

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

When calling please ask for:  
Leila Manzoor, Democratic Services Officer  
**Legal & Democratic Services**  
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Direct line: 01483 523224  
Date: 8 September 2023

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

Cllr Peter Martin (Chair)	Cllr Jerome Davidson
Cllr Andrew Laughton (Vice Chair)	Cllr Andy MacLeod
Cllr Lauren Atkins	Cllr Peter Nicholson
Cllr Zoe Barker-Lomax	Cllr Terry Weldon
Cllr Janet Crowe	Cllr Michaela Wicks

**Substitutes**

Cllr Connor Relleen	Cllr Phoebe Sullivan
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**Members who are unable to attend this meeting must submit apologies by the end of Monday, 11 September 2023 to enable a substitute to be arranged.**

Dear Councillor

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

DATE: TUESDAY, 19 SEPTEMBER 2023

TIME: 7.00 PM

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

The Agenda for the Meeting is set out below.

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

Yours sincerely

**Susan Sale,**  
**Executive Head of Legal & Democratic Services & 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

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### **Good scrutiny:**

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

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

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## **NOTES FOR MEMBERS**

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

### **AGENDA**

#### 1 **APOLOGIES FOR ABSENCE AND SUBSTITUTES**

To receive apologies for absence and note any substitutions.

Members who are unable to attend this meeting must submit apologies by the end of Wednesday 13th July 2023 to enable a substitute to be arranged, if applicable.

#### 2 **MINUTES** (Pages 7 - 10)

To confirm the Minutes of the Meeting held on 10<sup>th</sup> July 2023 and published on the Council's website.

Jon Formby (HR Manager) has been invited to discuss follow up matters from the Workforce Profile.

Andrew Smith (Joint Executive Head of Housing) to provide feedback on the progress of the proposed Housing Scrutiny Working Group.

#### 3 **DECLARATIONS OF INTERESTS**

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

#### 4 **QUESTIONS FROM MEMBERS OF THE PUBLIC**

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

The deadline for receipt of written questions is 5pm on Wednesday 13<sup>th</sup> July 2023.

#### 5 **QUESTIONS FROM MEMBERS**

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

The deadline for receipt of written questions is 5pm on Wednesday 13<sup>th</sup> July 2023.

#### 6 **GODALMING AND FARNHAM BID REPORTS** (Pages 11 - 56)

Committee to receive and scrutinise the Business Plans for both the

Godalming and Farnham BIDs before they go to Ballot. Frances Pearce (Godalming BID Project Manager) and Alex Fergusson (Farnham BID Project Manager) to present to the Committee.

**Recommendations:**

**The Overview & Scrutiny Committee – Resources is invited to:**

- a. **Consider and comment on WBC’s support for the BID business plans submitted for Farnham and Godalming; and**
- b. **Note the cost to WBC, as a Business Rate Payer, in the event of the two BID ballots being successful.**

7 OCKFORD RIDGE DEEP RETROFIT UPDATE

Committee to receive a verbal update on the progress of the Ockford Ridge Deep Retrofit Refurbishment project from Louisa Blundell (Housing Development Manager).

8 COLLABORATION UPDATE

Committee to receive verbal update and presentation on Collaboration and Business Transformation from Robin Taylor (Executive Head of Organisational Development).

9 CORPORATE PERFORMANCE REPORT Q1 (Pages 57 - 124)

The Corporate Performance Report provides an analysis of the Council’s performance for the first quarter of 2023-24. The report, set out at Annexe 1, is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to the Executive.

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

10 DLUHC REQUEST FOR BENCHMARKING DATA (Pages 125 - 128)

Following concerns raised around benchmarking, Committee to review the DLUHC letter and metrics request from Secretary of State for Local Govt, Michael Gove. The letters aim to introduce a number of metrics to ensure Councils can be directly compared with each other across Local Authority guidelines.

11 COMMITTEE WORK PROGRAMME (Pages 129 - 146)

The Resources Overview & Scrutiny Committee is responsible for managing its work programme.

A Scrutiny Tracker has been produced to assist the Committee in monitoring the recommendations that have been agreed at its meetings. The Tracker details the latest position on the implementation of these recommendations and is attached as Part C of the work programme.

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

12 EXCLUSION OF PRESS AND PUBLIC

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

**Recommendation**

That pursuant to Procedure Rule 20 and in accordance with Section 100A(4) of the Local government Act 1972, the press and public be excluded from the meeting during consideration of the following items on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified in the appropriate paragraph(s) of the revised Part 1 of Schedule 12A to the Act (to be specified at the meeting).

13 69 HIGH STREET, GODALMING

This item was considered by Extraordinary Council on 29th August 2023.

Debbie Smith (Development Programme Manager) to circulate Update Report.

**Officer contacts:**

**Leila Manzoor, Democratic Services Officer  
Tel. 01483 523224 or email: [Leila.manzoor@waverley.gov.uk](mailto:Leila.manzoor@waverley.gov.uk)**

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## WAVERLEY BOROUGH COUNCIL

### MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE - RESOURCES - 10 JULY 2023

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

#### **Present**

Cllr Peter Martin (Chair)	Cllr Jerome Davidson
Cllr Andrew Laughton (Vice Chair)	Cllr Andy MacLeod
Cllr Lauren Atkins	Cllr Terry Weldon
Cllr Zoe Barker-Lomax	Cllr Michaela Wicks
Cllr Janet Crowe	

#### **Apologies**

Cllr Peter Nicholson

#### **Also Present**

24 APOLOGIES FOR ABSENCE AND SUBSTITUTES (Agenda item 1)

Apologies were received from Cllr Nicholson.

25 MINUTES (Agenda item 2)

The Committee confirmed and agreed to the minutes of the meeting held on 20<sup>th</sup> March 2023.

26 DECLARATIONS OF INTERESTS (Agenda item 3)

No Declarations of Interests were received.

27 WORKFORCE PROFILE 2022/23 (Agenda item 7)

Jon Formby, Interim HR Services Manager, addressed the Committee. He explained the main scope of the report; including protected characteristics data i.e. age profile, ethnicity profile, disability, profile, gender profile as well as turnover figures, sickness absence statistics and long-term and short-term statistics.

Councillors queried the staff sickness rates being 60% higher than the national average; notably that the statistics of mental health absences were 6 times higher than the national average. Jon Formby explained that this was somewhat impacted by a number of long-term cases in some of the service areas however it was an area of concern that the Council was looking to address through health and wellbeing initiatives. The Health and Safety Executive Survey and Joint Health and Wellbeing Survey across WBC and GBC looked at identifying areas for improvement; significantly workload and bullying (data suggested that this was coming to officers through members of the public most predominantly seen in planning and housing services). He noted that the Council was looking to improve

guidance to members of the public as well as offering training on staff resilience and managing workload. In terms of benchmarking and comparing to other Councils, Jon noted that the Health and Safety Executive Survey allowed broad benchmarking against other councils, in which WBC performed in the upper quartile in terms of managing health and wellbeing however it did not allow for more specific comparisons. Robin Taylor further confirmed that item 9.2.2 of the Q4 Corporate Performance Report included commentary on staff sickness and staff turnover in comparison to other Surrey District and Borough Councils. **Cllr Barker-Lomax suggested that more work is done to gain clearer benchmarking figures in relation to the Workforce Profile.**

**Members requested more information on vacancy rates by department. Jon Formby agreed to share this information with the Committee at a later date**

Jon Formby addressed the Committee and noted that one key area of concern was the age profile of the workforce and noted that the Council were looking at initiatives and succession planning to increase our younger workforce as well as retaining them. Cllr Wicks raised a point around agile working, referenced in the report and questioned its effect on staff retention and morale. She indicated that this may particularly be effecting younger staff adapting to the office environment and more challenging aspects of the job due to lack of supervision. **Cllr Barker-Lomax requested specific data on the number of staff working from home by department and which measures are in place to ensure representation is in place to ensure staff are available in person on a daily basis. Members were keen to receive a separate report based on agile working data and the impacts on staff performance, retention and morale. John Formby and Robin Taylor agreed to these recommendations.**

Cllrs Davidson and Wicks noted a lack of declarations in the staff ethnicity and religion data and queried the validity of this data. Jon Formby noted that this was a difficult area but the Council offers staff an opportunity to declare this information at the beginning of employment as well as annual surveys, but efforts will continue. Cllr Davidson further queried the use of AI to fill gaps in the workforce. Cllr Follows addressed the Committee and informed them that he recently attended a presentation by a provider that uses low level AI in areas such as planning checks and flags issues that will need officer input. This may be something the Council will consider in the future. He explained that this could remedy areas where staff recruitment and retention were persistently struggling such as planning. The Committee would like to further look at the potential for AI in delivering Council services; this can be added to the work programme.

**The Committee resolved to make the following recommendations to officers in relation to the report:**

- **Committee to receive more information on vacancy rates**
- **Committee to receive information on the effects of the collaboration on staff morale**



- **Committee to receive report on agile working and it's impact on staff and staff retention rates**
- **Committee to receive clearer benchmarking figures**

28 PRESENTATIONS FROM HEADS OF SERVICE (Agenda item 9)

The Executive Heads of Services addressed the Committee.

Abi Lewis, Executive Head of Planning and Regeneration Policy, sent apologies and agreed to circulate a presentation to the Committee Members at a later date.

The Chair noted that the Service Areas that fall into the remit of the Committee were outlined in the Q4 Performance report, as follows;

- **Assets and Property** – page 15
- **Communications and Customer Service** – page 19
- **Finance** – page 23
- **Housing Services** – page 27
- **Legal and Democratic Services** – page 36
- **Organisational Development** – page 39
- **Regeneration and Planning Policy** – page 42  
(Corporate capital projects and housing delivery)

29 CORPORATE PERFORMANCE REPORT Q4 (Agenda item 8)

**The Committee discussed concerns around Housing and Complaints and resolved to make the following recommendations:**

- Committee to set up sub-group to look at issues within Housing and rise in complaints linked to performance issues with responsive repairs, etc. Group to focus on repairs information, red KPIs and complaints. Remit of sub-group yet to be established in consultations with the Executive Head of Housing Services, Andrew Smith. Cllrs Lauren Atkins, Terry Weldon and Michaela Wicks put themselves forward to join the sub-group.
- The Committee commented on the need for benchmarking – a comparison with how WBC is doing nationally or in Surrey i.e. return in investment, staff turnover figures, etc. Cllr Follows noted DLUHC letter from Michael Gove introducing number of metrics to ensure Councils can be directly compared with each other across Local Authority boundaries. DLUHC issued an additional set of metrics. Letters to be shared with Committee.
- Rosie Plaistow to provide Committee with yearly figure on General fund summary table (pg.71), balanced to figures seen in the Q3 Performance Report.
- Committee to receive progress update report on the Ockford Ridge deep retrofit refurbishment

30 COMMITTEE WORK PROGRAMME (Agenda item 6)

**The Committee agreed to bring the following items to the work programme, with dates to be decided;**

- Collaboration and business transformation update; to include Services Review and Service Challenge process
- Follow up on the Workforce Profile including; agile working, impact of collaboration on staff, vacancy rates by department, benchmarking and AI potential.
- Asset Investment Strategy update/separate offline session on the Asset Investment Strategy
- Economic Development Strategy update
- Separate offline session on MTFP and budget strategy to be set up in early September with Rosie Plaistow and Cllr Merryweather. O&S Resources Members to gain deeper understanding on how to scrutinise the budget.
- Ockford Ridge deep retrofit refurbishment progress update
- Report/update on Godalming and Farnham BID projects referenced on Executive Forward Programme
- Committee to look at and discuss DLUHC request for metrics and comparative data
- Committee to consider remit and terms of reference of the proposed Housing scrutiny sub-group.

31 EXCLUSION OF PRESS AND PUBLIC (Agenda item 10)

**The meeting commenced at 7.00 pm and concluded at 9.20 pm**

**Chairman**

## WAVERLEY BOROUGH COUNCIL

### OVERVIEW & SCRUTINY COMMITTEE – RESOURCES 19 SEPTEMBER 2023

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#### Business Improvement Districts – Farnham and Godalming

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

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

**Key decision:** Yes

**Access:** Public

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#### 1. Purpose and summary

- 1.1 The business communities in Farnham and Godalming are progressing with developing Business Improvement Districts (BIDs) in their High Street areas. They have each produced business plans and intend to go to ballot in October 2023. This follows a success BID ballot in Cranleigh in June 2023 (information available here: <https://cranleighbid.co.uk/>).
- 1.2 Waverley Borough Council (WBC) is a business rate payer, and as such will have a number of votes (relating to the number of rateable properties) to cast in the ballot. If the outcome of the ballot is positive, the Council will be required to pay the levy contribution, regardless of how the Council voted in the ballot. The estimated cost to the Council in the event of positive ballots in each town is set out in section 4.18 of the report.
- 1.3 Whilst the BIDs are being developed independently the Council has supported this work as part of its Economic Development Strategy and corporate priorities to help sustain and develop the vitality and vibrancy of the Borough's High Streets.
- 1.4 The Farnham and Godalming BID Project Manager will be attending the Resources O&S meeting to present to Members an outline of what is proposed for their town BIDs and will be able to respond to questions on the advantages of a BID for the settlement.
- 1.5 The final Business Case for each BID will be published in September prior to the ballot opening in October so that affected business rate payers are able to make a judgement on whether they wish to cast their ballot in support of the BID (Appendices 1 and 2).

## **2. Recommendation**

- 2.1 The Overview & Scrutiny Committee – Resources is invited to:
- (a) Consider and comment on WBC’s support for the BID business plans submitted for Farnham and Godalming; and
  - (b) Note the cost to WBC, as a Business Rate Payer, in the event of the two BID ballots being successful.
- 2.2 The Committee is invited to make observations and/or recommendations to the Executive on the above matters, including an indication on how Waverley should cast its ballot in each of the forthcoming ballots.

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

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

## **4. Background**

- 4.1 The British high street is facing significant pressures from the change in customer buying behaviour due to online shopping, falling footfall numbers, high rents and high business rates. The pandemic compounded issues for the physical high street when consumers moved to online shopping. This trend has continued post pandemic. In Waverley, retail offers 6,000 jobs, second to the education sector with 8,000 jobs.
- 4.2 Across the country, BIDs have been developed to try and address this trend, seeking to generate additional investment for focused activities to support retail and other businesses in high streets. Legislation enabling the formation of BIDs was passed under the Local Government Act 2003, specifically the BIDs (England) Regulations 2004.
- 4.3 A BID is a not for profit company formed within a defined geographical area and delivers a programme of agreed actions set out in an approved business plan. There are currently over 330 BIDs in the UK. The BID is formed following a vote of all eligible businesses liable for business rates within the BID area and will generate sufficient funding to implement the business plan.
- 4.4 A successful vote is one that has a simple majority both in votes cast and in rateable value of votes cast. Each business entitled to vote in a BID ballot is allowed one vote in respect of each property occupied or (if unoccupied) owned by them in the geographical area of the BID. There is not a minimum turn out required, but validity could be questioned with a low turnout (15%), for example if the ballot is during the summer holiday period or without sufficient consultation.
- 4.5 Activities that might be funded by a BID include town centre management, marketing, community safety initiatives and improvements to the physical environment (e.g. Christmas lights and wayfinding). Activities proposed can be found in the business plans.

- 4.6 In formulating the scope of the business plan and the thresholds for inclusion in the BID, once approved through a ballot, all business rate payers will contribute within the defined area. The BID will run for five years after which another ballot must be held if the BID is to continue.
- 4.7 Once BIDs have been voted in by a ballot, they generally continue past their first term. For example, the 'Experience Guildford' BID was initially set up with a 5-year lifespan, but due to its strong performance it has now successfully been extended into a third 5-year term. This BID raises £500,000 per annum.
- 4.8 "Experience Guildford" successes to be continued during 2023-28 include:
- Employ five town rangers – who make over 450 business visits per year.
  - Annual Customer Service Awards.
  - 2,000 employees provided training.
  - Guildford Business Crime Reduction Partnership (BCRP) – 236 members including Guildford Borough Council, Surrey Police and homeless outreach/support agencies.
  - In the Business Crime Reduction Partnership (BCRP) exclusion scheme, 230 warning letters have been handed out since Oct 2020 with 90% of recipients not re-offending.
  - Provide taxi marshals three nights a week and late-night bus security twice a week. Reduced alcohol-related incidents by 85% in their first year.
  - Welfare Champions trained and in place in the late-night venues.
- 4.9 The main benefits of a BID to the business community of an area are:
- An open and accountable partnership between the private and public stakeholders.
  - An ability to plan long-term as the funding lasts for five years.
  - An equitable share of the BID costs amongst all eligible businesses.
  - A distinction between the Borough Council, County Council and Police base line services and enhanced services to encourage economic prosperity for the three settlements concerned.
  - Increased scope for sustainable economic development through inward investment.
  - Enhanced infrastructure investment.
  - Support local employment by enabling the settlements to compete favourably with competitor destinations and online services.
  - The ability to bring in additional funding, in kind funding, grant funding, event sponsorship.
- 4.10 The responsibilities for a local authority in enabling the establishment and successful operation of a BID are:
- Being familiar with the BID Regulations.
  - Rating List Holder.
  - Service Provider - for provision of statement of existing baseline services.
  - Collection of the BID Levy.
  - Ballot Holder - for provision of Ballot Services (this can be outsourced).
  - Notification of Ballot Outcome.
  - Declaring a Ballot Void.

- Termination Procedure.

### Development of the three BIDS in Waverley

- 4.11 The four Chambers of Commerce requested WBC's support in 2017 to fund a feasibility study into a BID for the borough. In 2019 following a procurement process, Mosaic Partnership, who have supported over 100 BIDs, undertook a feasibility study funded by WBC. The study indicated that the implementing BIDs in the four main settlements could achieve additional investment of approximately £4,121,095 over the five-year BID term.
- 4.12 Post pandemic, three Chambers of Commerce (Cranleigh, Farnham and Godalming) have been progressing with business engagement, forming working groups and raising awareness of the process and benefits of BIDs for their High Streets.
- 4.13 In 2021 WBC allocated £40,000 of the Additional Restrictions Grant to support this process, which enabled the employment of Mosaic Partnership to develop the BIDs ready to go to ballot with a BID business plan for each settlement in June or September 2023. The Secretary of State has been informed of these dates.
- 4.14 Haslemere Chamber of Trade and Commerce decided not to progress with the BID process in the town following the pandemic. The reasons for this being the projects they had first identified, such as sourcing employee parking and plans for public toilets in Weyhill, have been resolved during the pandemic.
- 4.15 Cranleigh businesses voted in favour of the BID in June 2023. This will commence on the 1<sup>st</sup> November 2023.

### Financial implications of the BIDs

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

Cranleigh	181 businesses 2% levy £94,000 income p.a.
Farnham	427 businesses 2% levy £307,000 income p.a.
Godalming	282 businesses 2% levy £173,000 income p.a.

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

<b>BID area</b>	<b>Number of commercial units owned by WBC</b>	<b>Annual levy payable</b>
Cranleigh	2	£2,920
Farnham	9	£17,200
Godalming	7	£23,880
<b>TOTAL</b>	<b>18</b>	<b>£44,000</b>

For full details of the units included see Appendix 3.

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

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

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

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

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

## **6. Implications of decision**

### **A. Resource (Finance, procurement, staffing, IT)**

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

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

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

6.3 The Council will also need to purchase additional software to enable the collection of the BID levy should the BIDs be successful. The capital expenditure outlay costs of the Civica software required will be funded by the Council £43,000, to keep the administrative costs of the BID below 5%. This commitment was approved by Executive in June 2023. The ongoing cost of this software can be recovered from the BIDs.

## **B. Risk management**

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

## **C. Legal**

**Drafted by: Jayne La Grua, Interim Deputy Borough Solicitor**

- 6.5 The development and management of BID areas is not directly a matter for the Council, although we have powers to assist and support. The Council has formal duties to administer and manage the ballot process in accordance with legislation (it may use contractors to support this process).
- 6.6 The Council is also responsible for the administration of the National Non Domestic Rates process, accordingly it will collect and administer the payment of the BID levy.
- 6.7 Whilst the Council is a key stakeholder in town centres (and may have a vote dependant on land holdings), it does not control the BID company, although it may have a representative on the company Board.

## **D. Equality, diversity and inclusion**

- 6.8 The Council has a statutory duty under section 149 of the Equality Act 2010 which provides that a public authority must, in exercise of its functions, have due regard to the need to: (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The relevant protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 6.9 This duty has been considered in the context of this report and it has been concluded that there are no specific equality, diversity or inclusion implications arising from this report.

## **E. Climate emergency declaration**

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

## **7. Consultation and engagement**

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



- 7.2 The BID working groups are undertaking extensive consultation with the businesses within the BID areas.
- 7.3 Executive have received verbal updates bi-monthly for the last six months at briefing sessions.

**8. Other options considered**

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

**9. Governance journey**

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

Farnham and Godalming BIDs

<b>Meeting</b>	<b>Date</b>
Executive briefing	12 September
Resources Overview and Scrutiny	19 September
Executive	3 October

- 9.2 Vote casting has been delegated to the Leader of the Council (an Executive decision, June 2023).
- 9.3 The decision to vote in favour of the BIDs can only be done once WBC have received their business plans, with details of the proposed levy amount and the projects proposed.
- 9.4 It should be noted that the Council could be provided with a Board position for each successful BID. The Council will need to decide the representatives to be appointed to the Boards in due course.

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**Background Papers**

There are background papers, as defined by Section 100D(5) of the Local Government Act 1972.

Additional Restrictions Grant – Covid business support proposals 2021-22

[EXECUTIVE REPORT ARG March 2021 \(waverley.gov.uk\)](http://waverley.gov.uk)

[Overview and Scrutiny Resources BID report 20 March 2023.pdf \(waverley.gov.uk\)](http://waverley.gov.uk)

[Cranleigh BID vote report Executive June 2023](#)

[Decision - Cranleigh Business Improvement District \(BID\) Ballot - Waverley Borough Council](#)

## Appendices:

Appendix 1 – Farnham BID business plan

Appendix 2 – Godalming BID business plan

Appendix 3 - WBC units liable for a BID levy

### Farnham

Prop Desc	Rateable Val	Levy (2%)	PropAddress 1	PropAddress 2
CAR PARK AND PREMISES	£201,000	£4,020	Car Park	Victoria Road
CAR PARK AND PREMISES	£125,000	£2,500	Car Park	The Hart
CAR PARK AND PREMISES	£99,500	£1,990	02221176 Car Park Wagon Yard	Lower Church Lane
CAR PARK AND PREMISES	£76,500	£1,530	02216176 Car Park Adj Sainsburys	South Street
CAR PARK AND PREMISES	£66,500	£1,330	Riverside 2 Car Park	Dogflud Way
CAR PARK AND PREMISES	£20,250	£405	02215176 Riverside Car Park	Dogflud Way
CAR PARK AND PREMISES	£12,000	£240	02217176 St James Car Park	Dogflud Way
OFFICES AND PREMISES	£19,250	£385	1st & 2nd Floors	Montrose House
OFFICES AND PREMISES	£240,000	£4,800	Wey Court East	Union Road
	£860,000	£17,200		

### Godalming

CAR PARK AND PREMISES	£181,000	£3,620	Crown Court Car Park	The Burys
CAR PARK AND PREMISES	£49,500	£990	Car Park	South Street
CAR PARK AND PREMISES	£31,000	£620	02235176 Car Park	Mint Street
CAR PARK AND PREMISES	£20,250	£405	Car Park (Lower Queen Street)	High Street
CAR PARK AND PREMISES	£37,750	£755	1176R1101	Car Park
OFFICES AND PREMISES	£775,000	£15,500	Council Offices	The Burys
SHOP AND PREMISES	£99,500	£1,990	69 High Street	Godalming
	£1,194,000	£23,880		

---

### **CONTACT OFFICER:**

Name: Catherine Knight

Position: Economic Development Manager

Telephone: 0148 3523584

Email: catherine.knight@waverley.gov.uk

Agreed and signed off by:

Head of Service: Abi Lewis, Executive Head of Service 17/08/2023

Legal Services: Jayne La Grua, Legal Services, 06/09/2023

Head of Finance: Rosie Plaistowe, Financial Services Manager 31/8/23

Strategic Director: Dawn Hudd, 24/08/2023

Portfolio Holder: Cllr Liz Townsend 31/8/23



# GODALMING

## BUSINESS IMPROVEMENT DISTRICT

Five Year Business Plan 2024-2029





# INTRODUCTION

Godalming is an attractive, historical town much loved by residents and business owners alike and held in great affection by its many visitors, often travelling from all over the world to reconnect with their heritage. But like many towns Godalming has had its ups and downs and having lived and worked here as a retailer for 45 years, I have experienced both. Now in this uncertain economic climate and with consumers' changing shopping habits it is even more important we work together to ensure the town's commercial future.

That is why working together as a community to become a Business Improvement District gives us the opportunity to take control and determine how we would like our High Street to develop over the next five years.



With the benefit of a sustainable funding stream to bring those plans and projects to life we can ensure the future of our town.

Since 2004 when the government passed the Business Improvement legislation there have been over 320 successful town bids which will generate £100 million pounds in investment over the next five years. As custodians of Godalming High Street we need to come together and vote in favour of the proposed business plan so that we can re-invigorate the trading environment.

**Viv Ellis,**  
Chair, Godalming BID

Godalming is known for its innovation and determination through the ages. Whether that is being the first town in the world to introduce public electric street lighting, developing a thriving wool trade or being home to the world-renowned Gertrude Jekyll and the truly heroic Jack Phillips, we strive to be the best we can.

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# THE GODALMING BID



Godalming is an ancient market and coaching town delightfully situated on the picturesque River Wey surrounded by beautiful countryside. The town is home to many diverse independent shops and businesses which serve the 22,000 Godalming residents as well as the surrounding villages.

With a strong sense of community and a number of associations there is always plenty to do whether sport, art, leisure or social activity. Each season many festivals and events are held in the town for family and friends to enjoy. With origins dating back to Saxon times Godalming offers historic and interesting architecture which gives the town its unique character.



# BID STATS & FACTS

THE BID BOUNDARY ENCOMPASSES  
**280+ UNITS**

ANNUAL BID INCOME OF  
**£170,000+**

RATEABLE VALUE TOTAL OF  
**£8.65M**

TOTAL BID INCOME OVER  
**5 YEARS**  
**£850,000+**

## SECTOR BREAKDOWN %

- **Retail 51%**
- **Office 30%**
- **Food & Drink 8%**
- **Other 8%**
- **Entertainment & Leisure 3%**



## THE BID AREA

This map shows the area that will contribute and benefit from the projects outlined in the business plan.



This is your opportunity to see Godalming build its potential through a Business Improvement District with over £850,000 of investment over 5 years. This document sets out what businesses have said they would like a BID to deliver.

# WHAT IS A BID?

## WHAT IS A BID?

A BID is an arrangement whereby businesses come together and decide which improvements they feel could be made in their village, town or city centre, how they will implement these improvements and what it will cost them. BIDs are financed and controlled by the businesses within the selected area. BIDs deliver additional projects and services over and above those already provided by public bodies.

## WHY DO BUSINESSES SUPPORT BIDS?

A BID is a mechanism which allows businesses to raise a sum of money to manage and deliver projects that they have identified and believe will improve their trading environment, ultimately increasing trade for those businesses who are paying for the improvements.

## HOW IS THE BID FUNDED?

Once the projects and services have been agreed by businesses, along with how they are going to be delivered and managed, they are costed and set out in a detailed business plan. The cost to each business is worked out on a pro rata basis. This is called the 'BID LEVY'. This investment is ring-fenced and can only be spent within the BID area on the projects detailed in the business plan. It is important to note that the levy has nothing to do with normal business rates which pass straight to the government. An independent and formal vote then takes place and if the majority vote is YES then ALL eligible businesses within the BID area are required to pay the BID levy.

## HOW DOES AN AREA BECOME A BID?

Normally a 'BID Task Group' is set up which is responsible for putting together a business plan setting out the projects it aims to deliver on behalf of the businesses in the BID area. This is based on a consultation process with businesses.

The business plan will include the projects, cost, delivery guarantees, performance indicators and the management structure. A confidential postal vote is held with all the businesses that would pay the BID levy getting a vote. To become a BID a majority of those that vote must be in favour by number and rateable value. A successful BID then has a mandate for a maximum of 5 years after which the BID would need to seek a re-ballot.

## HOW IS A BID MONITORED?

Like any good business plan, specific key performance indicators (KPIs) are set and performance is monitored against the KPIs by the BID board. The BID Company is answerable to the businesses that pay the BID levy, and will be required to monitor and inform its members on its progress towards the agreed KPIs.

## DOES THIS MEAN THE LOCAL AUTHORITY WILL STOP DELIVERING SERVICES?

No. BID money can only be used to carry out projects/services which are ADDITIONAL to those that the public agencies are required to provide. Prior to the BID business plan being produced, the current services being delivered by all public agencies including the Local Authority and Police are set out in Baseline Statements. Baseline Statements for the following areas are available for the Godalming BID:

## POLICE | CLEANSING | STREET LIGHTING | PARKING

The BID company can agree to provide additional resources to deliver a higher level of service over and above the benchmarked level if this is what businesses have identified they want.

Kirsty Stancombe, Black Bear Creative



**Our creative marketing agency is run by passionate locals who want to see our High Street alive and local businesses thrive; elevating Godalming to be a real destination town. It is therefore important that we join together to vote YES in October so we can benefit from over £860,000 of investment and shape the future of our town.**

# THE OPPORTUNITY

Since February 2023 we have undertaken a consultation process in Godalming and activity has incorporated newsletters, a dedicated website, face to face meetings and workshops to give businesses the opportunity to share their ideas with the BID team. All your suggestions have been considered, costed and prioritised by the Task Group and are outlined in this document.

**For a BID to be introduced, the vote must meet two conditions:**

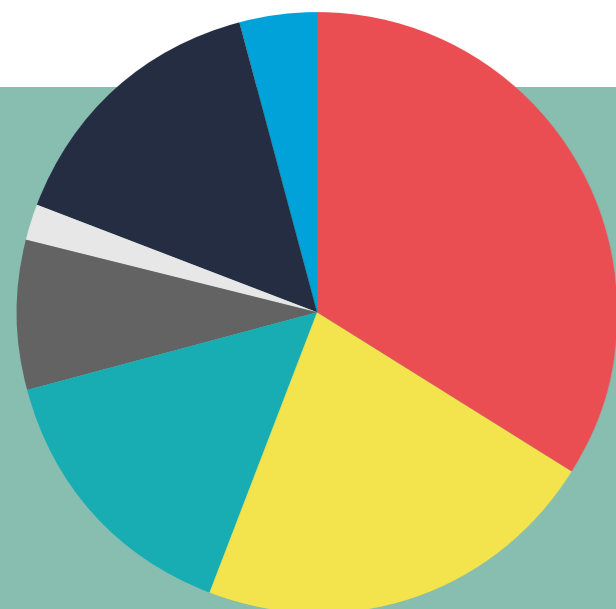
1. Over 50% of businesses that vote must vote in favour of the BID.
2. The businesses that vote yes must represent a greater total rateable value than those that vote no.

## NEXT STEPS



If you vote **YES** for the Godalming BID you will be saying **YES** to investing circa **£850,000** in the town over the next 5 years.

There are currently over **320 BIDs** across the UK with local BIDs including Cranleigh, Guildford, Camberley, Dorking, Cobham, Epsom, Walton-on-Thames, Caterham and Oxted. Several other BIDs are currently being developed in Surrey.



### EXPENDITURE PROFILE %

- **Destination Marketing 34%**
- **Digital High Street 22%**
- **Clean & Welcoming 15%**
- **Staff 15%**
- **Business Support 8%**
- **Delivery & Running Cost 2%**
- **Levy Collection Costs 4%**



Town Clerk, Godalming Town Council



**“Godalming Town Council is extremely supportive of the BID. Although it receives no income from businesses, the Town Council recognises the importance of a successful business community to the Town. It is the reason why the Town Council agreed to help fund the BID process. The BID is a unique opportunity for the Town’s businesses to prioritise business needs and importantly have funding available to deliver on those priorities.”**

## PROJECTS

# WE WILL DELIVER

### Destination Marketing - £300,000 over 5 years

We all love Godalming and want the town to thrive as an attractive visitor destination. The BID will be investing £300,000 over the next 5 years in a comprehensive marketing communications programme with the objective of branding Godalming High St and driving more footfall and spend in the town.

As a priority you would like to see a dedicated Godalming website showcasing the town as a unique destination for independent shopping, hospitality, art, history and leisure. The website will also be an effective way of communicating your business and services to a wider customer base as well as enabling businesses to collaborate with each other on a dedicated members page. Planned and managed promotional campaigns, targeting both locals and visitors from further afield, will run across social media as well as traditional platforms using new and creative ways to engage people and create brand loyalty.

Godalming already hosts a busy calendar of events in the town but BID funding can selectively contribute to their further development as well as creating new events, such as seasonal town trails, that interact directly with BID businesses and boost spending.

### Digital High Street - £275,000 over 5 years

With new technology emerging at an ever-faster pace; offering new ways to pay, park, promote and build customer relationships it is important to future proof the High Street with WiFi infrastructure that can support the roll out of new apps and services. Public WiFi will also compensate for the inconsistent mobile coverage in the town as well as being used for market research and as a promotional tool.

Next year Waverley BC will stop paying for the footfall counter in the High Street so BID funds will either maintain that service or replace with newer technology that can also track visitor origin and behaviour. Footfall data helps us to promote Godalming to potential new businesses looking to establish themselves in the town.

## Increasing Footfall

## Connecting to Customers

### Clean and Attractive - £150,000 over 5 years

We are all sad to see the many empty shop fronts which give a very drab first impression of our much loved heritage town. We want to work with landlords and their agents to do as much as we can to clean up the frontages and dress them with vinyls to create a more welcoming and attractive streetscene. We are also exploring ways to repurpose at least one empty unit as a pop-up space to encourage new businesses into the town but that will depend on landlord cooperation.

With so many diverse and interesting independent shops to visit we need to make it easier for visitors to find their way around. Introducing better wayfinding signage and digital town maps will ensure that visitors can explore all that the town has to offer.

We want to ensure a clean and attractive public realm that will encourage longer dwell time. Additional street cleansing over and above the council provision and additional planting will make for a more pleasant visitor experience.

### Business Support - £60,000 over 5 years

It is important for the BID to represent all businesses and manage relationships with town stakeholders and other local organisations so that we can work together to champion all our interests. Examples of this could be advocating for cheaper staff parking or working with the police to create a joint action against crime plan.

Collective procurement of services such as waste management, merchant services and insurance will save businesses money and the BID will also seek out further grants and funding opportunities to support development of the town. The BID will play a key role in creating a vibrant business community offering opportunities to share ideas and take advantage of skills training for personal and business development.

### How will the projects be delivered?

A Godalming BID is your chance to participate in shaping Godalming's future and realising its full potential. It will be managed by the BID board of local businesses with a part time project manager reporting to the board and responsible for day-to-day delivery of the business plan.

Looking Smarter

Reducing Costs



# THE BID LEVY

Every eligible BID business in the area shown in the boundary map will pay the BID levy which is calculated as 2% of the rateable value of its premises. The levy rate will not change throughout the duration of the BID term.

The levy will be collected by Waverley Borough Council on behalf of the BID Company and transferred to the BID Company's bank account.

This income is then ring-fenced and only used to fund the priorities included in this business plan.

Examples of what your will pay:

RATE VALUE OF PREMISES	ANNUAL LEVY PAYABLE
Below £5,000	Exempt
£5,000	£100
£10,000	£200
£20,000	£400
£40,000	£800
£60,000	£1,200
£100,000	£2,000
£250,000	£5,000

Over 60% of businesses will pay less than a £2.50 per day

The Godalming BID will raise approximately £173,000 per annum from the levy – raising £865,000 over 5 years. We will use that income to leverage additional funds from grants and other opportunities as they arise.

## BID MEMBERSHIP

Any BID levy payer or equivalent financial contributor can become a member of the BID Company. This enables them to take part in the decision-making process, as well as stand for and vote during Board of Director elections.

## VOLUNTARY CONTRIBUTIONS

Voluntary investment can be made by any businesses that are exempt such as those that have a rateable value of £5,000 or less and businesses located outside the BID area. This will entitle them to all the projects and services outlined in this business plan as well as full rights as members in the management and governance of the BID company. Details and eligibility will be set by the Board.

2024-2029

# BUDGET FORECAST

The proposed budget is set out below:

BID INCOME	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL
Levy	173,000.00	173,000.00	173,000.00	173,000.00	173,000.00	865,000.00
Assume 15% add income	26,000.00	26,000.00	26,000.00	26,000.00	26,000.00	130,000.00
<b>Total Income</b>	<b>199,000.00</b>	<b>199,000.00</b>	<b>199,000.00</b>	<b>199,000.00</b>	<b>199,000.00</b>	<b>995,000.00</b>

BID EXPENDITURE						
Destination Marketing	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	300,000.00
Digital High Street	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	275,000.00
Clean & Attractive	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	150,000.00
Business support	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	60,000.00
Delivery & running costs	3,100.00	3,100.00	3,100.00	3,100.00	3,100.00	15,500.00
Staff	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	150,000.00
Levy collection costs	8,900.00	8,900.00	8,900.00	8,900.00	8,900.00	44,500.00
	<b>199,000.00</b>	<b>199,000.00</b>	<b>199,000.00</b>	<b>199,000.00</b>	<b>199,000.00</b>	<b>995,000.00</b>

## ADDITIONAL INCOME

BIDs across the UK on average generate 15% in additional income over a 5-year term. The Godalming BID will endeavour to do this through grant funding and other income generating opportunities. It is expected that this will generate over £26,000 in additional funding per annum to be invested back into the projects outlined in this plan.





# BID GOVERNANCE & MANAGEMENT

**If the BID Ballot is successful, an independent, not-for-profit company, limited by guarantee, will govern the BID. The Board will have up to 15 Directors made up of representatives from levy paying businesses or voluntary contributors. Additional, non-levy paying members may be co-opted, as required.**

Board Director positions are unpaid and voluntary and include a mix of all sectors of business that operate within the BID area as well as having the necessary skills and experience required to deliver the Godalming BID business plan.

Board elections will be held and any levy paying business or equivalent financial contributor will be eligible to stand as a BID Board Director. Nominated representatives from Waverley Borough Council will also be present at board meetings.

By becoming a member of the BID company you can have your say in controlling how the funds are spent and also holding the BID company accountable throughout the 5 year term. The BID company will not be able to make a profit and any surplus must be spent on the projects and services agreed by the levy payers and Board of Directors.

In the first year, the BID Task Group who have been involved with the development of the BID will form an interim Board to allow for continuity. Elections to the Board will then take place in the second year. One of the Directors will then be voted in as Chairperson by the Directors.

There will be regular updates via newsletters and e-bulletins. The annual reports and accounts will be produced at the end of each year and available to members.

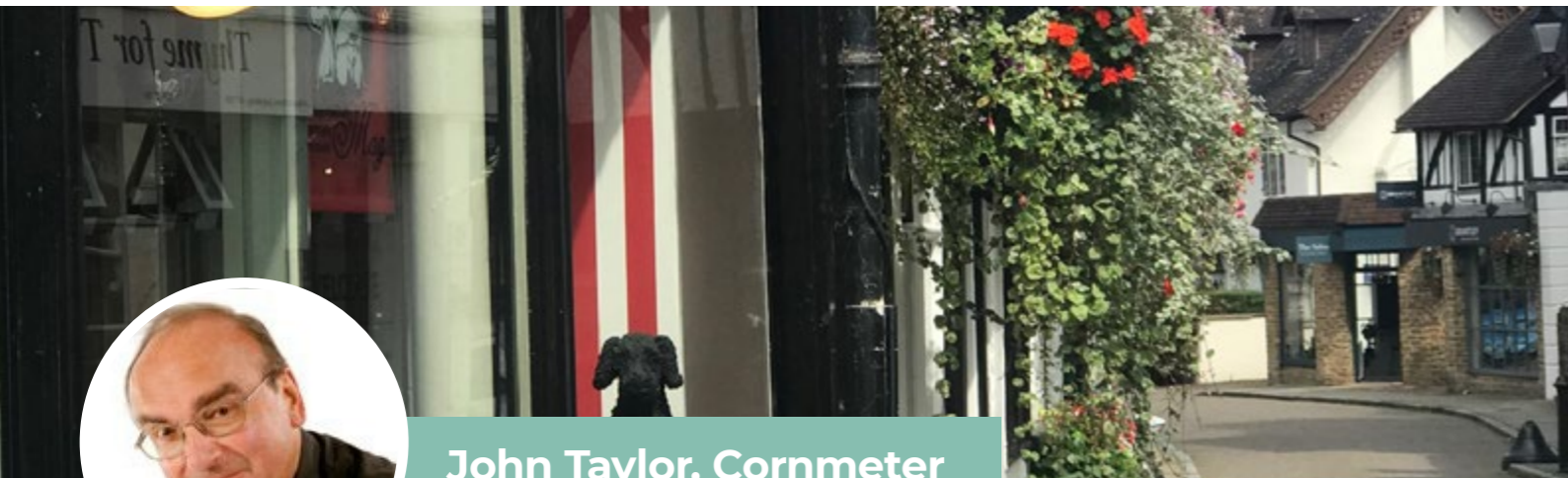
## MEASURING PERFORMANCE

The board will set key performance indicators (KPIs) and criteria upon which to measure the BID's performance, for example: annual surveys, visitor numbers, new business activity, media coverage, website and social media interaction. The BID will keep businesses updated on a regular basis through the website, newsletters, face to face meetings and annual meetings.

# BID LEVY RULES & BALLOT

- The BID Regulations of 2004 (as amended), approved by the Government, set out the legal framework within which BIDs will have to operate, including the way in which the levy is charged and collected, and how the ballot is conducted.
- The BID levy rate will be fixed for the full term and will not be subject to variation by the annual rate of inflation. This will be set on the 1st of April each year using the most current Non-Domestic Ratings list. It will be updated for any changes in ratepayer appeals, additions, or removals.
- The BID Levy will be applied to all eligible business ratepayers within the defined area with a rateable value of £5,000 or above.
- The following exemptions to the BID Levy apply:
  - Those with a rateable value of less than £5,000
  - Non-retail charities with no paid staff, trading arm, income or facilities
  - Not-for-profit subscription and entirely volunteer-based organisations
  - Business that fall in the following sectors – industrial, manufacturing, storage and workshops.
- The minimum levy amount payable will be £100.
- The BID levy will be paid by any new ratepayer occupying any existing hereditaments (a business rated property) within the BID area.
- New hereditaments will be charged from the point of occupation based on the rateable value at the time it enters the rating list, even though they did not vote on the initial proposal.
- If a business ratepayer occupies premises for less than one year, the amount of BID levy payable will be calculated on a daily basis.
- Empty properties, those undergoing refurbishment or being demolished will be liable for the BID levy via the registered business ratepayer with no void period.
- The BID levy will not be affected by the small business rate relief scheme, exemptions, relief, or discounts prescribed in the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 made under the Local Government Finance Act 1988.
- The BID Company will operate a 'closed year system'. In case of revaluations/backdating of business rates for premises, the BID Levy payments will not be backdated and/or refunds provided
- VAT will not be charged on the BID levy.
- The billing body is authorised to collect the BID levy on behalf of the BID Company.
- The levy income will be kept in a separate ring-fenced account and transferred to the BID.
- Collection and enforcement arrangements will be like those for the collection and enforcement of non-domestic business rates with the BID Company responsible for any debt write off. The BID area and the levy rate cannot be altered without a further ballot.
- The BID projects, costs and timescales can be altered subject to Board approval providing the changes fall within the income and overall objectives of the BID.
- The levy rate or boundary area cannot be increased without a full alteration ballot. However, if the BID Company wishes to decrease the levy rate during the period, it will do so through a consultation, which will, as a minimum, require it to write to all existing BID levy payers. If more than 25% object in writing, then this course of action will not proceed.
- The BID Board will meet at least six times a year. Every levy paying business or equivalent financial contributor will be eligible to be a member of the BID Company and attend General Meetings.
- The BID Company will produce a set of annual accounts available to all company members.
- The BID will commence on 1st April 2024 and will last for five years. At the end of five years a ballot must be held if businesses wish the BID to continue.

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**John Taylor, Cornmeter**

***“I believe that the BID can deliver a brighter future for Godalming by attracting more visitors and customers to the town helping businesses to flourish and creating a more vibrant local economy.”***



**Patsy Bell, Calico**

***“This BID allows business to pool resources, to protect Godalming’s Town Centre today and as seed funding to grow for tomorrow.”***

# THE BID BALLOT

All eligible businesses have the opportunity to vote.

The ballot will be conducted through an independent, confidential postal vote conducted by the Returning Officer at Waverley Borough Council which is the responsible body as determined by the BID legislation.

Each eligible ratepayer will have one vote in respect of each hereditament within the BID area, provided they are listed on the National Non-Domestic Rates List for the defined area as provided by Waverley Borough Council. Organisations occupying more than one hereditament will have more than one vote.

A proxy vote is available and details will be sent out by the Returning Officer at Waverley Borough Council.

Ballot papers will be sent out to the appropriate organisation from **3rd October 2023** to be returned no later than **31st October 2023**.

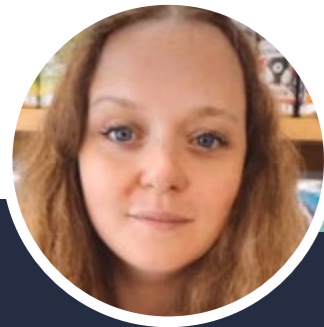
For the BID to go ahead, two conditions must be met:

- More than 50% of businesses that vote must vote in favour
- Of the businesses that vote, the 'yes' votes must represent more than 50% of the total rateable value of all votes cast.

The results of the ballot will be declared on **1st November 2023**.

Streets included in the BID area are listed below:

- |                     |                  |
|---------------------|------------------|
| Bridge Mews         | Moss Lane        |
| Bridge Road         | Pound Lane       |
| Bridge Street       | Queen Street     |
| Church Street       | Station Approach |
| Flambard Way        | Station Road     |
| Great George Street | The Burys        |
| Haskells Yard       | The Wharf        |
| High Street         | Wharf Street     |
| Lower South Street  | Wiggins Yard     |
| Mint Strett         |                  |



**Emily Gore, Peppered Pear Pantry**

*“As a small independent retailer with a background in face-to-face businesses it is clear to me that Godalming has the foundations of a fantastic high street, with a little love, attention and support we can restore this quaint little town to its former glory.”*

# MEET THE TASK GROUP

Local business people and key stakeholders have been guiding the Godalming BID through the consultation phase. They are passionate about using this opportunity to reinvigorate the town for the enjoyment of all.



**Patsy Bell**  
Calico



**Viv Ellis**  
Godalming Museum



**Laura Goddings**  
Yard Market



**Emily Gore**  
The Peppered Pear Pantry



**Catherine Knight**  
Waverley Borough Council



**Sophie Pringle**  
Pringle & Pringle



**Renato Rufus**  
SI Capital



**Emma Sheen**  
The Godalming Art Shop



**Kirsty Stancombe**  
Black Bear Creative



**John Taylor**  
Cornmeter



**Godalming Town Council**  
Stakeholder

# GODALMING

## BUSINESS IMPROVEMENT DISTRICT

Five Year Business Plan 2024-2029



For further information please contact:

Frances Pearce, BID Project Manager

[info@godalmingbid.co.uk](mailto:info@godalmingbid.co.uk)

Tel: 07400 467509

[www.godalmingbid.co.uk](http://www.godalmingbid.co.uk)

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**Vote for a better future**



**Farnham Business  
Improvement District - BID**

**Five-year Business Plan  
2024 - 2029**





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*“As a local business I fully support the BID initiative. I believe it will really help local businesses and give them independence on where the monies will be spent in the town. We will be able to have a say in town improvements, marketing, security and many other things which will ensure Farnham remains a vibrant place to run a business long in to the future.”*

**George Murray**  
*Coffee Diem*



**“ENSURE  
FARNHAM  
REMAINS A  
VIBRANT PLACE TO  
RUN A BUSINESS  
LONG IN TO THE  
FUTURE”**

## CONTACT

**ANDREW FERGUSON**  
Project Manager

07539 567169

[info@farnhambid.co.uk](mailto:info@farnhambid.co.uk)

or visit

[www.farnhambid.co.uk](http://www.farnhambid.co.uk)





## Introduction

As a proud member of the business community, I understand the importance of adapting to the challenges we face to keep our town thriving. By voting YES, we can ensure that the priorities we have identified will be delivered over the next five years and provide a welcoming and exciting environment for people working, living in and visiting our town.

The Business Plan will ensure Farnham Town Centre improves and grows without losing the essence of the town, heritage and culture.

This can be achieved through being part of a BID. A BID as it enables businesses to have a voice and dictate investment within their town by investing in initiatives. This will increase footfall and welcome new businesses within the town and build on the already strong foundations of having World Craft Town status, vibrant markets, food festivals, high quality places to eat and drink as well as an abundance of community spirit.

**Liz Flanagan**

**Chair, Farnham BID  
Operations Manager, Elphicks**





# The BID in numbers

- . . . .
- **Over £1.5 million Investment in the Town over 5 years**
- **Town centre incorporating 33 streets**
- **425+ Business Rated Units within BID boundary**
- **Over £15m Rateable Value**
- **Over £300,000 pa raised for BID work**

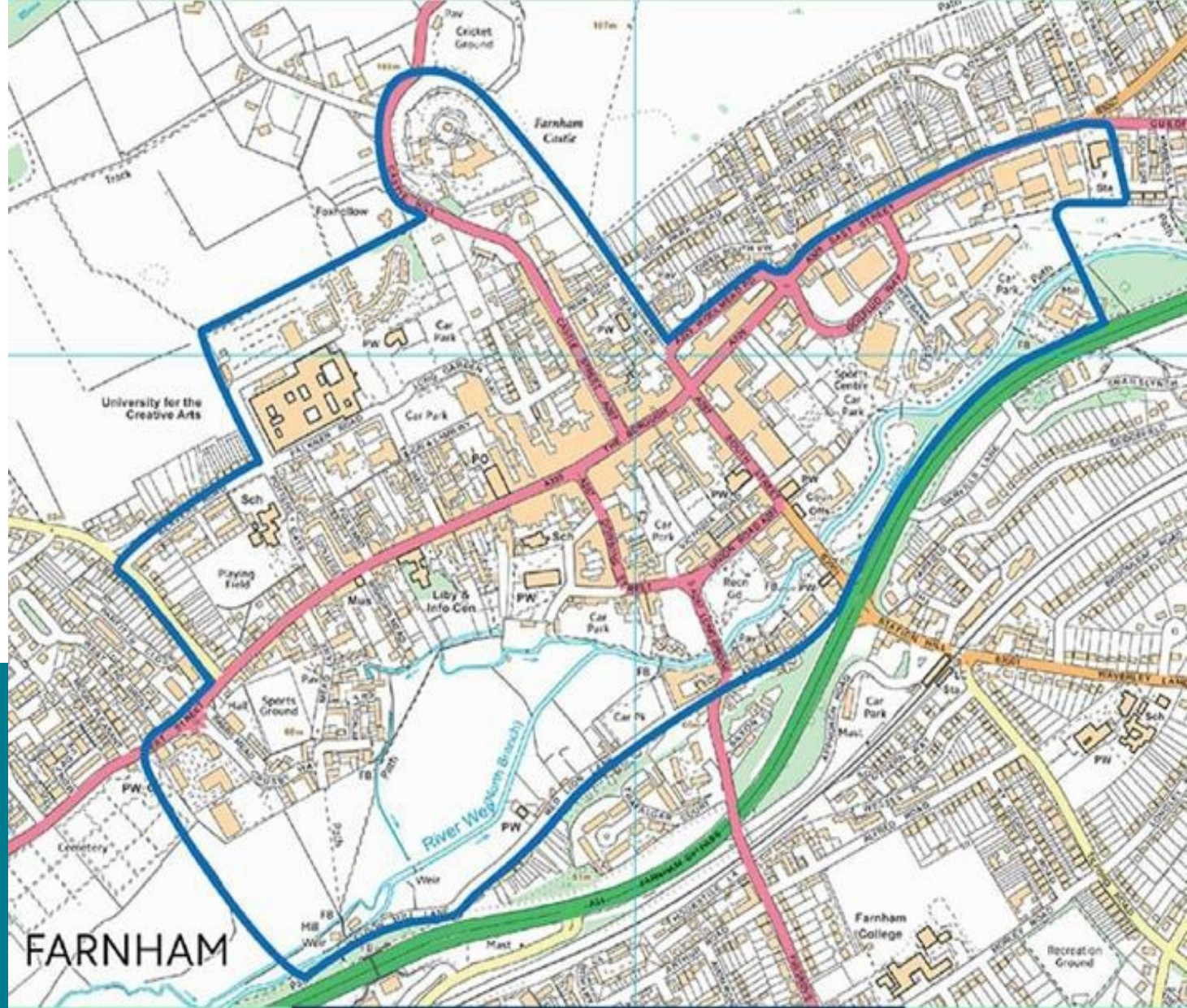


The map shows the area that will contribute and benefit from the projects laid out in this business plan. If you are unsure whether you will pay the BID levy, please contact a member of the BID Team.

# THE FARNHAM BID AREA

Abbey Street  
 Arundell Place  
 Bear Lane  
 Borelli Yard  
 Bridge Square  
 Castle Hill  
 Castle Street  
 Crondall Lane  
 Crosby Way  
 Dogflud Way  
 Downing Street  
 East Street  
 Falkner Road  
 Lion & Lamb Way  
 Lion & Lamb Yard  
 Long Garden Walk

Lower Church Lane  
 Marston Road  
 Mead Lane  
 Mike Hawthorn Drive  
 Monks Walk  
 Red Lion Lane  
 Ridgway Hill Road  
 Riverside Park Ind. Est.  
 South Street  
 St Georges Yard  
 The Borough  
 The Hart  
 Union Road  
 Upper Church Lane  
 Victoria Road  
 West Street  
 Woolmead Road



**BUILDING  
 BUSINESSES  
 TOGETHER**

## WHAT ARE BIDS?

BIDs are an arrangement whereby businesses come together and decide which improvements they feel could be made in their town or city centre, how they will implement these improvements and what it will cost them. BIDs are financed and controlled by the businesses within the selected area. BIDs will deliver additional projects and services over and above those already provided by public bodies.

## WHY DO BUSINESSES SUPPORT BIDS?

A BID is a mechanism which allows businesses to raise a sum of money to manage and deliver projects that they have identified and believe will improve their trading environment, ultimately increasing trade for those businesses who are paying for the improvements.

## HOW IS THE BID FUNDED?

Once projects and services have been agreed by businesses, along with how they are going to be delivered and managed, they are costed and set out in a detailed business plan. The cost to each business is worked out on a pro rata basis. This is called the 'BID LEVY'.

This investment is ring-fenced and can only be spent within the BID area on the projects detailed in the business plan. It is important to note that the levy has nothing to do with normal business rates which pass straight to the government. An independent and formal vote then takes place and if the majority vote is YES then ALL eligible businesses within the BID area are required to pay the BID levy.

## HOW DOES AN AREA BECOME A BID?

Normally a 'BID Task Group' is set up which is responsible for putting together a detailed business plan setting out the projects it aims to deliver on behalf of the businesses in the BID area. This is based on a detailed consultation process with businesses. The business plan will include the projects, costs, delivery guarantees, performance indicators and the management structure. A confidential postal vote is held with all the businesses that would pay the BID levy getting a vote. To become a BID a majority of those that vote must be in favour by number and rateable value. A successful BID then has a mandate for a maximum of 5 years after which the BID would need to seek a re-ballot.

## HOW IS A BID MONITORED?

Like any good business plan, specific key performance indicators (KPIs) are set and performance is monitored against the KPIs by the BID board. The BID Company is answerable to the businesses that pay the BID levy and will be required to monitor and inform its members on its progress towards the agreed KPIs.



DOES THIS MEAN  
THE LOCAL  
AUTHORITY WILL  
STOP  
DELIVERING  
SERVICES?

**NO!**



BID money can only be used to carry out projects/services which are **ADDITIONAL** to those that the public agencies are required to provide. Prior to the BID business plan being produced, the current services being delivered by all public agencies including the Local Authority and Police are set out in Baseline Statements. Baseline Statements for the following areas are available for the Farnham BID:

- **Police**
- **Street Cleansing**
- **Toilets**
- **Graffiti Removal**
- **CCTV**
- **Farnham in Bloom**
- **Farnham Christmas Lights**
- **Community Events**

Additionally, Farnham Town Council currently provide the following:

The BID company can agree to provide additional resources to deliver a higher level of service over and above the benchmarked level if this is what businesses have identified they want.





## THE OPPORTUNITY

This is your opportunity to see Farnham town centre realise its potential through a Business Improvement District (BID) with over £1.5 million of investment over 5 years to shape the future of the town.

Over the past few months, businesses in Farnham have been telling the BID Team how they would like to see it improved. Open business meetings, surveys, one-to-one discussions and presentations have formed a detailed consultation process about the BID's priorities. This document sets out what Farnham town centre businesses have said they would like a BID to deliver.

Over 300 BIDs have been set up in the UK already, all investing in their local priorities. This includes towns and cities, like Farnham, such as Guildford, Camberley, Dorking, Cobham, Epsom, Walton on Thames and Cranleigh.

*“As a local business I fully support. I have been General Manager at the Bush Hotel in Farnham since October 2021 and I have lived in Farnham since 2011. I am a great believer that the unity of the businesses in a small town like Farnham is the only way to improve our footfall, security and buying power, especially in these difficult times, when I heard that Farnham is proposing to launch a BID, I did not hesitate to agree and invest my time to support it, I really hope that it will be successful.”*

**Francesco Bartolomei**  
*General Manager, Bush Hotel*



### FOR A BID TO BE INTRODUCED, THE VOTE MUST MEET TWO CONDITIONS:

1. OVER 50% OF BUSINESS THAT VOTE MUST VOTE IN FAVOUR OF THE BID.
2. THE BUSINESSES THAT VOTE YES MUST REPRESENT A GREATER TOTAL RATEABLE VALUE THAN THOSE THAT VOTE NO.



**DO YOU WANT**

Over £3 million to be invested in Farnham town centre over 5 years?



**DO YOU WANT TO**

Have a greater say in what is happening to Farnham town centre and your business?



**DO YOU WANT TO**

Save your business money through the power of joint purchasing?



**THIS IS YOUR CHANCE TO MAKE THAT HAPPEN.**

**DO YOU WANT**

More customers to spend more money in your business?



**DO YOU WANT TO**

Increase footfall, spend and dwell time?



**VOTE YES FOR THE FARNHAM BID AND IT WILL ENSURE YOUR PRIORITY PROJECTS ARE DELIVERED.**

**DO YOU WANT TO**

Make the streets of Farnham look cleaner and more attractive?



**DO YOU WANT**

Farnham town centre to be professionally marketed & promoted?



**DO YOU WANT**

To attract more and better quality businesses?



■ ■ ■ ■

## FARNHAM BID'S CENTRAL OBJECTIVES WILL BE:

- Maintaining and developing a diverse and interesting offer whilst providing a quality environment, where people can access the town centre easily and efficiently.
- Increasing footfall, spend and dwell time in the town centre by enhancing Farnham's profile as a destination both for residents and visitors as well as businesses to work and invest in.
- Embracing its invaluable heritage and position and combining it with technological innovations to remain ahead of competition in user choice, experience and offer.



## FUTURE-PROOFING OUR TOWN

We know town centres are facing unprecedented commercial and economic pressures. Online and out of town competition, demands on accessibility, business taxation and a squeeze on spending and investment are dramatically changing the way town centres need to operate and promote themselves.

Farnham has weathered past storms, remained prosperous and a desirable place to do business, but it is increasingly clear that the challenges facing both the town centre as a whole and those for individual businesses, small and large, are mounting. Major investment has already taken place at Brightwells Yard but we need to ensure that to create a successful town centre a balance

between heritage, physical assets, economic, social and cultural assets must be found.

Farnham BID will be a business body that will ensure the town is responding to these challenges. It will ensure Farnham is recognised and celebrated as an attractive destination, standing out locally, regionally, and nationally. The BID is your chance to shape Farnham's agenda and collectively act on the potential you say needs to be realised in the town.



# FARNHAM GIN FESTIVAL

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## THE PROCESS SO FAR

Over the past year the BID Team and Task Group have been talking with businesses in Farnham town centre to understand how the town centre can be developed to address business concerns, interests and priorities. This valuable information has been collected through a number of channels.

- **AUGUST 2022**

Ten strong business-led Farnham BID Task Group formed to drive development of BID along with champions and key stakeholders.

- **OCTOBER 2022**

Farnham BID website, factsheet and survey developed and distributed to all BID area businesses.

- **JANUARY – MAY 2023**

Face-to-face visits/contact with as many of the 400+ businesses within the BID area by the BID Team & Task Group.

- **FEBRUARY 2023**

Presentations to business groups, such as the Farnham Chamber of Commerce.

- **APRIL 2023**

4 business workshops held.

- **MAY 2023**

Newsletter 2 distributed to all businesses.

- **JULY 2023**

Newsletter 3 distributed to all businesses. Articles in Farnham Herald.

- **AUGUST 2023**

Drop-in centres / workshops available. The Chamber of Commerce also Canvassing Office orientated businesses.

*“Baker Law wholeheartedly backs the commendable efforts of the BID and pledges full support. We acknowledge the significance of collaboration within the business community, to bolster Farnham's appeal as a thriving business centre.”*

**Gemma McBride**  
*BakerLaw Solicitors*



If you vote YES for the Farnham BID you will be saying YES to investing over £1.5m in the town over the next 5 years into improvements that will directly benefit your business.



# THE NEXT STEPS

**3 October 2023**

Ballot Papers Issued by Post.



**31 October 2023**

Ballot closes.



**1 November 2023**

Result announced,

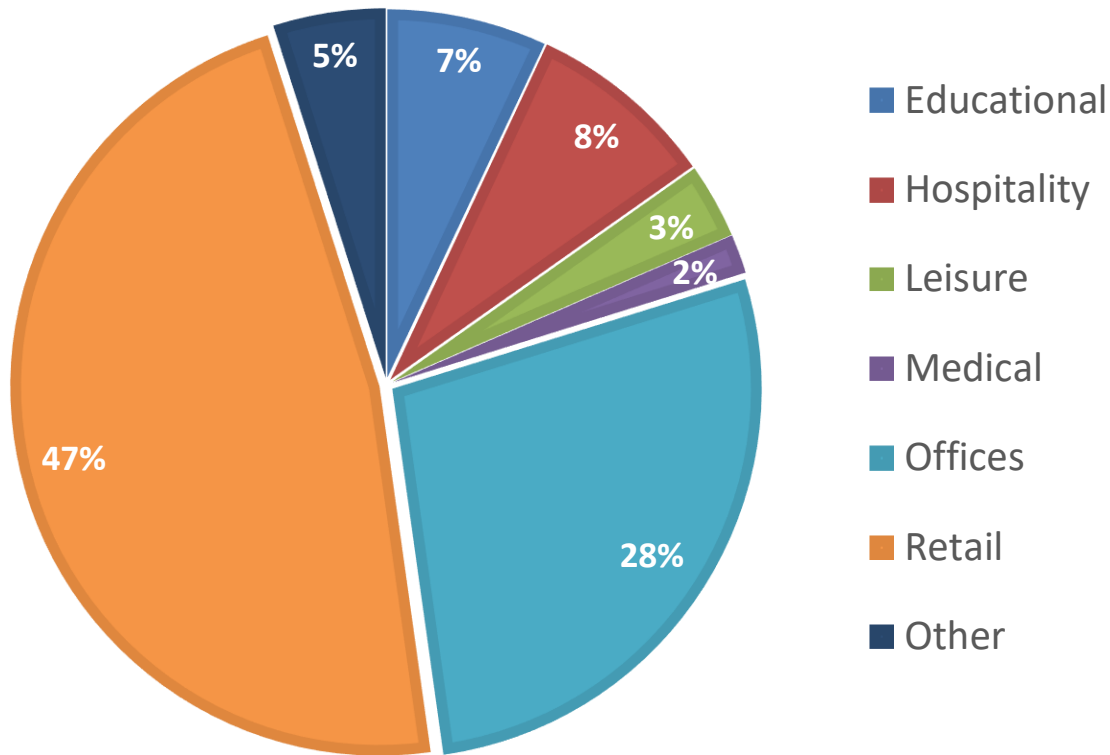


**1 April 2024**

BID period officially starts.



# FARNHAM BID AREA BREAKDOWN BY SECTOR RATEABLE VALUE



*"I support the Farnham BID as it is a unique opportunity for businesses to join together to shape a new deal for the benefit of all the businesses. New innovative thinking, energy and action can start to generate a real difference. Sharing passion between businesses and like-minded individuals around will help promote Farnham as a premier place to operate and do business".*

**Paul Adams**  
Branston Adams



.....

# PROJECTS WE WILL DELIVER

## PROJECT AND SERVICES

This is your opportunity to invest over £1.5 million into Farnham town centre over a 5-year period and lead the way to securing its future and making the changes you and other pro-active businesses want to see. Through a BID, we can respond to the challenges facing the town centre and seize the opportunity to ensure Farnham is a well marketed destination and a great place to visit, work and live.

## 1. MARKETING, PROMOTIONS & EVENTS

Over 5 years: £520,000

### YOU SAID:

*The town needs footfall. We need to reinvigorate our profile and promote the town centre not only to visitors but also to local people. We need new, creative and engaging ways of putting Farnham on the map locally, regionally and nationally.*

### THE FARNHAM BID CAN DELIVER:

- Planned and professionally managed marketing and promotion campaigns, focused on increasing footfall and highlighting Farnham's excellent offer of independents, retail, leisure, hospitality and commercial businesses.
- Using a variety of platforms aimed at both the local catchment and visitors. Creating a distinctive brand identity for the town consistent across all platforms and activities including a new website focused on promoting levy paying businesses.
- Christmas is one of the most important trading periods for a town centre. We will support and work with Farnham Town Council to ensure that Farnham offers a prime festive offer and look.





Credit: Chris Russell

# LOOKING BETTER

## 2. SAFE, CLEAN & WELCOME

**Over 5 years: £370,000**

### YOU SAID:

*We want our town centre to continue to look great and for people to be at ease and enjoy themselves.*

### THE FARNHAM BID CAN DELIVER:

- Town Rangers, as the public face of the BID, will be responsible for engaging with businesses and visitors. Their key focus will be on improving perception and experience through enhancing the level of customer service and tourist information. At the core of their role will be improving liaison and co-ordination between the businesses, users and relevant organisations responsible for the management of the town centre. Other tasks will include:
- Help reduce business crime and monitoring the street scene and contracts.
- Working with partners to ensure that cleansing and maintenance standards are enhanced.
- Working with partners to address anti-social behaviour within the town centre.
- Working with partners to ensure involvement in town centre emergency and contingency planning

*“As a creative University in our town, for us it is crucial that we have a town centre that is thriving, attractive and draws people in to visit. First impressions are key in relation to why people want to be here and play a large part in the decisions our students and staff take when choosing UCA as a destination.”*

**Prof. Mark Ellul**  
*Chief Operating Officer, UCA*



.....

# REDUCING YOUR BUSINESS COSTS



## 3. BUSINESS SUPPORT: Over 5 years: £155,000

### YOU SAID:

*The economic crisis is affecting everyone and all sectors need support and assistance in maintaining and developing their business. We need a body with power to deliver operational benefits and to act as a strong voice for business in terms of strategic development of the town, policy making, transportation and other big issues.*

## THE FARNHAM BID CAN DELIVER:

It is important for the BID to represent and manage relationship with the town's stakeholders and other local organisations so that we can work together to champion all our interests. The BID can deliver:

- An active, strong, lobbying and advocacy group. Collaborating with partners and championing your interests, it will take a lead in driving the direction of the town in the way you want to see it realised.
- We will develop and pursue investment, policies and specifically advocating for business needs. This may include the provision of incentives to attract new business such as a business incubation and development centre. This would also support and help expansion of existing businesses, for example with rental negotiations and assistance with premises and regulatory functions.

In addition, the BID can offer:

- Reduced business costs through centrally negotiated services such as trade waste, recycling, advertising and reducing energy costs by group buying.
- Incentive programmes to reward employees and users, such as a Farnham loyalty scheme to ensure people come back time and time again.
- Providing recruitment assistance for those sectors struggling to find and keep employees.



• • • •

# SHOPPER CAR PARKING INCENTIVES



## 4. ACCESS & TRAVEL

**Over 5 years: £225,000**

### YOU SAID:

*Customer experience of coming into town and moving around is putting people off. We need incentives to bring people here and encourage them to spend more time to experience what's on offer.*

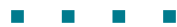
### THE FARNHAM BID CAN DELIVER:

- The introduction of public transport incentives/promotions to attract people into the town centre with a focus on tactical car parking.
- Support and work with partners to investigate the application of technological innovations to ensure ease of access to Farnham.
- Promote car sharing schemes.
- Provision of EV charging for staff and visitors.
- Work with partners to encourage the use of bicycle infrastructure.

*"The Farnham BID helps to improve and promote our beautiful historic Craft Town. The BID creates initiatives to give visitors more of a reason to spend time in and use the area. It provides a range of extra services to improve Farnham's trading environment, which go above and beyond the council remit. For anyone invested in Farnham this should be a very easy decision to say YES".*

**Michelle Quinlan**  
*Quinlan-Tyley*





## OVER 5 YEARS: £495,000

### YOU SAID:

*The town relies on visitors, residents and other communities and it is important for all of these agencies to know what is happening within the Town. Shoplifting, homelessness and begging is an issue for retailers as well as visitors and needs attention.*

### THE FARNHAM BID CAN DELIVER:

Management of the profile and quality of our night-time economy

Work towards obtaining nationally recognised status for our evening and night-time economy through programmes such as 'Purple Flag'. This includes ensuring high standards in the following areas:

- » Wellbeing – that a location is welcoming, clean and safe
- » Movement – a secure pattern of arrival, circulation and departure
- » Diversity – a vibrant choice and rich mix of entertainment and activity
- » Place – a stimulating destination

# 5. TOWN CENTRE MANAGER





Credit: John Miller



The Farnham BID is your chance to participate in shaping Farnham's future and realising its full potential. It will be managed by a Town Centre Manager. This person will be responsible for the implementation of the projects and report back to the BID Board. They will also be the point of contact for BID members, to enhance communications and ensure the interests of the BID are always at the forefront. They will head a team including, town ranger, marketing specialist and administrator.



## HOW WILL THE PROJECT BE DELIVERED





## THE LEVY

Every eligible BID business in the area shown in the boundary map will pay the BID levy which is calculated as 2% of the rateable value of its premises. The levy rate will not change throughout the duration of the BID term.

The levy will be collected by Waverley Borough Council on behalf of the BID Company and transferred to the BID Company's bank account.

This income is then ring-fenced and only used to fund the priorities included in this business plan.

Rateable Value	Annual Levy Payable	Approximate Daily Equivalent Cost
Below £5,000	Will be exempt from paying the Levy	
£5,000	£100	£0.28
£10,000	£200	£0.56
£40,000	£800	£2.20
£60,000	£1,200	£3.29
£100,000	£2,000	£5.48
£250,000	£5,000	10.96



## THE LEVY



**BID Membership:** Any BID levy payer or equivalent financial contributor can become a member of the BID Company. This enables them to take part in the decision-making process, as well as stand for and vote during Board of Director elections.

**Voluntary Contributions:** Voluntary investment can be made by any businesses that are exempt such as those that have a rateable value less than £5,000 or businesses located outside the BID area. This will entitle them to all the projects and services outlined in this business plan as well as full rights as members in the management and governance of the BID company. Details and eligibility will be set by the Board.



# BID INCOME & EXPENDITURE FORECAST

<b>INCOME</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>5 Year Totals</b>
BID Levy	£307,000	£307,000	£307,000	£307,000	£307,000	£1,535,000
Additional Income	£46,000	£46,000	£46,000	£46,000	£46,000	£230,000
<b>Total Income</b>	<b>£353,000</b>	<b>£353,000</b>	<b>£353,000</b>	<b>£353,000</b>	<b>£353,000</b>	<b>£1,765,000</b>
<b>EXPENDITURE</b>						
Destination Marketing	£104,000	£104,000	£104,000	£104,000	£104,000	£520,000
Business Support	£31,000	£31,000	£31,000	£31,000	£31,000	£155,000
Safe, Clean, & Welcoming	£74,000	£74,000	£74,000	£74,000	£74,000	£370,000
Access & Travel	£45,000	£45,000	£45,000	£45,000	£45,000	£225,000
Deliver & Running Costs	£81,000	£81,000	£81,000	£81,000	£81,000	£405,000
Levy Collection Costs	£13,000	£13,000	£13,000	£13,000	£13,000	£65,000
Contingency	£5,000	£5,000	£5,000	£5,000	£5,000	£25,000
<b>Total Expenditure</b>	<b>£353,000</b>	<b>£353,000</b>	<b>£353,000</b>	<b>£353,000</b>	<b>£353,000</b>	<b>£1,765,000</b>

## ADDITIONAL INCOME

BIDs across the UK on average generate 15% in additional income over a 5-year term.

Farnham BID will endeavour to do this through grant funding and other income generating opportunities. It is expected that this will generate over £230,000 additional funding over 5 years to be invested back into the projects outlined in this plan.

\*The budget is subject to annual review based on the evaluation of project results.

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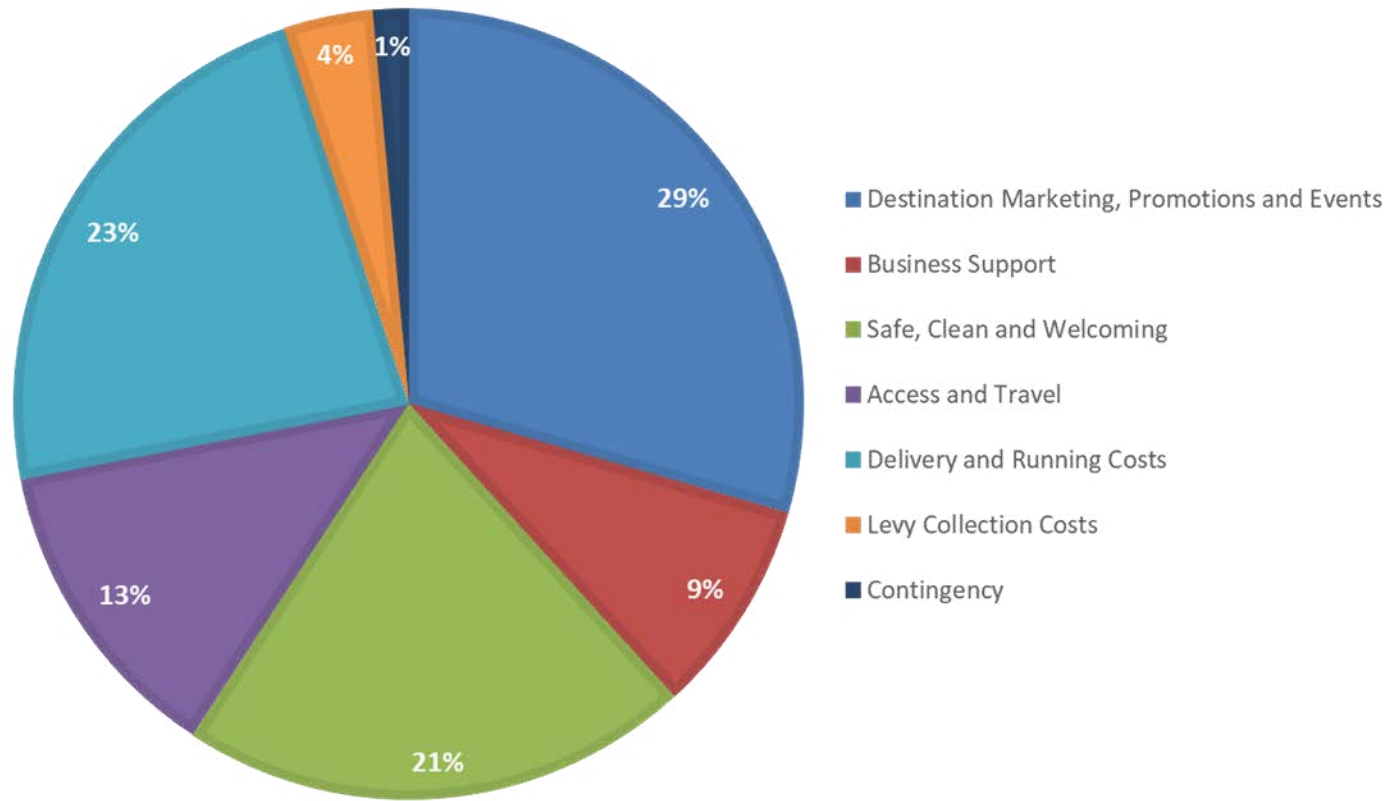
# PROJECT EXPENDITURE BREAKDOWN

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*“The business community faces many challenges. Farnham Town Council supports a business-led BID to help keep Farnham a successful, safe and welcoming town. A vibrant economy benefits both businesses and residents, and a successful BID will help achieve this.”*



**Iain Lynch**  
Farnham Town Clerk



## MEASURING RESULTS

Farnham BID and its board will keep levy payers up to date on all the projects that the BID will implement over the 5 year term in a variety of ways. It will demonstrate that it is delivering against its objectives. The board will set the key performance indicators (KPIs) and criteria upon which to measure the BID's performance. Examples of the criteria the BID may include:

- Footfall figures
- Visitor numbers
- Rental levels
- Attraction numbers
- Business mix
- Car parking usage
- Public transport usage
- New business activity
- Annual surveys
- Business feedback
- Consumer feedback
- Monitor spend figures
- Media coverage
- Website/social media interactions

This performance measurement will be carried out at regular intervals and the results will be reported back to levy payers through the following channels:

1. Annual meetings
2. Group liaison forums and briefings
3. Direct communications (for example: e-bulletins, newsletters and face-to-face meetings)

## Lynsey Luthra

### *The Maltings*



*“Having seen the difference a BID can make in other places I’ve lived and work, I am delighted to support Farnham’s BID. A BID is the opportunity for businesses to work as a collective to improve the town centre. Farnham is already a beautiful and thriving town, but it has far more potential as England’s first World Craft Town – the BID can elevate Farnham as a destination and a place to live, work and do business.”*

# BID GOVERNANCE AND MANAGEMENT



**Nick Kent**  
*Kents Property*

*“BID campaigns are often associated with retail, but rest assured as well as a successful and busy town centre, the significant Office community in Farnham are very much on the agenda for the Farnham BID”*

## BOARD POSITIONS ARE LAID OUT BELOW (13 TOTAL):



INDEPENDENT RETAILERS AND NATIONAL RETAILERS



OFFICE, COMMERCIAL AND ACCOMMODATION



FOOD & DRINK, ENTERTAINMENT & LEISURE AND  
VOLUNTARY CONTRIBUTORS

If the BID Ballot is successful, an independent, not-for-profit company, limited by guarantee, will govern the BID. The Board will have up to 15 Directors made up of representatives from levy paying businesses or voluntary contributors. Additional, non-levy paying members may be co-opted, as required.

Board Director positions are unpaid and voluntary and include a mix of all sectors of business that operate within the BID area as well as having the necessary skills and experience required to deliver the Farnham BID business plan.

Board elections will be held and any levy paying business or equivalent financial contributor will be eligible to stand as a BID Board Director. Nominated representatives from Waverley Borough Council will also be present at board meetings as observers.

By becoming a member of the BID company you can have your say in controlling how the funds are spent and also holding the BID company accountable throughout the 5-year term.

The BID company will not be able to make a profit and any surplus must be spent on the projects and services agreed by the levy payers and Board of Directors.

In the first year, the BID Task Group who have been involved with the development of the BID will normally form an interim Board to allow for continuity. Elections to the Board will then take place in the second year. One of the Directors will then be voted in as Chairperson by the Directors.

There will be regular updates via newsletters and e-bulletins. The annual reports and accounts will be produced at the end of each year and available to members.

### MEASURING PERFORMANCE

The board will set key performance indicators (KPIs) and criteria upon which to measure the BID's performance, for example, annual surveys, visitor numbers, new business activity, media coverage, website and social media interaction. The BID will keep businesses updated on a regular basis through the website, newsletters, face to face meetings and annual meetings.

# BID LEVY RULES & BALLOT

1. The BID Regulations of 2004 (as amended), approved by the Government, sets out the legal framework within which BIDs will have to operate, including the way in which the levy is charged and collected, and how the ballot is conducted.
2. The BID levy rate will be fixed for the full term and will not be subject to variation by the annual rate of inflation. This will be set on the 1st of April each year using the most current Non-Domestic Ratings list. It will be updated for any changes in ratepayer appeals, additions, or removals.
3. The BID Levy will be applied to all eligible business ratepayers within the defined area with a rateable value of £5,000 or above.
4. The following exemptions to the BID Levy apply
  - Those with a rateable value of less than £5,000
  - Non-retail charities with no paid staff, trading arm, income or facilities
  - Not-for-profit subscription and entirely volunteer-based organisations
  - Business that fall in the following sectors – industrial, manufacturing, storage and workshops
5. The minimum levy payable will be £100.
6. The BID levy will be paid by any new ratepayer occupying any existing hereditaments (a business rated property) within the BID area.
7. New hereditaments will be charged from the point of occupation based on the rateable value at the time it enters the rating list, even though they did not vote on the initial proposal.
8. If a business ratepayer occupies premises for less than one year, the amount of BID levy payable will be calculated on a daily basis.
9. Empty properties, those undergoing refurbishment or being demolished will be liable for the BID levy via the registered business ratepayer with no void period. VAT will not be charged on the BID levy.
10. The BID levy will not be affected by the small business rate relief scheme, exemptions, relief, or discounts prescribed in the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 made under the Local Government Finance Act 1988.
11. The BID Company will operate a 'closed year system'. In case of revaluations/backdating of business rates for premises, the BID Levy payments will not be backdated and/or refunds provided.
12. VAT will not be charged on the BID levy.
13. The billing body is authorised to collect the BID levy on behalf of the BID Company.
14. The levy income will be kept in a separate ring-fenced account and transferred to the BID on an agreed basis.
15. Collection and enforcement arrangements will be like those for the collection and enforcement of non-domestic business rates with the BID Company responsible for any debt write off. The BID area and the levy rate cannot be altered without a further ballot.
16. The BID projects, costs and timescales can be altered subject to Board approval providing the changes fall within the income and overall objectives of the BID.
17. The levy rate or boundary area cannot be increased without a full alteration ballot. However, if the BID Company wishes to decrease the levy rate during the period, it will do so through a consultation, which will, as a minimum, require it to write to all existing BID levy payers. If more than 25% object in writing, then this course of action will not proceed.
18. The BID Board will meet at least six times a year. Every levy paying business or equivalent financial contributor will be eligible to be a member of the BID Company and attend General Meetings.
19. The BID Company will produce a set of annual accounts available to all company members.
20. The BID arrangements will formally commence on 01 April 2024 and will last for five years. At the end of this period a ballot must be held if businesses wish the BID to continue.



# THE POSTAL BALLOT



- All eligible businesses have the opportunity to vote.
- The ballot will be conducted through an independent, confidential postal vote by Electoral Reform Services, on behalf of Waverley Borough Council, which is the responsible body as determined by the BID Regulations of 2004.
- Each eligible business ratepayer will have one vote in respect of each hereditament within the BID area, provided they are listed on the National Non Domestic Rates List for the defined area as provided by Waverley Borough Council.
- A proxy vote is available and details will be sent out by Electoral Reform Services.
- Ballot papers will be sent out to the appropriate person/ organisation on 3rd October 2023 to be returned no later than 5pm on 31<sup>st</sup> October 2023.
- For the BID to go ahead, two conditions must be met:
  1. More than 50% of businesses that vote must vote in favour.
  2. The businesses that vote 'YES' must represent more than 50% of the total rateable value of all votes cast.

## **The results of the ballot will be declared on 01 November 2023.**

Under the BID Regulations of 2004, if the BID is approved at ballot by businesses, all those eligible, regardless of how or if they voted, will be legally obliged to pay the annual levy amount.

## KEY STAKEHOLDERS

**CATHERINE KNIGHT**  
Economic Development  
Waverley Borough Council

**IAIN LYNCH**  
Town Clerk  
Farnham Town Council

**OLIVER CLUSKEY**  
Events & Tourism  
Farnham Town Council

## TASK GROUP

**COLIN CHANNON**  
Tindle News

**FRANCESCO BARTOLOMEI**  
Bush Hotel, Farnham

**GEMMA McBRIDE**  
Baker Law

**GEORGE MURRAY**  
Coffee Diem

**LIAM MOONEY**  
Waitrose

**LIZ FLANAGAN**  
BID Chair/ Elphicks Department Store

**LYNSEY LUTHRA**  
Farnham Maltings

**MARK ELLUL**  
University for the Creative Arts

**MICHELLE QUINLAN TYLEY**  
Quinlan-Tyley, Commercial Landlord

**NICK KENT**  
Kents Property

**NICK MANTELLA**  
Farnham Wine Yard

**PAUL ADAMS**  
Branston Adams

**STEVE HAMILTON**  
Hamilton'S Tea House

## YOUR BID TEAM

The Farnham BID has been guided to this point by a Task Group, of local business people, champions and stakeholders who are passionate about the future success of the town centre.





■ ■ ■ ■

## Vote for a better future



■ ■ ■ ■

Remember this will affect your business and your town centre.

**A BID in Farnham will make a real difference by securing over £1.5m of investment for the future of the town centre and of your business.**



For Further information please contact:

**ANDREW FERGUSSON**  
Project Manager

☎ 07539 567169

✉ [info@farnhambid.co.uk](mailto:info@farnhambid.co.uk)

or visit

[www.farnhambid.co.uk](http://www.farnhambid.co.uk)

\*All images used in this plan are used by permission of Farnham Town Council



# Waverley Borough Council

**Report to:** Resources Overview and Scrutiny Committee

**Date:** 8 September 2023

**Ward(s) affected:** All

**Report of Director:** All Executive Heads of Service

**Author:** Jenny Sturgess, Policy and Performance Officer

**Tel:** 01483 523 465

**Email:** [jennifer.sturgess@waverley.gov.uk](mailto:jennifer.sturgess@waverley.gov.uk)

**Executive Portfolio Holder responsible:** All Portfolio Holders

**Report Status:** Open

## Corporate Performance Report Q1 2023-24 (January – March 2023)

### 1. Executive Summary

The Corporate Performance Report, Annexe 1, provides an analysis of the Council's performance for the first quarter of 2023/24. The report is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations the Committee may wish to make to the Joint Management Team or the Executive.

## **2. Recommendation to Overview & Scrutiny Committee:**

It is recommended that the Overview & Scrutiny Committee:

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

## **3. Reason(s) for Recommendation:**

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

## **4. Purpose of Report**

The focus of this comprehensive report is the corporate level performance analysis. The data is collated at the end of each quarter and a broad range of measures have been included to provide a comprehensive picture, and these are:

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

## **5. Strategic Priorities**

Review of the Council's performance in all service areas is central to delivering all of the strategic priorities.

## **6. Background**

- 6.1 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.
  
- 6.2 The report is comprised of the corporate overview section with the Chief Executive's and Section 151 Officer's (Executive Head of Finance) comments, followed by service specific sections with Executive Heads of Service feedback on the performance in their area. The report is used as a performance management tool by senior management.
  
- 6.3 Although the report contains information about all services, each of the Overview & Scrutiny Committees is only required to consider those sections of the report, specific to its service area remit, and this has been clearly outlined in section 2 'Report Sections Summary with Scrutiny Remits of O&S Committees' of Annexe 1.

## **7. Consultations**

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

## **8. Key Risks**

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.

## **9. Financial Implications**

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

## **10. Legal Implications**

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.

## **11. Human Resource Implications**

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

## **12. Equality and Diversity Implications**

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.

## **13. Climate Change/Sustainability Implications**

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.

## 14. Suggested issues for overview and scrutiny

Feedback is sought on the performance of the service areas under its remit as set out in Annexe 1 to this report and any recommendations made to the Joint Management Team or the Executive, as appropriate.

## 15. Background Papers

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

## 16. Appendices

Annexe 1: Corporate Performance Report Q1 2023/24

Please ensure the following service areas have signed off your report. Please complete this box, and do not delete.

<b>Service</b>	<b>Sign off date</b>
Finance / S.151 Officer	16/08/2023
Legal / Governance	16/08/2023
HR	16/08/2023
Equalities	16/08/2023
Lead Councillor	22/08/2023
CMB	16/08/2023
Executive Briefing/Liaison	22/08/2023
Committee Services	

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# **Corporate**

# **Performance Report**

# **Q1 2023/24**

**Document Version: Final**

**Last update: 08/09/2023 11:54**

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

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

### 1.1 Performance Indicators RAG Rating per Status Type

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

### 1.2 Service Plans, Internal Audit, Project Management

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



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

### 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
- [Assets and Property](#) – page 12
- [Communications and Customer Service](#) – page 16
- [Finance](#) – page 19
- [Housing Services](#) – page 23
- [Legal and Democratic Services](#) – page 30
- [Organisational Development](#) – page 33
- [Regeneration and Planning Policy](#) – page 36  
(Corporate capital projects and housing delivery)

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

- [Regeneration and Planning Policy](#) – page 36  
(Economic development; planning policy, design, conservation, transport; and regeneration)
- [Commercial Services](#) – page 39

- [Community Services](#) – page 43
- [Environmental Services](#) – page 46
- [Planning Development](#) – page 50
- [Regulatory Services](#) – page 54

### 3. Corporate Dashboards – Summary of All Services (remit of Resources O&S)

#### 3.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q1 2023/24

##### 3.1.1 Q1 2023/24 Chief Executive's summary:

This is the Quarter 1 report for April to June 2023. Overall performance during the quarter is positive and stable at this early point in the financial year, with certain previously reported areas of concern now showing improvement. The report includes detailed commentary on these.

There is a favourable forecast for the year's Budget. However, local government continues to face a lot of uncertainty from economic factors and government policy. We now move into Budget setting for the coming years in the context of increasing financial challenge for local public services and some other councils issuing serious warnings about sustainability. Waverley will need to plan and act on the financial signs of stress that we foresee in the coming two years.

In May, we welcomed 50 new and returning councillors in our all-out elections, which take place every four years. This was the first set of elections with new rules on voter identification in polling stations and following the borough boundary review, which changed the map and quantity of borough councillors. The elections were a huge effort and carried out successfully. Planning for police commissioner and parliamentary elections in 2024 commences now.

As reported previously, the Council received letters earlier in 2023 from the Department for Levelling Up, Housing and Communities concerning the speed of deciding planning applications. Our latest data, submitted to the Department, indicates that Waverley has exceeded the Government's target over the most recent 2-year period.

Other headlines from this quarter include:

- The new ten-year leisure centre contract was awarded to Everyone Active
- Waverley developments won awards in the inaugural Surrey Building Control Awards
- The Executive decided to support the legal challenge to the decision of the Secretary of State to allow oil and gas exploration at Loxley Well near Dunsfold

**Tom Horwood, Chief Executive**

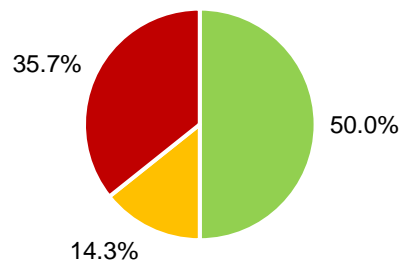
### 3.2 Summary of All Corporate Key Performance Indicators per status

#### 3.2.1 Table with Q1 2023/24 Summary of all corporate indicators with assigned targets

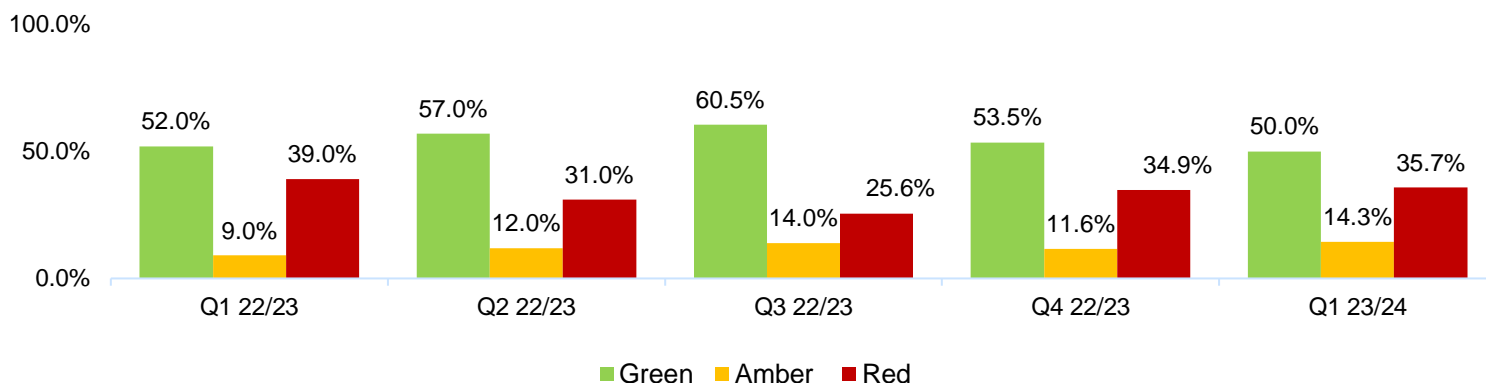
##### All Corporate KPIs

Total	100%	42
Green on target	50.0%	21
Amber - less than 5% off target	14.3%	6
Red - over 5% off target	35.7%	15

Data only	N/A	25
Data not available or paused	N/A	0



#### Performance indicators - % per status Q1 2022/23 to Q1 2023/24



#### 3.2.2 Comment:

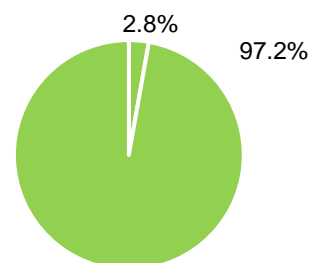
Further service specific details can be found in the individual service dashboards.

### 3.3 Summary of Service Plans Progress Status

#### 3.3.1 Table with the overall Q1 2023/24 Service Plans Progress Status

##### Q1 update on progress of all Service Plan actions 2023/26

Total	100%	504
Completed	2.8%	14
On track	97.2%	490
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



#### 3.3.2 Comment:

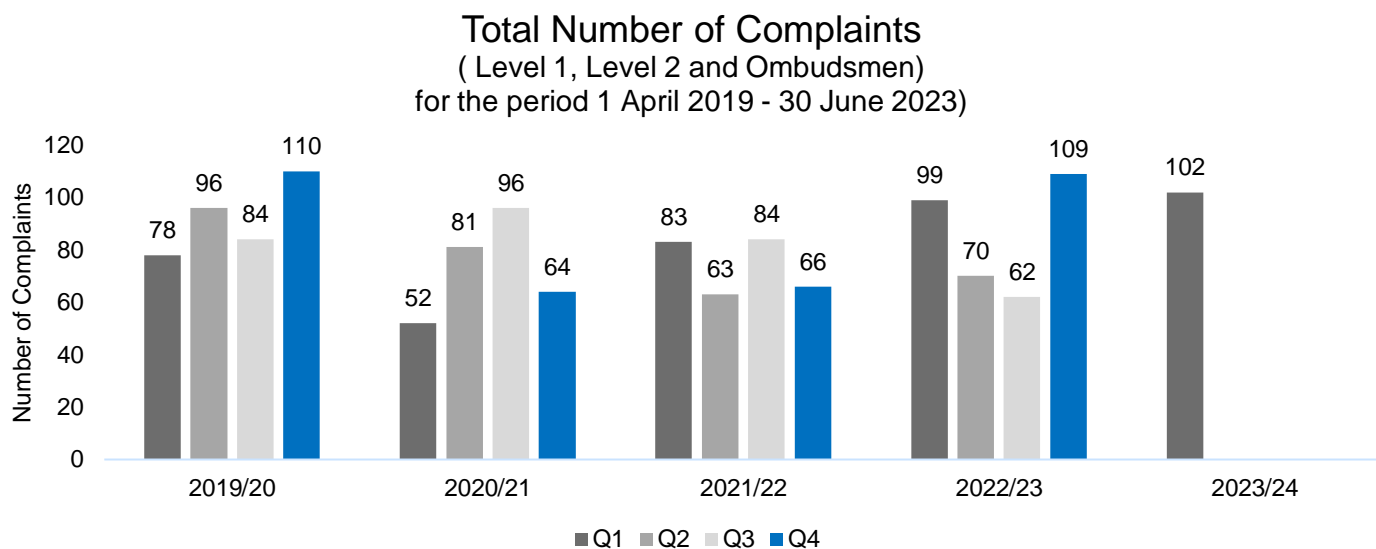
At the end of the first quarter, 97.2% of actions were on track and 2.8% had been completed.

### 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 20 June 2023)

### 3.5 Summary of All Complaints – Q1 2023/24



#### Q1 Complaints Summary Table

	Number of complaints	Number responded to within target timeframe	Percentage responded to within target timeframe	Target
<b>Total complaints</b>	<b>102</b>			
<b>Level 1 Total</b>	<b>76</b>	<b>45</b>	<b>59.2%</b>	<b>95%</b>
<b>Level 2 Total</b>	<b>25</b>	<b>25</b>	<b>100%</b>	<b>95%</b>
<b>Ombudsman Total</b>	<b>1</b>		<b>N/A</b>	

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

#### 3.5.1 Comment:

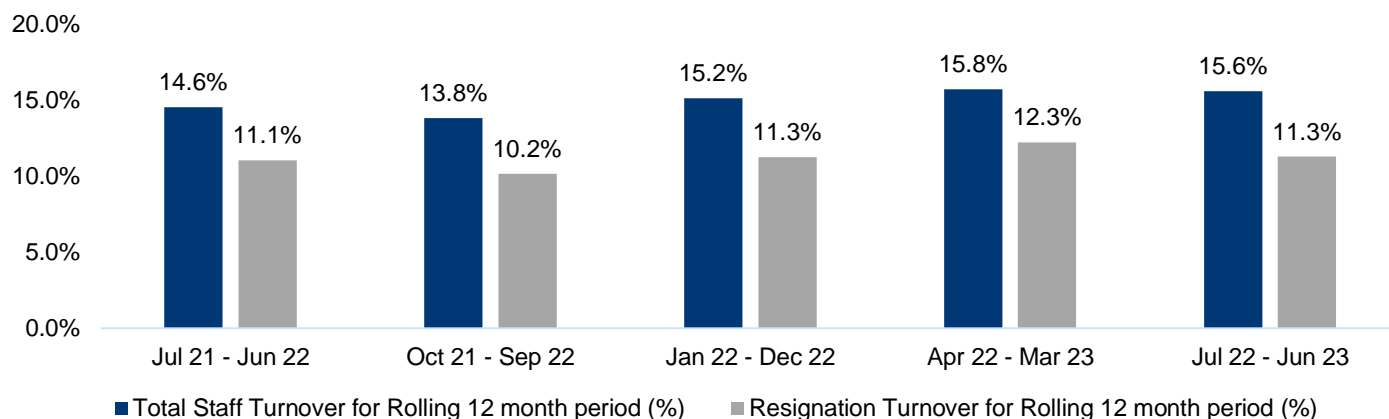
Further details of service specific performance can be found under individual dashboards, with the information on corporate complaints indicators performance included in the Communications and Customer Service Dashboard.

### 3.6 Summary of Workforce Data – Corporate Overview

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

### 3.6.1 Staff Turnover

#### Percentage of Total Staff Turnover (Rolling 12 months) Q1 22/23 - Q1 23/24

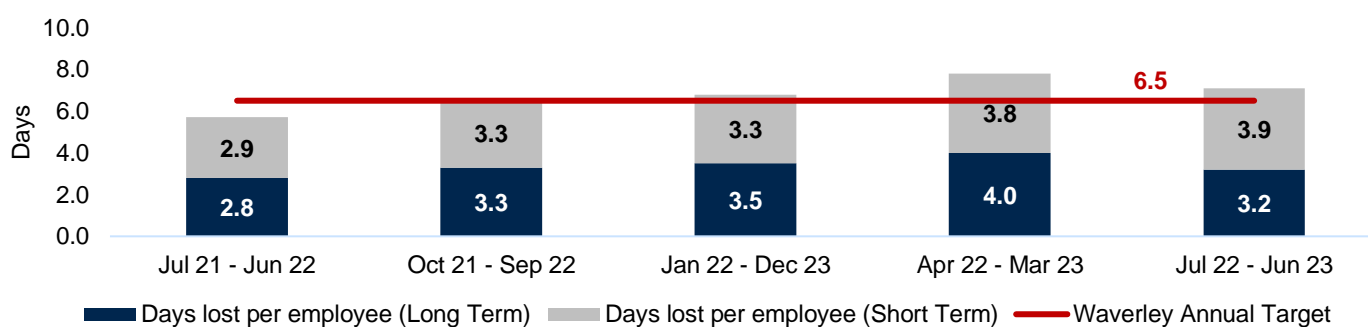


**Comment:** The overall turnover figure in the rolling year July 2022 to June 2023 is slightly higher than the comparable rolling year from July 2021 to June 2022. This indicates a slight increase in resignations of 0.2% but there has been a number of long-term staff retiring this year reflected in the 1% overall figure. The overall trend continues along the lines seen across the broader economy and within local authorities with higher figures since Covid reflecting an increased flexibility within the workforce. It is also likely that the ongoing uncertainty around the transformation will also have some impact. Discussion continues with particularly high turnover areas to see how we better can understand the reasons for departure, and we are looking at further training and support for these teams to assist with their resilience.

**Jon Formby HR Manager**

### 3.6.2 Absence Data

#### Absence Data Rolling 12 months (Q1 22/23 - Q1 23/24)



**Comment:** Sickness has continued to rise in the recent short-term figures but there has been a significant decrease in long-term absence figures as a number of cases have been resolved from the previous quarter and year on year. There have recently been a higher number of absences related to work demands/workload and we have looked at how we can introduce stress risk assessments on return to work to identify and manage some of the issues identified. There has also been a health and wellbeing survey carried out with around 33% response rate at Waverley to identify some of the other areas that have led to increased work pressures and we continue to work with the specific service areas to identify trends and potentially carrying out focus groups to better understand the pressures

that are potentially contributing to the higher sickness rates and how we can help support staff better in these areas.

**Jon Formby HR Manager**

### 3.7 Finance update on budget position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q1 2023/24

#### 3.7.1 Section 151 Officer summary Q1 2023/2024

The tables below show the forecast against budget, for the General Fund and HRA, revenue and capital budgets. The most significant risk to Waverley's finances is inflation and economic volatility impacting income. These risks have been appropriately considered in the 2023/24 budget, the forecast shows that there is some pressure on income streams and overall is being contained.

The finance summary table below shows an overall favourable variance for the first quarter of £254k, on General Fund revenue, the biggest single item being increased treasury deposit interest received due to increases in the bank rate.

The HRA outturn is a net £132k favourable, with an over achievement of rent income due to a better than anticipated rent collection and improved void turn around.

In summary, the council went into the financial year with a high level of economic uncertainty and a was anticipating some degree of financial challenge. This was pre-empted in the 2023/24 budget and the finances are being carefully managed.

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

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

The 2022/23 financial outturn was within the overall MTFP agreed by Council in February 2023 and returned a surplus to reserves. Currently the inflation on utilities costs have been contained within the revenue account budget, and it is likely to continue to be contained within service budgets going forward under the current economic conditions. At this stage, the various savings and efficiency programmes are on track to deliver the MTFP savings targets and will continue to be closely monitored. The MTFP and HRA business plan will be reviewed mid-year to assess current risks and changes in cost-of-service delivery.

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

#### 3.7.3 General Fund Account Summary Table

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Assets &amp; Property</b>					
Expenditure	3,575	3,545	-29	Favourable	-1%
Income	-4,544	-4,553	-10	Favourable	0%
<b>Assets &amp; Property Total</b>	<b>-969</b>	<b>-1,008</b>	<b>-39</b>	<b>Favourable</b>	<b>4%</b>
<b>Commercial Services</b>					
Expenditure	7,283	7,242	-41	Favourable	-1%
Income	-9,772	-9,625	147	Adverse	-2%
<b>Commercial Services Total</b>	<b>-2,488</b>	<b>-2,382</b>	<b>106</b>	<b>Adverse</b>	<b>-4%</b>

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Communication &amp; Customer Services</b>					
Expenditure	4,039	4,060	21	Adverse	1%
Income	-3,766	-3,766	0	Adverse	0%
<b>Communication &amp; Customer Services Total</b>	<b>273</b>	<b>293</b>	<b>21</b>	<b>Adverse</b>	<b>8%</b>
<b>Community Services</b>					
Expenditure	2,406	2,413	7	Adverse	0%
Income	-1,223	-1,223	0	Adverse	0%
<b>Community Services Total</b>	<b>1,183</b>	<b>1,190</b>	<b>7</b>	<b>Adverse</b>	<b>1%</b>
<b>Environmental Services</b>					
Expenditure	11,852	11,846	-6	Favourable	0%
Income	-3,685	-3,631	55	Adverse	-1%
<b>Environmental Services Total</b>	<b>8,167</b>	<b>8,216</b>	<b>49</b>	<b>Adverse</b>	<b>1%</b>
<b>Finance</b>					
Expenditure	26,137	26,276	139	Adverse	1%
Income	-25,198	-25,711	-513	Favourable	2%
<b>Finance Total</b>	<b>939</b>	<b>565</b>	<b>-373</b>	<b>Favourable</b>	<b>-40%</b>
<b>General Fund Housing</b>					
Expenditure	2,321	2,322	1	Adverse	0%
Income	-2,151	-2,151	0	Adverse	0%
<b>General Fund Housing Total</b>	<b>170</b>	<b>171</b>	<b>1</b>	<b>Adverse</b>	<b>1%</b>
<b>Joint Management</b>					
Expenditure	2,251	2,245	-5	Favourable	0
Income	-2,251	-2,251	0	Adverse	0
<b>Joint Management Total</b>	<b>0</b>	<b>-5</b>	<b>-5</b>	<b>Favourable</b>	
<b>Legal &amp; Democratic Services</b>					
Expenditure	4,385	4,299	-86	Favourable	-2%
Income	-2,830	-2,817	13	Adverse	0%
<b>Legal &amp; Democratic Services Total</b>	<b>1,554</b>	<b>1,482</b>	<b>-72</b>	<b>Favourable</b>	<b>-5%</b>
<b>Organisational Development</b>					
Expenditure	5,164	5,063	-101	Favourable	-2%
Income	-2,327	-2,327	0	Adverse	0%
<b>Organisational Development Total</b>	<b>2,837</b>	<b>2,736</b>	<b>-101</b>	<b>Favourable</b>	<b>-4%</b>
<b>Planning Development</b>					
Expenditure	6,009	5,998	-11	Favourable	0%
Income	-3,603	-3,542	61	Adverse	-2%
<b>Planning Development Total</b>	<b>2,406</b>	<b>2,456</b>	<b>50</b>	<b>Adverse</b>	<b>2%</b>
<b>Regeneration &amp; Planning Policy</b>					

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Expenditure	2,488	2,481	-7	Favourable	0%
Income	-1,399	-1,399	0	Adverse	0%
<b>Regeneration &amp; Planning Policy total</b>	<b>1,090</b>	<b>1,083</b>	<b>-7</b>	<b>Favourable</b>	<b>-1%</b>
<b>Regulatory Services</b>					
Expenditure	3,713	3,676	-37	Favourable	-1%
Income	-2,874	-2,822	52	Adverse	-2%
<b>Regulatory Services Total</b>	<b>839</b>	<b>854</b>	<b>15</b>	<b>Adverse</b>	<b>2%</b>
<b>GF Funding</b>					
Expenditure	946	1,042	96	Adverse	10%
Income	-16,946	-16,946	0	Adverse	0%
<b>GF Funding Total</b>	<b>-16,000</b>	<b>-15,903</b>	<b>96</b>	<b>Adverse</b>	<b>-1%</b>
<b>Grand Total</b>	<b>1</b>	<b>-253</b>	<b>-254</b>	<b>Favourable</b>	

## Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
<b>Capital Assets &amp; Property</b>			
Assets	5,519	5,519	-
Facilities	75	75	-
<b>Capital Communication &amp; Customer Services</b>			
IT	417	417	-
<b>Capital Commercial Services</b>			
Car Parks	439	439	-
Leisure	523	523	-
<b>Capital Community Services</b>			
Day Centre	15	15	-
DFG grants	890	890	-
<b>Capital Environmental Services</b>			
Countryside	354	354	-
Environment	189	189	-
Parks & Recreation	1,697	1,697	-
Fleet Management	155	155	-
<b>Capital Finance Services</b>			
Finance Services	229	229	-
<b>Capital Organisational Development</b>			



	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Business Transformation	30	30	-
Climate Change	358	358	-
<b>Capital Regeneration &amp; Planning Policy</b>			
Economic Development	396	396	-
Projects	164	164	-
<b>Capital Regulatory Services</b>			
Environmental Health	65	65	-
<b>Grand Total</b>	<b>11,520</b>	<b>11,520</b>	<b>-</b>

## HRA summary - Revenue

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Housing Services</b>					
Expenditure	30,135	30,124	-11	Favourable	0%
Income	-37,289	-37,370	-81	Favourable	0%
<b>Housing Services Total</b>	<b>-7,154</b>	<b>-7,246</b>	<b>-92</b>	<b>Favourable</b>	<b>1%</b>
<b>HRA funding</b>					
Expenditure	12,277	12,277	-	Adverse	0%
Income	-5,113	-5,113	-	Adverse	0%
<b>HRA funding Total</b>	<b>7,163</b>	<b>7,163</b>	<b>-</b>	<b>Adverse</b>	<b>0%</b>
<b>Regeneration and Planning Policy</b>					
Expenditure	456	415	-41	Favourable	-9%
Income	-465	-465	-	Adverse	0%
<b>Regeneration and Planning Policy Total</b>	<b>-9</b>	<b>-50</b>	<b>-41</b>	<b>Favourable</b>	<b>-446%</b>
<b>Grand Total</b>	<b>0</b>	<b>-132</b>	<b>-132</b>	<b>Favourable</b>	

## HRA – Core Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Communal & Estate works	190	190	
Health & Safety Works	1,121	1,121	

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
MRA Prog Decent Homes Occupied Properties			
MRA Prog Decent Homes Void Properties	630	630	
MRA Prog Disabled Adaptations Occupied Properties	300	300	
MRA Programmed work	3,804	3,524	-280
Roofing & Associated works	1,230	1,230	
St James Court	140	140	
Structural & Damp works	247	247	
Windows & Doors	450	45	
<b>Grand Total</b>	<b>9,013</b>	<b>8,733</b>	<b>-280</b>

## New Build/Stock Remodelling

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Chiddingfold schemes	7,122	7,122	-
HRA Feasibility Studies	511	511	-
Latent defects	189	189	-
Ockford Ridge schemes	4,613	4,613	-
Pre-development Expenditure	170	170	-
Zero carbon retrofit pilot	1,739	1,739	-
85 Aarons Hill Starter Homes (Land adj)	819	819	-
Borough Wide Refurbishment	339	339	-
Catteshall Lane	2,845	2,845	-
<b>Grand Total</b>	<b>18,351</b>	<b>18,351</b>	<b>-</b>

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

This service area includes Assets (Property and Land); Engineers and Facilities.

### 4.1 Key Lessons Learnt, Areas of Concerns

#### 4.1.1 Summary from Executive Head of Service – Q1 2023/24

##### Assets

Business as usual for the Asset Team managing the Council's asset base of operational and commercial properties (excluding the housing stock) which includes lease renewals and negotiations,

rent reviews, licences and access requests. The team also supports the Asset Investment Strategy which it has been actively working towards by bringing in a corporate approach to asset management and pursuing asset investment which, under the current Government guidelines, means working the Council's current asset base to achieve best value and initiating projects to improve the Borough.

To the end of Quarter 1 the team's performance is summarised below:

#### Acquisitions

- There were no acquisitions being actively pursued in Q1. Acquisitions will be in support of the Corporate Strategy objectives and comply with the Council's Asset Investment Strategy, the Chartered Institute of Public Finance and Accountancy's Prudential Code of Practice and the Government's guidance on allowable spend with the emphasis on affordability, prudence and sustainability.
- 38 Weybourne Road Farnham – terms agreed to purchase from Housing Association for HRA; report to CMB July 2023

#### Leases

- Citizens Advice Guildford – new lease granted 1 June 23 for 36 Bridge St, Godalming and Montrose House, Farnham (extended to whole building)
- St John Ambulance – new lease and licence granted 20 April 2023 for space at High Lane Community Centre Haslemere
- The Burys top floor – leases to Ethical Lettings (to gain rental stream and collaborative working with Waverley's Homelessness team) and Ian Williams (housing contractor)
- 3 Langham Park Godalming – current tenant to surrender first floor office but retain ground floor from 1 August 2023
- Currently working on numerous sports/community leases: Holloway Hill Sports Association (pavilion), Godalming Cricket Club, Godalming Tennis Club, Frensham Sailing Club, Frensham Pond Angling Club, Haslemere Rugby Club, Football Club at Coxcombe Rec, Garden Close Community Room, Gorselands Community Room
- Completion imminent: Lease renewal for part of central car park Farnham leased in from NatWest; lease renewal Age UK at Wey Court community room (Meadow Farncombe), lease Scouts Haslemere, Haslemere Youth Hub temporary licence, Broadwater Golf Club settlement

#### Easements

- Temporary access licence capital receipts of £24,000
- Further easements are under negotiation

#### Projects brought forward

- Fairground Car Park – proposal for mixed use food store and housing as per LPP2 – working with property experts to finalise tender documents for procurement excise in Q2/Q3
- 69 High Street – proposal for mixed use scheme of much needed affordable housing on Godalming high street with retail frontage. Project delivery route assessed with proposed phased approach to project delivery to ensure design optimisation on site.
- Wey Court East – Finalising lease negotiations for lease signing at start of Q2. Fit out contractor to start on site September 23 following period of contract mobilisation. Expected completion date of May 24.

## Other

- First drafting of two new policies to strengthen governance and transparency around management of the Council's assets - Asset Transfer Policy and Assets at Less than Best Consideration to be taken to Executive 5 September 2023 for adoption.
- Updating EPCs on 14 properties

## Engineers

In Quarter 1 of this year work has progressed as usual, our main work-streams including:

- Working with the Environmental Services Team and preparing this year's car park maintenance programme, with projects being undertaken including Lower Hart car park tree root protection as well as resurfacing to Central Car Park, Farnham and Croft Road, Godalming.
- Working with the Parks and Countryside Team on pavilion improvement works and maintenance, with Broadwater Park Pavilion refurbishment the main project.
- The Engineers have also carried out surveys and prepared tenders for drainage and car park / footpath for the Parks team on their Car Parks, these will be carried out later this summer.
- In this last quarter the Engineers have carried out several maintenance projects for the Housing sections which involved road/ footpath repairs and condition surveys.
- The Engineers have also assisted the Assets team with their development projects as well as making sure that all council non-housing properties are fully compliant under Health & Safety regulations.

All though this year we have seen very few flooding issues, we have been working closely with other flood risk authorities and our regular liaison meetings are continuing to take place. Through these meetings we have secured an agreement with Surrey County Council for them to fund the culvert clearance and drainage replacement work at Elstead, although this has been delayed by matters out of our control, it is now planned to start late summer / autumn.

## Facilities

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

Second Floor - Two organisations interested in space on the second floor and negotiations are underway being led by the Assets Team.

Cleaning - Retaining and recruiting cleaners continues to be a major challenge in the current employment climate and is being kept under review.

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

## 4.2 Key Performance Indicators Status

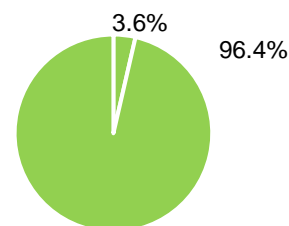
### 4.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

There are currently no Performance Indicators for Assets and Property.

## 4.3 Service Plans – Progress Status

### 4.3.1 Summary Table and Pie Chart

Total	100%	28
Completed	3.6%	1
On track	96.4%	27
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



### 4.3.2 Summary comment on the service plans

All service plan actions are on track or have been completed.

## 4.4 Internal Audit Actions Progress Status

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

## 4.5 Complaints Statistics

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

KPI	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022		0	0	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022		0	0	0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%

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

KPI	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022		0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022		0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%

### 4.5.3 Summary Comment on the statistics

No complaints were received this quarter.

## 4.6 Finance Position at the end of the quarter

### 4.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Assets and Property</b>					
Expenditure	3,575	3,545	29	Favourable	-1%
Income	-4,544	-4,553	10	Favourable	0%
<b>Assets and Property Total</b>	<b>-969</b>	<b>-1,008</b>	<b>39</b>	<b>Favourable</b>	<b>4%</b>

### Capital Assets and Property

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Facilities	75	75	-
Assets	5,519	5,519	-
<b>Grand Total</b>	<b>5,594</b>	<b>5,594</b>	<b>-</b>

## 4.6.2 Summary Comment

The forecast variance has come about due to:

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

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

This service area includes Communications and Engagement; Complaints, Ombudsman; Customer Services, case management (GBC only); Digital services; ICT and business systems.

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

#### 5.1.1 Summary from Executive Head of Service – Q1 2023-24

Q1 has been a busy time for the team with recruitment. We were pleased to welcome a new communications officer who joins us with a wealth of experience in local government. We have also welcomed some new colleagues in customer services to fill vacancies created by colleagues moving to new roles within the council. We are pleased that colleagues have been able to progress their careers within Waverley and that we have been able to retain the wealth of skills they have learnt from their time in customer services in the organisation.

#### Complaints

This quarter there has been focus on improving our corporate arrangements to support the complaints function in Waverley. We now have service complaints administrators in place for all areas of the organisation and in those areas that see a higher level of complaints we have increased resilience by having two named contacts for these areas. We are also taking steps to increase overall

resilience to the corporate side of the complaints process by moving the management of complaints to Customer Services and training staff in customer services to support the complaints process, removing the reliance and pressure on one key part time member of staff. Training is also being organised for Quarter 2 to help support the new service complaints administrators with using the system.

Alongside this we have been making improvements to our complaints system. This has included improving our online form for customers to make the difference between a service request and a complaint clearer (for example a missed bin would be a service request but a repeated missed bin collection would be a complaint). This is so that we are able to get customers to the right place first time when they contact us to be able to resolve their issue. We have also made improvements to the internal aspect of the system to allow for better reporting and easier management of complaints.

## ICT and Communications team

The ICT and Communications teams both had a busy quarter helping support the local elections in May. The ICT team were setting up the ICT kit for both the postal vote counting and the count, providing onsite support for any issues. They also then supported our new councillors with setting up their system access.

The comms team were working with and making arrangements for journalists who wished to attend the count and supported on the days of the counts updating social media with the results of the elections as they happened.

Both teams did a great job supporting our democratic services colleagues at the elections.

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

## 5.2 Key Performance Indicators Status

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

PI reference	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
CC1a	The number of complaints received - Level 1 <b>(data only)</b>	No.	64	47	32	64	76	Data only
CC1b	The % of complaints responded to on time - Level 1 <b>(higher outturn is better)</b>	%	68.8%	80.9%	87.5%	56.3%	59.2%	95%
CC2a	The number of complaints received - Level 2 <b>(data only)</b>	No.	31	31	24	39	25	Data only
CC2b	The % of complaints responded to on time - Level 2 <b>(higher outturn is better)</b>	%	87.1%	100%	96%	95%	100%	95%
CC4a	Average time taken to respond to Media Enquiries within the 48h target (excluding weekends and Bank Holidays.)	Hours	5.76	16.33	6.81	10.24	5.29	48 hours
CC4b	Total Number of Media Enquiries received in a quarter.	No.	28	35	29	43	43	Data only
CC4c	Average time taken to respond to social media posts within the 24h target (excluding weekends and Bank Holidays.)	Hours	13.42	19.5	7	49 minutes	3.55	24 hours

PI reference	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
CC4d	Total number of social media posts received in a quarter.	No.	966	1010	868	911	925	Data only
CC5	Number of external enquiries received by the Customer Service Centre Team (CSC) in a quarter (including phone calls, online forms and other emails)	No	38,599	32,816	28,371	33,416	24,886	Data only
CC6	Percentage of external enquiries dealt with at first point of contact by CSC team	%	84.1%	82.3%	84.4%	85.7%	84.6%	Data only

\* Target for CC6 to be introduced once clear trend emerges.

### 5.2.2 Comment:

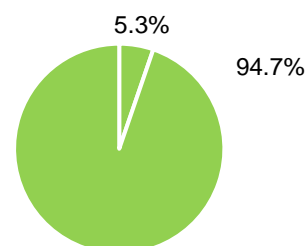
The majority of KPIs are positive however the complaints response times, although improving, are not at the level they should be. Individual services will provide detail regarding the performance of complaints and reasons for delays in their service dashboards, however corporately we have taken steps this quarter to improve and provide as much support to services as we can to respond to these complaints. Further details of this can be found in 5.1.1

## 5.3 Service Plans – Progress Status

### 5.3.1 Summary Table and Pie Chart

#### Q1 Progress on Communication & Customer Service Service Plans 2023/26

Total	100%	38
Completed	5.3%	2
On track	94.7%	36
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



### 5.3.2 Summary comment on the service plans

All service plan actions are on track or have been completed.

## 5.4 Internal Audit Actions Progress Status

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

## 5.5 Complaints Statistics

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

KPI	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022	0	0	0	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022	0	0	0	0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%



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

KPI	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022		0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022		0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%

## 5.5.3 Summary Comment on the statistics

No complaints were received this quarter.

## 5.6 Finance Position at the end of the quarter

### 5.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Communications and Customer Services</b>					
Expenditure	4,039	4,060	21	Adverse	1%
Income	-3,766	-3,766	-	Adverse	0%
<b>Communication and Customer Services Total</b>	<b>273</b>	<b>293</b>	<b>21</b>	<b>Adverse</b>	<b>8%</b>

### Capital Communications and Customer Services

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
IT	417	417	-

## 5.6.2 Summary Comment

The forecast variance is because the annual vacancy targets have not yet been met at this point in the year.

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

This service area includes Finance and accounting (General fund/Housing Revenue Account); Internal audit; Procurement; Revenues and Benefits

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

#### 6.1.1 Summary from Executive Head of Service – Q1 2023/24

**The Housing Benefit:** The Housing Benefit Service are performing to plan and within capacity. Regular DWP partnership liaison meetings and data return confirm we continue to perform well within the DWP guidelines of processing times for both New Claims and Change of Circumstances.

Discretionary Housing Payments (DHP) continue to be paid to customers affected by key welfare changes.

**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 recovery function has now been brought back “in house” and more robust recovery cycles are in place.

Businesses have had support from the government with Supporting Small Business Rate Relief and Transitional Relief following the Revaluation from 01/04/2023. The retail and hospitality sector have benefited from an increased retail discount from 01/04/2023 to support recovery.

**The Finance team** closed the 2022/23 accounts and published the financial statements to the statutory deadline of the end of May.

**Richard Bates, Interim Executive Head of Finance**

## 6.2 Key Performance Indicators Status

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

PI reference	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) <b>(higher outturn is better)</b>	%	29.2%	56.5%	84.1%	97.7%	29.1%	24.8%
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) <b>(higher outturn is better)</b>	%	25.5%	49.8%	77.7%	96.6%	27.3%	24.8%
F3	Percentage of invoices paid within 30 days or within supplier payment terms <b>(higher outturn is better)</b>	%	93.8%	96.7%	96.4%	95.7%	94.5%	98%
F4	Time taken to process Housing Benefit new claims <b>(lower outturn is better)</b>	Days	11	10	11	11	11	Data only
F5	Time taken to process Housing Benefit change events <b>(lower outturn is better)</b>	Days	5	6	5	3	4	Data only

### 6.2.2 Comment:

All the performance indicators are within acceptable parameters – This has been a difficult year for council tax and business rate payers and the overall collection rates reflect a better position than was expected due to effects of the cost-of-living crisis.

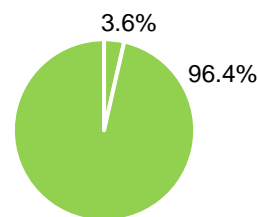
Cost of Living Grants have been paid to many Taxpayers to help with the ongoing cost of living crisis.

## 6.3 Service Plans 2022/23

### 6.3.1 Summary Table and Pie Chart

#### Q1 Progress on Finance Service Plans 2023/26

Total	100%	28
Completed	3.6%	1
On track	96.4%	27
Off track - action taken / in hand	0.0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



#### 6.3.2 Comment:

All service plan actions are on track or have been completed.

### 6.4 Internal Audit Actions Progress Status

**Comment:** At the end of Q1 the following Internal Audit Actions were outstanding for this service area:

IA22/16.001.01 Procedure notes

IA22/16.001.02 Version control

IA23/02.001.2 Automated work items

IA23/02.002.1 Inbox review

IA23/02.003.1 Remove response times of 14 days

IA23/05.002.1 Procedure notes

IA23/05.003.1 Verification of Bank details

IA23/05.004.1 Target Days

IA23/05.004.2 Review report for target days

IA23/05.005.1 Documenting Refund Actions and Authorisations

IA23/05.006.1 Procedure review dates

IA23/05.007.1 Policy review

IA23/05.007.2 Procedures published on the website

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 20 June 2023)

### 6.5 Complaints Statistics

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

KPI	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022		0	1	5	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022		0	1	5	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	100%	100%	95%

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

KPI	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022		0	1	3	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022		0	1	3	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	100%	100%	95%

### 6.5.3 Summary Comment on the statistics

All complaints were resolved within target times this quarter.

## 6.6 Finance Position at the end of the quarter

### 6.6.1 Finance General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Finance</b>					
Expenditure	26,137	26,276	139	Adverse	1%
Income	-25,198	-25,711	-513	Favourable	2%
<b>Finance Total</b>	<b>939</b>	<b>565</b>	<b>-373</b>	<b>Favourable</b>	<b>-40%</b>

### Capital Finance

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Finance	229	229	-

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

Services are generally performing within budget and capacity with small savings in staffing budgets forecast.

Increases in bank base rate and increased interest rate offerings on investments has improved the overall achievement of treasury management investment income against approved budget. Some of this interest income is allocated to the HRA account as it relates to HRA balances, therefore the HRA will also benefit from this favourable position.

### 6.6.3 Treasury management

Treasury management performance is reported in the table below to the period ended June 2023.

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	£86.4m	200	£1.703m	£390,000	1.64%	4.25%
<b>23/24</b>	<b>£85.87m</b>	<b>101</b>	<b>£2.89m forecast</b>	<b>£1.83m</b>	<b>3.23%</b>	<b>5.00%</b>
For comparison shown below are the key stats for 22/23 as at July 2022.						
22/23	£72m	91	£882k forecast	£390,000	0.98%	1.25%

The Treasury Management Strategy contains several Treasury Management Parameters (TMPs) that set out the framework with for all treasury management investments and are reported on quarterly by exception as required by the Treasury Management Code of Practice. There are no exceptions to report, and all investment activity is within the parameters approved by Council in February 2023.

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

This service area includes Homelessness; Housing advice; Housing maintenance and repairs; Landlord services, Housing Development and Strategy and Enabling.

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

#### 7.1.1 Summary from Executive Head of Service – Q1 2023/24

##### **Landlord Services**

The Team focussed on gas safety issues during Q1. The project group worked to prioritise and document the gas safety checks process, clear the backlog of overdue visits and invalid certificates, and review the circumstances where the gas supply was capped to homes.

As noted in the Q4 commentary the Council notified the Regulator of Social Housing of the poor performance in ensuring all council homes have a valid gas safety certificate. The Team shared the gas compliance project action plan, wider compliance KPIs and progress made with the Regulator. In May, the Regulator informed the Council that it considered that no breach of regulations had occurred. We continue to act robustly to ensure that the Council remains compliant, and that tenants' safety is prioritised.

Due to the pre-election period the Council was unable to hold a public Landlord Services Advisory Board but arranged tenant-only workshop to review the workplan and following the election in June.

The Housing Operations Projects Governance Group held its first meeting to monitor and provide an overview of all Landlords Service procurement and contracts. Fire safety works and Stock Condition Survey contracts were let.

1,199 stock condition surveys were completed, with a good rate of access to homes; the installation of Carbon Monoxide detectors has continued to 74% of all homes. The programme is due to complete in August 2023 and is on track.

An essential aspect of preparing for the new Social Housing Regulatory Standards is tenant perception of how the service is meeting their requirements, and fieldwork began during the quarter, relating to satisfaction with the service, focusing on safety, repairs, communication, and respect.

Tenant Panel members and members of the Housing Team attended the Southeast Chartered Institute of Housing conference in May; topics covered included challenges to the sector and hearing good practice examples of information management, retrofit programmes, professionalism, and regulatory reform. Our Service Improvement Manager chaired a session with the Chief Executive of the Regulator for Social Housing.

During the quarter work commenced on an independent review of the Housing service IT systems. It considered the advantages and disadvantages (the good, bad and ugly) of the current systems and how to introduce a system fit for purpose into the future.

Following consultation with tenants the programme of CCTV installation started at Senior Living Schemes, which offers enhanced security and safety for residents.

### ***Housing Delivery***

Delivery of the new build affordable housing programme continues for schemes with full budget approval and those in the pre-development phase.

- **Ockford Ridge (Site C), Godalming:** Phase 1 handover of 8 houses scheduled for October, subject to SSEN upgrade works taking place; no date set for these yet. Remaining phases are also on schedule for early 2024.
- **Ockford Ridge, Godalming Deep Retrofit Pilot:** Niblock Building Contractors Limited have set up site ahead of contract signing expected imminently. Works scheduled for completion in early 2024.
- **Downhurst Road, Ewhurst:** Waverley Building Control have assessed the buildings as Dangerous Structures under the Building Act 1984. Disconnections continue ahead of demolition later this year.
- **Aarons Hill, Godalming:** Potential extension to Pre-Contract Services Agreement to get works started ahead of full contract in the near term.
- **Chiddingfold (5 sites):** the Council will be in contract with the preferred contractor, Feltham Construction Limited in October 2023. First handovers scheduled October 2024.

- **Riverside Court, Farnham:** Fowler Building Contractors Ltd are due to commence works on September 4 and the 2 new units should be completed by late December 2023/early January 2024.
- **Crossway Close, Churt:** A meeting to discuss the proposals for the site has been arranged with the new Executive Head of Planning now that they are in post.

Predevelopment work continues to bring forward other sites:

- **Ockford Ridge (Site F), Godalming:** planning officer to deliver additional comments for architect to make final revisions ahead of public consultation and full planning permission submission.
- **13-22, Springfield, Elstead:** the scheme awaits business case and budget approval in October 2023, following which informal public consultation will precede a formal application for planning permission by the end of this year.
- It is expected that officers will be able to bring business cases for three schemes forward for member consideration in Q2.
- Engagement with developers delivering affordable homes through S106 agreements continue.

### ***Strategy and Enabling***

Work has progressed in a number of key areas:

- Delivering the Year 2 action plan for the Affordable Homes Delivery Strategy 2022-2025: Build More; Build Better; Build for Life.
- Close joint working continues with Town and Parish Councils, which is a key objective of the action plan. Discussions on affordable housing need were held with Wonerish and Dunsfold Parish Councils, who are considering carrying out a housing needs survey. Officers have planned site visits with Hambledon Parish Council and Alfold Parish Council to affordable housing schemes currently under construction.
- The Housing Strategy & Enabling Team is working closely with Surrey County Council on the updated Joint Strategic Needs Assessment, on the Autism Strategy Housing workstream, and with the Adult Social Care Team to explore a site for an Extra Care scheme.
- Officers have worked with Planners and Surrey Police's Designing Out Crime Officer to advise a housing association and developer on addressing anti-social behaviour on a new development.
- The Team has focused on securing lower rents at planning stage, meeting the new definition of Locally Affordable Homes set out in the Strategy. Social rents and lower affordable rents are much needed in Waverley in the context of very high house prices and a national cost-of-living crisis. Officers have successfully negotiated social rents (the lowest rents of all, equivalent to around 55% of market rent) on several planning applications and secured in s.106 agreements.
- 'Additional Affordable Housing', funded by Homes England, continues to pose some challenges during negotiations with developers and affordable housing providers. Discussions are ongoing with Homes England to work towards a resolution.

- The Council's affordable housing partners completed 3 affordable homes: 2 at Amber Waterside, Cranleigh with A2 Dominion and 1 at Heron House, Godalming with Heylo. Around 50 affordable homes are expected to be completed across the borough in the next quarter. Works started on site on 3 affordable homes at Sturt Farm in Haslemere.
- £125,932 was received in lieu of affordable housing at the Mann & Co site in Cranleigh (50% of the commuted sum secured)

### **Homelessness and Housing Options**

The Housing Options and HomeChoice Teams continued to prevent homelessness during the quarter. There were 2 households in temporary accommodation at the end of June 23 compared with 8 in March 2023 which is welcome but homeless demand continues to be high. There were 212 new homeless approaches this quarter compared with 142 for the same quarter last year.

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 23 there were 1180 applicants on the Housing register – compared to 1066 in June 22.

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

## **7.2 Key Performance Indicators Status**

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

PI reference	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
H1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter ( <b>lower outturn is better</b> )	No.	4	3	7	8	2	<5
H2	Total current tenants rent arrears as a percentage of the total estimated gross debit ( <b>lower outturn is better</b> )	%	0.8%	0.9%	1.0%	0.9%	1.0%	1%
H3	Average number of working days taken to re-let 'normal void' property ( <b>lower outturn is better</b> )	Days	28	26	31	30	39	25
H4	Percentage of annual boiler services and gas safety checks undertaken on time ( <b>higher outturn is better</b> )	%	99.9%	99.7%	99.4%	99.3%	99.9%	100%
H5a	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) ( <b>higher outturn is better</b> )	%	79.0%	77.0%	79.0%	74.0%	74.0%	90%
H5b	Responsive Repairs: Average number of days to complete a repair ( <b>lower outturn is better</b> )	Days	12	20	20	22	27	7
H6a	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) ( <b>higher outturn is better</b> )	%	58.0%	68.0%	61.0%	64.0%	62.0%	78%
H6b	Responsive Repairs: Percentage of jobs not completed within 28 days ( <b>lower outturn is better</b> ) *	%	39.0%	14.0%	13.0%	22.0%	39.0%	10%



PI reference	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
H7	% of tenancy audits completed against scheduled appointments in a quarter.	%	Suspended until April 2023				100%	95%
H8	Number of Affordable homes - Granted planning permission <b>(Data only - higher outturn is better)</b>	No.	0	7	9	33	0	Data only
H9	Number of Affordable homes - Started on site within a quarter <b>(Data only - higher outturn is better)</b>	No.	37	76	69	99	3	Data only
H10	Total Number of affordable homes delivered by the Council and other providers (gross) <b>(Data only - higher outturn is better)</b>	No.	84	78	58	84	3	Data only
H10a	Number of affordable homes delivered <b>other providers</b> (gross) <b>(Data only - higher outturn is better)</b>	No.	63	78	58	84	3	Data only
H10b	Number of affordable homes delivered by the <b>Council</b> (gross) <b>(Data only - higher outturn is better)</b>	No.	21	0	0	0	0	Data only

### 7.2.2 Comment:

#### Relets:

The Team continues to be challenged by the target with an increase in the number of empty homes, embedding new contracts and increase in works required to homes. The Housing Operations Manager will present to Landlord Services Advisory Board on 28 September to give an update on progress and plans to improve performance.

#### Gas Safety:

Following the challenges with the previous contract and embedding of new contractor the team pleased to see an improvement in performance.

#### Responsive Repairs:

There continues to be challenges with meeting the responsive repairs targets, but the team are working well together and seeing a level of improvement and progress in performance. The Housing Operations Manager will present to Landlord Services Advisory Board on 28 September to give an update on progress and plans to improve performance.

### 7.2.3 Affordable Homes Delivery

UNITS	TENURE	SCHEME	PROVIDER	COMPLETED
2	2 x 3 bedroom Shared ownership	Amber Waterside/ Cranleigh Nurseries	A2	12.06.23
1	1 x 2 bedroom Shared equity	Heron House, Cattershall Lane, Godalming	Heylo	11.04.23

We have also received a commuted sum of £125,932 in lieu of affordable housing at Mann and Co, Cranleigh (50% of commuted sum).

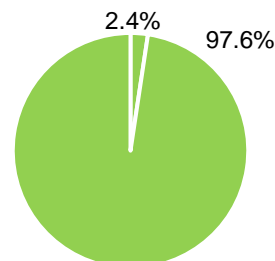
Estimated 50 affordable homes expected to complete Q2.

## 7.3 Service Plans – Progress Status

### 7.3.1 Summary Table and Pie Chart

#### Q1 Progress on Housing Services Service Plans 2023/26

Total	100%	42
Completed	2.4%	1
On track	97.6%	41
Off track - action taken / in hand	0.0%	0
Off track - requires escalation	0.0%	0
Cancelled / Deferred / Transferred	0.0%	0



### 7.3.2 Summary comment on the service plans

**Comment:** No comment.

### 7.4 Internal Audit Actions Progress Status

**Comment:** At the end of Q1 there were no outstanding Internal Audit Actions for this service area.

## 7.5 Complaints Statistics

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

KPI	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022		23	34	44	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022		19	26	26	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	82.6%	76.5%	59.1%	95%

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

KPI	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022		0	23	12	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022		0	22	12	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	95.7%	100%	95%

### 7.5.3 Summary Comment on the statistics

Due to an increase in complaints the Team has had challenges in investigating and responding to tenants within the timescales. The Team recognises the pockets of poor service delivery during the gas contract mobilisation and ongoing challenges with responsive repairs.

There has also been an increase in complaints related to damp and mould following the tragic death of Awaab Ishak in Rochdale and the national campaign 'Make Things Right'. Although the Council supports the campaign and publicity of tenants' rights, the advertising campaign was launched on 6 March 2023 with no advance warning and therefore no opportunity to arrange appropriate resources to respond to an anticipated increase in contacts. The Executive Head of Housing is reviewing resources to improve capacity to respond to complaints.

## 7.6 Finance Position at the end of the quarter

### 7.6.1 Housing Services General Fund Account Table

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Housing Services</b>					
Expenditure	2,321	2,322	-1	Adverse	0%
Income	-2,151	-2,151	-	Adverse	0%
<b>General Fund Housing Services Total</b>	<b>170</b>	<b>171</b>	<b>1</b>	<b>Adverse</b>	<b>1%</b>

HRA					
	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Housing Services</b>					
Expenditure	30,135	30,124	-11	Favourable	0%
Income	-37,289	-37,370	-81	Favourable	0%
<b>Housing Services Total</b>	<b>-7,154</b>	<b>-7,246</b>	<b>-92</b>	<b>Favourable</b>	<b>1%</b>

### HRA – Core Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Communal & Estate works	190	190	
Health & Safety Works	1,121	1,121	
MRA Prog Decent Homes Occupied Properties	900	900	
MRA Prog Decent Homes Void Properties	630	630	
MRA Prog Disabled Adaptations Occupied Properties	300	300	
MRA Programmed work	3,804	3,524	-280
Roofing & Associated works	1,230	1,230	

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
St James Court	140	140	
Structural & Damp works	247	247	
Windows & Doors	450	45	
<b>Grand Total</b>	<b>9,013</b>	<b>8,733</b>	<b>-280</b>

### New Build/Stock Remodelling

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Chiddingfold schemes	7,122	7,122	-
HRA Feasibility Studies	511	511	-
Latent defects	189	189	-
Ockford Ridge schemes	4,613	4,613	-
Pre-development Expenditure	170	170	-
Zero carbon retrofit pilot	1,739	1,739	-
85 Aarons Hill Starter Homes (Land adj)	819	819	-
Borough Wide Refurbishment	339	339	-
Catteshall Lane	2,845	2,845	-
<b>Grand Total</b>	<b>18,351</b>	<b>18,351</b>	<b>-</b>

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

General Fund income and expenditure has a small adverse forecast due to staff costs, temp accommodation and rent deposits.

HRA shows overall favourable variance due to additional interest receipts on investments, and savings from expenditure for cyclical repairs, revenue contribution to capital and staffing costs.

HRA Capital programme shows overall favourable variance from savings in procurement and delays in programme timeframes.

The New Build budgets were updated following the strategic review on the Housing Revenue Account in 2022/23.

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

This service includes Democratic and committee services; Elections; Executive and civic support; GDPR; Information security; governance; Legal; Overview and scrutiny support.

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

### 8.1.1 Summary from Executive Head of Service – Q1 2023/24

Work completed in Q1 23/24 included:

- Continuing to support the legal and democratic workstreams of the Guildford and Waverley collaboration initiative. During quarter 1 this focussed on continuing to advise on proposed temporary staff sharing arrangements and proposals for some shared services;
- Continuing to support a busy programme of committee and Council meetings and working groups;
- Delivering the 2023 Borough elections, co-ordinating and delivering a programme of member induction and training activities;
- Recruiting for a new Democratic Services Manager;
- Recruiting for a new Scrutiny Officer;
- Recruiting for a temporary Senior Governance Officer;
- Recruiting for a temporary Borough Solicitor, Deputy Borough Solicitor, Legal Administrator, Property Lawyer & Contracts Lawyer;
- Establishing a shared Executive Support Team and recruiting four personal assistants;
- Reviewing arrangements for Covert Surveillance, including managing a successful inspection process, reviewing the Council's policy and arranging training for key officers;
- Beginning a review of Executive arrangements with the Leader of the Council;
- Beginning a review of constitutional arrangements and establishing a Joint Constitutional Review Working Group for Waverley with Guildford.

I would like to thank the committed and hard-working staff in the elections, democratic services, legal and executive support teams for their contribution through a challenging period of change.

**Susan Sale, Executive Head of Legal and Democratic Services**

## 8.2 Key Performance Indicators Status

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

PI reference	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
LD1a	Number of Data Protection Subject Access Requests received.	No.		14	9	12	18	Data only
LD1b	Percentage of Data Protection Subject Access Requests responded to within statutory timeframe	%		92.86%	100%	75%	100%	100%
LD2a	Number of Freedom of Information (FOI) and Environmental Information Regulations Requests (EIR) received.	No.		108	110	179	180	Data only
LD2b	Percentage of FOI and EIR requests responded to within statutory timescale	%		72.2%	93.8%	94.8%	89.8%	90%

### 8.2.2 Comment:

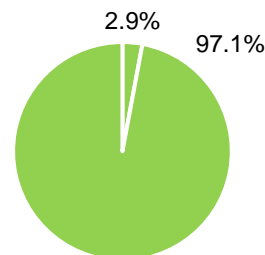
The compliance rate for responding to FOI requests dropped a little in Q1 due to a lack of resource and resilience in staffing this function. A growth bid for additional resources is currently being proposed and is likely to come before the Executive in due course for their consideration.

## 8.3 Service Plans – Progress Status

### 8.3.1 Summary Table and Pie Chart

#### Q1 Progress on Legal & Democratic Service Plans 2023/26

Total	100%	35
Completed	2.9%	1
On track	97.1%	34
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



### 8.3.2 Comment:

All service plan actions are on track or have been completed.

## 8.4 Internal Audit Actions Progress Status

**Comment:** At the end of Q1 there were no outstanding Internal Audit Actions for this service area.

## 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		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022		0	0	1	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022		0	0	0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	0%	90%

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

KPI	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022		0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022		0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%

### 8.5.3 Summary Comment on the complaints statistics

The level 1 complaint was received just a few days before the May 2023 local elections which was a critical time for the service who had to prioritise the safe and lawful running of the election process, so, on this occasion the complaint did not take priority and officers were unable to respond within the prescribed time frame.

## 8.6 Finance Position at the end of the quarter

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

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Legal and Democratic Services</b>					
Expenditure	4,385	4,299	-86	Favourable	-2%
Income	-2,830	-2,817	13	Adverse	0%
<b>Legal and Democratic Services Total</b>	<b>1,554</b>	<b>1,482</b>	<b>-72</b>	<b>Favourable</b>	<b>-5%</b>

### 8.6.2 Summary Comment

The budget position is favourable.

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

This service includes: Business transformation; Climate change and sustainability; Human Resources, Learning and Development, payroll; Strategy, policy and performance; Programme assurance; Risk management; and business continuity.

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

#### 9.1.1 Summary from Executive Head of Service – Q1 2023/24

The Business Transformation Team has continued to make progress (together with colleagues from IT and Finance) developing the Garden Waste subscription service, including testing and implementing a customer payment form and payment failure diagnostics pages for card payments. The Team is currently reviewing new web content accessibility guidelines emerging from Government in order to ensure services across the Council are accessible for all customers and we continue to minimise any barriers to accessing our services online. To this end, the team coordinated a number of sessions provided by our partners, Smarter Digital Services, covering the importance of accessibility and common issues. The project to move online forms based on Firmstep to Liberty Create continues, with twelve more forms moved over, ranging from simple 'report it' forms to applications with payment integrations.

The Information and Data Management Programme has progressed with the commissioning of a piece of work by our internal audit providers, Southern Internal Audit Partnership, assessing the maturity of data in a sample of teams across the services. This, and other work to understand the data teams have and how they are using them, forms an important basis from which the Team continues to improve the Council's data and information processes.

Work to identify options for business transformation at Waverley and the scoping of options for future collaborative work continues with the Joint Management Team. A Programme Team has been initiated with colleagues from across the Council to develop and deliver options and business cases relating to proposals which will then be subject to formal decision-making by both councils.

The sustainability team spent time working with colleagues across the organisation to update and produce the latest iteration of the GHG report and Carbon Neutrality Action Plan. The team have also been delivering on a range of projects, policies, and programmes to meet the carbon reduction targets set and supporting a number of key projects, for example: installation of phase 2 of the EV charger roll out and selecting sites for phase 3; appointment of a contractor to install rooftop solar PV on a number of leisure centres; exploring options for increasing public engagement in climate change

reduction initiatives and completion of surveys for the Godalming Greenway Gateway. The team have continued to take opportunities, as they arise, to bid for local and national climate reduction funds which can support the Council’s pledges. Waverley have successfully used the government funding Sustainable Warmth for energy efficiency installations in the homes of low-income households.

**Robin Taylor**

**Executive Head of Organisational Development**

## 9.2 Key Performance Indicators Status

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

PI reference	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
OD1	Total Staff Turnover for Rolling 12 month period (%) <b>(data only)</b>	%	14.6%	13.8%	15.2%	15.8%	15.6%	Data only
OD2	Total Staff Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months <b>(lower outturn is better)</b>	Days	5.7	6.6	6.8	7.8	7.1	6.52
OD2a	Short term Sickness Absence	Days	2.8	3.3	3.3	3.8	3.9	6.52
OD2b	Long term Sickness Absence		2.9	3.3	3.5	4.0	3.2	

### 9.2.2 Comment:

Staff turnover (OD1) reduced slightly from 15.8% to 15.6% but is still running higher than last year’s rate for the same time period of 14.6%. Across Surrey District and Borough Councils, turnover as calculated within the quarter ranges from 12.9% to 18.5%.

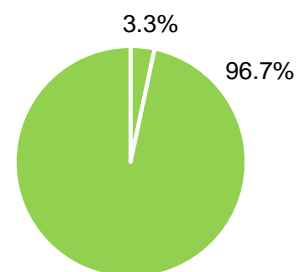
Total staff sickness absence (OD2) remains more than 5% off target but has decreased slightly since the previous quarter. Waverley continues to compare favourably within the County (where ranges for this figure range from 5.8 to 13.5) although not all authorities returned benchmarking data for this quarter so the picture is incomplete.

## 9.3 Service Plans – Progress Status

### 9.3.1 Summary Table and Pie Chart

Q1 Progress on Organisational Development Service Plans 2023/26

Total	100%	60
Completed	3.3%	2
On track	96.7%	58
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



### 9.3.2 Summary Comment on the service plans

All service plan actions are on track or have been completed.

## 9.4 Internal Audit Actions Progress Status



**Comment:** At the end of Q1 there was 1 outstanding Internal Audit Actions for this service area: IA23/06.004.1 Notification of movers

For further details please refer to the latest Review of Progress in the implementation of Internal Audit Actions (from the Audit Committee 20<sup>th</sup> June 2023)

NB: this action has subsequently been completed.

## 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		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022		0	0	1	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022		0	0	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	100%	95%

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

KPI	Description	Data Type	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022		0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022		0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%

### 9.5.3 Summary Comment on the complaints statistics

One complaint received during Quarter 1 was responded to within the required timeframe.

## 9.6 Finance Position at the end of the quarter

### 9.6.1 Organisational Development General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Organisational Development</b>					
Expenditure	5,164	5,063	-101	Favourable	-2%
Income	-2,327	-2,327	0	Adverse	0%
<b>Organisational Development Total</b>	<b>2,837</b>	<b>2,736</b>	<b>-101</b>	<b>Favourable</b>	<b>-4%</b>

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000
<b>Capital Organisational Development</b>			
Business Transformation	30	30	-

Climate Change	358	358	-
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## 9.6.2 Summary Comment

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

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

This service area includes Corporate Capital Projects; Economic development; Housing delivery; Planning policy, design, conservation, transport; and Regeneration.

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

#### 10.1.1 Summary from Executive Head of Service – Q1 2023/24

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

Work has been carried out to defend the adoption of LPP2 against a legal challenge that relates to the way that the Planning Inspector who examined LPP2 considered its relationship with Local Plan Part 1, and to his conclusions regarding the developability of a site in Milford. The Secretary of State for Levelling Up, Housing and Communities appointed the Inspector, and is a defendant in this case alongside the Council. The opportunity to challenge the adoption of a Local Plan is part of the plan-making process.

Officers continued to consider the options for the scope and timetable of the preparation of a new Waverley Local Plan. A report on this was considered by Overview and Scrutiny – Services, on the 21<sup>st</sup> June 2023 prior to it being considered in Q2 (by the Executive on 4<sup>th</sup> July and the Council on 18<sup>th</sup> July 2023).

Work to assist our communities preparing Neighbourhood Plans within the Borough has also continued in Q1, particularly those for Alfold, Cranleigh, Dunsfold and Elstead & Weyburn.

Preparation for the launch of the 2023/24 CIL bidding cycle commenced during Q1, with a review and update of the application pack to ensure it was fit for purpose. A range of email notifications were prepared and made ready for distribution to infrastructure providers, Councillors, Parish and Town Councils and other interest parties, and the 'Bidding for CIL money' page of the Council's website was reviewed and updated ready for the launch.

The team has continued to respond to planning consultations, including in relation to proposed planning reforms, and has assisted Development Management officers, including providing evidence at several appeal hearings in relation to five-year housing land supply and traveller accommodation needs.

Some of the vacant posts in the Local Plans and Planning Policy team have been filled. However, there remains vacancies both for planning officers (including those which focus on CIL) and technical support officers. The ongoing nature and increase in the amount of CIL cases has meant that the vacant posts relating to CIL have had to be covered by temporary contracts.

##### Economic Development

The new consultant team Avison Young are working to complete the Economic Development Strategy (evidence base, strategy, and action plan) and have engaged with stakeholders and the Executive. It is anticipated the draft strategy and action plan will be considered by Executive in Q2/Q3 before progressing through the governance cycle.

Funding agreements are in place with partners delivering the projects outlined within the Council's approved UK Shared Prosperity Fund and Rural England Prosperity Fund, and the first payments to these organisations have commenced. The financial profile of the final set of projects represents a change to the investment plan has been agreed by DLUHC. Communications on projects in ongoing work.

The team are continuing to support the emerging Business Improvement District (BID) proposals in Cranleigh, Farnham and Godalming. The Cranleigh ballot was successful in June 2023 and will begin 1<sup>st</sup> November. Farnham and Godalming BIDs are looking to go to ballot in October, with their business plans coming to O&S for consideration in September. The Executive agreed in May to support the upfront Civica cost for the BID collection software, which was otherwise prohibitive to the BIDs progressing to ballot.

The Economic Development team are looking to soft launch a new, refreshed business Waverley website in September.

### **Corporate projects**

The following activity took place on the various projects mentioned below:

- Completion of the new 3G artificial sports pitch at Woolmer Hill Sports ground.
- Continued monitoring of Brightwells Yard scheme, focusing on car park requirements, resolution of new bridge at Borelli Walk, and highways works at East Street, linking with the Farnham Infrastructure Programme.
- Viability appraisal and survey work relating to 69 High Street, Godalming, in order to progress the scheme to next stage, including preparing a report for consideration by Executive and Council in Q2.
- Work on enabling project for the delivery of a mixed-use scheme at the Fairground Car Park has progressed with a feasibility study.

### **Housing delivery**

The delivery of the new build affordable housing programme continues for schemes with full budget approval and those in the pre-development phase. A number of key highlights include:

- Ockford Ridge (Site C), Godalming: Phase 1 handover of 8 houses scheduled for October, subject to utilities works taking place in line with programme expectations. Remaining phases also on schedule for handover in early 2024.
- Ockford Ridge, Godalming Deep Retrofit Pilot: The appointment of Niblock Building Contractors Limited has been progressing with works scheduled for completion in early 2024.
- Downhurst Road, Ewhurst: The team has been working with Building Control to assess the condition of several vacant homes at this location to consider whether they are classified as Dangerous Structures under the Building Act 1984. Disconnections continue ahead of demolition later this year.
- Work has been progressing to enter into contract with the preferred contractors to enable an imminent start on site at five locations in Chiddingfold, and Riverside Court in Farnham.

It is expected that business cases for three further schemes will be brought forward for consideration by Councillors in Q2, with another tranche then in Q3.

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

## 10.2 Key Performance Indicators Status

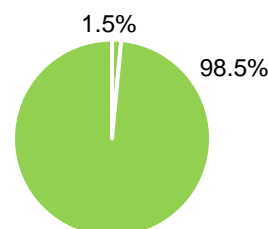
RP1 – Actual number of dwellings commenced and RP2 – Actual number of dwellings completed will be reported on an annual basis.

## 10.3 Service Plans – Progress Status

### 10.3.1 Summary Table and Pie Chart

#### Q1 Progress on Regeneration & Planning Policy Service Plans 2023/26

Total	100%	67
Completed	1.5%	1
On track	98.5%	66
Off track - action taken / in hand	0.0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



### 10.3.2 Summary comment on the service plans

All actions remain on track at present.

## 10.4 Internal Audit Actions Progress Status

**Comment:** At the end of Q1 there were no outstanding Internal Audit Actions for this service area.

## 10.5 Complaints Statistics

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

KPI	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022	0	0	0	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022	0	0	0	0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%

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

KPI	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022	0	0	1	1	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022	0	0	1	1	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	100%	100%	95%

### 10.5.3 Summary Comment on the statistics

One level 2 complaint was received relating to Planning Policy (specifically Community Infrastructure Levy) and a response issued within the required timeframe.

## 10.6 Finance Position at the end of the quarter

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

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Regeneration &amp; Planning Policy</b>					
Expenditure	2,488	2,481	-7	Favourable	0%
Income	-1,399	-1,399	-	Adverse	0%
<b>Regeneration &amp; Planning Policy Total</b>	<b>1,090</b>	<b>1,083</b>	<b>-7</b>	<b>Favourable</b>	<b>-1%</b>

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Regeneration &amp; Planning Policy HRA</b>					
Expenditure	456	415	-41	Favourable	-9%
Income	-465	-465	-	Adverse	0%
<b>Regeneration &amp; Planning Policy Total</b>	<b>-9</b>	<b>-50</b>	<b>-41</b>	<b>Favourable</b>	<b>446%</b>

### 10.6.2 Regeneration & Planning Policy Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
<b>Capital Regeneration &amp; Planning Policy</b>			
Regeneration & Planning Policy	560	560	-

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

The favourable savings on both general fund and HRA relate to vacancy savings on your staffing budget.

### 10.6.4 Summary Comment on capital position at the quarter end

Capital expenditure does not have any variances this quarter, although anticipate that we will see some over the next couple of months owing to delays on some of the housing schemes being delivered for the HRA e.g. Chiddingfold and Aarons Hill which are seeking revised delegations and approvals from Executive and Council.

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

This service area includes Events; Heritage; Leisure; Parking (On and Off Street); Waverley Training Services, Leisure and Building Control (including Street Naming).

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

### 11.1.1 Summary from Executive Head of Service – Q1 2023/24

#### **Leisure**

This quarter saw the preparation for the launch of the new leisure contract which was celebrated with open days on the 1 July at each of the four leisure centres. Everyone Active were able to attract celebrities such as Colin Jackson and Mark Foster to the events which ensured a fun and successful day. Although we are at the very start of the contract we are extremely pleased how the transition to a new operator has taken place and the response from residents and members has been largely very positive. We will now start working closely with the Everyone Active Team to look at investment in the leisure stock over the coming months.

The new leisure management contract did not include The Edge Leisure Centre. As decided at the start of the procurement process for financial reasons the site was not included as part of the tender. As required under the lease six months' notice was given, in December 2022, to hand the site back to Surrey County Council. We are working closely with them to reopen the facilities for community use as quickly as possible.

The new Cranleigh Leisure Centre project started this quarter with appointment of GT3 Architects who are the lead contractors for the project. They have great experience in the design and delivery of low carbon leisure centres.

#### **Parking**

The quarter has remained strong with income reaching pre-covid levels. It is pleasing to see customers returning to our high streets. Throughout this period discussions took place with the new BID managers across the borough to see how parking can further assist the resurgence of our high streets.

Resources within the service are tight with key personnel retiring in the near future and we will be restructuring to ensure this valuable service continues to operate effectively.

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

This has been a tough quarter financially for the service with the cost-of-living crisis impacting refurbishment and new build projects. However, the team have, and continue, to work hard on embedding the new regulations into the systems we operate, this is both time consuming and critical to ensure legislative compliance for next year.

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

The service is still struggling with recruitment but have successfully appointed a new tutor who will be starting in quarter 2. Covid has certainly impacted achievements and the performance of the service during this quarter but with the appointment of new tutors we are confident that performance will improve in the coming months.

#### **Arts & Culture**

We have appointed a professional team which includes an historic building professional, a chartered surveyor and a structural engineer to oversee the construction phase of the Museum of Farnham

project. We have all the necessary Council approvals to proceed and will be meeting onsite with the Arts Council in Quarter 2 to formally kick off the project. In total this will be an 18-month project, but significant strides have been made during the last three months.

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

## **11.2 Key Performance Indicators Status**

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

PI reference	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
<b>C1</b>	Total number of visits to Waverley leisure centres ( <b>higher outturn is better</b> )	Visits	370,120	373,127	386,293	439,645	377,587	370,993
<b>C2</b>	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter ( <b>higher outturn is better</b> )	No.	2,415	2,920	2,390	5,273	3,016	Data only
<b>C3</b>	Percentage of complete building control applications checked within 10 days ( <b>higher outturn is better</b> ) (P8)	%	73.0%	92.5%	92.5%	91.4%	77.7%	80%
<b>C4</b>	Apprentice overall success rate per quarter ( <b>higher outturn is better</b> )	%	75.0%	75.0%	75.0%	76.1%	64%	65%
<b>C5</b>	Apprentice timely success rate in gaining qualification in the time expected ( <b>higher outturn is better</b> )	%	70.0%	70.0%	70.0%	74.6%	56%	60%
<b>C6</b>	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) ( <b>higher outturn is better</b> )	No.	18	18	19	19	19	Data only

#### **11.2.2 Comment:**

The performance at Waverley Training Services is a direct result of the inability to recruit tutors and the learning lag of Covid. Although lower than expected this is still above the industry average and one of the highest performances locally.

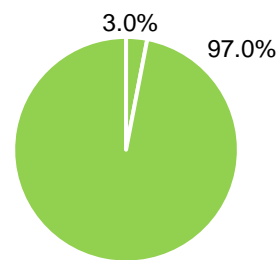
Building Control is still ahead of its annual target although slightly below the quarterly performance expectation.

## **11.3 Service Plans – Progress Status**

### 11.3.1 Summary Table and Pie Chart

#### Q1 Progress on Commercial Services Service Plans 2023/26

Total	100%	33
Completed	3%	1
On track	97%	32
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



### 11.3.2 Summary comment on the service plans

All service plans are complete or on target.

## 11.4 Internal Audit Actions Progress Status

#### Comment:

At the end of Q1 there were no outstanding Internal Audit actions for this service area.

## 11.5 Complaints Statistics

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

KPI	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022		0	1	1	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022		0	0	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	0%	100%	95%

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

KPI	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022		0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022		0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%

### 11.5.3 Summary Comment on the statistics

One complaint was received and responded to within the required timeframe.

## 11.6 Finance Position at the end of the quarter

### 11.6.1 Service’s General Fund Account Table



Services	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
<b>Commercial Services</b>					
Expenditure	7,283	7,242	-41	Favourable	-1%
Income	-9,772	-9,625	147	Adverse	-2%
<b>Commercial Services Total</b>	<b>-2,488</b>	<b>-2,382</b>	<b>106</b>	<b>Adverse</b>	<b>-4%</b>

Although savings have been made to expenditure to manage the loss of income in building control and Waverley Training Services until fully staffed we will not be able to close the gap. It is expected that performance will improve later in the financial year for WTS as staffing levels are replenished, Building Control may struggle more as it is impacted by elements outside of the Council's control.

### Capital Commercial

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Car Parks	439	439	-
Leisure	523	523	-
<b>Grand Total</b>	<b>962</b>	<b>962</b>	<b>-</b>

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

Capital expenditure remains on target for this quarter however the car parks programme may slip a little as recruitment to key posts are completed.

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

This service area Careline; Community grants; Community safety; Disabled facility grants, adaptations; Family support; Health and Wellbeing; Safeguarding; Supporting vulnerable people, migrants and refugees.

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

#### 12.1.1 Summary from Executive Head of Service – Q1 2023/24

##### Community Challenges

The challenges of the cost-of-living crisis continue for many of our residents in Waverley and our voluntary sector partners and town and parish councils continue to support those in need. We have received part of the 4<sup>th</sup> tranche of Household Support Fund allocated to Waverley and are receiving applications from our most vulnerable for help with general living costs. We have also allocated part of this funding to community groups and voluntary sector partners who link in with our communities directly.

There also continues to be increasing difficulty for our statutory and community partnerships around delivering services to our communities who are experiencing emotional and physical health concerns. Increased demand compounded with funding cuts is presenting unprecedented pressure on services.

We continue to focus on the collaboration needed between statutory agencies to support our communities and we are placing particular focus on independence and prevention workstreams with the NHS Integrated Care Partnerships (ICP). Our council continues to be a valued partner within the

Surrey Heartlands ICP and Frimley ICP and we are now leading on the Thriving Communities workstream of supporting people through the wider determinants of health for Surrey Heartlands.

Our Careline services are impacted by the cost-of-living crisis in as much as some people are unable to afford this support when balanced with other household needs. However, our installs have increased compared to last year. The take up for our digital package is going well with 47 people using the system since its launch. Problems with our Tunstall stock does continue.

### Community Safety and Safeguarding

We continue to see a rise in safeguarding cases and the pressures on Adult Social Care results in thresholds of intervention becoming higher. Our internal practice is constantly improving to ensure we mitigate the risk to our vulnerable people by ensuring robust action led case conferences are held with our partners in Adult Social Care and the Police.

We are continuing to deliver the Safer Waverley Partnership (SWP) plan and are working on a health and wellbeing strategy that will embrace the impact anti-social behaviour can have on resident wellbeing.

### Refugee Resettlement

We continue to support the resettlement of refugee families from Syria and Afghanistan ensuring that access to education, health and financial support can help the families achieve independence. We are working on ensuring that our pledge to home 10 Afghan families under the resettlement scheme is achieved and this will align with the government initiative to move Afghan families under the ARAP resettlement schemes from bridging hotels into housing.

The support for Ukrainian families under the Homes For Ukraine scheme continues and many of the families remain with their hosts, but there continues to be a serious decline in new expressions of interest to host families and we anticipate as the crisis continues that many of the families currently hosted will need accommodation. The team continues to work with families to find housing within the private sector, but many landlords are now requesting six months' rent in advance – which is a challenge.

## ***Samantha Hutchison – Executive Head for Communities***

### 12.2 Key Performance Indicators Status

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

PI reference	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
CU1	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	1541	1512	1476	1510	1500	Data only
CU2	Total number of Careline calls per quarter (data only, no target set)	Calls	5733	5359	6334	6219	6059	Data only
CU3	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	100%	100%	100%	100%	100%	95%

#### 12.2.2 Comment:

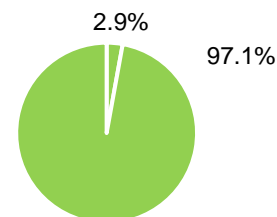
The total Careline customers for this quarter are 1500 and reflects the normal fluctuations we have with customer take up. The issues around equipment supply also impact this number.

## 12.3 Service Plans – Progress Status

### 12.3.1 Summary Table and Pie Chart

#### Q1 Progress on Organisational Development Service Plans 2023/26

Total	100%	35
Completed	2.9%	1
On track	97.1%	34
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



### 12.3.2 Summary comment on the service plans

All service plans are complete or on target.

## 12.4 Internal Audit Actions Progress Status

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

## 12.5 Complaints Statistics

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

KPI	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022	0	0	0	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022	0	0	0	0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%

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

KPI	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022	0	0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022	0	0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%

### 12.5.3 Summary Comment on the statistics

No complaints were received this quarter.

## 12.6 Finance Position at the end of the quarter

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

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Community Services</b>					
Expenditure	2,406	2,413	7	Adverse	0%
Income	-1,223	-1,223	0	Adverse	0%
<b>Community Services Total</b>	<b>1,183</b>	<b>1,190</b>	<b>7</b>	<b>Adverse</b>	<b>1%</b>

### Capital Community Services

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Community Services	905	905	-

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

Due to the problems with our careline equipment supply, we have tried our best to install equipment at the rate of demand, and this will have impacted our income. The need continues to grow and move in the right direction.

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

This service includes Bereavement; Green spaces, parks, countryside, trees; Fleet operations; Street Cleaning; Waste and recycling.

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

#### 13.1.1 Summary from Executive Head of Service – Q1 2023/24

Waste Services - The Environmental Services Team has continued to work with our waste contractor to improve services around Waste and recycling and street cleansing,

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

Although the defined missed bin numbers are low, repeat disruption in some locations has continued to be an issue for a small number of properties; as previously reported, caused by unfamiliar drivers and crews being deployed to collection rounds due to the issues raised above. Specifically in June the vehicles used for rural areas had significant breakdown issues that were exacerbated by both leave, and industry wide parts availability issues. Consequently, this led to delays and the use of less familiar crews on service recovery and resulted in a spike in service issues and missed collections. Biffa have now resolved these issues and added spare capacity to the fleet to minimise further risk. We continue to work closely with Biffa to put in place appropriate action plans where needed to resolve those issues on a case-by-case basis.

Greenspaces –

Grounds maintenance contract - the Contract continues to perform well, despite the significant resource changes from the removal of SCC highway areas from the contract. We are getting minimal contacts from residents about SCC works, which is due to the good communication campaign and message that WBC have delivered. The new contract monitoring officer is settling well into their role and the team.

Playgrounds - Assets repairs continue this year, with works orders being raised to help maintain the 53 playgrounds we manage.

Playground consultations will be starting in July for the sites; Lashmere Recreation Ground, Cranleigh, Wentworth Close, Weybourne and Combe Road Recreation Ground, Godalming. The intention is to have these sites fully refurbished by Easter next year. Other consultation on playgrounds sites that are to be funded subject to a successful CIL application later this year, are projected to start in the Autumn for the sites; Border Road and Oak Cottages, Haslemere, Sandyhill, Farnham.

Countryside Rangers - A busy time of year for the rangers managing the Frensham Great Pond and Common site, preventing fires/bbqs and managing the significant influx of visitors and the problems they bring. We are using external enforcement officers to help support the ranger team.

In late May we sadly had the wildfire up at Frensham where the fire service estimated some 10 Ha of heathland were burnt. We have not identified how the fire has started as of yet.

Tree & Woodland Team – We continue to experience difficulties in recruitment for these roles as we continue to attempt to fill a vacant post. In addition, the Tree & Woodland officer is on long term sick leave exacerbating the capacity issues. Support is being given by the Tree & Landscape team and we are having to really focus on essential works.

Events/Filming/Bookings - Bookings for fetes, fairs, fitness licences etc. continue this year. We have had no big budget film requests as of yet so far this year.

Tree Protection and Planning Consults - Conservation Area tree applications – 94.87% completed within 6wks period, just below the target of 95%. This is due to two applications that were waiting on the agent to feedback on revised specification of works.

Tree Management works applications – 93.48% completed with 8wk period, just below target of 95%. This is due to three cases, either being very complex (subsidence), awaiting further tree report details of additional information that was not forthcoming.

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

## 13.2 Key Performance Indicators Status

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

PI reference	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
E1*	Materials recovery facilities (MRF) Reject Rate ( <b>lower outturn is better</b> )	%	4.3%	4.0%	5.3%	9.1%	Received Quarter in Arrears	5.00%
E3a	Number of refuse and recycling missed bins out of 100,000 collections per week ( <b>lower outturn is better</b> )		tbc	60	63	63	80	40

PI reference	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
E3b	Number of food waste missed bins out of 100,000 collections per week (lower outturn is better)		tbc	69	61	64	78	40
E NI191*	Residual household waste per household (lower outturn is better)	kg	82.4	82	87	94.9	Received Quarter in Arrears	90.00
PI reference	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
E NI192*	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	60.0%	58.0%	57.9%	55.0%	Received Quarter in Arrears	54.0%
E4	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	100%	97.6%	98.2%	96.2%	93.5%	95%

### 13.2.2 Comment:

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

The MRF rejection rate for Qtr 4, has shown some decline against a target of less than 5% in Q3, and a further decline to 9.1% in Q4 The full year reject rate is likely to be in excess of the target. Officers have examined previous values for this indicator and there doesn't appear to be any evident trend although there have been occasional higher levels of rejected material.

Residual Waste per household in Qtr 4 has increased on Q3, and whilst it is above the 90kg target, the full year is likely to be under target. The recycling rate in Qtr 4 has decreased slightly but remains ahead of our target.

**E3a, E3b** – Missed bin figures for Qtr 1 are provided but must be viewed with caution due to issues with the Council's 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. Biffa expect to bring devices into use during September and this will see the reporting software amended on the Council side and allow a faster reporting and response for genuine issues.

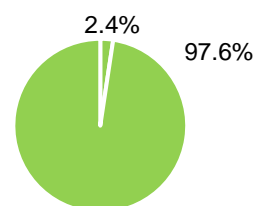
In addition to the above, Biffa reported significant vehicle breakdown issues in June, exacerbated by parts availability that led to additional service disruption In June. Appropriate steps have been taken by Biffa, including a temporary increase in spare vehicle cover, to minimise the risk of repeats.

## 13.3 Service Plans – Progress Status

### 13.3.1 Summary Table and Pie Chart

Q1 Progress on Environmental Services Service Plans 2023/26

Total	100%	42
Completed	2.4%	1
On track	97.6%	41
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



### 13.3.2 Comment:

All of the outstanding actions are on track to be resolved with long term solutions, with no serious delays anticipated.

## 13.4 Internal Audit Actions Progress Status

**Comment:** At the end of Q1 the following Internal Audit Action was outstanding for this service area:

IA22/08.001.2 Develop and adopt a digital end to end solution [for bin supply and management].

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 20 June 2023).

However, whilst a fully digital system has not yet been possible, the team has developed a digital process for customers ordering bins and additional manual processes for ensuring delivery. Work is now commencing on this also becoming digital.

## 13.5 Complaints Statistics

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

KPI	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022		2	19	13	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022		2	4	2	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	100%	21%	15%	95%

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

KPI	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022		1	2	3	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022		1	2	3	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	100%	100%	100%	95%

### 13.5.3 Summary Comment on the statistics

The service has seen an increase in level 1 complaints in the quarter mainly related to a small number of repeated collection issues. The field team has been working with Biffa to investigate, understand the causes and put in place the necessary corrective actions. A complaints lead has also been appointed to ensure that timely responses are made to these complaints. It should be noted that, because of fortnightly collections of most waste commodities, it is often difficult to reach a formal resolution and confirmation within the timescales required for corporate complaints. Officers have therefore sought to work with the contractor to put quicker solutions in place and to report on that basis.

## 13.6 Finance Position at the end of the quarter

### 13.6.1 Environmental Services General Fund Account Table

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Environmental Services</b>					
Expenditure	11,852	11,846	-6	Favourable	0%
Income	-3,685	-3,631	55	Adverse	-1%
<b>Environment Services Total</b>	<b>8,167</b>	<b>8,216</b>	<b>49</b>	<b>Favourable</b>	<b>1%</b>

### Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Countryside	354	354	-
Environment	189	189	-
Parks & Recreation	1,697	1,697	-
Fleet Management	155	155	-

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

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

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

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

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

#### 14.1.1 Summary from Executive Head of Service – Q1 2023/24

##### Development Management

Performance has continued to improve and be maintained through Q1, Q2, Q3 and Q4 for major, and non-major (including householder and other) applications with all categories exceeding the performance threshold. The encouraging news reported for September (Q2) in terms of the Government's performance threshold which is currently above 70% for the rolling 2-year period for Non major applications and 60% for major applications has been maintained in Q3 and Q4.

Following the letter from DLUHC indicating potential designation for non-major applications in the two years to the end of Q2 (September 2022) the response was sent to DLUHC setting out the circumstances that resulted in performance below the Government threshold of 70%. The response also set out the improvements that have been undertaken, and those yet to take place but set out in the updated Improvement Action Plan and requested that the Council not be designated at this time as it would be counterproductive.



In response to this letter DLUHC wrote to the Chief Executive on the 12<sup>th</sup> April 2023 advising that before formally designating the authority, the Secretary of State for Levelling Up, Housing and Communities is prepared to give the Council the opportunity to demonstrate improved performance by June 2023. The letter referenced the improvements that had been made to date. It is worth noting that this letter was sent before the performance data for Q4 was published. The Council responded to this letter on the 14<sup>th</sup> July 2023 setting out its performance for Q4/Q1 confirming performance on non-majors at Q4 96.43% and Q1 97.19% with the 2 year rolling performance at 72.95% which technically takes the Council outside the 'designation zone'.

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

The Major and Non major applications performance for the last four quarters illustrate a very significant improvement which if maintained would place performance figures in a healthy place for the two years rolling period to September 2023.

There continue to be officer vacancies in this quarter, and these have, or are going to be, filled by permanent staff where possible but by contractors where recruitment has not been possible. There is currently a recruitment process in flight which will go live in September.

Development Management (DM), working closely with the Business Support team, is very much on an improved path of performance, as can be seen with the last 4 quarters performance statistics, with many of the required targets being exceeded. Following on from the Planning Advisory Service (PAS) independent consultant review during Q1, a written review offered 10 recommendations for improvement, all of which have been actioned and implemented and we continue the work in progress with the PAS DM Challenge Toolkit.

***Claire Upton-Brown, Executive Head of Planning Development***

## 14.2 Key Performance Indicators Status

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

PI reference	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
P1	Percentage of all planning applications determined within 26 weeks ( <b>higher outturn is better</b> )	%	90.4%	81.0%	95.8%	97.8%	93.1%	100%
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks or with an agreed extension of time (NI157a) cumulative figure) ( <b>higher outturn is better</b> )	%	100%	92.9%	91.3%	100%	100%	80%
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks ( <b>higher outturn is better</b> )	%	93.1%	82.8%	92.2%	96.4%	97.2%	80%

PI reference	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	%	91.5%	89.3%	97.6%	98.2%	97.3%	90%
P2	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	%	88.1%	81.8%	92.5%	92.9%	91.8%	80%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) (lower outturn is better)	%	37.5%	20.7%	22.2%	25.0%	40.0%	30%
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	%	0%	0%	1.8%	6.3%	0%	10%
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	0.7%	1.4%	1.5%	1.9%	5.6%	10%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	82.4%	57.1%	91.2%	82.9%	47.5%	75%
P6	Percentage of "Bronze Service Level" pre-application advice provided within 21 days (3 wks) target (higher outturn is better)	%	0.0%	11.4%	18.2%	11.8%	25.0%	Data only
P7a	Number of Local Land Charge searches received.	No.	435	506	312	328	377	Data only
P7b	Percentage of Local Land Charge searches responded to within 10 working days.	%	99.5%	100%	99.7%	100%	100%	100%

#### 14.2.2 Comment:

**P1 (Total planning applications determined within 26 weeks)** – There continues to be a recovery from the dip in performance in Q2, due to the decision over the covid period not to seek extensions of time. Extension of time are now sought where required and this change continues to have a positive impact on performance.

**P151 (Processing of major applications)** –the continued very good performance 100% determined within 13 weeks or with an agreed extension of time, demonstrates on going and continued improvements made.

**P153 (Processing of non-major applications)** – Again, the figure of 97.2% determined either in 8 weeks or within an agreed extension of time represents a huge improvement over last year's performance.

**P123 (Processing of other applications)** – The performance against this target is exceptionally good at 97.3% and illustrates the step change in performance in the service.

**P2 – (Processing of residual applications)** – Exceeded target with 91.8%

**P3, LP152, LP154 – (Appeals performance)** – Various factors around resourcing issues have affected the performance in this quarter

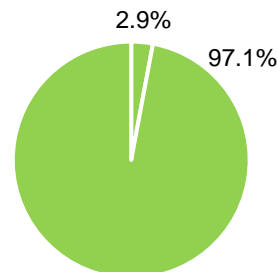
**P4 -Enforcement** - Various factors around resourcing issues have affected the performance in this quarter, however in July we have already seen an improvement in performance to 100%.

### 14.3 Service Plans – Progress Status

#### 14.3.1 Summary Table and Pie Chart

Q1 Progress on Planning Development Service Plans 2023/26

Total	100%	34
Completed	2.9%	1
On track	97.1%	33
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



#### 14.3.2 Comment:

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

### 14.4 Internal Audit Actions Progress Status

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

### 14.5 Complaints Statistics

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

KPI	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022		5	8	10	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022		5	4	9	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	100%	50%	90%	95%

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

KPI	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022		1	9	4	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022		1	8	4	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	100%	89%	100%	95%

### 14.5.3 Summary Comment on the statistics

Responding to complaints has been a priority during Qtr. 1 and this has shown a significant improvement in performance.

## 14.6 Finance Position at the end of the quarter

### 14.6.1 Planning Development General Fund Account Table

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Planning Development</b>					
Expenditure	6,009	5,998	-11	Favourable	0%
Income	-3,603	-3,542	61	Adverse	-2%
<b>Planning Development Total</b>	<b>2,406</b>	<b>2,456</b>	<b>50</b>	<b>Adverse</b>	<b>2%</b>

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

The general fund budgets show a satisfactory position due to salary savings from vacancies however there has been a fall in the number of planning applications received in the last quarter in line with national trends and reflective of the impact of increased borrowing rates and cost of living.

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

This service includes Air quality; Corporate health and safety; Emergency planning; Environmental health/crime; Food safety; Licensing; Private sector housing.

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

#### 15.1.1 Summary from Executive Head of Service – Q1 2023/24

Activity across all of the Regulatory Teams remains at a high level and saw a busy Emergency Planning response supporting the community during further significant water outages affecting both Waverley and Guildford residents. Getting businesses back on track continues to be extremely challenging for the food and safety and licensing teams and complaint levels remain high. I have to thank all of the teams 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 Q1

A total of 104 inspections of food business have been undertaken during Q1. The standards of food hygiene within businesses have been reported by officers as improved with only 6 being awarded a rating of 0,1 or 2 under the Food Hygiene Rating Scheme which indicates that they were not broadly compliant with legislative standards. Compliance inspections have been undertaken for all 6 which have confirmed improvement. Of those food businesses inspected, 73 received written warnings and none (compared to 4 in Q4) were issued with formal notices requiring compliance. A reduced number of food businesses (4) have made requests for a Food Hygiene Rating Scheme revisit to reassess standards and provide a new Food Hygiene Rating. 8 official food samples were sent for analysis during the period, focussed on less than thoroughly cooked burgers. Most notable was the

service receiving an increased number of newly registering food business to 63 (from 35 last quarter) which suggests a positive upturn in business activity across the Borough.

The number of complaints from the public about hygiene standards observed within food businesses increased to 17 (from 7 in Q4), but the number of food poisoning allegations remained the same at 8). Official notifications of confirmed infectious disease cases have risen slightly to 68 (56 in Q4).

With regard to health and safety enforcement, inspections as part of the 'Gas Safety in Catering Premises Project' have continued during Q1. Investigations have identified a number of gas engineers working outside their domestic gas remit at commercial food businesses. These have been reported to the Health and Safety Executive.

The service has received 18 workplace accident notifications during Q1 (24 in Q4). A total of 1 improvement notice for unsafe electrical installation and 3 prohibition notices for unsafe play equipment and a risk of persons falling from height, were issued on two businesses. One prosecution case was considered at Staines Magistrate Court with three guilty pleas being entered for breaches of Health and Safety legislation. Sentencing will be determined in Q2.

A total of 10 new special treatment licence applications were received.

### Environmental Protection Team

During Quarter 1 of 2023/4 the Environmental Protection Team dealt with the following requests for service:

Complaint type	2022/23 full year	Qtr. 4 2022/23	Qtr. 1 2023/24	2023/234 full year (to date)
Noise complaints	532	127	138	138
Planning consultations	733	160	121	121
Requests for information	344	84	76	76
Temporary Event Consultations	791	162	216	216
Premise License Consultations	61	20	16	16
Bonfire Complaints	103	32	22	22
St Trading requests for service	98	16	19	19
Pest control complaints	57	13	30	30
Other requests for service	525	114	158	158
Total	3244	894	796	796

The Environmental Protection Team have also dealt with :

- 17 ongoing complex cases and 3 notices served.
- Served Notice - Animal Welfare – Worked with vet and served Breeding Revocation Notice and an Animal Welfare Improvement Notice on the same premises. Follow up with the police in the future.
- Dog on dog attack requiring surgery, ongoing monitoring.
- Illegal Dog breeding. EHO working with police regarding puppy farm.
- Successful prosecution – Restaurant extract ventilation system, noise and odour. Guilty plea resulted in fine of £3000, victim surcharge of £190, costs of £592.50 totalling £3783.50. Business owner working with EP to improve system through a planning application.

- Work continues on a complex case with multi-agencies, dogs barking, community trigger.
- Out of Hours visits carried out regarding noise and H&S issues from pub, continue working with Licensing, FH&S on various issues. No requirement for Licence Review after all.
- EH intervention regarding new development and lack of remediation. ACM coming to surface of soil, additional remedial scheme agreed with developer.

#### Ongoing cases.

- Hydrocarbon fumes in pub – work with MP, EA and Petroleum Officer much improved following monitoring in cellar. UKHSA say minimal health risk.
- Notices served for improvement works to property in Q4 not complied with. Arrangements for works in default arranged. Ongoing but predict successful outcome.
- Network Rail S61's continue to be received. Ongoing throughout 2023. Process next batch in Q2 of 2023.
- Work ongoing with large new village remediation scheme regarding PFAS.
- Undertaken various consultations regarding Street Trading including a Hearing where Consent was agreed. Another with 50 objections was withdrawn.
- New Senior Pollution Control Officer appointed and to start in July. Existing staff covering in the meantime.
- SDK Environmental. New Waverley contract. Went out to bids as part of a Surrey framework contract. Contract sealed based on £23k over 5 years.
- Extensive team work on replacement for M3 property software
- Apr-23 New contract agreed with SDK for 5 years, as part of Surrey Framework Agreement

### Private Sector Housing

Disabled Facilities Grant enquiries continue at a high level in Quarter 1. Part of the reason for this has to be greater awareness of grant availability as we continue to see referrals from private Occupational Therapists (OT) and also hospital OTs who are trying to arrange works to allow patients to return home.

The team has been impacted this quarter by sickness absence and the resignation of the grants officer. Steps are in progress to recruit a replacement and to secure some admin support from elsewhere in the service to progress applications.

We are anticipating an increase in HMO licence applications made to Waverley as the current five-year licences become due for renewal.

When HMO licensing was introduced in 2006 it applied to properties with 5 or more occupiers *and* 3 or more storeys. On 1 October 2018 new legislation came into force with the effect that all HMOs with 5 or more occupiers require a licence irrespective of the number of storeys. Under the original scheme we licensed 49 licences. Since the change in legislation, we have issued 62 more licences, although eleven of these would have been licensable under the old regime. HMO licences are issued with a schedule of works mainly to improve fire safety and provision of amenities.

The overall number of complaints about living conditions for the quarter was similar to pre-covid levels. Damp and mould complaints naturally decrease during the spring and summer months but are likely to rise again in the Autumn. Complaints about illegal eviction and landlord harassment continue to be at a higher level than before probably due to the pressure on the private rented sector due to a shortage of rented accommodation.

The Council has a duty to arrange funerals for people dying in the Borough where there is no-one else to take responsibility. Where possible the team try to enable other parties to make the arrangements e.g., by accessing Social Fund payments. Where no other arrangement is possible the team will arrange the funeral and reclaim as much money as possible from the deceased's estate.

Under the Caravan Sites Control and Development Act 1960 any land that has planning permission for use as a caravan site must also have a site licence unless it falls within one of the exemptions under the Act. This allows the local authority to impose conditions for the health and safety of the residents. There are 38 licensed caravan sites in Waverley of which 33 are Gypsy, Roma and Traveller (GRT) sites.

## Licensing

The Licensing Team has continued with a high volume of work.

The Licensing Act Policy has been reviewed and consulted on. It went to Committee on 05 June. (Awaiting Council Sign off)

Licensing Act 2003 applications have remained constant with 3 new premises licence applications (4 in Qtr. 4). 1 application was received for variation of licence conditions (2 in Qtr. 3), 3 applications for minor variations, 1 transfers of premises licence, 23 variations of designated premises supervisor (DPS) and 3 joint transfers and vary DPs applications were processed. 4 copy licences. 2 Change of Head Office/PLH/ DPS home addresses.

232 Temporary Event Notices were received (237 in Qtr.4). 45 of these were late notifications which had to be processed quickly to ensure there would be no adverse impacts.

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

The licensing team also carried out 13 routine inspections of licensed premises (37 in Qtr. 4), 3 were joint inspections with the Police following complaints from residents, 1 visit to premises following complaints from neighbours, 1 pavement complaint and 4 observation visits. In addition they have dealt with the following:

- Committee hearings were held during Qtr. 4 regarding issues with Licensed premises.
- Taxi licensing fees have been reviewed. Following a consultation, as no objections were received to our proposal to keep fees at their current level this has now been implemented.
- There were 2 Committee hearings held this quarter and 1 review hearing.
- Pavement license administration by borough and district councils has been extended for another year (to September 2024). 3 new applications were received this quarter, of which 1 was refused.
- 16 DBS interviews were conducted with new or existing drivers, down from 34 last quarter. (It is normal for DBS's to spike in the January quarter and then fall off.) 97.8% of our current drivers are now registered with the DBS update service – up from 96.5%. The registration enables the Council to make regular (quarterly) DBS checks on the individuals.
- All drivers are checked against (NR3) National database of refusals and revocations and 14 local driver refusals (6) or revocations (8) (which includes historic ones) have been added to the database. We have conducted 457 searches of the database relating to new and existing drivers.
- 14 knowledge tests were taken this quarter, slightly down on last quarter (17).
- 23 new driver licences and driver renewals were issued, and 108 vehicle licences were processed over the quarter.
- 11 street collections and 11 house to house collections took place in the quarter, compared to 9 and 11 respectively last quarter.

- 11 House to House Collections (12 in Qtr. 3) and 09 Street Collections (12 in Qtr. 3) were approved.
- 27 Small Society Lottery licences were renewed, and 2 New Small Society Lottery licences were granted.

## **Environmental Enforcement**

Staffing level challenges that were faced by the team in Q4 (2022/23) have been lessened by two new members of staff joining the team during Q1 although these new staff will still need to be fully trained.

The team have continued to focus on litter, street cleaning and waste removal contract work, ensuring that ad-hoc street clean requests are actioned by the waste contractor which is helped by the extra flexibility agreed last year within the contract. The close working relationships between waste contractor staff and Waverley Environmental Services Team has been maintained which enables better responses.

The continued focus on abandoned vehicles continues to show results with 5 Fixed Penalty Notices being issued during Q1 and 12 additional abandoned vehicle investigations being concluded. The conclusion of these cases resulted in removal of problem vehicles to complainants' satisfaction without the need for the vehicles to be taken by the Council. Persistent offenders that were previously targeted for abandoned vehicles in Q4 have now desisted in previous behaviours.

The team have also continued to attend reported fly-tips with a view to collect evidence for potential fines or prosecution and investigations in Q1 have resulted in 2 Duty of Care Fixed Penalty Notices being issued. Fly tipping has remained at a high level although geographically seems to have changed significantly. Officers have now started to regularly sign tipped areas with a view to using covert CCTV to identify offenders. Speed of removal of fly tips has improved as a result of better liaison with Biffa. Government has increased the Fixed Penalty level for some offences and a report will come forward recommending adoption of these.

## **Emergency Planning:**

Our Emergency Planning and Business Continuity response plans have continued to be tested during this quarter in supporting the community and running business as usual in parallel. Overall, we feel the council working with partner agencies has performed extremely well in Q1.

The Council's resilience was tested in this quarter, primarily during continued water outages at Netley Mill Water Treatment Works and Godalming Ashlands Reservoir in May, impacting properties in both Guildford and Waverley. The team worked closely with Guildford Borough Council colleagues and partner agencies to ensure we were ready to effectively respond when requested by the SLRF. Work is also continuing between colleagues at Waverley BC, Guildford BC and Applied Resilience to review, combine and integrate emergency and business continuity plans and procedures. This is making good progress, and plans are in the process of being finalised. A number of Emergency Response roles across the council have now been recruited for, however we are still in discussions to recruit further to strengthen our resilience.

Event safety has continued to be a key focus during Q1, with multiple Safety Advisory Group meetings taking place. Colleagues from partner agencies have attended these meetings to discuss and advise on improving the safety of high-risk events taking place across the Borough during this period. These meetings have proven to be successful, and the events ran safely.



The team has continued to complete their corporate Health and Safety responsibilities. The review process has begun for the Corporate Health and Safety Policies, taking the opportunity to further the integration process with Guildford BC by taking their Health and Safety Policies into consideration during this review to ease future collaboration. Health and Safety walks took place throughout all corporate buildings during Q1 to ensure H&S standards remain high in all WBC workplaces. Alongside this, the team has continued to work with Housing colleagues to achieve safety compliance across WBC housing stock.

Climate Adaptation has continued to also be a focus during Q1. Working alongside the Sustainability team, we have worked closely with SCC and various Boroughs across Surrey to begin producing a Climate Change Adaptation Strategy and Action Plan to provide direction and objective for WBC to work towards adapting to the challenges of Climate Change.

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

## 15.2 Key Performance Indicators Status

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

PI reference	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
R1a	Average number of days to remove fly-tips ( <b>lower outturn is better</b> )	Days	3	2	2	3	2	2
R1b	Number of fly tipping incidents in a quarter ( <b>Data only</b> )		182	163	195	210	163	Data only
R2	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due ( <b>higher outturn is better</b> )	%	88.9%	100%	100%	100%	100%	100%
R3	Food businesses with a 'Scores on the door' of 3 or over ( <b>higher outturn is better</b> )	%	89.9%	90.2%	91.0%	91.3%	96.6%	Data only

#### 15.2.2 Comment:

**R1a, R1b** – Performance on clearing fly tips has improved as a result of better liaison with Biffa. Numbers of fly tips reported has also fallen compared to Qtr 4. Enforcement activity on fly tipping and abandoned vehicles remained a priority.

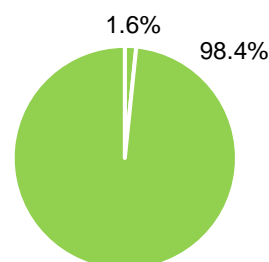
**R2, R3** – As food inspections get back on track (100% for the fourth quarter in a row) standards in food businesses are starting to improve and the number of food businesses with a score of 3 or over continues to rise.

## 15.3 Service Plans – Progress Status

### 15.3.1 Summary Table and Pie Chart

Q1 Progress on Regulatory Services Service Plans 2023/26

Total	100%	61
Completed	1.6%	1
On track	98.4%	60
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



**15.3.2 Comment:**

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

**15.4 Internal Audit Actions Progress Status**

**Comment:** At the end Q1 there were no outstanding Internal Audit Actions for this service area.

**15.5 Complaints Statistics****15.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters**

KPI	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022		2	1	1	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022		2	1	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	100%	100%	100%	95%

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

KPI	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022		0	3	2	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022		0	3	2	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	100%	100%	95%

**15.5.3 Summary Comment on the statistics**

Responding to complaints has been a priority during Qtr. 1 and this has shown a significant improvement in performance.

**15.6 Finance Position at the end of the quarter****15.6.1 Regulatory Services General Fund Account Table**

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Regulatory Services</b>					
Expenditure	3,713	3,676	-37	Favourable	-1%
Income	-2,874	-2,822	52	Adverse	-2%
<b>Regulatory Services Total</b>	<b>839</b>	<b>854</b>	<b>15</b>	<b>Adverse</b>	<b>2%</b>

**Capital Regulatory Services**

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Regulatory Services	65	65	-

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

- The general fund budgets show a satisfactory position due to salary savings from vacancies. The shortfall in income relates to licensing where activity is still influenced by the aftereffects of Covid. Some capital funding on Air Quality Improvement works (£15,000) needed to be carried forward into 2023/4.

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## Department for Levelling Up, Housing & Communities

**Rt Hon Michael Gove MP**

*Secretary of State for Levelling up Housing & Communities*

*Minister for Intergovernmental Relations*

2 Marsham Street

London

SW1P 4DF

To All leaders of local authorities and mayoral combined authorities in England

4 July 2023

Dear All,

### **Office for Local Government and Best Value Guidance**

I am writing to let you know that the Office for Local Government (Oflog) has been established and new Best Value Guidance has been published.

As I set out in my speech at the Local Government Association's annual conference, Oflog will provide authoritative and accessible data and analysis about the performance of local government, and support its improvement.

By collating, analysing, and publishing existing data about the relative performance of councils, Oflog will help councillors and the public have the information they need to scrutinise more effectively local decisions. It will also ensure council leaders can compare themselves against their peers and find examples of good practice to learn from; and it will allow central government and its partners to identify where there might be challenges and a need to step in to give support, where appropriate.

Oflog will improve the transparency of local government performance by publishing data in a clear and accessible way on the new Local Authority Data Explorer. The Data Explorer brings together existing data that is often disparate, to publish a clear and more informative way. It initially includes a subset of relevant metrics covering four distinct areas – adult social care, adult skills, waste management, and finance. As data is added, Oflog will make sure it is comparable and contextualised as appropriate. We know that data alone does not provide the full answer, but it will help prompt questions about a local authority's performance.

Local authorities have a critical role in providing essential services and building stronger communities. Oflog will recognise and celebrate the councils who do this best – making sure that those local leaders get the credit they deserve and showcase the best in class so others can learn from them. It will also start work to detect local authorities at risk of potential failure earlier in the process of decline. Where local authorities are identified as at risk of failure, Oflog will convene dialogues between councils and expert local leaders to explore the issues in more detail.

In parallel, we have heard from colleagues that devolution needs to be matched with accountability. Given the scale of ambition of our devolution programme, it is right that we have the appropriate checks and balances in the system. Oflog will work closely with DLUHC and local partners, particularly the mayoral combined authorities, to make sure that the outcome metrics used are the most appropriate for holding devolved areas and their leaders to account for their performance.

It is important to be clear on what Oflog is not – it is not a return to the Audit Commission; it will not produce performance league tables; nor will add new responsibilities on local authorities. We have

also published a policy document, setting out our plans for Oflog in more detail. Further information on Oflog can be found on the Oflog Gov.Uk website: <https://www.gov.uk/government/organisations/office-for-local-government>.

I want to thank you for working with us as we develop Oflog. Minister Lee Rowley, Lord Morse, Josh Goodman – Oflog’s new interim chief executive – as well DLUHC officials, will continue working with you to ensure that we are building Oflog together so that it works as best for local government colleagues as it can.

Alongside the establishment of Oflog and to give greater clarity to local authorities – and help to identify potential failures – I am also launching a consultation into new statutory guidance on what constitutes Best Value and the standards authorities are expected to meet by government and residents. Further information on the Best Value guidance can be found on the Gov.Uk website: <https://consult.levellingup.gov.uk/local-government-interventions-policy/best-value-standards-and-intervention>.

This new guidance sets out seven themes of good practice for running an authority to secure continuous improvement and provide value for money. These include the characteristics of a well-functioning local authority and the indicators used to identify challenges that could indicate failure.

The guidance also sets out the models of statutory and non-statutory intervention available when standards are not upheld. We will publish the guidance after my department considers the results of the consultation.

Yours sincerely,

A handwritten signature in black ink that reads "Michael Gove". The signature is written in a cursive style with a large initial 'M'.

**Rt Hon Michael Gove MP**  
Secretary of State for Levelling Up, Housing & Communities  
Minister for Intergovernmental Relations



Department for Levelling Up,  
Housing & Communities

Office for Local Government

Launch Metrics

The metrics below will be included at the launch of Oflog.

<b>Adult Social Care</b>	
<b>Number</b>	<b>Metric</b>
1	Quality of life of people who use services - adjusted to account only for the additional impact of local-authority funded social care on quality of life, removing non-service-related factors (underlying health and care needs, gender, and so on) (1B in the ASCOF).
2	Quality of life of carers (1C in the ASCOF).
3	The proportion of people who received short-term services during the year – who previously were not receiving services – where no further request was made for ongoing support (2A in the ASCOF).
4	The proportion of people who use services who find it easy to find information about services (3D (1) in the ASCOF) – to be combined with 5 from 2024.
5	The proportion of carers who find it easy to find information about support (3D (2) in the ASCOF) – to be combined with 4 from 2024.
6	The proportion of requests for support to the LA which result in a service multiplied by the number of requests per 100,000 population.
7	Staff turnover in the workforce (The proportion of directly employed staff in the formal care workforce leaving their role in the past 12 months)
<b>Waste</b>	
<b>Number</b>	<b>Metric</b>
1	Proportion of household waste sent for recycling.
2	Residual (i.e., non-recycled) waste per household (tonnes).
3	Contamination rate of recycling - calculated as estimated proportion that is rejected of total amount of household waste sent for recycling.
<b>Adult Skills (MCA)</b>	
<b>Number</b>	<b>Metric</b>
1	19+ Further Education and Skills Achievements per 100,000 population – including apprenticeships.
2	19+ Further Education and Skills Achievements per 100,000 population – excluding apprenticeships.
3	Proportion of the adult population aged 16-64 with level 3+ qualification.
<b>Finance</b>	
<b>Number</b>	<b>Metric</b>
1	Reserves as a percentage of Net Revenue Expenditure.
2	Reserves as a percentage of service spend.
3	Total Core Spending Power per dwelling.
4	Level of Band D council tax rates.
5	Council tax revenue per dwelling.

<b>6</b>	Social care spend as % of Core Spending Power.
<b>7</b>	Debt servicing as % of Core Spending Power.
<b>8</b>	Total debt as % of Core Spending Power.



# Resources Overview & Scrutiny Committee 2023/24 - work programme

## Part 1 of 4: Recommendations made

Ref	Agenda Item	Recommendation	Meeting date	Made to	Agreed?	Details
R23-20-3-12	Assets Investment Advisory Activity Update	To request that the Executive: <ul style="list-style-type: none"> <li>• Receive a report on the outcome of the Brightwells House redevelopment and consider the best approach to monitoring listed building refurbishment.</li> <li>• Consider how best to monitor large scale council projects to ensure they are built in accordance with agreed plans and planning conditions.</li> </ul>	20/03/2023	Executive	Reject and refer matter to future Services O&S Committee.	There is currently insufficient spare capacity in the council's enforcement capacity to accommodate such a proposal. It would require a significant growth item in the budget – similar in magnitude to that in the 2023/24 Budget for development planning - to accommodate such a recommendation and even then only if it were accompanied by an acceptable proposal for its funding.
R23 -23-1-7	Petition – Save Crown Court Car Park	To provide an update on the project timeline on the Godalming Town Centre Regeneration Project including a detailed revenue and risk analysis.	23/01/2023	Executive	Agreed	The Leader and Cllr Merryweather agreed a report back to O&S once the feedback from the engagement had been fully digested and the business plan updated.

R23-23-1-8	Capital Strategy 2023/2024	<ol style="list-style-type: none"> <li>1) To simplify the wording of the Treasury Management Strategy section to provide clarity and aid understanding; and</li> <li>2) to set up a small sub-group of the Resources O&amp;S Committee to meet with officers to gain a full understanding of these concepts and communicate them back to Members.</li> </ol>	23/01/2023	Executive	Agreed	Cllr Merryweather confirmed that he was happy to participate in a working group to review the Treasury Management Strategy.
R23-23-1-9.1	General Budget 2023-24 and Medium Term Financial Plan 2023/24-2026/27	<p>To request that the budget papers</p> <ol style="list-style-type: none"> <li>1) provide a more detailed breakdown of the collaboration savings and</li> <li>2) recognise that not all the pressures highlighted in Annexe 1, Note A, are solely attributable to Covid and that Cost of Living pressures might be more appropriate, as an additional designation.</li> </ol>	23/01/2023	Executive	Agreed	
R23-23-1-10	Housing Revenue Account Budget Paper 2022-23	<p>To request that the Executive:</p> <ol style="list-style-type: none"> <li>1) reconsider a rent increase of up to 4% in light of the heavy debt burden this would produce and</li> <li>2) amend recommendation 8 (procuring contracts of over £100,000) to add "and one of the Co-Portfolio Holders for Housing" after "s151 Officer".</li> </ol>	23/01/2023	Executive	Agreed	

## Part 2 of 4: Other resolutions

Ref	Agenda Item	Resolution	Meeting date	Status	Actioned to	Timescale	Details of current status

## Part 3 of 4: Upcoming items

Ref	Title	Purpose for scrutiny	Leader Member/Officer	Date for O&S consideration	Date for Executive decision (if applicable)
1	Godalming and Farnham BIDs	Scrutinise the business plans before the BIDs go to ballot	Catherine Knight	September 2023	
2	Collaboration update	Committee to receive a verbal update	Robin Taylor	Sept 2023	
3	69 High Street	Committee to received report following Executive decision made in August	Debbie Smith	Sept 23	
4	Corporate Performance Report Q1 2023/24	Scrutinise the performance of the areas and KPIs within the Committee's remit.	Executive Heads of Service / Jenny Sturgess	September 2023	
	DHLUC Benchmarking request	O&S Committee to look at DHLUC letters re: benchmarking, to discuss.	Leila Manzoor	Sept 2023	
5	Annual Letter from Ombudsmen	To scrutinise Ombudsmen investigations.	Sue Petzold	Nov 2023	October
6	Mid-year MTFP review and HRA business plan review	To scrutinise review of finances	Rosie Plaistow and Candice Keet	Nov 2023	
7	Housing sub-group/task and finish group Terms of Reference	To agree the Terms of Reference for the proposed Housing Scrutiny sub group	Annalisa Howson	Nov 23	
8	Collaboration update	Committee to look at Collaboration report to be approved by Executive in September	Robin Taylor	Nov 2023	
9	Economic Development Strategy	To scrutinise and review the updated EDS	Abi Lewis	Nov 2023	

10	Homelessness Strategy, Action Plan and Update Report	Scrutinise a revised Strategy and Action Plan, and review an update on the Council's effort to prevent homelessness in the past year.	Andrew Smith / Michael Rivers	Nov 2023	N/A
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## Part 4 of 4: Task and Finish groups

<b>Subject</b>	<b>Objective</b>	<b>Key issues</b>	<b>Chair</b>	<b>Lead officer</b>	<b>Status</b>	<b>Progress</b>	<b>Target Completion Date</b>

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**Waverley Borough Council  
Key Decisions and Forward Programme**

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

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

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

**Executive Forward Programme for the period 1st August, 2023 onwards**

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	PORTFOLIO HOLDER	O & S
Fire equipment servicing contract procurement	Approval to enter into Fire Equipment Servicing contract with Sureserve Fire & Electrical, maximum contract duration 2023 to 2026	Executive Co-Portfolio Holder for Housing Decisions	Yes	20 Jul 2023	Executive Head of Housing Services	Co-Portfolio Holder for Housing (Operations and Services)	Landlord Services EWG; O&S Resources

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	PORTFOLIO HOLDER	O & S
Ex council property buy-back	Purchase of an ex-council owned bungalow.	Executive Co-Portfolio Holder for Housing Decisions	Yes	20 Jul 2023	Executive Head of Housing Services	Co-Portfolio Holder for Housing (Operations and Services)	Landlord Services EWG /O&S Resources
Damp and Mould Policy	To adopt a Damp and Mould Policy for council-tenanted homes.	Executive Co-Portfolio Holder for Housing Decisions	Yes	20 Jul 2023	Executive Head of Housing Services	Co-Portfolio Holder for Housing (Operations and Services)	Landlord Services EWG /O&S Resources



TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	PORTFOLIO HOLDER	O & S
Local Authority Housing Fund - delivery of additional affordable homes	Approval to progress with acquisition of additional affordable homes on the open market and allocation of a small number of new build homes for use by refugees through the allocation of funding from the DLUHC Local Authority Housing Fund and relevant delegations to officers.	Executive	Yes	1 Aug 2023	Executive Head of Housing Services	Co-Portfolio Holder for Housing (Delivery)	Overview & Scrutiny - Resources

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	PORTFOLIO HOLDER	O & S
New Build Housing Delivery - Chiddingfold	<p>To enter into contract with a contractor to undertake demolition of existing homes and delivery of 26 new homes and associated works across five sites with relevant delegations to officers.</p> <p>To recommend to Council approval of additional budget from reserves.</p>	Executive Council	Yes	1 Aug 2023  August 2023	Executive Head of Regeneration and Planning Policy	<p>Co-Portfolio Holder for Housing (Delivery)</p> <p>Co-Portfolio Holder for Housing (Delivery)</p>	Overview & Scrutiny - Resources

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	PORTFOLIO HOLDER	O & S
69 High Street, Godalming	<p>To approve the Outline Business Case; to approve delegations to enable submission of a planning application, granting a 15-year commercial lease, and procuring and entering into contracts for construction and related professional services.</p> <p>To recommend to Council approval of a capital budget of £1.9m including £230k to progress to detailed design phase and submission of a planning application.</p>	Executive  Council	Yes	1 Aug 2023  August 2023	Executive Head of Regeneration and Planning Policy	Portfolio Holder for Finance, Assets and Property	Overview & Scrutiny - Resources

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	PORTFOLIO HOLDER	O & S
Asset Transfer Policy and Asset Disposal at less than best consideration policy	To approve policies to enable the transfer of assets to Town and Parish councils.	Executive	Yes	1 Aug 2023	Executive Head of Assets and Property, Executive Head of Regeneration and Planning Policy	Portfolio Holder for Finance, Assets and Property	Overview & Scrutiny - Resources
Financial Outturn 2022/23, MTFP and HRA monitoring 2023/24	To note the position and make recommendations to Council as appropriate.	Executive	Yes	1 Aug 2023	Executive Head of Finance	Portfolio Holder for Finance, Assets and Property	RESOURCE S O&S
Housing Asset Management IT solution	Approval to procure IT software and to agree annual fees	Executive Co-Portfolio Holder for Housing Decisions	Yes	31 Aug 2023	Andrew Smith, Executive Head of Housing Services	Co-Portfolio Holder for Housing (Operations and Services)	Overview & Scrutiny - Resources
Land at Six Bells Roundabout (Monkton Lane)	The Executive to decide on preferred future use of the land.	Executive	Yes	5 Sep 2023	Robin Taylor, Executive Head of Organisational Development, Chris Wheeler, Executive Head of Environmental Services	Portfolio Holder for Environment and Sustainability, Portfolio Holder for Finance, Assets and Property	Overview & Scrutiny - Resources

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	PORTFOLIO HOLDER	O & S
Waverley and Farnham LCWIP	To approve the Waverley and Farnham Local Cycling and Walking Infrastructure Plans (LCWIP).	Executive	Yes	5 Sep 2023	Executive Head of Regeneration and Planning Policy	Portfolio Holder for Environment and Sustainability	Overview & Scrutiny - Services
Farnham Park SANG land (Hale Road)	To consider the designation.	Executive	Yes	5 Sep 2023	Executive Head of Assets and Property	Portfolio Holder for Finance, Assets and Property	Overview & Scrutiny - Resources
St James Court, East St, Farnham - options [E3]	To consider options for the long term future of St James Court.	Executive	Yes	5 Sep 2023	Executive Head of Housing Services	Co-Portfolio Holder for Housing (Operations and Services)	Overview & Scrutiny - Services
Godalming Business Improvement District (BID) - draft business case	To consider the draft business case for the Godalming BID and delegate authority to cast the vote on behalf of Waverley Borough Council in the ballot due to take place in September 2023.	Executive	Yes	3 Oct 2023	Executive Head of Regeneration and Planning Policy	Portfolio Holder for Planning & Regeneration and Economic Development	Overview & Scrutiny - Resources

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	PORTFOLIO HOLDER	O & S
Farnham Business Improvement District (BID) - draft business case	To consider the draft business case for the Farnham Business Improvement District (BID) and delegate authority to cast the vote on behalf of Waverley Borough Council in the ballot due to take place in September 2023.	Executive	Yes	3 Oct 2023	Abi Lewis, Executive Head of Regeneration and Planning Policy	Portfolio Holder for Planning & Regeneration and Economic Development	Resources O&S
Equality, Diversity and Inclusion Policy	To adopt the EDI Policy.	Executive	Yes	3 Oct 2023	Executive Head of Organisational Development	Portfolio Holder for Community Services, Leisure and EDI	Overview & Scrutiny - Resources
Anti-Social Behaviour Policy	To approve a new ASB policy.	Executive	Yes	3 Oct 2023	Executive Head of Community Services	Portfolio Holder for Community Services, Leisure and EDI	O&S - Services

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	PORTFOLIO HOLDER	O & S
Cranleigh Leisure Centre new build	To approve the updated scope and budget of the project, proceed with construction contract and relevant delegations to officers.	Executive	Yes	3 Oct 2023	Kelvin Mills, Executive Head of Commercial Services	Portfolio Holder for Planning & Regeneration and Economic Development	O&S - Services
Homelessness Prevention Strategy 2023-28	To approve the updated Homelessness Prevention Strategy, 2023-28	Executive	Yes	3 Oct 2023	Executive Head of Housing Services	Co-Portfolio Holder for Housing (Delivery)	Overview & Scrutiny - Services
Equalities, Diversity & Inclusion Policy	To approve a corporate EDI Policy	Executive	Yes	3 Oct 2023	Executive Head of Organisational Development	Portfolio Holder for Community Services, Leisure and EDI	Overview & Scrutiny - Resources
Corporate Strategy 2023-2027	To recommend a revised Corporate Strategy to Council.	Executive Council	Yes	3 Oct 2023 17 Oct 2023	Executive Head of Organisational Development	Leader of the Council & Portfolio Holder for Policy, Governance and Communications	Overview & Scrutiny - Resources

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	PORTFOLIO HOLDER	O & S
Economic Development Strategy review	To approve the revised Economic Development Strategy.	Executive Council	Yes	28 Nov 2023 12 Dec 2023	Executive Head of Regeneration and Planning Policy	Portfolio Holder for Planning & Regeneration and Economic Development  Portfolio Holder for Planning & Regeneration and Economic Development	Services O&S

#### Background Information

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

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

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



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

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