, for our leisure centres, expires on 30 June 2023 and the Council needs a new contractual arrangement to be in place for the 1 July 2023.

To receive an update on the progress with the Leisure Management contract.

8 LOCAL PLANNING ENFORCEMENT ACTION PLAN (Pages 31 - 62)

The updated Local Planning Enforcement Plan, set out at Annexe 1, sets out how the Council intends to respond to individual complaints about breaches of planning control.

9 CORPORATE PERFORMANCE REPORT Q2 2022-23 (Pages 63 - 122)

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

The covering reports sets out proposals for amendments to Planning Services indicators.

The Services O&S committee need to consider pages 96-121 of the agenda pack (30-55 of the report).

10 COMMITTEE FORWARD WORK PROGRAMME (Pages 123 - 130)

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.

11 **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.

12 **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:
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WAVERLEY BOROUGH COUNCIL

[OVERVIEW AND SCRUTINY - SERVICES]

[22 NOVEMBER 2022]

Title:

Safer Waverley Partnership Plan 2022-2025

Portfolio Holder: Cllr Penny Marriott, Portfolio Holder for Community Safety

Head of Service: Sam Hutchison, Executive Head Community Services

Key decision: No

Access: Public

1. Purpose and summary

- 1.1 The report updates the Overview and Scrutiny Committee on the work of the Safer Waverley Partnership (SWP) and provides the Committee with the opportunity to scrutinise the work of the Partnership and its new three year rolling Partnership Plan 2022-2025.

2. Recommendation

- 2.1 It is recommended that the Overview and Scrutiny Committee provide any comments on the Safer Waverley Partnership Plan 2022-2025 to be considered by the SWP Executive.

3. Reason for the recommendation

- 3.1 The Overview and Scrutiny Committee has the function to scrutinise the work of their local Community Safety Partnership (CSP) on an annual basis. In Waverley this partnership is called the Safer Waverley Partnership (SWP).

4. Background

- 4.1 The Crime and Disorder Act 1998, as amended by the Police Reform Act 2002 and the Police and Justice Act 2006, requires 'responsible authorities' to work together to develop and implement strategies for reducing crime and disorder in their area. To meet its statutory requirement, the SWP was formed with an Executive group responsible for ensuring it meets its statutory requirements. The SWP Executive consists of members from:

- Waverley Borough Council
- Surrey County Council

- Surrey Police
- Surrey Fire and Rescue Service
- National Probation Service
- Surrey Heartlands Health and Care Partnership
- Frimley Integrated Care Board

- 4.2 The Police and Justice Act 2006 gave local councils the duty to scrutinise the functioning of their local CSP. Each local council had to put in place a Committee to review, scrutinise and make observations or recommendations about the functioning of the CSP's responsible authorities. The Overview and Scrutiny Committee – Services takes on this function in Waverley.
- 4.3 The Police Reform and Social Responsibility Act 2011 replaced police authorities (who were a statutory member of the Community Safety Partnership) with directly elected Police and Crime Commissioners (PCCs) in England and Wales. Unlike police authorities, PCCs are not 'responsible authorities' under the Crime and Disorder Act 1998, so are not members of CSPs. However there is a mutual duty on PCCs and CSPs to co-operate to reduce crime and disorder and re-offending. A representative from the Office of the Police and Crime Commissioner (OPCC) attends SWP Executive meetings.
- 4.4 The Domestic Violence, Crime and Victims Act 2004 established the statutory requirement to carry out Domestic Homicide Reviews (DHRs). This requirement came into force in April 2011 and is the responsibility of the Safer Waverley Partnership to implement. When a domestic homicide occurs, the relevant police force informs the local Community Safety Partnership. The SWP has a statutory duty to establish whether the criteria for a DHR is met and that a review should be conducted.
- 4.5 The Anti-Social Behaviour, Crime and Policing Act 2014 introduced more effective powers to tackle Anti-Social Behaviour (ASB) and placed a greater focus on the impact of ASB on victims and their needs. The Community Trigger/ ASB Case Review was introduced to give victims of persistent anti-social behaviour the ability to request a formal case review where a locally defined threshold is met. The SWP is responsible for carrying out these reviews.

Key partnership activity during 2021-2022

- 4.6 During 2021-2022 the SWP received 6 Community Trigger applications, 5 met the threshold for a full anti-social behaviour case review to be carried out. All applications related to neighbour disputes or issues between neighbours. [Community Trigger](#) applications can be made online and further information about them can be found on the Councils website.
- 4.7 A new Neighbour Dispute Action Group (NDAG) was set up to provide a case management approach for officers to nominate complex neighbour disputes to. This arose out of learning from the Community Trigger case reviews that were carried out which found that often the neighbour disputes had been going on for many years and agencies had worked in silos to deal with their different aspect of the problems. The NDAG was set up to provide a forum for officers to nominate neighbour disputes when they come to the attention of organisations at an early stage for a problem solving approach to be taken. The new approach is to

ensure each party is offered support and self-help advice available and the partnership considers all the tools and powers available to tackle problems relating to anti-social behaviour, intimidation and harassment. It met for the first time in December 2021 and since then the NDAG has considered 16 cases (12 cases archived/closed, 6 current cases, with 2 having been closed and then reopened).

- 4.8 The SWP has led the process in two Domestic Homicide Reviews (DHRs) in 2021-22; one is now completed and published on the SWP webpage for the council and the other is now a joint Serious Adult and Domestic Homicide Review and due to be completed in 2023.
- 4.9 Waverley and Guildford Community Safety Partnerships worked together with South West Surrey Domestic Abuse Outreach Service in 2021 to plan a series of webinars for residents, business owners and community leaders. The 'Ask Me About Domestic Abuse' webinars, supported by a social media campaign, aimed to provide participants with knowledge to:
- Understand why we need to break the silence on domestic abuse
 - Be confident to recognise indicators of domestic abuse and in particular coercive control
 - Know how to support a friend, family member or work colleague that may be experiencing domestic abuse
 - Consider becoming an 'Ask Me' Community Ambassador.
- 4.10 Two 'Ask Me About Domestic Abuse' webinars were held in the afternoon and early evening of 30 November 2021. 88 people registered. 3 'Ask Me About Domestic Abuse' community ambassadors were identified and there were 277 unique visitors to 'Ask Me About Domestic Abuse -SWP Surrey' webpage. This work will continue in 2022-23 due to the high engagement at events.
- 4.11 During 2021-22 there were 496 referrals made to the South West Surrey Domestic Abuse Outreach Service in Waverley. In 2020-21 there were 508 referrals made. 2021-22 saw a 62% increase in referrals from 2019-20 (307 referrals).
- 4.12 In September 2021 the Overview and Scrutiny Committee considered and supported a proposal to expand the strategic function of the SWP Executive to develop a new shared Health and Wellbeing Board and associated strategy. The Community Safety Officer role was reviewed in line with this proposal and a revised role of Safer Communities Officer was put in place to facilitate a new Board. This work was put in hold after the announcement of the collaboration of Waverley Council with Guildford Borough Council and will be reviewed over the coming year.
- 4.13 In April 2021 the first anti-social behaviour Public Spaces Protection Order (PSPO) was approved in Waverley following a consultation process which included this Committee. The PSPO process was lead by the Head of Environmental Services, in conjunction with Surrey Police who provided evidence of crime and anti-social behaviour to support the provision of the order for the Godalming area. Provisions were also contained in the PSPO to prohibit the use of BBQs and bonfires on council owned parks and open spaces without

consent from the council. This aspect of the PSPO has been used outside the remit of the SWP and lead by the Council's Greenspaces service.

- 4.14 Implementing the use of the PSPO for dealing with anti-social behaviour in the Godalming area has taken time to agree. This has been in part due to lack of dedicated officer time to develop an implementation plan and work with relevant services in the council, and the police to agree the resources required to support it's use and carry out enforcement.
- 4.15 In April 2022 the Council appointed a corporate Anti-Social Behaviour Officer, who as part of their role has worked with the Head of Environmental Services to agree an implementation plan for the PSPO. The role also provides specialist support to council services around the use of tools and powers available to the council under the ASB, Crime and Policing Act 2014. They are also working towards implementing a corporate anti-social behaviour policy to ensure all council services effectively manage anti-social behaviour.
- 4.16 Over the past year the JAG has engaged with local youth services, for example the Friday/ Saturday Night Projects, Godalming Youth Services and Hale Youth Services, when locations have been identified where youth related ASB is taking place. When young people are nominated to CHaRMM the partnership ensures close working takes place with Targeted Youth Support (TYS) and the Youth Engagement Officers at Surrey Police. The SWP have also provided support and evidence of the need for youth services for organisations developing local youth activities in areas where there have been significant ASB.

Developing a new SWP Partnership Plan 2022-2025

- 4.17 Due to the impact of Covid-19 on partner services, the SWP took the decision in 2020 to keep the same priorities as the previous year. During the latter part of 2021 and early 2022, as the pandemic eased, the Partnership carried out a full review of its strategic priorities.
- 4.18 The SWP has considered relevant new policy and legislation, the Surrey Community Safety Agreement, listened to feedback from this Committee and, from local councillors at engagement events, and have agreed four new strategic priorities for the SWP. These are:
- Priority 1: Improve the partnership's response to community harm and anti-social behaviour**
 - Priority 2: Themed focus on domestic abuse**
 - Priority 3: Focus on crimes that most affect Waverley**
 - Priority 4: Responding to the additional vulnerabilities of our residents facing community safety issues**
- 4.19 A new Partnership Co-ordination Group (COG) was formed in 2022 by the SWP Executive to create a SMART delivery plan and to monitor it's delivery. The delivery plan contains 17 aims / focus areas to deliver on each priority and 30 actions to achieve the aims. The Partnership Delivery Plan 2022-2025 is contained in Annex 1.

4.20 The Partnership Delivery Plan 2022-2025 only includes what can be done above and beyond what each partner already contributes to community safety. It will however highlight areas where improved partnership working is required and where support is needed to achieve this. It will be reviewed and updated regularly by the COG and is considered a live document.

4.21 The delivery plan uses a RAG status to prioritise partnership activity:

RED	High priority	Partnership work that has risk and needs to be actioned
AMBER	Medium priority	Partnership work that needs to be carried out but there is more time
GREEN	Lower priority	Partnership work that tends to need less resources to carry out

4.22 The Partnership has established partnership working mechanisms through its various groups of CHaRMM, JAG, NDAG, SOC JAG and these will continue to deliver on partnership work alongside the Partnership Delivery Plan 2022-2025.

4.23 In order to be transparent a public version of the Partnership Plan 2022-2025, contained in Annex 2, is available on the council's website to aid understanding of the partnership, its priorities and the various groups which operate under the auspices of the SWP.

Key Partnership activity / progress of delivery plan (April 2022 to Sept 2022)

4.24 There have been 26 individuals discussed at CHaRMM from 1 April 2022 to the 30 Sept 2022. 23 nominations have been made (4 have been nominated twice). 18 individuals have been removed. There are currently 18 individuals being considered by CHaRMM.

4.25 The NDAG currently has 6 neighbour disputes being case managed by the group.

4.26 There have been 7 locations discussed at JAG, 4 carried over from the previous year and 3 locations nominated and adopted.

4.27 In July 2022 the SWP supported Anti-Social Behaviour Awareness week and signed up to the ASB pledge, which reaffirms partners commitment to tackling ASB in Waverley.

4.28 The Council have publicised the following on its social media channels via its own social media posts, sharing from the relevant channels e.g. (Surrey Police, SFRS etc). This forms part of ongoing joint communications across the partnership to raise awareness of the SWPs priority areas of work and keep Waverley residents informed about community safety issues.

- County Lines (shared from Surrey Police channels)
- ASB Awareness week (news story, social media posts and sharing posts from other relevant channels)
- Catalytic Converters (shared from Surrey Police channels)
- Domestic Abuse (social media posts and news story for DA Awareness Week, also shared from relevant channels)

- Fire Safety / Burger off (social media posts and shared from Surrey Fire & Rescue channels)
- White Ribbon day (social media posts, news story and sharing from relevant channels)
- Dispersal Order (social media posts and sharing from Surrey Police where relevant to Waverley areas)
- As Me about Domestic Abuse webinars (November 2021) – (social media posts and shared from relevant channels)
- No Cold Calling
- Scams (social media posts and sharing from other channels)

4.29 The Overview and Scrutiny Committee raised with the SWP in November 2020 that it was concerned about the way rural crime was being categorised and the understanding officers have of what rural crime is. Following the meeting the Waverley Safer Neighbourhood Team have taken an active approach to ensuring that crimes recorded as rural do actually meet the definition of [Rural Crime](#). A sergeant reviews all the crimes recorded as rural to confirm they meet the definition and carries out action to correct those that don't. This involves educating officers and staff about the correct way to record crime and providing feedback when mistakes are made. Recorded rural crime in Waverley remains low with a total of a total of 17 crimes reported between April and Sept 2022. Rural crimes in Waverley are reported in a 'Rural Crime Newsletter' which is sent out by email every month. This provides information about the rural crimes taking place, patterns for the public to be aware of and offers crime prevention advice where possible. 1700 people currently receive the newsletter by email.

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

The Partnership helps deliver the Council's Corporate Priority - ***Improving the health and wellbeing of our residents and communities*** through improving and developing engagement with all stakeholders to better control crime and anti-social behaviour in the borough.

6. **Implications of decision**

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

There are no direct resource implications associated with this report. The service is delivered within approved Council budgets and is supported by external funding.

6.2 **Risk management**

Risks are managed through the Safer Waverley Partnership Executive on a quarterly basis. Risks are identified and mitigated through a risk register and are managed and delivered through formal mechanisms of the partnership.

6.3 **Legal**

The Council has statutory responsibilities to consider the impact of its functions and services in relation to crime and disorder implications as well as the wider community impacts. This report highlights part of the Council's response to this area in terms of its statutory responsibility for working within the Safer Waverley Partnership. The Partnership does not lead to the transfer of functions from one partner to another but encourages a multidisciplinary approach to solving issues and the use of the most appropriate powers.

There are a number of different functions and sets of powers from across the Council referenced in the various actions which the Council is undertaking the detailed analysis of the legal implications of each of these is undertaken within the projects.

6.4 Equality, diversity and inclusion

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

6.5 Climate emergency declaration

Consideration of the Council's environmental and sustainability objectives will need to be made when making decisions on the implementation of local community safety activity.

7. Consultation and engagement

The Safer Waverley Partnership Executive have been consulted on the plan and have agreed the priorities and delivery plan.

8. Other options considered

There are no further options to be considered with this report.

9. Governance journey

Overview and Scrutiny - Services.

Annexes:

Annexe 1 – Safer Waverley Partnership Delivery Plan 2022-2025

Annexe 2 – Safer Waverley Partnership Plan 2022-2025 public version available on website

Background Papers

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

Background papers are those that are referred to in the report, but are not published and accessible to the public.

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Agreed and signed off by:

Legal Services: 26/10/22 IH

Finance: 20/10/22 RP

Strategic Director: date

Portfolio Holder: Cllr Penny Marriot



Priority 1 : Improve the Partnership's Response to Community Harm and Anti-Social Behaviour

Ensure victims are put first when dealing with anti-social behaviour and the ASB Principles are recognised locally									
Ref:	Action	Details of how the action will be carried out	Reference any additional resources	Start date	End date	Lead agency/officer including all responsible officers	Impact of not completing the action	Success is measured / demonstrated	RAG
1.1	Hold a learning day for the partnership where there will be a focus on a 'victim centred' approach to ASB	<ul style="list-style-type: none"> Carry out an annual learning day. First planned for 2 Nov 2022. 	<ul style="list-style-type: none"> ASB Help (funding required) venue hire 	Aug-22	Nov-22	Paul Stevens WBC Eve Budd WBC Clare Arnold WBC	Failure of organisation to meet statutory requirements around victim care for ASB	<ul style="list-style-type: none"> Reduction in repeat reporting of ASB. Efficient management of ASB cases. Decrease in demand on multiple services. 	Amber
1.2	Promote the use of risk assessments and victim action plans across the partnership	<ul style="list-style-type: none"> Officer training as part of 2 Nov ASB learning event Make risk assessments part of CHaRMM and NDAG nomination process 		Nov-22	Ongoing	Paul Stevens WBC Katie Webb (CHaRMM Chair) Sam Adcock (NDAG chair)	Victims not safeguarded	<ul style="list-style-type: none"> Ensure a risk assessment is completed or provided with any nomination to CHaRMM or NDAG 	Amber
1.3	Promote the ASB principles as part of ASB awareness week by signing up to the ASB principle pledge	<ul style="list-style-type: none"> ASB week 18-24 Jul 2022. Pledge to be signed on 21 Jul 22 Display board on wall in council offices, invite all officers to sign 		Jul-22	Ongoing	Paul Stevens WBC Insp Sam Adcock	Failure to meet Gov published guidance 20 July 2022	<ul style="list-style-type: none"> Press release/ photo Pledge displayed on wall in council offices with signatures 	Green
Ensure the effective use of Community Triggers									
Ref:	Action	Details of how the action will be carried out	Reference any additional resources	Start date	End date	Lead agency/officer including all responsible officers	Impact of not completing the action	Success is measured / demonstrated	RAG
1.4	Promote awareness and encourage the use of Community Triggers on social media, websites and by officers and councillors when they encounter a victim of ASB	<ul style="list-style-type: none"> WBC website contains information about how to apply for a CT ASB Learning day 2 Nov 2022, educate officers to promote CT to victims where they are aware it meets the threshold 		Nov-22	Ongoing	Paul Stevens WBC Eve Budd WBC	<ul style="list-style-type: none"> Failure to meet Gov guidance and PCC oversight. Dissatisfaction of victims of ASB. Vulnerable victims of ASB being placed at risk due to organisational failings. 	<ul style="list-style-type: none"> Community Triggers being applied for. Partners to understand the need to promote Community Triggers. 	Amber

1.5	Carry out reviews on completed Community Triggers to identify trends, patterns, points of learning and to ensure outcomes are achieved.	<ul style="list-style-type: none"> •Statistical analysis of reports. •Quarterly review meeting. •Review of process to be discussed and recommendations approved at SWP Executive -12 Oct 2022 	On hold until year 2 of plan	Apr-23	Ongoing	Eve Budd WBC	<ul style="list-style-type: none"> •Failure to meet Gov guidance and PCC oversight. •Dissatisfaction of victims of ASB. •Vulnerable victims of ASB being placed at risk due to organisational failings. 	<ul style="list-style-type: none"> •Learning is shared across the partnership and process and systems changed. •Implemented revised CT process 	Amber
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Implement Public Spaces Protection Orders (PSPOs)

Ref:	Action	Details of how the action will be carried out	Reference any additional resources	Start date	End date	Lead agency/officer including all responsible officers	Impact of not completing the action	Success is measured / demonstrated	RAG
1.6	Implement the Godalming PSPO through an agreed protocol - Raise awareness and provide training to relevant partner officers on using the PSPO	<ul style="list-style-type: none"> •Agreed WBC protocol to be shared with Partnership. •Deliver training sessions on the PSPO process to relevant front line officers across the partnership by end of December 22 	Additional officer time to implement the PSPO process	Oct-22	Dec-22	Paul Stevens WBC	•PSPO not being used to address prohibited behaviour.	<ul style="list-style-type: none"> •Protocol Agreed •Training sessions delivered •Warning letters / notices being issued by Police and council. •Reduction in the PSPO prohibited behaviours 	Red
1.7	Review the relevance of the PSPO conditions and amend where appropriate	<ul style="list-style-type: none"> •Carry out review of current PSPO conditions and propose amendments and additional conditions. •PSPO amendments and proposed new conditions to be approved through consultation/ committee process. 		Jan-23	Mar-23	Paul Stevens WBC	•PSPO not being used to address prohibited behaviour.	<ul style="list-style-type: none"> • PSPO amended and new condition approved and implemented •PSPO remains relevant to latest crime and disorder problems 	Red
1.8	Use the JAG to monitor the use of the Godalming PSPO and enforcement action taken	<ul style="list-style-type: none"> •To be made a standing agenda item on JAG. 		Dec-22	Duration of PSPO	Paul Stevens WBC Sgt Michael Knight (Jag) Chair	<ul style="list-style-type: none"> •Lack of JAG oversight. Inability to assess the success of PSPO's. Unable to demonstrate the positive use of PSPO's. 	<ul style="list-style-type: none"> •Reduction of PSPO prohibited behaviours 	Red

Ensure the powers introduced by the Anti-Social Behaviour, Crime & Policing Act 2014 are implemented effectively

Ref:	Action	Details of how the action will be carried out	Reference any additional resources	Start date	End date	Lead agency/officer including all responsible officers	Impact of not completing the action	Success is measured / demonstrated	RAG
1.9	Establish local policies and procedures for considering when and how ASB powers are used when dealing with individuals committing ASB to ensure use of powers by police, WBC and other housing associations are recorded	<ul style="list-style-type: none"> •Central database of WBC use of Housing & Corporate tools and powers. •Quarterly report from the Police of tools and powers used. •Monitoring of tools & powers used by other housing providers through CHaRMM & NDAG. 		Jan-23	Ongoing	Paul Stevens WBC	<ul style="list-style-type: none"> •Tools and powers not being used effectively across partner organisations. •Risks that the most vulnerable do not get treated fairly. 	<ul style="list-style-type: none"> •Successful use of ASB tools & powers. •All ASB action taken considers and documents the requirements under the Equality Act protected characteristics. 	Amber
1.10	Raise awareness of CHaRMM to all Housing providers in Waverley	<ul style="list-style-type: none"> •Identify social housing providers within the WBC area. •Make contact with all social housing providers with details of SWP meetings & criteria. 		Jan-23	Jun-23	Paul Stevens WBC	<ul style="list-style-type: none"> •Vulnerable people not being identified. •Risk of harm not being managed. •Perpetrators not being brought to justice. 	<ul style="list-style-type: none"> •Increased attendance at meetings. •Increased number of new nominations from Housing providers 	Amber

Improve the partnership's response to neighbour disputes									
Ref:	Action	Details of how the action will be carried out	Reference any additional resources	Start date	End date	Lead agency/officer including all responsible officers	Impact of not completing the action	Success is measured / demonstrated	RAG
1.11	Actively promote use of, and early interventions for dealing with problems between neighbours - eg mediation, 'good neighbour card' and 'good neighbour agreements'	<ul style="list-style-type: none"> ASB Learning day 2 Nov 2022. Work with other colleagues from the Surrey Community Harm Reduction Group to create Surrey wide leaflets/cards to be used in Waverley 		Nov-22	Mar-23	Paul Stevens WBC Eve Budd WBC	<ul style="list-style-type: none"> Cases and/or investigations being opened unnecessarily. Expectations not being managed appropriately. 	<ul style="list-style-type: none"> Early intervention in neighbour disputes. Successful resolution of neighbour disputes via mediation and other arranged interventions 	Amber
1.12	Use the NDAG to refer neighbour disputes to at an early stage to prevent escalation and to identify suitable and appropriate interventions that partner agencies can offer	<ul style="list-style-type: none"> Promote NDAG to WBC services and other relevant partners 		Nov-22	Ongoing	Paul Stevens WBC Insp Sam Adcock (Chair of NDAG)	<ul style="list-style-type: none"> Neighbour disputes escalating. Multiple organisations dealing with cases separately without applying a joined up approach 	<ul style="list-style-type: none"> Early intervention in neighbour disputes. Successful resolution of neighbour disputes via mediation and other arranged interventions 	Amber

Priority 2: Themed Focus on Domestic Abuse

Raise awareness of domestic abuse

Ref:	Action	Details of how the action will be carried out	Reference any additional resources	Start date	End date	Lead agency/officer including all responsible officers	Impact of not completing the action	Success is measured / demonstrated	RAG
2.1	Use publicity material and assets available via the Surrey DA Communications Plan and the South West Surrey DA Outreach Service to promote awareness of domestic abuse support services and helpline throughout Waverley	<ul style="list-style-type: none"> Sharing of assets and communication plan - 25 November - 16 days of activism Promote to hard to reach groups Promote through WBC tenants magazine and police newsletter 		Nov-22	ongoing	Louise Gibbins - Surrey CC Jo H SWS DA Outreach Service	Increased risk for those suffering from Domestic Abuse	<ul style="list-style-type: none"> Increased number of victims accessing outreach services. 	Red
2.2	Hold webinars to raise awareness of DA to local businesses and organisations in Waverley and to identify workplace champions.	<ul style="list-style-type: none"> webinar for WBC Cllrs to be held on 2 Nov 22 to raise awareness of the service. Send DA messages through WBC Economic Development Service 		Apr-22	ongoing	Louise Gibbins - Surrey CC Jo H DA Outreach Service	Increased risk for those suffering from Domestic Abuse	<ul style="list-style-type: none"> Increased number of victims accessing outreach services. Identification of workplace DA Champions. 	Red
2.3	Hold regular DA Champions networking events to provide support and ongoing training	<ul style="list-style-type: none"> Identify Champions in each partner organisation and local businesses provide training for Champions set up regular network events 		Jan-23	ongoing	Jo H DA Outreach Service	Increased risk for those suffering from Domestic Abuse	<ul style="list-style-type: none"> number of champions identified across variety businesses and organisations 	Amber
2.4	Make the Sanctuary scheme more accessible to more people by raising awareness of the scheme in Waverley	<ul style="list-style-type: none"> Raise awareness to professionals of the new sanctuary scheme being delivered by DA Outreach Service 		Oct-22	ongoing	Jo DA Outreach Service Eve Budd WBC	Increased risk for those suffering from Domestic Abuse	<ul style="list-style-type: none"> Increased use of Sanctuary schemes in Waverley. 	Red

Implement Waverley's Domestic Abuse Pledge

Ref:	Action	Details of how the action will be carried out	Reference any additional resources	Start date	End date	Lead agency/officer including all responsible officers	Impact of not completing the action	Success is measured / demonstrated	RAG
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2.5	Develop and implement the Domestic Abuse Pledge in Waverley.	<ul style="list-style-type: none"> Partners to actively approach local businesses and organisations to sign up to the pledge Promote the pledge through DA Awareness week DA Outreach Service to deliver a webinar in relation to the implementation of the pledge 		Apr-23		Eve Budd / Katie Webb WBC	Increased risk for those suffering from Domestic Abuse	number of local businesses and partner organisations who have signed up to the pledge	Amber
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Expose and working towards ending hidden harms (Violence Against Women and Girls)

Ref:	Action	Details of how the action will be carried out	Reference any additional resources	Start date	End date	Lead agency/officer including all responsible officers	Impact of not completing the action	Success is measured / demonstrated	RAG
2.6	Promote 'Street Safe' online tool to help identify locations where people have felt unsafe and use data to identify hotspots or areas in the borough where people feel unsafe and take a problem solving approach via JAG	<ul style="list-style-type: none"> DA outreach to promote awareness of Street Safe at pub watch briefings. Review data as a JAG standing agenda item. 		Nov-22		Sgt Michael Knight		<ul style="list-style-type: none"> Identification of areas of the borough people do not feel safe coordinated partnership activity 	Green

Raise awareness of elder abuse and domestic abuse for professionals to help them locate support and advice for older victims, their friends and family

Ref:	Action	Details of how the action will be carried out	Reference any additional resources	Start date	End date	Lead agency/officer including all responsible officers	Impact of not completing the action	Success is measured / demonstrated	RAG
2.7	Hold a webinar to raise awareness of elder abuse and domestic violence in older people. How to recognise it and how to get support	<ul style="list-style-type: none"> DA Outreach Service to hold 2 webinars for local businesses and organisations Attend Surrey Webinar 19 Oct & report back to COG. 	<ul style="list-style-type: none"> Cost to DA Outreach Service to deliver webinars Additional officer time 	Jan-23	Mar-23	Katie Webb WBC / Joanne H DA Outreach	<ul style="list-style-type: none"> Increased risk for those suffering from Domestic Abuse Not carrying out DHR recommendations 	number or people attending the webinars across a multiple organisations	Red

Domestic Homicide Reviews (DHRs)

Ref:	Action	Details of how the action will be carried out	Reference any additional resources	Start date	End date	Lead agency/officer including all responsible officers	Impact of not completing the action	Success is measured / demonstrated	RAG
2.8	Implement and monitor the recommendations of the DHR 6 action plan	<ul style="list-style-type: none"> SWP Executive meetings 		Aug-22	Mar-23	Katie Webb WBC SWP Executive	Failure to meet legislative requirements	Recommendations have been implemented	Amber
2.9	Support the delivery of the joint DHR 8/SAR and support and implement early recommendations	<ul style="list-style-type: none"> SWP Executive approve budget to carry out joint review in conjunction with SSAB approve external Chair to carry out review approve the draft overview report and recommendations 	Cost to employ Independent Chair to carry out the review	May-22	Dec-23	Katie Webb WBC SWP Executive	Failure to meet legislative requirements	<ul style="list-style-type: none"> Overview Report and Recommendations approved by the SWP Executive Overview Report and Recommendations approved by the Home Office quality assurance panel Overview Report and Recommendations published on WBC webpages Recommendations have been implemented 	Amber

Priority 3: Focus on Crimes That Most Affect Waverley

Raise awareness of fraud and cybercrime

Ref:	Action	Details of how the action will be carried out	Reference any additional resources	Start date	End date	Lead agency/officer including all responsible officers	Impact of not completing the action	Success is measured / demonstrated	RAG
3.1	Raise awareness of the latest scams, fraud and cybercrime, with an emphasis on protecting the digitally excluded and socially isolated.	•Implement Surrey-wide best practice fraud prevention guide and tool kit		Mar-23	ongoing	Eve Budd WBC Louise Gibbins SCC	vulnerable victims targeted by criminals	Reduction of fraud amongst vulnerable groups	Amber
Help make Waverley roads safer									
Ref:	Action	Details of how the action will be carried out	Reference any additional resources	Start date	End date	Lead agency/officer including all responsible officers	Impact of not completing the action	Success is measured / demonstrated	RAG
3.2	Carry out a review of Community Speed Watches (CSW) in Waverley	•Contact all CSW Co-ordinators assess satisfaction and to seek feedback. •Obtain data on numbers of vehicles stopped and action taken. •Liaison with police in-force CSW co-ordinators •Review to be discussed at COG to agree any additional action required		Nov-22	Mar-23	Sgt Graham Kerlake Eve Budd WBC (Chair of COG)	•Continued community concern of speeding and perceived lack of partnership action	•Improved satisfaction from CSW co-ordinators in Waverley	Amber
3.3	Support Safe Drive Stay Alive annual education production aimed to raise road safety awareness amongst young people and positively influence their attitudes to driving and as passengers	Annual event held 3 Nov 2022	WBC provides £900 towards the running cost of the event. Towns and Parishes in Waverley also contribute	Nov-22	Annual	Safe Drive Stay Alive Team	Deaths of young drivers	•Safe Drive Stay Alive evaluation report •Number of young people in Waverley attending	Green
Rural Crime									
Ref:	Action	Details of how the action will be carried out	Reference any additional resources	Start date	End date	Lead agency/officer including all responsible officers	Impact of not completing the action	Success is measured / demonstrated	RAG
3.4	Police to ensure that rural crime data is accurate and recorded correctly	•Rural crime lead PCSO and Sgt to review rural crimes reported to ensure they are correctly recorded.		Apr-22	Ongoing	Sgt Graham Kerlake	•Issue raised at O&S Committee and recommendation made to SWP to address this. •Failure to consider recommendation	Rural crime data	Red
Environmental Crime									
Ref:	Action	Details of how the action will be carried out	Reference any additional resources	Start date	End date	Lead agency/officer including all responsible officers	Impact of not completing the action	Success is measured / demonstrated	RAG
3.5	Use JAG to multi-agency problem solve locations where chronic or persistent fly-tipping and other environmental crime is taking place	Nominations to be made to JAG		Apr-22	Ongoing	Sgt Michael Knight (Chair of JAG) Eve Budd WBC	Environmental crime not being problem solved in a wider context involving all relevant partners	Successfully resolved and problem solved environmental crime problems	Green
Business Crime									
Ref:	Action	Details of how the action will be carried out	Reference any additional resources	Start date	End date	Lead agency/officer including all responsible officers	Impact of not completing the action	Success is measured / demonstrated	RAG
3.6	Work with local businesses and community leaders to increase reporting and intelligence and promote investment in crime prevention activity	•Use the WBC Business newsletter to promote awareness/ training around crime and community safety relating to business		Apr-22	Mar-23	Eve Budd WBC working with WBC Economic Development Manager	Ineffective partnership working		Green

Priority 4: Responding to the additional vulnerabilities of our residents facing community safety issues

Identify potential risks and vulnerabilities associated with the housing of Ukrainian families within Waverley

Ref:	Action	Details of how the action will be carried out	Reference any additional resources	Start date	End date	Lead agency/officer including all responsible officers	Impact of not completing the action	Success is measured / demonstrated	RAG
4.1	Ensure Ukrainian guests know how they can report any hate crime or seek any other advice and support around any safeguarding or community safety concerns	<ul style="list-style-type: none"> •Police to attend engagement events in Haslemere, Cranleigh, Farnham and Godalming for guests and hosts •WBC to monitor safeguarding concerns raised by Ukrainian guests and take appropriate action for concerns over exploitation/ modern day slavery 		Jul-22	Ongoing	Sgt Graham Kerslake Katie Webb WBC Deputy Safeguarding lead	Risk of harm	<ul style="list-style-type: none"> •Safeguarding concerns and referrals are raised with appropriate organisations •Monitoring data recorded and reviewed 	Green
4.2	Raise awareness amongst front line professionals of potential risks to Ukrainian guests to become victims of modern slavery, violence against women and girls (VAWG), child criminal exploitation and child sexual exploitation, hate crime and homelessness, and what action needs to be taken	<ul style="list-style-type: none"> •Regular updates on the SOCJAG •Provide any updates or training as required outside of the meeting •Refer potential vulnerable people to appropriate agencies 	Utilise specialist police teams to provide training	Dec-22	Feb-23	Sgt Graham Kerslake Eve Budd WBC	Lack of awareness of indicators which may lead to missed opportunities to safeguard victims	Training being successfully delivered	Amber

Acknowledging the impact of the COVID-19 pandemic on the community

Ref:	Action	Details of how the action will be carried out	Reference any additional resources	Start date	End date	Lead agency/officer including all responsible officers	Impact of not completing the action	Success is measured / demonstrated	RAG
4.3	Monitor and review community tensions, trends and spikes in relation to the COVID-19 pandemic and ensure any required partnership activity is taken	<ul style="list-style-type: none"> •Utilise partnership groups of CHaRMM, JAG, SOC-JAG to identify any needs and plan any partnership activity as required 		Ongoing	Ongoing	Eve Budd WBC	<ul style="list-style-type: none"> •Potential impact on the ability to deliver mainstream services •Resident not receiving support and services they require. 	<ul style="list-style-type: none"> •Planned activity to mitigate disruption of services •Residents supported 	Green



Safer Waverley Partnership (SWP) Partnership Plan 2022-25

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Background

The 1998 Crime and Disorder Act gave local agencies shared responsibility for developing and introducing strategies to reduce crime and disorder in their area. The Safer Waverley Partnership (SWP) is a statutory partnership of organisations who work together to create strategies and practical interventions to reduce crime, disorder and anti-social behaviour in Waverley.

Members include:

- Surrey Police
- Waverley Borough Council
- Surrey County Council
- Surrey Fire and Rescue Service
- National Probation Service
- Integrated Care Boards (ICB) - Surrey Heartlands Health and Care Partnership and Frimley Integrated Care Board

The partnership will continue to work with many other public and private partner organisations in addition to community and voluntary groups to deliver community safety projects.

Partnership Plan

The SWP Partnership Plan 2022-25 is a rolling three-year plan which is reviewed annually and is supported by a delivery plan. It does not seek to include all current activity relating to community safety. It focuses on what can be achieved as a partnership to enable people to live safe lives. It is acknowledged that individual partner agencies will contribute to community safety through their own business processes. This Partnership Plan does not seek to replicate individual partners' own strategies or statutory duties.

SWP Partnership Plan 2022-25

Priority 1: Improve the partnership's response to community harm and anti-social behaviour

- Ensure victims are put first when dealing with anti-social behaviour (ASB), and the ASB principles are recognised locally
- Ensure the effective use of Community Triggers
- Implement Public Spaces Protection Orders (PSPOs)
- Ensure the powers introduced by the Anti-Social Behaviour, Crime & Policing Act 2014 are implemented effectively
- Improve the partnership's response to neighbour disputes

Priority 2: Themed focus on domestic abuse

- Raise awareness of domestic abuse
- Implement Waverley's Domestic Abuse Pledge
- Expose and work towards ending hidden harms (Violence Against Women and Girls)
- Raise awareness of elder abuse and domestic abuse for professionals to help them locate support and advice for older victims, their friends and family
- Domestic Homicide Reviews (DHRs)

Priority 3: Focus on crimes that most affect Waverley

- Raise awareness of fraud and cybercrime
- Help to make Waverley roads safer
- Rural crime
- Environmental crime
- Business crime

Priority 4: Responding to the additional vulnerabilities of our residents facing community safety issues

- Identify potential risks and vulnerabilities associated with Ukrainian families resettling within Waverley
- Acknowledge the impact of the Covid 19 pandemic on the community

Delivery

The SWP uses a series of multi-agency groups to work towards the key priorities and deliver the action plan. These are the Co-ordination Group (COG), the Joint Action Group (JAG), the Community Harm and Risk Management Meeting (CHaRMM) and the Serious and Organised Crime Joint Action Group (SOC JAG Group). A new Neighbour Dispute Action Group (NDAG) has been established in 2022 to case manage a small number of complex disputes between neighbours which are identified as causing a high risk of harm. These groups are overseen by the SWP Executive.

SWP Executive

The SWP Executive has overall responsibility for the work of the partnership. It agrees the partnership's priorities, manages performance, monitors outcomes and ensures the partnership is compliant with its statutory responsibilities.

Co-ordination Group (COG)

The COG is responsible for the delivery of the SWP's Partnership Plan and keeps the partnership's priorities under review and makes recommendations to the SWP Executive should new emerging priorities arise. It agrees how the Partnership's priorities will be delivered and ensures performance outcomes are identified and achieved.

Joint Action Group (JAG)

The JAG provides a multi-agency forum for the early identification and prevention of emerging chronic and persistent problems affecting communities. Problems can be a specific location or oversight of a themed issue affecting the whole borough. Sub-groups can be established, called task and finish groups, to resolve problems at specific locations.

Community Harm and Risk Management Meeting (CHaRMM)

The CHaRMM discusses and agrees action to reduce the negative impact that individuals and families have on the local community through their anti-social behaviour. Members share information on referrals, and incidents, and put in place appropriate risk management and disruption plans to address the behaviour of the perpetrator and reduce the negative impact on victims.

Serious and Organised Crime Joint Action Group (SOC JAG)

The SOC JAG provides a framework partners to work together to tackle serious organised crime. This includes modern day slavery, drug related harm and county lines, economic crime

including fraud and cyber crime and organised acquisitive crime. Meetings aim to provide a regular means of sharing and understanding the risks in the borough and having the opportunity to give a partnership response to problem solving.

Neighbour Dispute Action Group (NDAG)

The NDAG provides a case management forum to case manage complex neighbour disputes where there is more than one agency or department dealing with the issues being reported and/or there is a high risk of harm.

Data

The Partnership uses a variety of data to help inform its priorities. Each partner will draw upon data from within their own organisations to help identify priorities for the SWP Partnership Plan and focus key areas of partnership work. This is carried out on an ongoing basis to ensure resources and partnership activity is targeted at where it is most needed.

Review

The SWP Executive Group has overall responsibility for the delivery of the Partnership Plan, with the COG overseeing the progress on a regular basis, via an action tracker.

The SWP Executive and associated sub-groups will be reviewed on a regular basis, to ensure the terms of reference are relevant and fit for purpose. An annual overview of the work and priorities is reported to Waverley Borough Council's Community Overview and Scrutiny Committee.

Link to County Priorities

Surrey Community Safety Agreement

The Surrey Community Safety Agreement (CSA) sets out how the responsible authorities will work together to identify and address shared priorities in relation to reducing crime and disorder. It is a statutory document that is a requirement for two tier authorities under Section 17 of the Crime and Disorder Act 1998 (as amended by the Police and Justice Act 2006).

It is also a requirement in such two-tier local authority areas, that there is a County Strategy Group to bring together all district, borough and relevant partners responsible for community safety activity. Following the merger of the Community Safety Board and the Health and Wellbeing Board (HWBB) in March 2020, the HWBB now performs this function.

The Surrey Community Safety Agreement 2021-25 aims to:

1. Protect the most vulnerable from exploitation
 - a. Child exploitation
 - b. County lines and serious violence
 - c. Domestic Abuse
 - d. Fraud
 - e. Preventing Violence Extremism
 - f. Human trafficking and modern slavery

2. Protect communities from harm
 - a. ASB
 - b. Drug related harm
 - c. Arson
 - d. Road Safety

3. Empower communities to feel safe

The agreement also aims to deliver against the Health and Wellbeing Strategy's commitment to: Helping people live healthy lives; Supporting the mental health and emotional wellbeing of people in Surrey; and Supporting people in Surrey to fulfil their potential.

Surrey Police & Crime Commissioner (PCC)

Under the Police Reform and Social Responsibilities Act 2011 the SWP has a mutual duty with the PCC to co-operate to reduce crime and disorder. For this reason, a representative from the Office of the Police and Crime Commissioner (OPCC) attends SWP Executive meetings and the partnership gives consideration to the priorities by the PCC to ensure they are reflected locally where they are in support of local priorities. The Police and Crime Plan 2021-25 priorities are:

- Reducing violence against Women and Girls
- Protecting people from harm in Surrey
- Working with Surrey communities so that they feel safe
- Strengthening relationships between Surrey Police and Surrey residents
- Ensuring safer Surrey roads

New Legislation, policy and guidance

Over the last few years there has been significant amount of new legislation, policy and guidance which all impacts on the work of the community safety partnership.

Domestic Abuse Act 2021

[Domestic Abuse Act 2021: overarching fact sheet. Updated 11 July 2022](#)

The Act includes within Part 4 (Sections 57-61) new duties on Tier 1 local authorities in England relating to the provision of support for victims and their children residing within relevant safe accommodation and a duty on Tier 2 authorities to co-operate with Tier 1 authorities.

Beating Crime Plan 2021

[Beating Crime Plan](#)

The Beating Crime Plan contains Government commitments which will impact on the way local partnerships respond to crime and anti-social behaviour. It will be important for the SWP to take these into consideration when formulating its partnership plan.

Police, Crime, Sentencing and Courts Bill 2021: serious violence duty

[Serious Violence duty: Police, Crime, Sentencing and Courts Act 2022 factsheet updated 20 August 2022](#)

The Serious Violence Duty requires local authorities, the police, fire and rescue authorities, specified criminal justice agencies and health authorities to work together to formulate an evidence-based analysis of the problems associated with serious violence in a local area, and then produce and implement a strategy detailing how they will respond to those particular issues.

Covid-19 pandemic and Ukrainian crisis

The last few years have seen public services put under considerable strain by global emergencies and this has had an impact on the work of the partnership as well as increasing the types of risks and vulnerabilities in our communities.

Glossary of Abbreviations and Acronyms

Abbreviation/ Acronym	Name
ASB	Anti-Social behaviour
COG	Co-ordination Group
CHaRMM	Community Harm and Risk Management Meeting
CSA	Community Safety Agreement
C-SPA	Children's Single Point of Access
CT	Community Trigger
DA	Domestic Abuse
DHR	Domestic Homicide Review
HWBB	Health and Wellbeing Board
ICB	Integrated Care Board
JAG	Joint Action Group
NDAG	Neighbour Dispute Action Group
NRM	National Referral Mechanism
OPCC	Office of the Police and Crime Commissioner
PCC	Police and Crime Commissioner
PSPO	Public Spaces Protection Order
RMM	Risk Management Meeting
SAM	Surrey Adults Matter
SAR	Safeguarding Adults Review
SOC JAG	Serious and Organised Crime Joint Action Group
SNT	Safer Neighbourhood Team
SWP	Safer Waverley Partnership
VAWG	Violence Against Women and Girls
WBC	Waverley Borough Council

WAVERLEY BOROUGH COUNCIL

SERVICES OVERVIEW & SCRUTINY COMMITTEE

NOVEMBER 2022

Title:

Leisure Management Contract update

Portfolio Holder: Cllr Kika Mirylees – Health, Wellbeing, Parks and Leisure

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

1 Current position

- 1.1 The current leisure management contract, for our leisure centres, expires on 30 June 2023 and the Council needs a new contractual arrangement to be in place for the 1 July 2023.
- 1.2 A Project Working Group (PWG) was established for the Leisure Management Contract tender and have been working together to maximise the tendering opportunity for the Council.
- 1.3 The Sports, Leisure and Culture consultancy (SLC) were appointed to advise and support the process, to achieve a fully specified leisure management contract that reflects current best practice and embeds performance management with a suitable contract monitoring system.
- 1.4 An O&S Task Group was assigned to support and influence the process. Workshops with the group were led by SLC to inform and develop the contract specification. The work of the Task group has now concluded.
- 1.5 Standard Selection Questionnaires were sought from operators with a submission deadline of 19 August. 11 organisations expressed an interest with a number submitting responses. Following thorough evaluation, a number of responses were deemed acceptable and invited to submit Initial Tender (ISIT).
- 1.6 The tender went live on 16 September with a return deadline of 18 November. Any responses received by that point will then undergo a full evaluation by the team.

2 Next steps

Stage / Activity		Target Date
1.	Invitation to Submit Initial Tender (ISIT) submission deadline	End Nov 2022

2.	ISIT evaluation and bidder negotiation meetings (if required)	Dec 2022
3.	Invitation to Submit Revised Tenders (ISRT) submission deadline	Feb 2023
4.	Evaluation of Revised Tenders	Mar 2023
5.	Notification of outcome to bidders, stand still period and finalise Contract Award	April 2023
6.	Mobilisation Period	May – June 2023
7.	Contract start date	1 July 2023

3. **Implications**

3.1 **Finance**

The financial position will be evaluated upon tender return and will inform the MTFP.

3.2 **Climate emergency**

The new Leisure Management Contract has provided the opportunity to make carbon reduction an integral part of the delivery specification, which will reduce energy usage and the leisure centres carbon footprint.

As part of the specification, energy performance indicators have been included and will act as an incentive for the contractor to actively drive energy consumption down.

The leisure centre developments are the opportunity to implement new energy efficiency options and make a significant contribution to the council's commitment to become zero carbon by 2030.

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WAVERLEY BOROUGH COUNCIL

OVERVIEW & SCRUTINY - SERVICES

22 NOVEMBER 2022

Title:

Update to the Local Planning Enforcement Plan

Portfolio Holder: Councillor Andy MacLeod (Enforcement, Operations and Brightwells)
Councillor Liz Townsend (Planning and Economic Development)

Head of Service: Gillian McInnes

Key decision: Yes

Access: Public

1. Purpose and summary

- 1.1 The updated Local Planning Enforcement Plan, set out at Annexe 1, sets out how the Council intends to respond to individual complaints about breaches of planning control, the process for investigating and recording complaints and the timescales involved. The overarching principle of this Plan is that the Council will provide a fair, proportionate and consistent enforcement service to protect the environment of the Borough and the amenities of the people who live and work in Waverley. This updated Plan is presented to the Services Overview and Scrutiny Committee for comment and any recommendations its Members may wish to make to the Executive.

2. Recommendation

It is recommended that the Overview & Scrutiny Committee considers the updated Plan at Annexe 1 to this report and makes any recommendations to senior management or the Executive.

3. Reason for the recommendation

The National Planning Policy Framework 2021 (“NPPF”) states, at Paragraph 59, that:

“Effective enforcement is important to maintain public confidence in the planning system. Enforcement action is discretionary, and local planning authorities should act proportionately in responding to suspected breaches of planning control. They should consider publishing a local enforcement plan to manage enforcement proactively, in a way that is appropriate to their area. **This should set out how they will monitor the implementation of planning permission, investigate**

alleged cases of unauthorised development and take action where appropriate.”

4. Background

4.1 The current Local Planning Enforcement Plan was adopted in June 2013. This is set out at Annexe 2 to this report. Since its adoption, there have been various updates to the NPPF, and Local Plan (Part 1) has been published. There have also been a number of organisational changes, a new Corporate Strategy and the declaration of a climate emergency. It is therefore necessary to update the Plan to reflect these changes and also the Council’s corporate priorities, in order that the Council’s Planning Enforcement function can deliver upon these priorities

4.2 The updated Plan at Annexe 1 seeks firstly to bring up to date the original plan by deleting references to out of date documents (such as older versions of the NPPF and a previous Corporate Strategy) and replacing them with references to up to date documents, namely:

- NPPF 2021
- Local Plan (Part 1) 2018
- Waverley Borough Council Corporate Strategy 2020-2025
- Town and Country Planning (General Permitted Development) Order 2015

In updating the Plan to include these central documents, the underpinnings of the Plan will be properly aligned with current Council priorities and objectives.

4.3 Secondly, the updated Plan seeks to provide more detailed information in relation to the Council’s enforcement procedures, with an emphasis on putting its limited resources to the best and most effective use through the consistent application of the principles contained within the Plan with the aim of protecting the Borough and its residents from harmful development. It is intended that this updated Plan will be able to better manage the public’s understandably high expectations of what the planning enforcement function is able to deliver, and the timeframes associated with certain types of enforcement action.

4.4 Thirdly, the updated Plan provides some accountability to the public which the current Plan does not. It refers the reader to the publication of the Council’s quarterly performance report (where the Enforcement Team’s performance is detailed) and explains that members of the public can attend the O&S and Executive Committee meetings where this report is discussed.

4.5 Finally, it proposes that the Plan is reviewed and refreshed every two years (or when new legislation comes into force) in view of changes to legislation and priorities.

5. Relationship to the Corporate Strategy and Service Plan

5.1 This updated Plan will seek to promote effective development management, a sense of responsibility and the health and wellbeing of our communities in

accordance with the Corporate Strategy and the Service Plan for Planning Development.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

There are no direct financial implications arising as a result of this report.

6.2 Risk management

Through comments and recommendations from this Committee and an Executive resolution to adopt the updated Plan, the risk of challenges in relation to consistency of approach to planning enforcement matters will be reduced.

6.3 Legal

The Local Planning Enforcement Plan will guide and inform the Council's approach to undertaking planning enforcement in Waverley, and its adoption will assist in ensuring that the Council is able to demonstrate a consistent basis to decisions made in respect of all Planning Enforcement cases.

6.4 Equality, diversity and inclusion

An Equality Impact Assessment has been carried out on the Plan and this has raised no issues or concerns regarding any disproportionate impact on protected characteristic groups or additional groups listed in the impact. Where human rights and the Public Sector Equality Duty (s149 of the Equality Act 2010) become relevant, these will be addressed on a case by case basis, having regard to all relevant legislation.

6.5 Climate emergency declaration

The updated Plan will be aligned with the Council's Corporate Strategy 2020-2025 and its environmental and sustainability objectives that have arisen through the Council's declaration of a climate emergency in 2019. Through effective planning enforcement, the Council will be able to respond consistently and appropriately to harmful, unsustainable development.

7. Consultation and engagement

7.1 The updated Plan has been reviewed by the Portfolio Holder for Enforcement, Operations and Brightwells, Councillor Andy MacLeod, and the Portfolio Holder for Planning and Economic Development, Councillor Liz Townsend. It has been subject to the normal internal checks at Head of Service/Director level and with Finance and Legal prior to being presented to this meeting.

8. Other options considered

8.1 Do nothing – this would mean that references within the Plan would remain out of date and not reflect current corporate priorities. It would be at odds with the Corporate Strategy and Service Plans and would not reference the most up to date legislation and practice guidance. This, in turn, would reduce credibility and confidence in the planning enforcement process.

- 8.2 Delete the Local Planning Enforcement Plan – the risk of not having an adopted enforcement policy is that enforcement action could be open to challenge, particularly in the case of prosecutions or other legal action, on the basis of the Council being unable to document a consistent approach to decision making in respect of planning enforcement matters. This would also be at odds with National Planning Policy Guidance that emphasises the importance of local enforcement plans.

9. Governance journey

- 9.1 The Overview & Scrutiny Committee for Services will pass on its comments and recommendations to senior management or the Executive, who will either adopt the updated Plan (with or without modification) or return it to officers for further work.

Annexes:

Annexe 1 – Proposed updated Local Planning Enforcement Plan

Annexe 2 – current, adopted Local Planning Enforcement Plan (June 2013)

Background Papers

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

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Agreed and signed off by:

Legal Services: Barry Devlin, date 27/10/2022

Head of Finance: Candice Keet, date 27/10/2022

Strategic Director: sign off awaited

Portfolio Holder: Councillor Liz Townsend, date 27/10/2022 and Councillor Andy MacLeod,
27/10/2022



Waverley Borough Council
Local Planning Enforcement Plan
(_____ 2022)

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1. Introduction

Waverley Borough Council has responsibility for investigating breaches of planning control and this Plan is intended to set out how we operate this function, the priorities we have set for undertaking investigation into alleged breaches and the various tools at the Council's disposal.

The Planning enforcement function contributes to the Council's overall vision in the [Waverley Borough Council Corporate Strategy 2020-25](#), as set out below:

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

The Corporate Strategy notes that the Council will, amongst other aims, promote:

- effective strategic planning and development management which supports the planning and infrastructure needs of local communities
- a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet
- the health and wellbeing of our communities.

With this in mind, whilst planning enforcement is not a statutory function of the Council, Waverley takes breaches of planning control very seriously and it is our policy to exercise powers appropriately and rigorously to seek to ensure development takes place in accordance with approvals and that any allegations of potential planning breaches are properly investigated and appropriate, reasonable and proportionate action is taken, where necessary, when it is deemed expedient and in the public interest to do so.

Dealing appropriately with breaches of planning control and ensuring compliance is essential to ensure that the planning process as a whole remains credible.

The Waverley Local Planning Enforcement Plan identifies local priorities for enforcement action in order that the Council's enforcement resources are put to the best use in dealing with breaches of planning control that threaten protected features, the quality of the natural and built environment, or the amenities of Borough residents. This Plan has been devised in accordance with the advice contained within the [National Planning Policy Framework](#) (NPPF) (July 2021) which states:

“Effective enforcement is important to maintain public confidence in the planning system. Enforcement action is discretionary, and local planning authorities should act proportionately in responding to suspected breaches of planning control. They should consider publishing a local enforcement plan to manage enforcement proactively, in a way that is appropriate to their area. This should set out how they

will monitor the implementation of planning permissions, investigate alleged cases of unauthorised development and take action where appropriate.” (Paragraph 59)

The planning system operates to regulate development and the use of land having regard to the development plan and other material planning considerations. As set out in the NPPF, the effective and proper enforcement of planning control is essential to public confidence in the planning system and our aim is to protect the interests of our environment, residents, visitors, and businesses from potentially harmful effects of unauthorised development.

It should, however, be noted that planning enforcement is not a punitive measure, the main purpose of the system is to remedy breaches, not to simply punish those responsible for a breach of planning control.

It is an important principle of the planning system that the use of planning enforcement action is a discretionary power, and the Council should act proportionately in responding to suspected breaches of planning control, as set out in paragraph 59 of the NPPF and discussed in Section 2 of this Plan (below).

The aim of this document is to set out the Council’s specific plan for the enforcement of planning control. This will ensure that councillors and officers, external agencies and our residents and businesses are aware of our general approach to planning enforcement and what we consider to be a priority in this regard. The Plan is also intended to manage the community’s expectations as to when, and how quickly, we will act to a complaint of an alleged planning breach and what level of service they can expect from the Council.

What is a planning breach?

The primary legislation for planning enforcement is set out in Part VII of the Town and Country Planning Act 1990 (as amended) (TCPA). The TCPA states that planning permission is required for development. Section 55 defines development as:

“the carrying out of building, engineering, mining or other operations in, on, over or under land, or the making of any material change in the use of any buildings or other land.”

A breach of planning control is defined in [section 17661A of the Town and Country Planning Act 1990](#) as:

- the carrying out of development without the required planning permission; or
- failing to comply with any condition or limitation subject to which planning permission has been granted.

Any contravention of the limitations on, or conditions belonging to, permitted development rights, under the [Town and Country Planning \(General Permitted Development\) \(England\) Order 2015](#), constitutes a breach of planning control against which enforcement action may be taken.

The majority of planning enforcement investigations therefore involve one of the following alleged breaches:

- development (either operational development, such as building a structure, or a material change in use of land) without planning permission;
- development that has not been carried out in accordance with an approved planning permission; or
- non-compliance with a condition or legal agreement attached to a permission.

Generally, it is not illegal to carry out development without planning permission. However, carrying out development without the necessary permissions can have significant impacts on the ability to sell a property or land and can result in formal enforcement potentially leading to prosecution, demolition, or even imprisonment.

The basic principle of planning law is that it is generally not an offence to carry out works without planning permission. Whilst such development remains unauthorised, unless regularised, local planning authorities must consider the expediency of taking action whilst having regard to the development plan and any other material planning considerations. A criminal offence will only arise in relation to the above matters when a statutory notice has been issued and the owner or occupier has failed to comply – or in certain specific cases, such as unauthorised works to a tree that is the subject of a Tree Preservation Order, works to a listed building without the necessary consent, or the display of an unauthorised advertisement(s).

What is not a breach of planning control?

Councils can receive complaints in relation to matters that are not breaches of planning control. Often there is other legislation that covers and controls the matter and the issue does not relate to 'development' (as defined in the previous section).

The following are some examples of cases which the planning enforcement service does not cover:

- Neighbour nuisance, boundary and land ownership disputes – these are civil matters. Further advice should be obtained from an independent legal advisor solicitor or the Citizens Advice Bureau;

- Use of/or development on the highway, footway or verge that is covered by highway legislation – please contact Surrey County Council;
- Dangerous structures – please contact our Building Control service;
- Fly tipping;
- Any matter covered by other legislation, such as noise and smell, and enforced by other Council services or external agencies and organisations.

What is this Plan for?

This Plan will provide clarity on the following:

- The definition of a ‘proportionate response’ when investigating an alleged breach of planning control.
- How we will manage enforcement proactively in a way that is appropriate to the borough.
- How we investigate alleged breaches of planning control.
- How we will monitor implementation of planning permissions.
- Set out the powers available to us where it is considered appropriate to take action.

The primary function of enforcement action is to protect the environment in the public interest. To do this, we must be consistent and act proportionately.

2. A proportionate response

Powers to enforce planning controls are given by the Town and Country Planning Act 1990 as amended by the Planning and Compensation Act 1991, the Planning and Compulsory Purchase Act 2004, and the Localism Act 2011.

The Council has responsibility for taking whatever enforcement action may be necessary and available to it, in the public interest, in its administrative areas. Alleged breaches of planning control can be tackled in a range of ways, but councils must act in a proportionate manner.

This Plan defines the appropriate form of response to various breaches of planning control and how we respond. This is determined by the guiding principle that the response to a breach of planning control should be proportionate to the harm it causes. It is never considered a sensible use of limited public resources, to pursue enforcement action against a development that would have been granted planning permission, except where the act of granting planning permission would have allowed necessary controls to be secured, normally through the imposition of conditions. In all cases, enforcement action should not be viewed as punishment, but what is necessary, in order to protect both the built and natural environment, taking into consideration matters such as visual and residential amenities.

A planning application is the most appropriate way to consider the merits of proposed development and to allow affected neighbours and other interested parties to have their say. It is therefore fitting to apply the same approach to development already carried out and for the Council to encourage the submission of retrospective planning applications where they are considered likely to be acceptable.

The exception is where the Council considers there is no real prospect of planning permission being granted. In these instances, we will proceed to enforcement action as a matter of course, where negotiations to remedy the harm being caused have taken place and have not been successful.

However, any developer still has the right to apply for planning permission and if they do, the Council must deal with the application fairly before proceeding with any necessary enforcement action. In all cases, the Council will judge the planning merits of the development, and not how that development came about.

There are three priority levels of enforcement cases:

Priority One – Major – First contact or site visit within 1 working day from receipt of complaint – such as:

- works that are irreversible or irreplaceable or constitute a serious breach;
- unauthorised works to a Listed Building;
- unauthorised works to trees either protected by a TPO or located within Conservation Area;
- non-compliance with outstanding 'live' Enforcement Notices.

Priority Two – Medium – First contact or site visit within 5 working days from receipt of complaint – such as:

- development causing serious harm to the amenities of neighbours or to the environment;
- unsightly buildings or untidy land that are causing serious harm to the amenity of neighbours or to the environment;
- development being built not in accordance with the approved plans or material breaches of conditions, during the construction process.
- alleged breaches of Article 4 Directions;

Priority Three – Low – First contact or site visit within 10 working days from receipt of complaint – such as:

Any other allegations which have not been classified as high or medium priority, including (but not limited to):

- advertisements;
- businesses being operated from home;

- means of enclosure (gates, fences, walls);
- satellite dishes;
- new accesses;
- sheds/outbuildings;
- high hedge complaints; and
- any other alleged unauthorised development or activity having limited impact on residential amenity.

The case officer will then make an assessment, in relation to planning legislation, local policy and evidence of whether a breach of planning control has taken place. At this stage, we will notify the complainant of the proposed action to be taken.

3. Investigating an alleged breach of planning control

The power to take enforcement action is entirely discretionary and comes from section 172 of the Town and Country Planning Act 1990.

We will follow the relevant legislation and consider the harm created when undertaking enforcement action and whether it is appropriate to take formal action. In deciding whether it is in the public interest to prosecute, we will follow the Code for Practice for Crown Prosecutors, the general principles of which are a two-stage test: the evidential and public interest tests.

In considering whether or not it is appropriate to take enforcement action, we will have regard to the Government guidance [enforcement and post-permission matters](#) within the Government's [planning practice guidance](#), the policies in the [National Planning Policy Framework](#), the [Waverley Borough Local Plan Part 1 2018](#), a relevant, made [Neighbourhood Plan](#), the saved policies in [Waverley Borough Local Plan 2002](#), and any updated relevant Council policies, together with any relevant material considerations.

The key consideration will be whether the breach of control would unacceptably affect public amenity, the environment, or the existing use of land and buildings meriting protection in the public interest.

The Council will work within the legal framework, having full regard to legislation, relevant case law and planning appeal decisions. It will also take into account other legislation that impact on enforcement work, such as:

- The Human Rights Act 1998;
- Public Sector Equality Duty under s149 of Equality Act 2010;
- The Criminal Procedure and Investigations Act 1996 (CPIA);
- The Police and Criminal Evidence Act 1984 (PACE); and
- The Regulation of Investigatory Powers Act 2000 (RIPA)

These require that a thorough investigation of the full facts and circumstances surrounding a breach is carried out prior to taking formal action.

More than half of complaints made are found not to be breaches of planning control and some complaints made relate to minor breaches and can arise from an understandable lack of awareness of planning controls or misunderstandings over what is taking place and can be exacerbated by existing neighbour disputes.

Whilst the Council is committed to investigating complaints, its resources must be used appropriately to (a) allow us to concentrate on serious breaches; and (b) avoid the Council being brought into disrepute through abuse of its enforcement powers. Initiating enforcement action when a matter can be resolved through a retrospective application and the imposition of necessary conditions would be seen as unreasonable behaviour by appeal inspectors and the courts and could lead to an award of costs against the Council. To maintain focus on agreed priorities, the Council may decline to pursue cases that appear to arise from repetitive or vexatious complaints, or that are motivated by disputes between individuals or businesses. An explanation of the breaches that can/cannot be investigated together with other useful links can be found on our [Planning Enforcement web page](#).

Time limits for taking formal action

Section 171B of the Town and Country Planning Act (as amended) sets out time limits for taking enforcement action. The Council is unable to legally serve a notice after four years where the breach of planning control relates to material operational development (e.g. extensions to dwellings, new buildings and laying hardstanding); or the material change of use of any building to a single dwellinghouse. Other unauthorised changes of use of land and buildings and breaches of conditions are currently subject to a ten year time limit for enforcement, before they are deemed 'lawful' and gain immunity from formal enforcement action.

The landowner can apply for a Certificate of Lawful Existing Use or Development (CLEUD) after the relevant four/ten-year period to seek to regularise the situation. This involves providing sufficient evidence to demonstrate that, on the balance of probabilities, the breach of planning control has occurred for the relevant time period and has obtained immunity.

Serving an enforcement notice in respect of a particular development stops the clock in relation to the time limits outlined. Therefore, where the Council feels a breach may be getting close to the relevant four/ten-year time limit (as applicable to the nature of the development) we may seek to take urgent enforcement action to seek to prevent the development from becoming 'lawful' and, therefore, immune from action.

Failure to comply with formal notices

Where a notice has been served and has not been complied with, there are three main options available to the Council to attempt to resolve the breach should it be considered expedient and in the public interest.

Prosecution

We will consider commencing a prosecution in the Courts against any person who fails to comply with the requirement(s) of any of the following notices where the date for compliance has passed and the requirements have not been adhered to:

- Enforcement Notice
- Listed Building Enforcement Notice
- Planning Contravention Notice
- Breach of Condition Notice
- Section 215 Notice
- Stop Notice

Further information about each of the above remedies can be found in Section 8 of this Local Planning Enforcement Plan.

Before formally commencing legal action, which can be costly and resource/time intensive, we need to be satisfied that there is sufficient evidence to offer a realistic prospect of conviction and that legal proceedings are in the public interest.

Direct action

Where any steps required by an Enforcement Notice or Section 215 Notice have not been taken within the compliance period (other than the discontinuance of the use of land), we will consider whether it is expedient to exercise our powers under section 178 and section 219 of the Town and Country Planning Act (as amended) respectively to:

- enter the land and take the steps to remedy the harm; and
- recover from the person who is the owner of the land any expenses reasonably incurred by the Council in doing so.

Injunction

Where the special circumstances of the case suggest direct action or prosecution would not be an effective remedy, we will consider applying to the Court for an injunction under section 187B of the Town and Country Planning Act (as amended).

4. Monitoring the implementation of planning permissions

Whilst the Council does not have the resources to monitor all approved development schemes in the Borough, it will proactively monitor major development sites where appropriate and resources permitting. However, we are also reliant on the vigilance and support of our local communities to help us identify potential breaches. The majority of complaints received are reported by members of the public and need to be investigated reactively. Each valid complaint will result in a complaint file being set up according to priority level and investigated within the relevant timescales. The complainant will be updated on progress and the outcome of the investigation.

5. How to report a suspected breach of planning control

Our [Planning Enforcement web page](#) gives more information of planning enforcement and breaches of planning control. The best way to report a breach is to use our [online form](#). Sufficient details of the site/development in question must be provided to enable us to properly investigate the alleged breach and you may be asked to provide further information.

We are not able to accept anonymous complaints or reports as we need complainants' details to assess the harm, provide updates and request further information.

Complainants' details are kept confidential, although in some circumstances it may be necessary for the complainant to come forward to support the enforcement action upon the service of a notice, appeal, or prosecution.

6. The Investigation Process

The investigations process and the consequential action are shown in the flow diagram in Appendix 1.

Notices issued can be viewed on our [Planning Enforcement Register](#)

7. Progress on enforcement cases

We will make every effort to keep interested parties regularly updated on progress of our investigations. In some circumstances, such as prosecution cases, it may not be possible to give full details for confidentiality reasons.

8. Enforcement tools available to the Council

The following section sets out the various tools that are available to the Council to deal with alleged unauthorised development. In accordance with the need for a proportionate approach, which tool (if any) will be used in each individual case will depend on the circumstances and the level of harm identified.

Planning Contravention Notice (PCN)

This is used to obtain information about alleged unauthorised development and it can be used to invite discussion on how any suspected breach of control may be

remedied. It is normally used to establish the owners and occupiers of land and details of the nature and level of activities that are suspected to be taking place. Failure to respond to a PCN, or the provision of false information, are criminal offences carrying a maximum fine of £1,000 and £5,000 respectively.

Enforcement Notice (EN)

The Council may issue an Enforcement Notice where it considers that there has been a breach of planning control and it is appropriate to issue the Notice. The EN is used to remedy a breach of planning control that is causing serious harm to public amenity. It must specify the date it takes effect (not less than 28 days after service), the steps to be taken and the compliance period. There is a right of appeal to the Planning Inspectorate against the EN, and this suspends the EN's requirements until the appeal is determined.

Breach of Condition Notice (BCN)

This is used to secure compliance with planning conditions and takes effect no less than 28 days after service. It must specify the steps that the Council considers ought to be taken to secure compliance with the specified condition and the period allowed for compliance. There is no right of appeal against a BCN and a failure to comply with it is a criminal offence carrying a maximum fine of £2,500 (May 2013).

Stop Notice (SN)

A Stop Notice can only be served on land where an Enforcement Notice has been served and is used as an effective way of stopping an activity that is causing serious harm to public amenity. It prohibits the activity taking place on the land but cannot be used to stop the use of any building as a dwelling or any activity that has been carried out for more than four years. There is a risk of the Council being liable to pay compensation if the Enforcement Notice is quashed on appeal or the Notices have to be withdrawn.

Temporary Stop Notice (TSN)

This is used where the Council considers that there has been a breach of planning control and it is necessary, in order to safeguard the amenity of the area, that the activity that amounts to the breach should stop immediately. This Notice differs from the normal Stop Notice powers because it does not have to wait for an Enforcement Notice to be issued. The effect of the TSN is immediate and must prohibit the activity that is in breach, and can be served on any person carrying out the activity, and must be displayed on the site. The TSN is only in effect for 28 days, during which the time the Council must decide whether it is appropriate to serve an Enforcement Notice. TSNs have been used successfully to stop work on development sites when important pre-commencement planning conditions have not been complied with and there is a serious concern relating to issues such as highway safety, contaminated land, or tree protection.

Prosecution

Some breaches of planning control are criminal offences, such as the carrying out of unauthorised works to a listed building or a protected tree, or the display of unauthorised advertisements. It is also an offence not to comply with the requirements of a Breach of Condition Notice, an Enforcement Notice, a Stop Notice, a Temporary Stop Notice, or a Planning Contravention Notice. Legal proceedings can be instigated in the Magistrates' Court and the maximum fine for most of these offences if found guilty in the Magistrates' Court is £20,000 (May 2013) and unlimited if found guilty in the Crown Court. However, maximum fines are less for illegal advertisements, BCNs and failure to complete and return a PCN, which requires the provision of accurate and truthful information to the Council.

Injunction

Section 187B(1) provides a wide-ranging power to obtain a planning enforcement injunction when a court order is needed to restrain a breach of planning control. Applications for an injunction from the courts may be made when it is necessary or appropriate for any actual or apprehended breach of planning control to be restrained, whether or not the Council has exercised or is proposing to exercise any of its other enforcement powers. Any failure to comply with the terms of a court order is a contempt of court and can result in imprisonment.

Section 215 Notice (untidy land)

This Notice requires land, which can include buildings, to be made tidy if the condition of the land is such that it causes harm to the amenity of the area. The Notice must specify the steps that the landowner must take to make the land tidy, such as clearing rubbish or overgrown vegetation

There is a right of appeal against the Notice to the Magistrates' Court. If the Notice is not complied with, the Council can enter the land and carry out the steps in default and recover its reasonable costs incurred by doing so.

Listed Building Enforcement Notice

This Enforcement Notice applies to listed buildings and is similar with an Enforcement Notice in most respects. It can require the removal of any unauthorised works or the reinstatement of the fabric of the listed building that has been removed. There is a right of appeal against such a Notice to the Planning Inspectorate.

Conservation Area Enforcement Notice

This type of Enforcement Notice is used in Conservation Areas when works have been carried out in contravention of the Planning (Listed Buildings and Conservation Areas) Act 1990. An example of this would be the unauthorised demolition of a building or a wall in a Conservation Area, and the requirement of the Notice would be to rebuild it. There is a right of appeal against such a Notice to the Planning Inspectorate.

Default Powers (“Direct Action”)

Section 178 enables the Council to take direct action where, on expiry of the Enforcement Notice compliance period, the required steps have not been taken, by carrying out “default” action directly and then recovering its reasonable expenses from the landowner or through placing a charge on the land. This power relates to Enforcement Notices and untidy land Notices served under section 215 of the 1990 Act (as amended).

Article 4 Directions

These are used to remove “permitted development” rights under the Town and Country Planning (General Permitted Development) Order 1995 (as amended). These have been used successfully to remove the normal permitted development rights to erect fences and other means of enclosure, or temporary uses of land, when open land is being sold off as speculative building plots. The direction is provisional for six months and must be confirmed by the Secretary of State in order to become permanent. It means that planning permission would have to be granted by the Council in order to carry out the development.

In the 2021 update to the National Planning Policy Framework (NPPF) the government has made it clear that the use of Article 4 directions to remove national permitted development rights should, in all cases, be based on robust evidence, and apply to the smallest geographical area possible (NPPF paragraph 53).

Section 225 Powers

Section 225 enables the Council to remove or obliterate placards and posters that are being displayed in contravention of the Town and Country Planning (Control of Advertisements) Regulations 2007 (as amended). A notice period of no less than two days must be afforded to the advertiser prior to exercising this power in order to allow for voluntary compliance.

Discontinuance Notice

This Notice requires the removal of an advertisement displayed with the benefit of deemed advertisement consent (i.e. an advertisement that would not normally require consent from the Council to be displayed). A Discontinuance Notice is a useful tool in preventing the display of advertisements where they adversely affect the setting or character of listed buildings or Conservation Areas.

Confiscation under the Proceeds of Crime Act 2002

If an offence is considered to be ongoing at a site under investigation, in certain circumstances the Council will consider instigating confiscation proceedings under the Proceeds of Crime Act 2002. Confiscation proceedings can only be brought alongside a related criminal prosecution. By way of an example, confiscation

proceedings could be used where the offender operates in a manner which involves activity or activities that constitute a breach of planning control.

The Council can consider whether, on the facts known to it, the perpetrator is likely to have benefited from their criminal conduct. If the perpetrator is and has been making money as a result of their planning breaches, and continues in breach, a confiscation order may be appropriate.

Localism Act 2011

In April 2012, new enforcement powers were introduced through the Localism Act 2011. These powers include:

Section 70C

The Council may decline to determine a retrospective planning application for development which is subject of an Enforcement Notice served after 6 April 2012.

Section 171B – Planning Enforcement Order

The Council may apply to the Magistrates' Court for a Planning Enforcement Order (PEO) if evidence comes to light that a breach of planning control has been concealed. This prevents the development from becoming immune from enforcement action where it has been deliberately concealed. However, it should be noted that there is a very high bar that needs to be reached to demonstrate deliberate concealment and significant cost implications to the Council should a PEO be quashed or withdrawn, so the use of this power must be very carefully considered and applied.

Section 225A – Removal Notices

Section 225A allows the Council to remove and dispose of any display structure within the Borough which, in the Council's opinion, is being used for the display of advertisement in contravention of the Town and Country Planning (Control of Advertisements) Regulations 2007 (as amended). This power is exercised once the Council has served a Removal Notice upon the person/s who appear to be responsible for the structure. There is a right of appeal against this Notice to the Magistrates' Court.

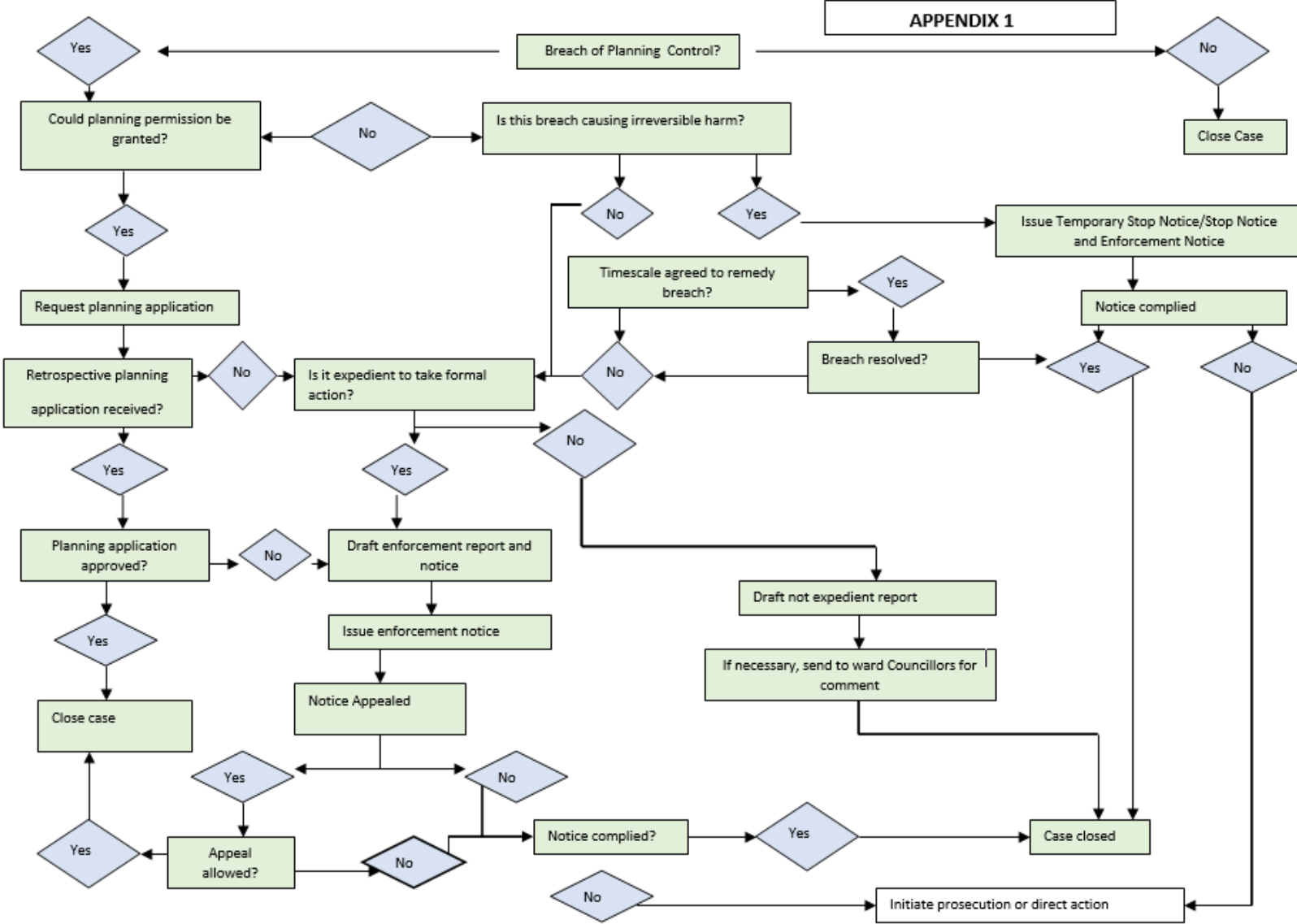
9. Monitoring Planning Enforcement Performance

The Council publishes reports on the performance of the Planning Enforcement Service, including the percentage of complaints investigated within agreed timescales, on a quarterly basis on our website and also through the Overview & Scrutiny Committee (Services) and Executive Committee meetings, which are open to members of the public. We will also report this information to the Planning Committees on a quarterly basis, to inform councillors of progress on meeting the

Council's targets as set out in the Corporate Performance Report and to provide updates on significant enforcement cases and controversial sites.

10. Updating the Local Planning Enforcement Plan

Legislation and priorities change over time, so it is recommended that this Plan is reviewed and updated every two years, or as and when relevant new legislation is enacted. It should be noted that the Regeneration and Levelling-Up Bill 2022, proposes some significant changes to the enforcement powers available to local authorities, most notably in respect of the time limit for operational development to become lawful, which is set to increase from 4 years to 10 years. The provisions of this Bill are still going through Parliament, but the Local Planning Enforcement Plan will need to be updated if/once this becomes law



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Waverley Borough Council

Local Planning Enforcement Plan

(June 2013)

1. Introduction

Waverley Borough Council has responsibility for investigating breaches of planning control. This Waverley Borough Council Local Enforcement Plan identifies local priorities for enforcement action in order that the Council's enforcement resources are put to the best use in dealing with breaches of planning control that threaten the quality of the local environment or the amenities of the local environment or the amenities of Borough residents.

This Plan has been devised in accordance with the advice contained within the National Planning Policy Framework (NPPF) (March 2012) issued by the Department for Communities and Local Government which states:

“Effective enforcement is important as a means of maintaining public confidence in the planning system. Enforcement action is discretionary, and local planning authorities should act proportionately in responding to suspected breaches of planning control. Local planning authorities should consider publishing a local enforcement plan to manage enforcement proactively, in a way that is appropriate to their area. This should set out how they will monitor the implementation of planning permissions, investigate alleged cases of unauthorised development and take action where it is appropriate to do so.”

This Plan will therefore provide clarity on the following:

- The definition of a 'proportionate response' when investigating an alleged breach of planning control.
- How we will manage enforcement proactively in a way that is appropriate to the Borough.
- How we investigate alleged breaches of planning control.
- How we will monitor implementation of planning permissions.
- Set out the powers available to us where it is considered appropriate to take action.

The Waverley Borough Council Corporate Plan 2012-2015 sets out the corporate priorities of the Council over the three-year period. One of the priorities is to protect and enhance the area's unique mix of rural and urban communities throughout our towns, villages and hamlets.

The primary function of enforcement action is to protect the environment in the public interest. To do this we must be consistent and act proportionately.

2. A proportionate response

Powers to enforce planning controls are given by the Town and Country Planning Act 1990 as amended by the Planning and Compensation Act 1991, the Planning and Compulsory Purchase Act 2004, and the Localism Act 2011.

This Plan defines the appropriate form of response to various breaches of planning control. This is determined by the guiding principle that the response to a breach of planning control should be proportionate to the harm it causes. It is never considered a wise use of limited public resources, to pursue enforcement action against a development that would have been granted planning permission, except where the act of granting planning permission would have allowed necessary controls to be secured, normally through the imposition of conditions. In all cases, enforcement action should not be viewed as punishment, but what is necessary in order to protect the built environment.

A planning application is the most appropriate way to consider the merits of proposed development and to allow affected neighbours and other interested parties to have their say. It is therefore logical to apply the same approach to development already carried out and for the Council to encourage the submission of retrospective planning applications where they are considered likely to be acceptable.

The exception is where the Council considers there is no real prospect of planning permission being granted. In these cases we will proceed to enforcement action as a matter of course, where negotiations to remedy the harm being caused are not successful.

However, any developer still has the right to apply for planning permission and if they do, the Council must deal with the application fairly before proceeding with any necessary enforcement action. In all cases, the Council will judge the Planning merits of the development, and not how that development came about.

There are three priority levels of enforcement cases:

- **Priority One – Major – First contact or site visit within 1 working day from receipt of complaint**

Works that are irreversible or irreplaceable or constitute a serious breach;
Unauthorised works to a Listed Building;
Breaches of Article 4 Directions;
Unauthorised works to trees protected by a TPO or within a Conservation Area;
Non-compliance with Enforcement Notices.

- **Priority Two – Medium – First contact or site visit within 5 working days from receipt of complaint**

Unauthorised activities that cause harm to residential amenity e.g. car businesses;
Unauthorised change of use and development;
Unauthorised breach of conditions and not built in accordance with approved plans;
Unauthorised adverts including fly posting and 'A boards'.

- **Priority Three – Low – First contact or site visit within 10 working days from receipt of complaint**

Unauthorised sheds;
Unauthorised means of enclosure;
Unauthorised accesses;
Unauthorised satellite dishes;
Unauthorised minor operations;
Any low impact on residential amenity.

The case officer will then make an assessment, in relation to planning legislation, of whether a breach of planning control has taken place. At this stage, we will notify the enquirer of the proposed action to be taken.

3. Investigating an alleged breach of planning control

The power to take enforcement action is entirely discretionary and comes from section 172 of the Town and Country Planning Act 1990.

We will follow the relevant legislation and consider the harm created when undertaking enforcement action and when deciding whether it is appropriate to take formal action. In deciding whether it is in the public interest to prosecute, we will follow the Code for Practice for Crown Prosecutors, the general principles of which are a two-stage test: the evidential and public interest tests.

In considering whether or not it is appropriate to take enforcement action, we will have regard to the guidance within Government Circular 10/97, the policies in the Development Plan (the South East Plan 2009 and the Waverley Borough Council Local Plan) and any relevant material considerations. The key consideration will be whether the breach of control would unacceptably affect public amenity or the existing use of land and buildings meriting protection in the public interest.

The Council will work within the legal framework, having full regard to legislation, relevant case law and planning appeal decisions. It will also take into account other legislation that impact on enforcement work, such as:

- The Human Rights Act 1998;
- The Criminal Procedure and Investigations Act 1996 (CPIA);
- The Police and Criminal Evidence Act 1984 (PACE); and
- The Regulation of Investigatory Powers Act 2000 (RIPA)

These require that a thorough investigation of the full facts and circumstances surrounding a breach is carried out prior to taking formal action.

More than half of complaints made are found not to be in breach of planning control. These are a significant drain on resources, as a site inspection and investigation are required, as well as having to advise the interested parties. The majority of complaints made relate to minor or trivial breaches and often arise from a lack of awareness of planning controls or misunderstandings over what is taking place, and may be exacerbated by neighbour disputes.

Whilst the Council is committed to investigating complaints, its resources must be used appropriately to (a) allow us to concentrate on serious breaches; and (b) avoid the Council coming into disrepute through abuse of its enforcement powers. Initiating enforcement action when a matter can be resolved through a retrospective application and the imposition of necessary conditions would be seen as unreasonable behaviour by appeal inspectors and the courts, and could lead to an award of costs against the Council. In order to maintain focus on agreed priorities, the Council may decline to pursue cases that appear to arise from repetitive or vexatious complaints, or that are motivated by disputes between individuals or businesses.

4. Monitoring the implementation of planning permission

Whilst the Council does not have the resources to monitor all approved development schemes in the Borough, it will proactively monitor major development sites where appropriate.

The vast majority of complaints received are reported by members of the public and need to be investigated reactively. Each valid complaint will result in a complaint file being set up according to its priority level and investigated within the relevant timescales. The complainant will be updated on the progress and outcome of the investigation.

5. Enforcement tools available

Planning Contravention Notice (PCN)

This is used to obtain information about alleged unauthorised development and it can be used to invite discussion on how any suspected breach of control may be

remedied. It is normally used to establish the owners and occupiers of land and details of the nature and level of activities that are suspected to be taking place. Failure to respond to a PCN, or the provision of false information, are criminal offences carrying a maximum fine of £1,000 and £5,000 respectively.

Enforcement Notice (EN)

The Council may issue an Enforcement Notice where it considers that there has been a breach of planning control and it is appropriate to issue the Notice. The EN is used to remedy a breach of planning control that is causing serious harm to public amenity. It must specify the date it takes effect (not less than 28 days after service,) the steps to be taken and the compliance period. There is a right of appeal to the Planning Inspectorate against the EN, and this suspends the EN's requirements until the appeal is determined.

Breach of Condition Notice (BCN)

This is used to secure compliance with planning conditions and takes effect no less than 28 days after service. It must specify the steps that the Council considers ought to be taken to secure compliance with the specified condition and the period allowed for compliance. There is no right of appeal against a BCN and a failure to comply with it is a criminal offence carrying a maximum fine of £2,500 (May 2013).

Stop Notice (SN)

A Stop Notice can only be served on land where an Enforcement Notice has been served and is used as an effective way of stopping an activity that is causing serious harm to public amenity. It prohibits the activity taking place on the land but cannot be used to stop the use of any building as a dwelling or any activity that has been carried out for more than four years. There is a risk of the Council being liable to pay compensation if the Enforcement Notice is quashed on appeal or the Notices have to be withdrawn.

Temporary Stop Notice (TSN)

This is used where the Council considers that there has been a breach of planning control and it is necessary, in order to safeguard the amenity of the area, that the activity that amounts to the breach should stop immediately. This Notice differs from the normal Stop Notice powers because it does not have to wait for an Enforcement Notice to be issued. The effect of the TSN is immediate and must prohibit the activity that is in breach, and can be served on any person carrying out the activity, and must be displayed on the site. The TSN is only in effect for 28 days, during which the time the Council must decide whether it is appropriate to serve an Enforcement Notice. TSNs have been used successfully to stop work on development sites when important pre-commencement planning conditions have not been complied with and there is a serious concern relating to issues such as highway safety, contaminated land or tree protection.

Prosecution

Some breaches of planning control are criminal offences, such as the carrying out of unauthorised works to a listed building or a protected tree, or the display of unauthorised advertisements. It is also an offence not to comply with the requirements of a Breach of Condition Notice, an Enforcement Notice, a Stop Notice, a Temporary Stop Notice or a Planning Contravention Notice. Legal proceedings can be instigated in the Magistrates' Court and the maximum fine for most of these offences if found guilty in the Magistrates' Court is £20,000 (May 2013) (unlimited if found guilty in the Crown Court). However, maximum fines are less for illegal advertisements, BCNs and failure to complete and return a PCN.

Injunction

Section 187B(1) provides a wide-ranging power to obtain a planning enforcement injunction when a court order is needed to restrain a breach of planning control. Applications for an injunction from the courts may be made when it is necessary or appropriate for any actual or apprehended breach of planning control to be restrained, whether or not the Council has exercised or is proposing to exercise any of its other enforcement powers. Any failure to comply with the terms of a court order is a contempt of court and can result in imprisonment.

Section 215 Notice (untidy land)

This Notice requires land, which can include buildings, to be made tidy if the condition of the land is such that it causes harm to the amenity of the area. The Notice must specify the steps that the landowner must take to make the land tidy, such as clearing rubbish or overgrown vegetation.

There is a right of appeal against the Notice to the Magistrates' Court. If the Notice is not complied with, the Council can enter the land and carry out the steps in default.

Listed Building Enforcement Notice

This Enforcement Notice applies to listed buildings and is similar to an Enforcement Notice in most respects. It can require the removal of any unauthorised works or the reinstatement of the fabric of the listed building that has been removed. There is a right of appeal against such a Notice to the Planning Inspectorate.

Conservation Area Enforcement Notice

This type of Enforcement Notice is used in Conservation Areas when works have been carried out in contravention of the Planning (Listed Buildings and Conservation Areas) Act 1990. An example of this would be the unauthorised demolition of a building or a wall in a Conservation Area, and the requirement of the Notice would be to rebuild it. There is a right of appeal against such a Notice to the Planning Inspectorate.

Default Powers ("Direct Action")

Section 178 enables the Council to take direct action where, on expiry of the

Enforcement Notice compliance period, the required steps have not been taken, by carrying out “default” action and recovering its reasonable expenses from the owner. This power relates to Enforcement Notices and untidy land Notices served under section 215 of the 1990 Act (as amended).

Article 4 Directions

These are used to remove “permitted development” rights under the Town and Country Planning (General Permitted Development) Order 1995 (as amended). These have been used successfully to remove the normal permitted development rights to erect fences and other means of enclosure, or temporary uses of land, when open land is being sold off as speculative building plots. The direction is provisional for six months and has to be confirmed by the Secretary of State in order to become permanent. It means that planning permission would have to be granted by the Council in order to carry out the development.

Section 225 Powers

Section 225 enables the Council to remove or obliterate placards and posters that are being displayed in contravention of the Town and Country Planning (Control of Advertisements) Regulations 2007 (as amended). A notice period of no less than two days must be afforded to the advertiser prior to exercising this power in order to allow for voluntary compliance.

Discontinuance Notice

This Notice requires the removal of an advertisement displayed with the benefit of deemed advertisement consent (i.e. an advertisement that would not normally require consent from the Council to be displayed). A Discontinuance Notice is a useful tool in preventing the display of advertisements where they adversely affect the setting or character of listed buildings or Conservation Areas.

Confiscation under the Proceeds of Crime Act 2002

If an offence is considered to be ongoing at a site under investigation, in certain circumstances the Council will consider instigating confiscation proceedings under the Proceeds of Crime Act 2002. Confiscation proceedings can only be brought alongside a related criminal prosecution.

By way of an example, confiscation proceedings could be used where the offender operates in a manner which involves activity or activities that constitute a breach of planning control. The Council can consider whether, on the facts known to it, the perpetrator is likely to have benefited from their criminal conduct. If the perpetrator is and has been making money as a result of their planning breaches, and continues in breach, a confiscation order may well be appropriate.

Localism Act 2011

In April 2012, new enforcement powers were introduced through the Localism Act 2011. These powers include:

Section 70C

The Council may decline to determine a retrospective planning application for development which is subject of an Enforcement Notice served after 6 April 2012

Section 171B – Planning Enforcement Order

The Council may apply to the Magistrates' Court for a Planning Enforcement Order if evidence comes to light that a breach of planning control has been concealed. This prevents the development from becoming immune from enforcement action where it has been deliberately concealed.

Section 225A – Removal Notices

Section 225A allows the Council to remove and dispose of any display structure within the Borough which, in the Council's opinion, is being used for the display of advertisement in contravention of the Town and Country Planning (Control of Advertisements) Regulations 2007 (as amended). This power is exercised once the Council has served a Removal Notice upon the persons who appear to be responsible for the structure. There is a right of appeal against this Notice to the Magistrates' Court.

6. Monitoring Performance.

The Council publishes reports on the performance of the Planning Enforcement Service on a quarterly basis on our website. We also report the same information to the four Area Planning Committees on a quarterly basis to inform councillors of progress on meeting the Council's target and on main enforcement cases and sites.

This Plan will be reviewed in May 2014.

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WAVERLEY BOROUGH COUNCIL**SERVICES O&S COMMITTEE – 22 NOVEMBER 2022****Title:****CORPORATE PERFORMANCE REPORT**
Q2 2022-2023
(July 2022 – September 2022)

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

1. Purpose and summary

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

The report also includes a proposal to amend the Development Management performance indicators as set out in section 5 below.

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.
- Endorses the proposals put forward by officers with regards changes to the corporate performance indicators for Development Management; the deletion of P123(a), P153(a) and P151(a) and the inclusion of P6 and P6a.

3. Reason for the recommendation

O&S committees play a crucial role in the scrutiny of the Council's performance. It provides 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.

During the service improvement processes undertaken in the Development Management area in the Planning Service, a review of performance indicators was carried out which resulted in the second recommendation above.

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.

- 4.2 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 Proposed Changes to the Planning Service Performance Indicators

- 5.1 The Business Manager in the Planning Service has been conducting a review of the Development Management process and as part of this review has looked at the various performance measures to improve accountability and accuracy.
- 5.2 The Committee may recall that during the pandemic, concern was raised about the time being taken to issue planning decisions which had been caused by a number of factors. The committee requested that three new indicators be included in the performance report to monitor how many applications were meeting the statutory target times that had not been the subject of an extension of time agreement. (The local planning authority and an applicant can agree to an extension of time to deal with issues and obstacles that emerge while the planning application is being considered.) The indicators were included in the subsequent performance reports. However, given the conditions that continued to prevail and the imperative to focus officer time on dealing with planning applications expeditiously, it was decided that extensions of time would no longer be requested. As time went on, the number of applications subject to an extension of time agreement have diminished and therefore the indicators P123(a), P151(a) and P153(a) have become irrelevant. It is therefore proposed that these indicators are deleted from the corporate performance report.
- 5.3 The redesigned pre-application service was launched in August 2022 and has been well received to date. It introduced four service levels; bronze, silver, gold and platinum which offer different delivery dates ranging from 21 to 42 days. As a result, the indicator P6 'Percentage of pre-application advice provided within 28 days target' is no longer appropriate and as the data is no longer being collected it is proposed that this indicator be deleted and replaced by the following:
- P6 – percentage of "Bronze Service Level" pre-application advice provided within 21 days (3 wks) target.
 - P6a- percentage of "Silver Service Level" pre-application advice provided within 42 (6 wks) days target.

These target dates are being measured and will be fully detailed in the Q3 performance report.

6. 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.

7. Implications of decision

7.1 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.

7.2 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.

7.3 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.

7.4 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.

7.5 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.

8. 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..

9. Other options considered

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

9. Governance journey

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

Annexes:

Annexe 1 Q2 2022-23 Corporate Performance Report July - September 2022

Background Papers

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

CONTACT OFFICER:

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Agreed and signed off by:

Legal Services: N/A – standing report

Head of Finance: 27 October 2022

Strategic Director: 27 October 2022

Portfolio Holders: Internal Executive Briefing meeting on 1 November 2022



Corporate

Performance Report

Q2 2022/23

Document Version: Final

Last update: 10/11/2022 09:59

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

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

1.1 Performance Indicators RAG Rating per Status Type

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

1.2 Service Plans, Internal Audit, Project Management

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

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

1.3 Reporting periods

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

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

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

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

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

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

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

3. Corporate Dashboards – Summary of All Services

(remit of Resources O&S)

3.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q2 2022/23

3.1.1 Q2 2022/23 Chief Executive's summary:

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

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

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

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

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

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

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

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

Other highlights of quarter 2 were:

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

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

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

Tom Horwood

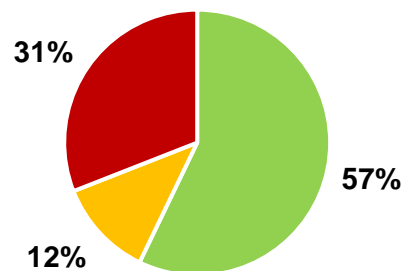
Chief Executive

3.2 Summary of All Corporate Key Performance Indicators per status

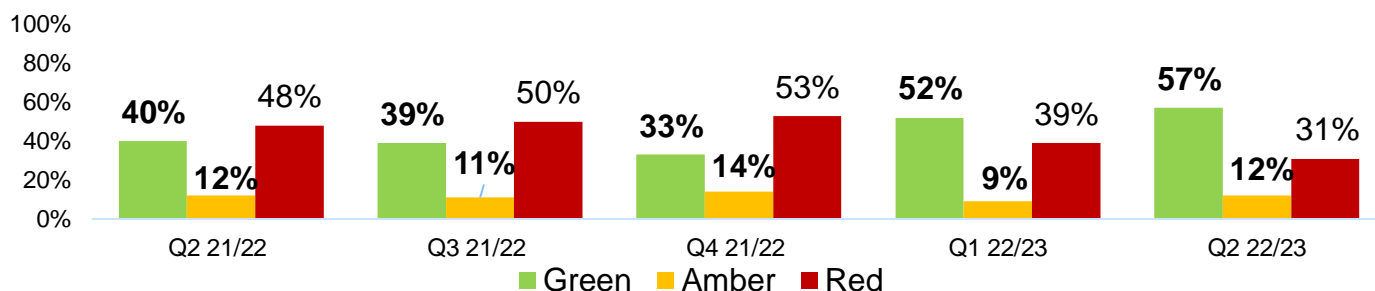
3.2.1 Table with Q2 2022/23 Summary of all corporate indicators with assigned targets

All Corporate KPIs

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



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

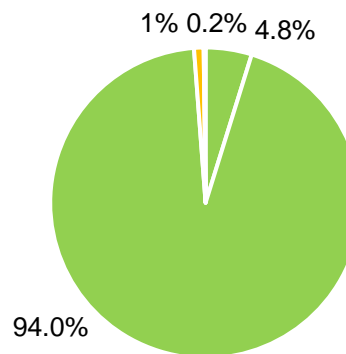


3.3 Summary of Service Plans Progress Status

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

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

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



3.3.2 Comment:

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

3.4 Summary of All Internal Audit Recommendations

3.4.1 Comment:

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

3.5 Summary of All Complaints – Q2 2022/23

Complaints Response Rate per Service - 95% Target								
Level 1 (10 working days)	Business Transformation	Commercial Services	Environment and Regulatory Services	Finance & Property	Housing Operations	Housing Delivery & Communities	Planning & Economic Development	Policy & Governance
On Time	0	3	3	3	16	6	7	0
Exceeded Target	0	0	1	1	6	0	1	0
Total	0	3	4	4	22	6	8	0
% within target	100.00%	100.00%	75%	75%	72.73%	100%	87.5%	100.00%
Complaints Outcome								
Upheld	0	0	2	1	11	0	0	0
Partially Upheld	0	1	2	2	1	1	5	0
Not upheld	0	2	0	1	10	5	3	0
Level 1 Subtotal	0	3	4	4	22	6	8	0

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

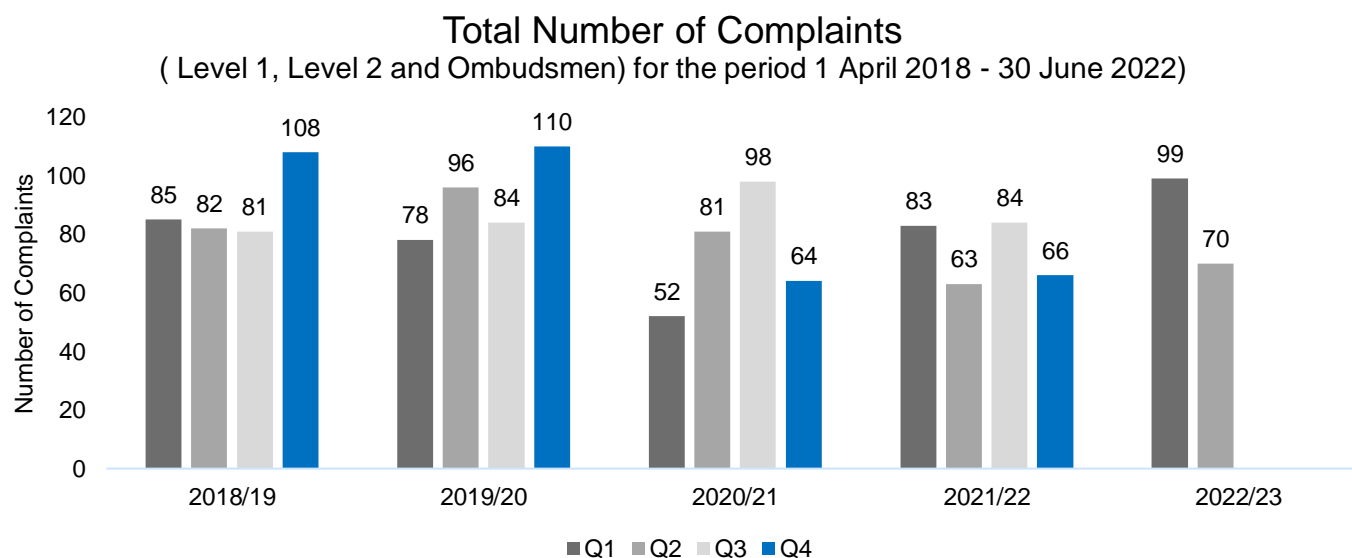
Upheld	0	0	1	1	7	0	1	0
Partially Upheld	0	0	0	1	1	0	2	0
Not upheld	0	0	1	1	1	0	3	0
Level 2 Subtotal	0	0	2	3	9	0	6	0

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

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

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

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



3.5.1 Comment:

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

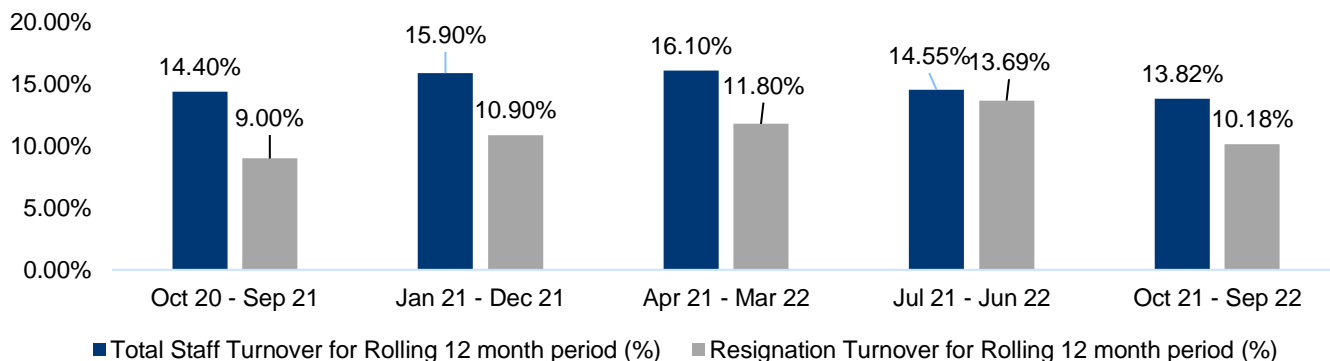
3.6 Summary of Workforce Data – Corporate Overview

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

3.6.1 Staff Turnover

Percentage of Total Staff Turnover

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



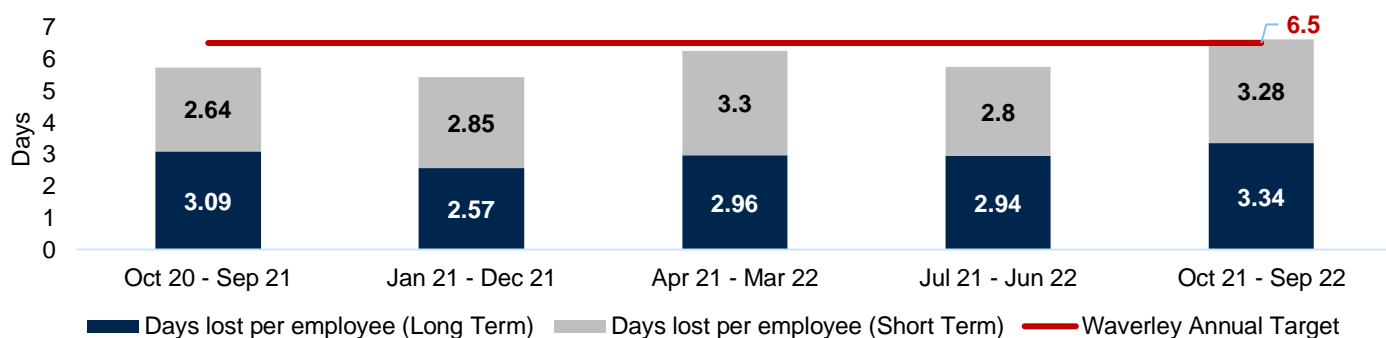
Comment: As can be seen from the above, after reaching a peak in the summer, the rate of resignations has begun to fall and is within anticipated limits. There is however continued concern at recruiting and retaining skills and capabilities to deliver Council services effectively. A detail report on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

Sally Kipping HR Manager

3.6.2 Absence Data

Absence Data

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



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

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

Sally Kipping HR Manager

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

3.7.1 Section 151 Officer summary Q2 2022/2023

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

The forecast shown below shows an overall favourable variance of £41k, a recovery from the last quarter adverse variance of £248k on General Fund revenue and £268k adverse variance, a recovery from the £418k adverse variance on HRA revenue budgets. This is mainly due to improvement in income from some services that are suffering from reduced usage from customers. These figures are net positions after allowing for additional forecast income generated from cash investments which have benefited from rising interest rates.

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

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

Peter Vickers, Strategic Head of Finance and S151 Officer

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

At the end of Q2, the financial projections are within the overall MTFP agreed by Council in February 2021, but only by taking account of the inflation contingency that was agreed in the budget. Currently the inflation on utilities costs have been contained within the revenue account budget, however, they are likely to increase further later in the year, the £1m inflation contingency on the General Fund may need to be utilised to protect services and provide the cushion against cost volatility. At this stage, the various savings and efficiency programmes are on track to deliver but this will be closely monitored during the year. The HRA position has improved and is expected to be back in balance by year end depending on further utilities cost overspends materialising. The Council finished the 21/22 financial year in a strong position against budget on both General Fund and HRA which gives further confidence in the base budget for 22/23.

Peter Vickers, Strategic Head of Finance and S151 Officer

3.7.3 General Fund Account Summary Table

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

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

Capital

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

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

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

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

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

HRA summary - Revenue

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

Grand Total	0	268	268	Adverse
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HRA – Core Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Communal & Estate works	150	150	-
Garage Works	20	0	-20
Health & Safety Works	795	795	-
MRA Prog Decent Homes Occupied Properties	700	700	-
MRA Prog Decent Homes Void Properties	630	630	-
MRA Prog Disabled Adaptations Occupied Properties	472	472	-
MRA Programmed work	2,964	2,934	-30
Roofing & Associated works	850	750	-100
Structural & Damp works	271	230	-41
Windows & Doors	450	450	-
Grand Total	7,302	7,111	-191

New Build/Stock Remodelling

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
85 Aarons Hill Starter Homes (Land adj)	666	472	-194
Badgers Close Modular Homes	5	5	-
Borough Wide Refurbishment	216	216	-
Hartsgrove	88	88	-
Housing Development-Turners Mead	62	62	-
HRA Property Purchase	2,500	1,200	-1,300
Ladymead	4	4	-
Latent defects contingency	173	173	-
Ockford Ridge	197	197	-
Ockford Ridge - Site A	79	79	-
Ockford Ridge - Site B	1	1	-
Ockford Ridge - Site C	4,063	4,157	94
Pathfield	195	100	-95
Pre-development Expenditure	816	460	-356
HRA Feasibility Studies	590	590	-

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

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

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

4.1 Key Successes & Lessons Learnt, Areas of Concerns

4.1.1 Summary from Head of Service – Q2 2022-23

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

IT

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

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

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

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

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

Business Transformation Team

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

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

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

Nevertheless, in Q2 the Team:

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

Customer Services Team

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

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

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

Engineers

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

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

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

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

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

Facilities

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

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

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

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

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

David Allum, Head of Business Transformation

4.2 Key Performance Indicators Status

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

KPI	Description		Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
BT1	Number of external enquiries received by the Customer Service Centre Team (CSC) in a quarter (including phone calls, online forms and other emails)	No	New PI for 2022/23			38,599	32,816	Data only
BT2	Percentage of external enquiries dealt with at first point of contact by CSC team	%	New PI for 2022/23			84.12%	82.26%	*

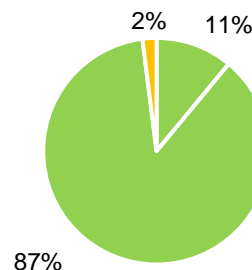
* Target for BT2 to be introduced once clear trend emerges.

4.3 Service Plans – Progress Status

4.3.1 Summary Table and Pie Chart

Q2 Business Transformation Service Plans 2022/25

Total	100%	46
Completed	11%	5
On track	87%	40
Off track - action taken / in hand	2%	1
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



Comment:

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

4.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP22/25 BT4.1	Continue to provide cost effective cleaning services to the Housing Department and Godalming Town Council. Cease the contract with Farnham Town Council.	30-Jun-2022	Facilities Manager (SH)	Off track - action taken/ in hand		Work continuing on all three contracts at the present. Alternative arrangements being explored with Farnham and Godalming TCs but with no agreed exit strategy as yet.

4.4 Internal Audit Actions Progress Status

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

4.5 Complaints Statistics

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

Q1 22-23 Business Transformation

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

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

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

4.5.3 Summary Comment on the statistics

No complaints were received this quarter.

4.6 Finance Position at the end of the quarter

4.6.1 Service's General Fund Account Table

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

Capital

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

4.6.2 Summary Comment

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

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

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

5.1 Key Successes & Lessons Learnt, Areas of Concerns

5.1.1 Summary from Head of Service – Q2 2022/23

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

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

The Asset Management: the team have a busy workload including progressing the investment in several regeneration projects at various stages of development to support the high street and bring in

much needed affordable housing, in line with the new Capital Strategy approved at Council in February 2022.

Peter Vickers, Strategic Head of Finance and Section 151 Officer

5.2 Key Performance Indicators Status

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

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

5.2.2 Comment:

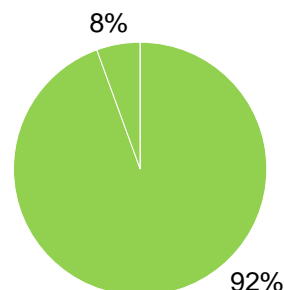
F3 – A review of the target in 2021-22 resulted in the target being lowered from 99% to 98% for Q1 2022-23. A drop in the performance of percentage of invoices paid within 30 days in Q1 was a result of staff movement and actions have been taken and performance has improved.

5.3 Service Plans 2022/23

5.3.1 Summary Table and Pie Chart

Q2 Finance and Property Service Plans 2022/25

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



5.4 Internal Audit Actions Progress Status

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

IA22/10.001.1 Policies and Procedures

IA22/10.001.2 Dedicated debt area on website

IA22/10.003.1 Monitoring Information

IA22/10.003.2 Monthly Debt Report

IA22/10.003.3 Exception Report

IA22/10.004.1 Debt Suppressions

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

5.5 Complaints Statistics

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

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

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

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

5.5.3 Summary Comment on the statistics

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

5.6 Finance Position at the end of the quarter

5.6.1 Finance Service's General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
Finance & Property					
Expenditure	28,430	28,719	289	Adverse	1%
Income	-27,827	-28,759	-932	Favourable	3%

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

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

5.6.3 Capital

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

5.6.4 Treasury management

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

Year	Average External Daily Investment	Average days invested in year	Annual interest receipts (ext)	Ext. Budget (excl.£170k HRA)	Rate of return%	Bank base rate
14/15	£57m	79	£374,229	£330,000	0.65%	0.50%
15/16	£60m	93	£473,981	£330,000	0.77%	0.50%
16/17	£66m	93	£489,461	£430,000	0.73%	0.25%
17/18	£68m	92	£448,907	£285,000	0.65%	0.50%
18/19	£70m	117	£667,617	£463,146	0.92%	0.75%
19/20	£77m	177	£906,000	£630,000	1.12%	0.10%
20/21	£77.5m	156	£660,137	£630,000	0.86%	0.10%
21/22	£79m	176	£502,657	£220,000	0.60%	0.75%
22/23	£82.3m	151	£1.42m forecast	£390,000	1.21%	2.25%

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

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

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

6.1 Key Successes & Lessons Learnt, Areas of Concerns

6.1.1 Summary from Head of Service – Q2 2022/23

Work completed during Quarter 2 included:

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

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

Robin Taylor

6.2 Key Performance Indicators Status

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

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

	ref. HR2b - Long term Sickness Absence		3.09	2.57	2.96	2.94	3.28	
PG1a	The number of complaints received - Level 1 (data only)	No.	38	71	53	64	47	Data only
PG2a	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	84%	83%	82%	67%	80.85%	95%
PG1b	The number of complaints received - Level 2 (data only)	No.	23	33	13	31	20	Data only
PG2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	91%	97%	92%	87%	100%	95%
PG3a	Number of Freedom of Information (FOI) and Environmental Information Regulations Requests (EIR) received.	No.	112	140	177	No data (see below)	108	Data only
PG3b	Percentage of FOI and EIR requests responded to within statutory timescale.	%	89.29%	75.00%	88.00%	No data (see below)	72.22%	100%
PG4a	Number of Data Protection Subject Access Requests received.	No.	2	5	5	No data (see below)	14	Data only
PG4b	Percentage of Data Protection Subject Access Requests responded to within one calendar month.	%	100%	100%	60%	No data (see below)	92.86%	100%
PG5a	Number of Local Land Charge searches received.	No.	516	428	392	435	506	Data only
PG5b	Percentage of Local Land Charge searches responded to within 10 working days.	%	15%	98.5%	100.0%	99.50%	100%	100%
PG6a	Average time taken to respond to Media Enquiries within the 48h target (excluding weekends and Bank Holidays.)	Hours	New indicator for 2022/23			5.76	16.33	48 hours
PG6b	Total Number of Media Enquiries received in a quarter.	No.	New indicator for 2022/23			28	35	Data only
PG6c	Average time taken to respond to social media posts within the 24h target (excluding weekends and Bank Holidays.)	Hours	New indicator for 2022/23			13.42	19.5	24 hours
PG6d	Total number of social media posts received in a quarter.	No.	New indicator for 2022/23			966	1010	Data only

6.2.2 Comment:

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

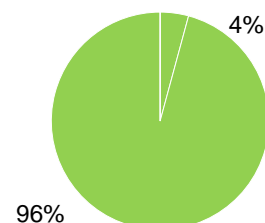
The timeliness of complaints responses at levels 1 and 2 (PG2a and PG2b) has improved but is still more than 5% off target at level 1.

6.3 response Service Plans – Progress Status

6.3.1 Summary Table and Pie Chart

Q2 Policy & Governance Service Plans 2022/25

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



6.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

6.4 Internal Audit Actions Progress Status

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

6.5 Complaints Statistics

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

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

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

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

6.5.3 Summary Comment on the complaints statistics

There were no complaints received about the service.

6.6 Finance Position at the end of the quarter

6.6.1 Policy & Governance Service's General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Policy & Governance					
Expenditure	7,146	7,166	20	Adverse	0%
Income	-4,094	-4,037	57	Adverse	1%
Policy & Governance Total	3,052	3,129	76	Adverse	3%

6.6.2 Summary Comment

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

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

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

7.1 Key Successes & Lessons Learnt, Areas of Concerns

7.1.1 Summary from Head of Service – Q2 2022/23

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Hugh Wagstaff, Head of Housing Operations

7.2 Key Performance Indicators Status

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

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

7.2.2 Comment:

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

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

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

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

HO4 and 5 -

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

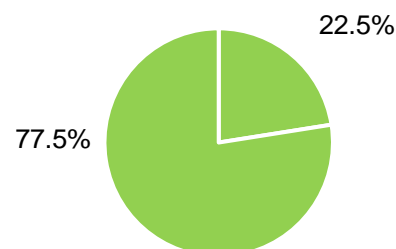
HO6 – 173 tenancy audits were completed and recorded by the team during July, August and September against quarterly target of 364 (47%). The housing management team had staff vacancies through the summer which impacted performance. Propose the amendment of KPI to reflect the number completed not % appointments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

7.3 Service Plans – Progress Status

7.3.1 Summary Table and Pie Chart

Q2 Progress on Housing Operations Service Plans 2022/25

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



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

7.4 Internal Audit Actions Progress Status

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

7.5 Complaints Statistics

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

Q2 22-23 Housing Operations – Level 1 Complaints

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

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

Q2 22-23 Housing Operations - Level 2 Complaints

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

7.5.3 Summary Comment on the statistics

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

7.6 Finance Position at the end of the quarter

7.6.1 Housing Operations General and Revenue Accounts Tables

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
General Fund Housing Ops					
Expenditure	282	282	0	-	0%
Income	-282	-282	0	-	0%
General Fund Housing Ops Total	-1	0	0	-	0%

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

Capital - HRA

	Approved Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
Communal & Estate works	150	150	-
Garage Works	20	0	-20
Health & Safety Works	795	795	-
MRA Prog Decent Homes Occupied Properties	700	700	-
MRA Prog Decent Homes Void Properties	630	630	-
MRA Prog Disabled Adaptations Occupied Properties	472	472	-
MRA Programmed work	2,964	2,934	-30
Roofing & Associated works	850	750	-100
Structural & Damp works	271	230	-41
Windows & Doors	450	450	-
Grand Total	7,302	7,111	-191

7.6.2 Summary Comment

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

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

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

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

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

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

8.1 Key Successes & Lessons Learnt, Areas of Concerns

8.1.1 Summary from Head of Service – Q2 2022/23

Ukraine

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

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

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

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

Communities

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

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

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

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

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

Housing Delivery

Development

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

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

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

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

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

Strategy and Enabling

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

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

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

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

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

Private Sector Housing

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

There were only two requests for public health funerals.

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

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

Homelessness and Housing Options

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

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

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

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

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

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

Andrew Smith, Head of Housing Delivery and Communities

8.2 Key Performance Indicators Status

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

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

8.2.2 Comment:

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

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

8.2.3 Affordable Homes Delivery

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

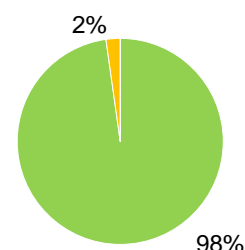
UNITS	TENURE	SCHEME	PROVIDER	COMPLETED
45	45 Affordable Rent	45 @ 5-21 Weyhill, Haslemere	Abri	16.09.22
14	14 Affordable Rent	Battershall Green, Farnham	Aster	20.09.22
4	4 Shared Ownership	Folly Hill, Farnham	Aster	08.07.22 & 22.09.22
11	11 Affordable Rent	Ockford Park, Godalming	Southern	03.08.22 &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

8.3 Service Plans – Progress Status

8.3.1 Summary Table and Pie Chart

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

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



8.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

						from 19 September- 31 October 2022
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8.4 Internal Audit Actions Progress Status

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

IA21/17.002.2 Annual WBC Safeguarding Report

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

8.5 Complaints Statistics

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

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

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

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

8.5.3 Summary Comment on the statistics

All complaints were completed on time.

8.6 Finance Position at the end of the quarter

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

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance

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

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

Capital – General Fund

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

Capital - HRA

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
85 Aarons Hill Starter Homes (Land adj)	666	472	-194
Badgers Close Modular Homes	5	5	-
Borough Wide Refurbishment	216	216	-
Hartsgrove	88	88	-
Housing Development-Turners Mead	62	62	-
HRA Property Purchase	2,500	1,200	-1,300
Ladymead	4	4	-
Latent defects contingency	173	173	-
Ockford Ridge	197	197	-
Ockford Ridge - Site A	79	79	-
Ockford Ridge - Site B	1	1	-
Ockford Ridge - Site C	4,063	4,157	94
Pathfield	195	100	-95
Pre-development Expenditure	816	460	-356

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

8.6.2 Summary Comment on revenue position at the quarter end

The General Fund adverse expenditure relates to staffing.

The favourable variance on income relates to a forecast overachievement on income on HMO license income.

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

8.6.3 Summary Comment on capital position at the quarter end

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

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

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

9.1 Key Successes & Lessons Learnt, Areas of Concerns

9.1.1 Summary from Head of Service – Q2 2022/23

Leisure

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

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

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

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

Greenspaces Team

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

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

Building Control & Street naming

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

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

Waverley Training Services (WTS)

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

Projects

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

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

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

Kelvin Mills, Head of Commercial Services

9.2 Key Performance Indicators Status

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

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

9.2.2 Comment:

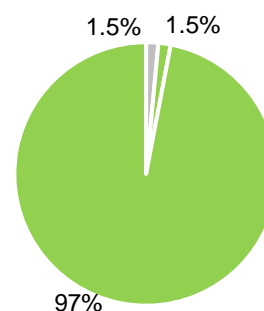
All KPI's are positive, and the teams continue to work hard to maintain this level.

9.3 Service Plans – Progress Status

9.3.1 Summary Table and Pie Chart

Q2 Progress on Commercial Services Service Plan 2022/25

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



Comment:

All service plans are complete or on target

9.4 Internal Audit Actions Progress Status

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

9.5 Complaints Statistics

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

KPI	Description	Data Type	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	1	2	4	1	3	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	1	4	1	3	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	50%	100%	100%	100%	95%

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

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

9.6 Finance Position at the end of the quarter

9.6.1 Service's General Fund Account Table

Services	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
Commercial					
Expenditure	8,707	8,639	-68	Favourable	1%
Income	-5,963	-5,854	109	Adverse	2%
Commercial Total	2,745	2,843	40	Adverse	1%

Capital

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

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

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

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

Capital expenditure over the coming year will become clearer in quarter 3.

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

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

10.1 Key Successes & Lessons Learnt, Areas of Concerns

10.1.1 Summary from Head of Service – Q2 2022/23

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

Environmental Health Food and Safety Team

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

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

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

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

Environmental Protection Team

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

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

The Environmental Protection Team have also:

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

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

Licensing

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

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

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

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

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

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

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

Emergency Planning – Q2:

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

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

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

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

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

Environmental Services

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

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

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

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

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

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

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

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

Parking Services

Car parking income continues to show signs of recovery with an upward trend overall as more people are returning to work and venturing out to shop etc. People within Waverley are now using electronic payments more than cash. We have hit the milestone of a million electronic transactions to pay for parking within our carparks since January, this month.

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

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

Sustainability Team

The second annual update of the Carbon Neutrality Action Plan was reported to the Services Overview and Scrutiny Committee on 20 September and then to the Executive on 4 October. The delivery of the Action Plan requires close working with all the services across the organisation and a great deal of engagement with partners, contractors, and stakeholders such as Surrey County Council and the town and parish councils in the borough has been necessary in updating the document.

Solar projects opportunities for leisure centres, car parks and potentially a solar farm are also currently being assessed and officers are actively pursuing external funding opportunities.

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

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

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

Richard Homewood, Executive Head of Regulatory Services

10.2 Key Performance Indicators Status

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

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

E2a	Average number of days to remove fly-tips (lower outturn is better)	Days	3	2	3	3	2	2
E2b	Number of fly tipping incidents in a quarter (Data only)		162	169	244	182	163	Data only
E3	(NI 195) Improved Street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	Monitoring on pause	Monitoring on pause	Monitoring on pause	Monitoring on pause	Monitoring on pause	90%
E4a	Number of refuse and recycling missed bins out of 100,000 collections per week (lower outturn is better) - New from Q1 20/21		34	68	42	tbc	60	40
E4b	Number of food waste missed bins out of 100,000 collections per week (lower outturn is better) - New from Q1 20/21		54	48	66	tbc	69	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)	%	100%	78.57%	81.25%	88.89%	100%	100%
E6	Food businesses with a 'Scores on the door' of 3 or over (higher outturn is better)	%	91.05%	90.43%	89.40%	89.87%	90.16%	Data only
E NI191*	Residual household waste per household (lower outturn is better)	kg	89.5	96	93	82.4	Received Quarter in Arrears	90.00
E NI192*	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	60.50%	57.20%	56.1%	60%	Received Quarter in Arrears	54.0%

10.2.2 Comment:

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

The MRF rejection rate for Qtr 1, now available, has shown further improvement against a target of less than 5% and is better than Qtr4 of the previous year, Residual Waste per household in Qtr 1 has decreased significantly and is now on target and is below the target of 90kg per household. The recycling rate in Qtr 1 has improved once more and has exceeded the target once again.

E2a, E2b – Performance on clearing fly tips has improved in Qtr 2 and fly tip numbers have dropped significantly during this quarter which is the normal trend after the post-Christmas peak during Qtr4 each year.

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

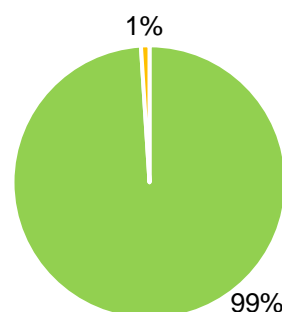
E4a, E4b – Missed bin figures for Qtr 2 are provided but must be viewed with caution due to issues with the customer reporting software which is letting residents report a missed bin before the lorry turns up to empty it, even if the lorry is just an hour later than normal, so the figures include reports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

10.3 Service Plans – Progress Status

10.3.1 Summary Table and Pie Chart

Q2 Progress on Environmental & Regulatory Service Plans 2022/25

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



10.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP22/25 ES 17.7	Work with SCC and other partners to develop proposals for a network of cycle routes across Waverley, to try to ensure that by 2030 all towns and population centres are connected by dedicated cycle routes. Seek funding opportunities to facilitate their implementation. CNAP -T4	31-Mar-2022	Sustainability Manager	Off track - action taken / in hand	30 Dec 2022	Working with SCC, Q2 saw the completion of stakeholder engagement for the Waverley Local Cycle and Walking Infrastructure Plan (LCWIP). Scheme prioritisation and detailed measures were finalised, in preparation for LCWIP document review, delivery and adoption in Q3. In addition to the progress on the overall (cycle route) infrastructure plan, SCC secured funding for the detailed design of the

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

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

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

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

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

10.5 Complaints Statistics

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

KPI	Description	Data Type	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	3	6	6	13	4	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	3	4	8	3	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	33%	50%	67%	62%	75%	95%

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

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

10.5.3 Summary Comment on the statistics

Responding to several level 1 complaints has involved a significant level of investigation across several departments before a substantive response can be provided. Efforts are being made to improve performance on responses.

10.6 Finance Position at the end of the quarter

10.6.1 Service's General Fund Account Table

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Environment					
Expenditure	13,366	13,342	-24	Favourable	0%
Income	-9,215	-9,211	4	Adverse	0%
Environment Total	4,151	4,131	-20	Favourable	0%

Capital

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

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

The financial position at the end of Qtr 2 is favourable mainly due to improved parking income figures combined with some salary savings from vacancies whilst recruitment is underway.

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

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

11.1 Key Successes & Lessons Learnt, Areas of Concerns

11.1.1 Summary from Head of Service – Q2 2022/23

Development Management

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

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

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

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

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

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

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

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

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

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

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

Planning Policy

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

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

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

Economic Development

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

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

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

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

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

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

Sally Busby, Business & Performance Manager

Abi Lewis, Executive Head of Regeneration and Planning Policy

11.2 Key Performance Indicators Status

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

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

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

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

11.2.2 Comment:

Quarter 1 performance

P1 (Total planning applications determined within 26 weeks) – A dip in performance stats due to the decisions to not seek Extensions of time during the covid period this is reflective of an unfortunate decision and not the amount applications being determined. Improvement anticipated to show again in Q3

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

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

P123 (Processing of other applications) – Target met with 89.3%

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

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

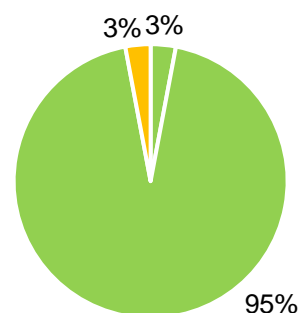
P4 - The Enforcement Team has been operating with a vacant Enforcement Officer position for some months and it is remarkable that performance has been maintained up until this quarter. This quarter has seen some complex and significant cases coming to a head (mostly involving applications to the High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

11.3 Service Plans – Progress Status

11.3.1 Summary Table and Pie Chart

Q2 Progress on Planning & ED Service Plans 2022/25

Total	100%	79
Completed	3%	2
On track	95%	75
Off track - action taken / in hand	3%	2
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



11.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action Taken to Rectify
SP22/25 P16.5	Undertake a formal review our contracts with Enterprise First, Business South, Visit Surrey and Click It Local and seek to establish more robust Service Level Agreements to maximise the value of support to new and existing business and ensure VFM from the Council's financial contributions	30/06/2022	Economic Development Team	Ongoing		<p>New business support contract with IncuHive via tender process March 2022.</p> <p>Click It Local contract and Enterprise First ended.</p> <p>Will review pre-March 2023 Business South contract</p>

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

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

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

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

IA22/13.002.1 Raw Data from Building Control

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

11.5 Complaints Statistics

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

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

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

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

11.5.3 Summary Comment on the statistics

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

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

11.6 Finance Position at the end of the quarter

11.6.1 Service's General Fund Account Table

Service	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
Planning & Economic Development					
Expenditure	7,336	7,351	15	Adverse	0%
Income	-4,468	-4,432	35	Adverse	1%
Planning & Economic Development Total	2,868	2,919	50	Adverse	2%

11.6.2 Summary Comment on General Fund position at the quarter end

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

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

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

Capital

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

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Services Overview & Scrutiny Committee 2021/22

- work programme

Part 1 of 4: Recommendations made

#	Meeting date	Agenda Item	Recommendation	Made to	Agreed?	Details
S22-09-20-22	20/09/2022	Carbon Neutrality Action Plan	<p>Services O&S notes:</p> <ul style="list-style-type: none"> 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 <p>Furthermore, the Committee recommends:</p>	Executive	Noted	
S22-09-20-22 (a)	20/09/2022	Carbon Neutrality Action Plan	That energy efficiency of council owned housing should be given higher priority as emissions from these properties represent the main emissions for which the Council has direct responsibility, and also noting the heightened risk of fuel poverty for financially challenged residents due to the inflation of energy prices.	Executive	Accepted	This will take on a higher priority when the review of the Housing Revenue Account is completed and it is more evident what steps can be taken on this issue.
S22-09-20-22 (b)	20/09/2022	Carbon Neutrality Action Plan	The addition of an action to make more extensive use of existing planning policies to promote climate change objectives. This should include a checklist for all applications to ensure they are complying with relevant climate change policies. This should be routinely reported to members of planning committees deciding applications.	Executive	Accepted	

S22-09-20-22 (c)	20/09/2022	Carbon Neutrality Action Plan	<p>Review the short-term actions to ensure:</p> <ul style="list-style-type: none"> That the timescale to deliver them has not been affected by the Cost of Living crisis and higher than expected inflation. <p>The action identifies as precisely as practical what is to be delivered within the timescale outlined.</p>	Executive	Accepted	The Cost of Living Working Group will input on a number of relevant items within the Plan.
S22-09-20-22 (d)	20/09/2022	Carbon Neutrality Action Plan	Though the inclusion of footnotes is commendable, a recognised referencing style should be followed rather than relying on hyperlinks, which do not work in paper documents.	Executive	Accepted	
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	<p>Include further details on the likely resource implications of the action plan including:</p> <ol style="list-style-type: none"> an indicative spend profile the maintenance costs of biodiversity areas which policies there is already funding in place for and which will depend on obtaining external funding 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
20.1	20/09/2022	Committee Forward Work Programme	Executive to be asked if they would be happy for a substitute member of the committee could attend in future if the Chairman and Vice Chairman were unavailable.	Chair and vice-chair	Pending	Nov 2022	Scheduled for discussion at next appropriate Executive Briefing
22.1	20/09/2022	Carbon Neutrality Action Plan	Asset Manager to address both O&S committees once in post	Marieke van der Reijden	Scheduled	March	Tentatively added to the Resources O&S work programme for March 2023
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	Executive Heads of Service / Louise Norie	Nov 2022	N/A
2	Local Planning Enforcement Action Plan	Review proposed updates to the plan	Executive Head of Planning Development	Nov 2022	Jan 2023
3	Safer Waverley Partnership 2022-25	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.	Sam Hutchinson / Katie Webb / Eve Budd	Nov 2022	N/A
4	Service Plans 2023 - 26	Scrutinise the three-year rolling Service Plans for the service areas under the remit of this Committee.	Executive Heads of Service / Louise Norie	Jan 2023	Feb 2023
5	Review of outstanding recommendations	To revisit recommendations rejected because they were made too early or similar grounds	Mark Mills	Mar 2023	N/A
6	ASB PSPO update	Receive an update on the impact of the PSPO in Godalming.	Richard Homewood	Autumn 2023	N/A
7	Planning Improvement Plan	To review the plan	Executive Head of Planning Development	TBD	TBD
8	Refreshed Surrey County Council Suicide Prevention Strategy	To scrutinise the draft refreshed strategy and contribute to the consultation	Nanu Chumber-Stanley / Mark Mills	TBD	N/A

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	Completed	Recommendations accepted	Sept 2022