

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

When calling please ask for:

Kimberly Soane,  
[Kimberly.soane@waverley.gov.uk](mailto:Kimberly.soane@waverley.gov.uk)

**Legal & Democratic Services**

E-mail: [Kimberly.soane@waverley.gov.uk](mailto:Kimberly.soane@waverley.gov.uk)

Direct line: 01483523258

Date: 9 June 2023

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

Cllr Carole Cockburn (Chair)  
Cllr Philip Townsend (Vice Chair)  
Cllr Jane Austin  
Cllr Dave Busby  
Cllr Janet Crowe  
Cllr George Hesse

Cllr Jacquie Keen  
Cllr Gemma Long  
Cllr David Munro  
Cllr John Robini  
Cllr Graham White

**Substitutes**

Cllr Kevin Deanus

Cllr James Staunton

**Members who are unable to attend this meeting must submit apologies by the end of Monday, 12 June 2023 to enable a substitute to be arranged.**

Dear Councillor

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

DATE: WEDNESDAY, 21 JUNE 2023

TIME: 7.00 PM

PLACE: COMMITTEE ROOM 1, 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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([www.waverley.gov.uk/committees](http://www.waverley.gov.uk/committees)), where you can also subscribe to

updates to receive information via email regarding arrangements for particular committee meetings.

Alternatively, agendas may be downloaded to a mobile device via the free Modern.Gov app, available for iPad, Android, Windows and Kindle Fire.

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This meeting will be webcast and can be viewed by visiting [www.waverley.gov.uk/webcast](http://www.waverley.gov.uk/webcast)

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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 SUBSTITUTIONS**

To receive apologies for absence and note substitutions.

Members who are unable to attend this meeting must submit apologies by the end of **Wednesday 14 June 2023** to enable a substitute to be arranged, if applicable.

2 **MINUTES**

To approve the Minutes of the meeting of the Services Overview & Scrutiny Committee held on 14 March 2023 and published on the Council's website.

3 **DECLARATIONS OF INTERESTS**

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

4 **QUESTIONS BY MEMBERS OF THE PUBLIC**

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

The deadline for submission of written questions for this meeting is **Wednesday 14 June 2023**.

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5 **QUESTIONS FROM MEMBERS**

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

The deadline for submission of written questions for this meeting is **Wednesday 14 June 2023**.

6 **COMMITTEE FORWARD WORK PROGRAMME** (Pages 7 - 18)

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

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

**Recommendation**

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

7 **PRESENTATION FROM EXECUTIVE SERVICE HEADS**

To receive a short presentation from Executive Heads of Service under the O&S Services remit.

Community Services – Sam Hutchison

Environmental Services – Chris Wheeler

Regulatory Services – Richard Homewood

Commercial Services – Kelvin Mills

Regeneration and Planning Policy – Abi Lewis

Planning Development – Claire Upton-Brown

8 **CORPORATE PERFORMANCE REPORT Q4 (Pages 19 - 86)**

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

Pages to note under the Services O&S remit are pages 59 to 86 of the agenda (pages 41-68 of the document).

9 **LOCAL PLAN PART 1 UPDATE (Pages 87 - 108)**

To receive an update from Andrew Longley on the Local Plan Part 1.

10 **EXCLUSION OF PRESS AND PUBLIC**

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

**Recommendation**

That pursuant to Procedure Rule 20 and in accordance with Section 100A (4) of the Local Government Act 1972, the press and public be excluded from the

meeting during consideration of the following items on the grounds that it is likely in view of the nature of the proceedings, that if members of the public were present during the items there would be disclosure to them of exempt information (as defined by Section 100I of the Act) to be identified at the meeting.

11 **ANY ISSUES TO BE CONSIDERED IN EXEMPT SESSION**

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

**Officer contacts:**  
**Louise Norie, Corporate Policy Manager**  
**Tel. 01483 523464 or email: [louise.norie@waverley.gov.uk](mailto:louise.norie@waverley.gov.uk)**  
**Kimberly Soane, [Kimberly.soane@waverley.gov.uk](mailto:Kimberly.soane@waverley.gov.uk)**  
**Tel. 01483523258 or email: [Kimberly.soane@waverley.gov.uk](mailto:Kimberly.soane@waverley.gov.uk)**

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# Services Overview & Scrutiny Committee

## 2023/24 - work programme

### Part 1 of 4: Recommendations made

Ref	Meeting date	Agenda Item	Recommendation	Made to	Agreed?	Details
S14-03-23-7.1	14/03/2023	Clean Air Strategy Action Plan	<p>The Committee asked that their comments were taken into consideration in the final draft of the Air Quality Action Plan (AQAP) and the Clean Air Strategy.</p> <ul style="list-style-type: none"> <li>• Include reference to Farnborough Airport pollution in the Strategy document.</li> <li>• Investigate new technology for monitoring and recommend Surrey CC allow anti-idling signs at Farnham Station level crossing.</li> </ul>	Executive	Agreed	Both issues are referred to in the Strategy document.
S24-01-23-8.1	24/01/2023	LPP1 Review	<p>Having undertaken a review of LPP1 in accordance with regulation 10A of The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended), the Council resolves that LPP1 requires updating to a greater or lesser extent. However, the Local Plan as a whole continues to provide an up-to-date statutory development plan for Waverley, which must remain the starting point for decisions on planning applications while an update is brought forward.</p>	Executive	Agreed	The report on the Executive agenda on 7 February reflected that the recommendations had been accepted.
S24-01-23-8.2	24/01/2023	LPP1 Review	<p>A further report on the detailed scope of the update and the timetable for its preparation is prepared for consideration by the Executive when the implications of a new National Planning Policy</p>	Executive	Agreed	Executive on 7 February 2023 resolved: A further report on the detailed scope of the update and the timetable for its

			Framework (NPPF) and the emerging Levelling Up and Regeneration Bill are better understood.			preparation is prepared for consideration by Overview & Scrutiny to allow comments and recommendations to be made prior to the presentation to Executive and Full Council. This should include the implications of a new National Planning Policy Framework (NPPF) and the emerging Levelling Up and Regeneration Bill once fully understood.
S24-01-23-8.3	24/01/2023	LPP1 Review	Budgetary provision is made to enable technical work on an updated evidence base to commence during 2023/24.	Executive	Partially accepted	Executive on 7 February 2023 resolved: Budgetary provision is made to enable technical work on an updated evidence base to commence during 2023/24.
S24-01-23-8.4	24/01/2023	LPP1 Review	There is a clear alignment between the work to be carried out as set out in the report at 10.1.3 and the budget provision being proposed.	Executive	Agreed	The budget should be reviewed in the light of the agreed scope of the update and work programme, with clear alignment and monitoring arrangements.
S24-01-23-8.5	24/01/2023	LPP1 Review	A report on the detailed scope of the proposed update process is considered by Overview & Scrutiny to allow comments and recommendations to be made prior to the presentation to Executive and Full Council.	Executive	Agreed	Executive on 7 February 2023 resolved: The governance journey for the update process should be clarified, to include the role of Overview and Scrutiny.
S24-01-23-8.6	24/01/2023	LPP1 Review	The mention of a 'full' update of LPP1 be removed throughout the document until such time as the	Executive	Agreed	



			scope is available to view and comment so as not to pre-determine the scale of the update.			
S24-01-23-8.7	24/01/2023	LPP1 Review	Clarity be given on the governance journey for the update process	Executive	Agreed	

## Part 2 of 4: Other resolutions

Ref	Meeting date	Agenda Item	Action	Actioned to	Status	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	Presentation from each Executive Head of Service on the various services under the remit of this committee.	Information for the Committee at the beginning of the new administrative cycle.	Executive Heads of Service	June 21 2023	N/A
2	Corporate Performance Report Q4 2022/23	Scrutinise the performance of the areas and KPIs within the Committee's remit.	Executive Heads of Service / Jenny Sturgess	June 21 2023	June 2023
3	Local Plan Part 1	Update of Local Plan Part 1.	Andrew Longley	June 21 2023	July 2023
4	ASB PSPO update	Receive an update on the impact of the PSPO in Godalming.	Richard Homewood	Autumn 2023	N/A
5	Waverley and Farnham LCWIP	To scrutinise the Plan	Cllr Steve Williams	Autumn 2023	
6	Economic Development Strategy review	Scrutinise the Strategy	Abi Lewis / Catherine Knight	September 2023	October 2023
7	Safer Waverley Partnership 2023-26	Review and scrutinise the activities of crime and disorder partnerships and the activities of its partners. This fulfils the	Sam Hutchinson / Katie Webb / Eve Budd	TBD	N/A

		requirements of s.19 of the Police and Justice Act 2006.			
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Part 4 of 4: Task and Finish groups

Subject	Objective	Key issues	Chair	Lead officer	Status	Progress	Target Completion Date
		a.					

**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 June, 2023 onwards**

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	PORTFOLIO HOLDER	O & S
Service Plans 2023-26	To approve the Service Plans 2023-2026.	Executive	Yes	6 Jun 2023	Executive Head of Organisational Development	Leader of the Council and Portfolio Holder for Policy and Governance, Communications and Emergency Response	RESOURCES O&S

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	PORTFOLIO HOLDER	O & S
Cranleigh Business Improvement District (BID) - ballot	To consider the draft business case for the Cranleigh Business Improvement District (BID) and delegate authority to cast the vote on behalf of Waverley Borough Council in the ballot due to take place in June 2023.	Executive	Yes	6 Jun 2023	Executive Head of Regeneration and Planning Policy	Portfolio Holder for Planning and Economic Development	RESOURCES O&S
Contract Procurement - Hybrid mail provider	To award contract to provide Hybrid Mail services	Executive	Yes	6 Jun 2023	Executive Head of Communications & Customer Services	Portfolio Holder for Business Transformation, IT, Customer Services & Farnham Infrastructure Programme; and Deputy Leader of the Council	Overview & Scrutiny - Services
MEND Grant for Museum of Farnham	To accept the grant and approve the Terms and Conditions.	Executive	Yes	6 Jun 2023	Executive Head of Commercial Services	Portfolio Holder for Health, Wellbeing, Parks and Leisure	

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	PORTFOLIO HOLDER	O & S
Cost of Living Executive Working Group Report		Executive	No	6 Jun 2023	Louise Norie, Corporate Policy Manager	Leader of the Council and Portfolio Holder for Policy and Governance, Communications and Emergency Response	
Public Spaces Protection Order No.1 (Dog fouling) and Public Space Protection Order No.2 (Dog Controls)	To recommend to Council that the PSPO No.1 and PSPO No.2 are approved and made.	Executive  Council	Yes	6 Jun 2023  18 Jul 2023	Executive Head of Regulatory Services		Overview & Scrutiny - Services
Broadwater Golf Club		Executive	Yes	6 Jun 2023	Peter Vickers, Executive Head of Finance (S1510)	Portfolio Holder for Finance, Commercial and Assets	
69 High Street, Godalming	Approval to submit Reg 3 planning application; approval of Supplementary Estimate	Executive  Council	Yes	4 Jul 2023  18 Jul 2023	Executive Head of Regeneration and Planning Policy	Portfolio Holder for Finance, Commercial and Assets	RESOURCES O&S

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	PORTFOLIO HOLDER	O & S
Land at Six Bells Roundabout (Monkton Lane)	The Executive to decide on preferred future use of the land.	Executive	Yes	4 Jul 2023	Robin Taylor, Executive Head of Organisational Development, Chris Wheeler, Executive Head of Environmental Services	Councillor Kika Mirylees, Councillor Steve Williams	
Aids & Adaptations - 8 Barnett Lane	To agree a budget for A & A extension works.	Executive Co-Portfolio Holder for Housing Decisions	Yes	20 Jul 2023	Andrew Smith, Executive Head of Housing Services	Portfolio Holder for Housing (Operations)	O&S Resources, Landlord Services
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, Commercial and Assets	RESOURCE S O&S
HRA - new build housing delivery	Approval of project business cases, budget allocations and delegations necessary to proceed.	Executive	Yes	1 Aug 2023	Louisa Blundell, Housing Development Manager	Portfolio Holder for Housing (Delivery)	O&S - 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	SERVICES O&S
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, Commercial and Assets	
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	5 Sep 2023	Abi Lewis, Executive Head of Regeneration and Planning Policy	Portfolio Holder for Planning and Economic Development	Resources O&S

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



TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	PORTFOLIO HOLDER	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	28 Sep 2023	Andrew Smith, Executive Head of Housing Services	Portfolio Holder for Housing (Operations)	
Homelessness Prevention Strategy 2023-28	To approve the updated Homelessness Prevention Strategy, 2023-28	Executive	Yes	3 Oct 2023	Executive Head of Housing Services	Portfolio Holder for Housing (Delivery)	Overview & Scrutiny - Services

#### Background Information

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

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

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

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



**Corporate**  
**Performance Report**  
**Q4 2022/23 and**  
**End of Year Outturn**

**Document Version: Draft 1**

**Last update: 18/05/2023 20:39**

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Lead Officer: Jenny Sturgess

Title: Policy and Performance Officer

Telephone: 01483 523 465

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

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

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

## 1.1 Performance Indicators RAG Rating per Status Type

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

## 1.2 Service Plans, Internal Audit, Project Management

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

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

### 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 15](#)
- **Communications and Customer Service** – [page 19](#)
- **Finance** – [page 23](#)
- **Housing Services** – [page 26](#)
- **Legal and Democratic Services** – [page 35](#)
- **Organisational Development** – [page 37](#)
- **Regeneration and Planning Policy** – [page 40](#)  
(Corporate capital projects and housing delivery)

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

- **Regeneration and Planning Policy** – [page 40](#)  
(Economic development; planning policy, design, conservation, transport; and regeneration)
- **Commercial Services** – [page 46](#)

- **Community Services** - [page 50](#)
- **Environmental Services** – [page 53](#)
- **Planning Development** – [page 57](#)
- **Regulatory Services** – [page 61](#)

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

#### 3.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q4 2022/23 and End of Year

##### 3.1.1 Q4 2022/23 and End of Year Chief Executive's summary:

This performance report covers the period October to December 2022.

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

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

Among the events of this quarter:

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

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

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

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

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

**Tom Horwood, Chief Executive**

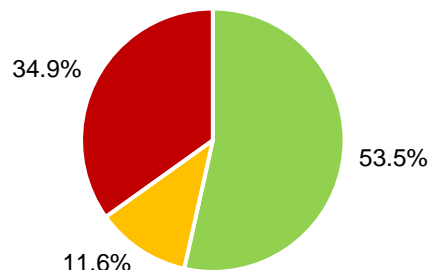
### 3.2 Summary of All Corporate Key Performance Indicators per status

#### 3.2.1 Table with Q4 2022/23 Summary of all corporate indicators with assigned targets

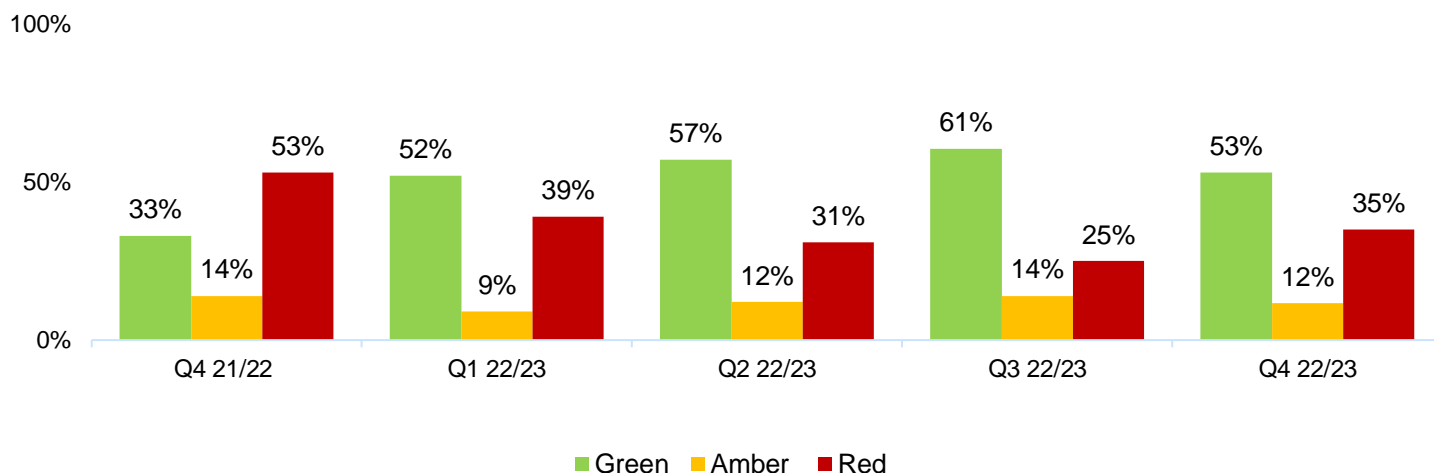
**All Corporate KPIs**

Total	100%	43
Green on target	53.5%	23
Amber - less than 5% off target	11.6%	5
Red - over 5% off target	34.9%	15

Data only	N/A	26
Data not available or paused	N/A	4



Performance indicators - % per status  
Q4 2021/22 to Q4 2022/23



#### 3.2.2 Comment:

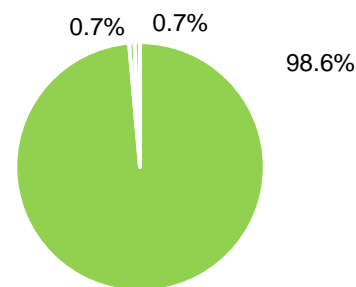
The overall performance of the key corporate indicators is still being impacted by temporary service disruption due to the pandemic and further service specific details can be found in the individual service dashboards.

### 3.3 Summary of Service Plans Progress Status

#### 3.3.1 Table with the overall Q4 2022/23 Service Plans Progress Status

**Q4 update on progress of all Service Plan actions 2022/23**

<b>Total</b>	<b>100%</b>	<b>550</b>
<b>Completed/On-track</b>	98.6%	542
<b>Off track - action taken / in hand</b>	0.7%	4
<b>Off track - requires escalation</b>	0.0%	0
<b>Cancelled / Deferred /Transferred</b>	0.7%	4



Service Area	Completed/On-track	Off track action	Off track escalation	Cancelled/Deferred	Total actions
Assets & Property	29	0	0	0	29
Communication & Customer Services	37	0	0	0	37
Commercial Services	38	0	0	1	39
Community Services	37	0	0	0	37
Environmental Services	45	0	0	0	45
Finance	31	1	0	0	32
Housing Services	47	1	0	3	51
Legal & Democratic Services	47	0	0	0	47
Organisational Development	66	0	0	0	66
Planning Development	36	0	0	0	36
Regeneration & Planning Policy	66	2	0	0	68
Regulatory Services	63	0	0	0	63
	<b>542</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>550</b>

**3.3.2 Comment:**

At the end of the third quarter, 98.6% of actions were on track or had been completed.

**3.4 Summary of All Internal Audit Recommendations****3.4.1 Comment:**

The Internal Audit section is included for information only as the scrutiny function for this area falls under the remit of the Audit Committee, which monitors the delivery of Internal Audit recommendations at their quarterly meetings.

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 13 March 2023).

**3.5 Summary of All Complaints – Q4 2022/23**

Complaints Response Rate per Service - 95% Target								
Level 1 (10 working days)				Complaints Outcome				
	On Time	Exceeded Target	Total	% within target	Upheld	Partially Upheld	Not Upheld	Level 1 Subtotal
Assets & Property	0	0	0	N/A	0	0	0	0
Communication & Customer Services	0	0	0	N/A	0	0	0	0
Commercial Services	0	1	1	0%	0	1	0	1



Community Services	0	0	0	N/A	0	0	0	0
Environmental Services	4	15	19	21%	10	7	2	19
Finance	1	0	1	100%	0	1	0	1
Housing Services	26	8	34	76%	21	3	10	34
Legal & Democratic Services	0	0	0	N/A	0	0	0	0
Organisational Development	0	0	0	N/A	0	0	0	0
Planning Development	4	4	8	50%	0	2	6	8
Regeneration & Planning Policy	0	0	0	N/A	0	0	0	0
Regulatory Services	1	0	1	100%	0	0	1	1

Complaints Response Rate per Service - 95% Target Level 2 (15 working days)								
	Complaints Outcome				Complaints Outcome			
	On Time	Exceeded Target	Total	% within target	Upheld	Partially Upheld	Not Upheld	Level 2 Subtotal
Assets & Property	0	0	0	N/A	0	0	0	0
Communication & Customer Services	0	0	0	N/A	0	0	0	0
Commercial Services	0	0	0	N/A	0	0	0	0
Community Services	0	0	0	N/A	0	0	0	0
Environmental Services	2	0	2	100%	0	0	2	2
Finance	1	0	1	100%	0	0	1	1
Housing Services	22	1	23	96%	6	1	16	23
Legal & Democratic Services	0	0	0	N/A	0	0	0	0
Organisational Development	0	0	0	N/A	0	0	0	0
Planning Development	8	1	9	89%	2	2	5	9
Regeneration & Planning Policy	1	0	1	100%	0	0	1	1
Regulatory Services	3	0	3	100%	0	0	3	3

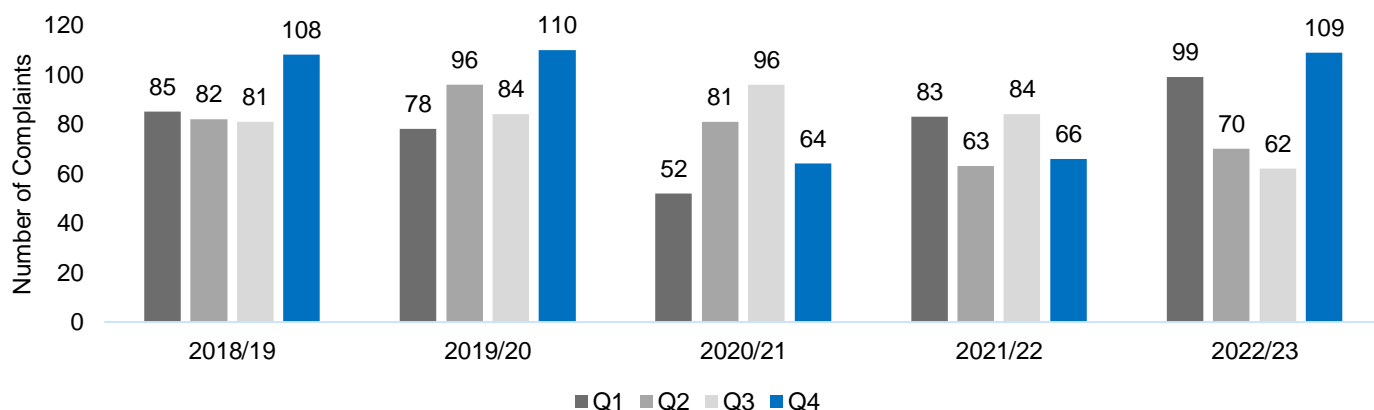
Complaints Outcome (LGSCO and EHoS)						Per Service Total L1 + L2 + Ombudsman
Ombudsman Escalations	Upheld	Partially Upheld	Not Upheld	Not Investigated	Ombudsman Subtotal	
Assets & Property	0	0	0	0	0	0
Communication & Customer Services	0	0	0	0	0	0
Commercial Services	0	0	0	0	0	1
Community Services	0	0	0	0	0	0
Environmental Services	0	0	0	0	0	21

Finance	0	0	0	0	0	2
Housing Services	1	0	1	0	2	59
Legal & Democratic Services	0	0	0	0	0	0
Organisational Development	0	0	0	0	0	0
Planning Development	0	0	1	2	3	20
Regeneration & Planning Policy	0	0	0	1	1	2
Regulatory Services	0	0	0	0	0	4

	Number	Response Rate %	Target
Level 1 Total	64	87.50%	95%
Level 2 Total	39	96%	95%
Ombudsman Total	6	N/A	
<b>Total Complaints in Q3 22/23</b>	<b>109</b>		

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

**Total Number of Complaints**  
( Level 1, Level 2 and Ombudsmen  
for the period 1 April 2018 - 31 March 2023)



### 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

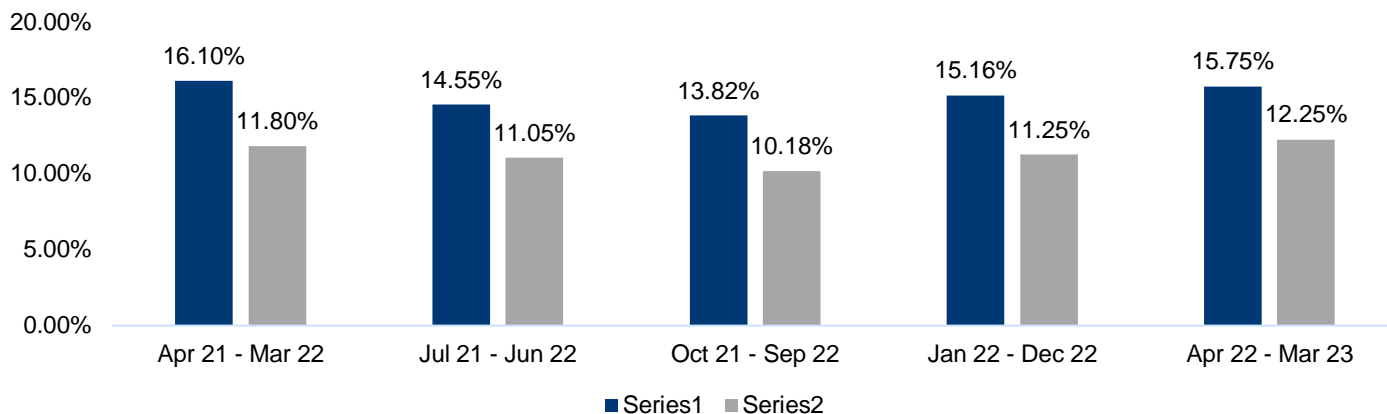
## 3.6 Summary of Workforce Data – Corporate Overview

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) Q4 21/22 - Q4 22/23

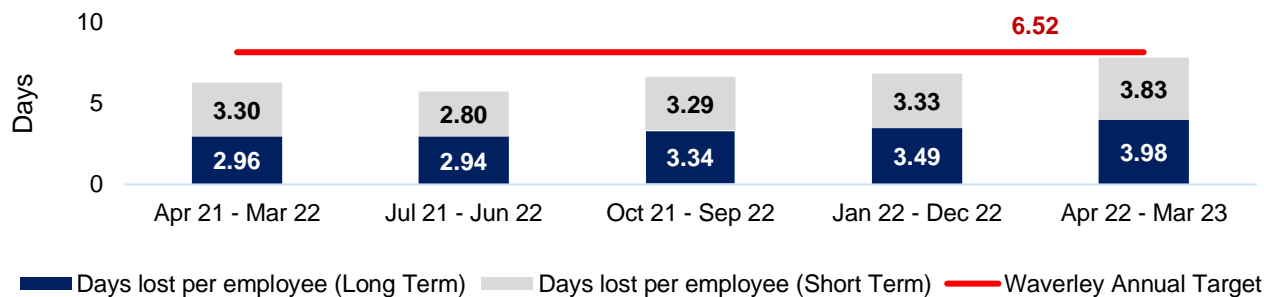


**Comment:** The overall turnover figure in the rolling year April 2022 to March 2023 is slightly lower than the comparable rolling year from 12 months ago between April 2021 and March 2022 but continues to reflect this time period tends to be higher than other periods. The overall trend continues along the lines seen across the broader economy and within local authorities with higher figures since Covid reflecting an increased flexibility within the workforce. Discussion has begun 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 (Q4 21/22 - Q4 22/23)



**Comment:** Sickness has continued to rise in the recent figures in both the short term and long-term absence figures. There have been recently a higher number of absences related to work demands/workload and we have looked out 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 50% response rate at Waverley to identify some of the other areas that have led to increased work pressures and we will be working with the specific service areas to identify trends and potentially carrying out focus groups to understand better 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) – Q3 2022/23

### 3.7.1 Section 151 Officer summary Q4 2022/2023

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

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

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

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

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

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

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

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

### 3.7.3 General Fund Account Summary Table

	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
	£'000	£'000	£'000		
<b>Assets &amp; Property</b>					
Expenditure	4,024	3,890	-134	Favourable	-3%
Income	-4,547	-4,521	26	Adverse	-1%

	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
	£'000	£'000	£'000		
<b>Assets &amp; Property Total</b>	<b>-523</b>	<b>-631</b>	<b>-108</b>	<b>Favourable</b>	<b>21%</b>
<b>Commercial Services</b>					
Expenditure	7,369	7,094	-275	Favourable	-4%
Income	-9,096	-8,992	103	Adverse	-1%
<b>Commercial Services Total</b>	<b>-1,727</b>	<b>-1,899</b>	<b>-172</b>	<b>Favourable</b>	<b>10%</b>
<b>Communication &amp; Customer Services</b>					
Expenditure	3,802	3,694	-107	Favourable	-3%
Income	-3,464	-3,353	111	Adverse	-3%
<b>Communication &amp; Customer Services Total</b>	<b>338</b>	<b>342</b>	<b>4</b>	<b>Adverse</b>	<b>1%</b>
<b>Community Services</b>					
Expenditure	5,598	5,515	-84	Favourable	-1%
Income	-4,503	-4,359	144	Adverse	-3%
<b>Community Services Total</b>	<b>1,096</b>	<b>1,156</b>	<b>61</b>	<b>Adverse</b>	<b>6%</b>
<b>Environmental Services</b>					
Expenditure	12,089	11,914	-175	Favourable	-1%
Income	-4,149	-4,095	54	Adverse	-1%
<b>Environmental Services Total</b>	<b>7,939</b>	<b>7,819</b>	<b>-120</b>	<b>Favourable</b>	<b>-2%</b>
<b>Finance</b>					
Expenditure	25,476	25,340	-135	Favourable	-1%
Income	-24,507	-25,138	-631	Adverse	3%
<b>Finance Total</b>	<b>968</b>	<b>202</b>	<b>-766</b>	<b>Favourable</b>	<b>-79%</b>
<b>General Fund Housing</b>					
Expenditure	2,110	2,079	-31	Adverse	-1%
Income	-1,925	-1,957	-32	Favourable	2%
<b>General Fund Housing Total</b>	<b>185</b>	<b>122</b>	<b>-63</b>	<b>Favourable</b>	<b>-34%</b>
<b>Joint Management Team</b>					
Expenditure	1,465	1,400	-65	Favourable	-4%
Income	-1,163	-1,138	26	Adverse	-2%
<b>Joint Management Team Total</b>	<b>302</b>	<b>262</b>	<b>-39</b>	<b>Favourable</b>	<b>-13%</b>
<b>Legal &amp; Democratic Services</b>					
Expenditure	3,592	3,593	1	Adverse	0%
Income	-2,352	-2,250	102	Adverse	-4%
<b>Legal &amp; Democratic Services Total</b>	<b>1,240</b>	<b>1,343</b>	<b>103</b>	<b>Adverse</b>	<b>8%</b>
<b>Organisational Development</b>					
Expenditure	4,023	3,642	-381	Favourable	-9%
Income	-2,027	-1,977	51	Adverse	-3%
<b>Organisational Development Total</b>	<b>1,995</b>	<b>1,666</b>	<b>-330</b>	<b>Favourable</b>	<b>-17%</b>

	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
	£'000	£'000	£'000		
<b>Planning Development</b>					
Expenditure	5,716	5,583	-133	Favourable	-2%
Income	-3,435	-3,262	173	Adverse	-5%
<b>Planning Development Total</b>	<b>2,281</b>	<b>2,321</b>	<b>40</b>	<b>Adverse</b>	<b>2%</b>
<b>Regeneration &amp; Planning Policy</b>					
Expenditure	2,403	2,338	-65	Favourable	-3%
Income	-1,229	-1,241	-12	Favourable	1%
<b>Regeneration &amp; Planning Policy total</b>	<b>1,174</b>	<b>1,097</b>	<b>-77</b>	<b>Favourable</b>	<b>-7%</b>
<b>Regulatory Services</b>					
Expenditure	4,478	4,259	-218	Favourable	-5%
Income	-2,530	-2,476	55	Adverse	-2%
<b>Regulatory Services Total</b>	<b>1,947</b>	<b>1,784</b>	<b>-163</b>	<b>Favourable</b>	<b>-8%</b>
<b>GF Funding</b>					
Expenditure	12,424	12,823	399	Adverse	3%
Income	-29,636	-29,666	-30	Favourable	0%
<b>GF Funding Total</b>	<b>-17,213</b>	<b>-16,844</b>	<b>369</b>	<b>Adverse</b>	<b>-2%</b>
<b>Grand Total</b>	<b>3</b>	<b>-1,260</b>	<b>-1,263</b>	<b>Favourable</b>	
<b>Carry Forwards</b>			<b>534</b>		
<b>General Fund Projected Underspend</b>			<b>-729</b>		

<b>General Fund agreed revenue carry forwards for information</b>		
Service		£'000
<b>Assets and Property</b>	Estates – Dunsfold surveyors report & legal fees	16
<b>Commercial</b>	New leisure centre management contract surveys	10
<b>Finance</b>	Internal Audit budget	12
	External Audit budget	22
<b>Housing General Fund</b>	To update affordable housing evidence for LPP1 review	6
<b>Organisational Development</b>	Collaboration	68
	Legal costs - LC contract reprocurement support	5
	Democratic Representation	1
	Boundary Review & Community Governance Review system changes	19
	Legal staffing costs from all establishment savings	183
	GDPR review underway	50
	Change Specialist budget for collaboration support	16
<b>Planning Development</b>	Supplementary estimate for appeals still outstanding	46
	Supplementary estimate for advertising	9
	Pollingfold legal fees	50

<b>Regulatory Services</b>	Environmental Health legal fees for ongoing court cases	21
<b>Total General Fund Revenue Carry Forwards</b>		<b>534</b>

## Capital

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

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

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

Budget Analysis	£'000
Opening budget	3,409
Carry forwards	3,747
Delayed external funding	1,128
New external funding	1,275
Vired from revenue	39
New approvals:	

- 69 High Street (February 2022)	2,528
- Fairground (March & Oct 2022)	175
- Pump house (March 2022)	50
- Broadwater lease (May 2022)	30
- Godalming Regeneration Project (July 2022)	164
Cancelled project – Broadwater Park Access	-565
Approved budget	11,980

## HRA summary - Revenue

	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
	£'000	£'000	£'000		
<b>Housing Services</b>					
Expenditure	30,827	30,927	100	Adverse	0%
Income	-36,099	-36,489	-389	Favourable	1%
<b>Housing Services Total</b>	<b>-5,272</b>	<b>-5,562</b>	<b>-290</b>	<b>Favourable</b>	<b>5%</b>
<b>HRA funding</b>					
Expenditure	8,792	9,317	526	Adverse	6%
Income	-3,525	-3,599	-74	Favourable	2%
<b>HRA funding Total</b>	<b>5,267</b>	<b>5,718</b>	<b>451</b>	<b>Adverse</b>	<b>9%</b>
<b>Regeneration and Planning Policy</b>					
Expenditure	458	316	-142	Favourable	-31%
Income	-452	-478	-26	Favourable	6%
<b>Regeneration and Planning Policy Total</b>	<b>6</b>	<b>-162</b>	<b>-168</b>	<b>Favourable</b>	<b>-2864%</b>
<b>Grand Total</b>	<b>0</b>	<b>-6</b>	<b>-6</b>	<b>Favourable</b>	

<b>Housing Revenue Account agreed revenue carry forwards for information</b>		
Service		£'000
Easymove	To enable continued cash transfer to enable moves in new financial year	1
Cyclical Repairs	Works Commenced but not completed by year end. Will be finished early 23/24	1
Cyclical Repairs	Works Commenced but not completed by year end. Will be finished early 23/24	11
Senior Living	Carry forward of remaining repairs cost to cover of CCTV implementation	13
<b>Total Housing Revenue Account Carry Forwards</b>		<b>26</b>

## HRA – Core Capital

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



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

### New Build/Stock Remodelling

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

## 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 – Q4 2022-23

##### 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 4 the team's performance is summarised below:

##### Acquisitions

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

##### Leases

- Pump House, Farnham – secured a lease to a nursery for a 20-year term
- Farnham Golf Course – new tenant signed up to deliver a much needed, improved offering
- Enterprise Centre – fully let following three new tenants in 2022/23
- Wey Court West – lease renewal for a further 10-year term
- CAB – lease negotiations started for renewal of 36 Bridge St, Godalming and surrender and renewal of Montrose House, Farnham for whole building.

##### Easements

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

##### Projects brought forward

- Fairground Car Park – mixed use food store and housing as per LPP2
- 69 High Street - mixed use scheme of retail frontage and much needed affordable housing on the high street
- Wey Court East – extra budget approved to be offset by increased rent, successful procurement exercise undertaken for a fit-out contractor. Lease negotiations progressing with fit out contractor expected on site in June 23.

##### Other

- The programme for year-end valuations of the Council's assets was completed in Q4. This is a key process for year-end closure of the accounts.

##### Engineers

In Quarter 4 it has been very much business as usual for the team in the main with the major work-streams including:

- Working with the Environmental Services Team on this year's car park maintenance programme has progressed with all planned projects now completed.
- Working with the Parks and Countryside Team on pavilion improvement work; with Bourne and Weybourne Pavilions completed, tenders have now been received for the Broadwater Park Pavilion refurbishment.
- The drainage and car park works at Farnham Park have now been completed apart from the snagging works.
- In the last quarter several maintenance projects have been carried out for the Housing sections which involved road repairs and condition surveys to cesspits and foul drainage assets.

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

The flooding incident in Haslemere, which occurred in the last quarter and was unexpected as it is not one of our identified "wet spots", has now been resolved and no further flooding has occurred. Surrey County Council who are the lead flood authority have investigated the incident and have now produced their S19 report. This report showed that there was a blockage and that it was not a capacity issue.

## Facilities

Council Chamber - We have now installed the power supply components which had failed and led to problems with the smooth operation of meetings on one or two occasions. This has now been in place for over a year and working fine.

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

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

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

Cleaning - Retaining and recruiting cleaners continues to be a major challenge in the current employment climate. We have worked with the Housing Service to enhance the service on our estates assisted by external funding. For a number of years, we have provided cleaning services to Godalming and Farnham Town Councils, but these are proving increasingly difficult to service and we are talking to both Councils about alternative arrangements. We are no longer cleaning for Farnham Town council. We have stopped toilet cleaning for Godalming Town Council but continue to clean a hand full of their facilities which is 1 full time member of staff.

***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

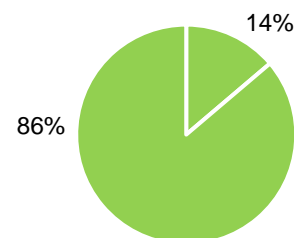
There are currently no Performance Indicators for Assets and Property.

## 4.3 Service Plans – Progress Status

### 4.3.1 Summary Table and Pie Chart

#### Q4 Progress on Assets & Property Service Plans 2022/25

Total	100%	29
Completed	14%	4
On track	86%	25
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 the outstanding actions are in hand with no serious delays anticipated.

## 4.4 Internal Audit Actions Progress Status

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

## 4.5 Complaints Statistics

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

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

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

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

### 4.5.3 Summary Comment on the statistics

No complaints were received this quarter.

## 4.6 Finance Position at the end of the quarter

### 4.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Assets and Property</b>					
Expenditure	4,024	3,890	-134	Favourable	-3%
Income	-4,547	-4,521	26	Adverse	-1%
<b>Assets and Property Total</b>	<b>-523</b>	<b>-631</b>	<b>-108</b>	<b>Favourable</b>	<b>21%</b>

### Capital Assets and Property

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

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

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

### 4.6.2 Summary Comment

The forecast variance has come about due to:

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

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

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

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

#### 5.1.1 Summary from Executive Head of Service – Q4 2022-23

Q4 has been a busy time for the teams across the service including with recruitment. We have welcomed a new communications officer who brings a wealth of experience, and we are extremely pleased that two of our apprentices within customer services and ICT have secured permanent roles within the respective teams and will be continuing their careers with Waverley.

#### Communications

The communications team continue to work closely with their counterparts at Guildford to ensure alignment in both internal and external communications related to the collaboration. The focus in this quarter has been around how we can improve internal communications and information for staff related to the collaboration going forward.

The communications team also supported a successful engagement campaign with residents and users of Broadwater Park to gain their feedback on what they would like to see in the park in the future. Almost 2000 people responded to this survey and we were pleased with the level of response.

## **Digital**

Our digital offering to residents continues to grow with both improvements to the website and more services available through online forms. This quarter a few issues have been experienced with minor down time and speed of the website, however the web manager has worked very closely with our supplier to resolve and stabilise this.

Changes were also made to the “feedback” widget on the website as we were finding that residents were using this to report issues to the council rather than to inform us if the web page was not working. This meant that residents issues were being sign posted to the wrong place internally and could have resulted in delays in us being able to support customers. We have made changes to make it clearer for customers on how to report an issue to us versus providing feedback on the website.

This quarter also saw the first time that mobiles became the main device used to view the Waverley website. This is insightful data as it shows the importance of residents being able to access information about us whilst on the go and will help shape our continuing digital journey across the council.

In Q4 we also engaged with our internal web editors, undertaking a survey related to accuracy of content on the website, areas where improvement are needed and areas that the web editors would like additional training on. This has given us valuable insight into how we can support web editors further within the council but also shown that many web editors are very engaged with the digital journey and the website as being the “front door” into the council.

## **Customer Service**

The customer services team continue to provide a strong service to our residents regularly receiving positive feedback. The new garden waste subscription process has gone well and the team have been able to support this and are looking forward to the benefits that the online renewal process will bring later in the year.

The further we travel on our digital journey, the more important it will become to ensure that customer services staff are able to have the time to manage online contact effectively. It will be crucial that we treat online customer contact with the same importance as other routes such as via the phone, as delays in replying to online contact can result in residents calling to chase requests which can block phone lines for residents who are not digitally enabled or who require extra support from being able to get through to speak to a customer services officer. How this is managed will need to be something that is reviewed in the upcoming 23/24 year.

***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		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
CC1a	The number of complaints received - Level 1 (data only)	No.	53	64	47	32	64	Data only
CC1b	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	82%	67%	81%	87.5	56.25	95%
CC2a	The number of complaints received - Level 2 (data only)	No.	13	31	31	24	39	Data only
CC2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	92%	87%	100%	96%	95%	95%
CC3a	Number of Freedom of Information (FOI) and Environmental Information Regulations Requests (EIR) received.	No.	177		108	110	179	Data only
CC3b	Percentage of FOI and EIR requests responded to within statutory timescale.	%	88.00%		72.22%	93.81	94.8	100%
CC4a	Average time taken to respond to Media Enquiries within the 48h target (excluding weekends and Bank Holidays.)	Hours	New indicator for 2022/23	5.76	16.33	6.81	10.24	48 hours
CC4b	Total Number of Media Enquiries received in a quarter.	No.	New indicator for 2022/23	28	35	29	43	Data only
CC4c	Average time taken to respond to social media posts within the 24h target (excluding weekends and Bank Holidays.)	Hours	New indicator for 2022/23	13.42	19.5	7	49 minutes	24 hours
CC4d	Total number of social media posts received in a quarter.	No.	New indicator for 2022/23	966	1010	868	911	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	New PI for 2022/23	38,599	32,816	28,371	33,416	Data only
CC6	Percentage of external enquiries dealt with at first point of contact by CSC team	%	New PI for 2022/23	84.12%	82.26%	84.40%	85.70%	Data only

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

### 5.2.2 Comment:

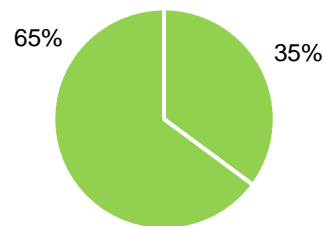
The majority of KPIs are positive and progressing in the right direction. However there has been a drop in performance related to complaints response times. These complaints are primarily within the Environmental Services and Housing areas. More detail regarding individual service complaints can be found in their Service Dashboards, however corporately we continue to work closely with services to support on complaint responses and we are confident that a new service complaints administrator within Environmental Services will ensure there are improvements moving forward.

## 5.3 Service Plans – Progress Status

### 5.3.1 Summary Table and Pie Chart

#### Q4 Progress on Communication & Customer Service Service Plans 2022/25

Total	100%	37
Completed	35%	13
On track	65%	24
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 the outstanding actions are in hand with no serious delays anticipated.

### 5.4 Internal Audit Actions Progress Status

At the end of Q4 there were 12 outstanding Internal Audit Actions for this service area:

- IA22/SP/04.001.1 Process and Procedures
- IA22/SP/04.002.1 Initial Assessment
- IA22/SP/04.002.3 Methodology of quantification of request
- IA22/SP/04.002.4 Third Party Involvement
- IA22/SP/04.003.1 Training
- IA22/SP/04.004.1 Responding to FOI requests
- IA22/SP/04.004.3 Single Point of Contact (SPOC)
- IA22/SP/04.005.3 Egress usage
- IA22/SP/04.005.4 Consistency of the storage of information
- IA22/SP/04.007.1 Job descriptions
- IA22/SP/04.007.2 Escalation Process
- IA22/SP/04.007.3 Backup cover

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 13 March 2023)

### 5.5 Complaints Statistics

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

KPI	Description	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target



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

### 5.5.3 Summary Comment on the statistics

No complaints were received this quarter.

## 5.6 Finance Position at the end of the quarter

### 5.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Communications and Customer Services</b>					
Expenditure	3,802	3,694	-107	Favourable	-3%
Income	-3,464	-3,353	111	Adverse	-3%
<b>Communication and Customer Services Total</b>	<b>338</b>	<b>342</b>	<b>4</b>	<b>Adverse</b>	<b>1%</b>

### Capital Communications and Customer Services

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

### 5.6.2 Summary Comment

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

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

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

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

### 6.1.1 Summary from Executive Head of Service – Q4 2022/23

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

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

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

## 6.2 Key Performance Indicators Status

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

PI reference	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	98.3%	29.2%	56.5%	84.10%	97.70%	99.0%
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	98.1%	25.5%	49.8%	77.7%	96.6%	99.0%
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	97.4%	93.8%	96.7%	96.4%	95.7%	98%
F4	Time taken to process Housing Benefit new claims (lower outturn is better)	Days	11	11	10	11	11	Data only
F5	Time taken to process Housing Benefit change events (lower outturn is better)	Days	3	5	6	5	3	Data only

### 6.2.2 Comment:

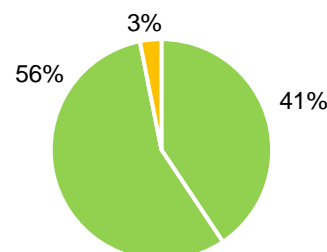
All the performance indicators are within acceptable parameters – This has been a difficult year for council tax and business rate payers and the overall collection rates reflect a better position than was expected due to effects of the cost-of-living crisis.

## 6.3 Service Plans 2022/23

### 6.3.1 Summary Table and Pie Chart

#### Q4 Progress on Finance Service Plans 2022/25

<b>Total</b>	<b>100%</b>	<b>32</b>
<b>Completed</b>	41%	13
<b>On track</b>	56%	18
<b>Off track - action taken / in hand</b>	3%	1
<b>Off track - requires escalation</b>	0%	0
<b>Cancelled / Deferred /Transferred</b>	0%	0



### 6.3.2 Detailed table presenting specific Service Plan actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP22/25 F6.1	Implement the Civica self service module to integrate into the corporate Customer Relationship Management (CRM) system and client portal.	31/03/2023	NH and Walter Stockdale	Off track - action taken/ in hand		To be completed in the next 3 – 6 months

## 6.4 Internal Audit Actions Progress Status

**Comment:** At the end of Q4 there were 5 outstanding Internal Audit Actions for this service area:

IA22/16.001.01 Procedure notes

IA22/16.001.02 Version control

IA23/02.002.1 Inbox review

IA23/02.003.1 Remove response times of 14 days

IA23/SP/01.006 End of Year Reconciliation

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 13 March 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		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022			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	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	100%	95%

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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	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	1	Data only

<b>Level 2</b>	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	<b>100%</b>	95%
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### 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	25,476	25,340	-135	Favourable	-1%
Income	-24,507	-25,138	-631	Adverse	3%
<b>Finance Total</b>	<b>968</b>	<b>202</b>	<b>-766</b>	<b>Favourable</b>	<b>-79%</b>

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

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

### 6.6.3 Treasury management

Treasury management performance is reported in the table below to the period ended March 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%
<b>22/23</b>	<b>£86.5m</b>	<b>200</b>	<b>£1.703m</b>	<b>£390,000</b>	<b>1.64%</b>	<b>4.25%</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 2022.

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

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

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

#### 7.1.1 Summary from Executive Head of Service – Q4 2022/23

##### **Landlord Services**

The Team has experienced a challenging year. There has been an increased focus on tenant satisfaction and the Regulator of Social Housing regarding fire safety, damp and mould and tenant involvement. The Team has also adapted to a change in senior management and continued to adjust to hybrid working.

The Team has delivered a full range of services and responded to challenges. The Service reached the end of the year with a positive rent collection performance figure, a solid programme of new homes delivery, contractors mobilising to deliver the stock condition surveys and full preparation is underway to collect data for the Tenant Satisfaction Measures.

Throughout the year officers have supported the monthly Landlord Services Advisory Board and provided reports to review performance data, budget information, service reviews and consultations. The Board has advised the Portfolio Holder on a range of topics including types of tenancy, rent levels, senior living services and asset management strategy. In February 2023 a Tenant and Councillor Briefing was arranged to hear from the Regulator of Social Housing on the changes to standards and regulation drafted in the Social Housing (Regulation) Bill. The independent Tenants' Panel has had a significant impact this year with raising individual cases, identifying areas of service failure and working with officers to resolve issues and prevent them reoccurring.

Health and Safety and Compliance have been key areas of work this quarter with senior managers attending a Building Safety Course in January. The Compliance Team has mobilised a new gas contract for safety checks and gas repairs, procured and commenced contracts for asbestos surveys and works and fire remediation and a door replacement programme.

The damp and mould project team continues to work through the 22 recommendations of good practice issued by the Housing Ombudsman Service and has implemented new processes to assess, mitigate and monitor damp issues. Work is underway on communications and a policy statement.

With the demobilisation of the outgoing gas contractor, and mobilisation of the new contractor it was recognised that there were problems with the data regarding the number of gas safety certificates. A review resulted in identifying that 60 homes did not have a certificate as of 29 March 2023. A new auditing system was also introduced to check all certificates held, rather than samples, which resulted in identifying 74 invalid gas certificates due to errors in the paperwork. Both issues compromise the safety of tenants. The focus for the team is to ensure the safety of tenants by promptly rectifying the issues and implementing robust procedures to maintain compliance. On 30 March 2023 a self-referral was made to the Regulator of Social Housing, due to the Council's poor performance in ensuring all council homes have a valid gas safety certificate. All social housing landlords have a co-regulatory arrangement with the regulator and have a responsibility to identify and refer any potential breaches in regulatory standards. The Regulator of Social Housing encourages landlords to report before cases become a serious issue, rather than the Regulator being informed by independent reports or following an emergency. The team have provided further information as requested and at the time of writing is awaiting the determination.

The spring edition of the Tenant's newsletter [Homes and People](#) was published in March. This "green" edition was full of information on decarbonisation, biodiversity and gardening tips, together with practical advice on tackling damp and mould, financial support and fire safety.

The team has continued to support tenants impacted by the cost of living crisis, helping tenants to maximise their income and gain financial assistance through the available schemes. Tenants in financial hardship are having challenges in balancing day to day essentials such as rent, heating, water, food and transport. They are often reluctant to seek help or wait until circumstances are dire. Therefore, consideration was given on ways to use the HRA hardship fund to proactively support tenants. In January 100 tenants received a one-off £200 rent credit to assist with energy bills. Payments were made to those whose homes had been identified as harder to keep warm due to poor energy performance ratings.

### **Housing delivery**

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

- Ockford Ridge (Site C). Foundations have been laid for all plots and the timber frames have been erected to form the 18 houses and first fix works (for example constructing floors, ceilings and walls, inserting electrical cables and adding pipes for water supply) are progressing. Scaffolding is due to be erected shortly awaiting delivery of the timber frames for the flat block, which is expected to follow in April. The next 'My Ockford' Newsletter will include update related to progress on site but also delivery of the community benefit programme and will be issued in May 2023.
- Chiddingfold Sites: Waverley entered into a pre-construction services agreement with Feltham Construction Limited (FCL) in late March 2023. This will enable FCL to progress with pre-construction matters ahead of entering into a JCT Design and Build Contract. For example, consultant appointments to progress with construction design work, commissioning of surveys, site ground clearance and demolition of some garage blocks. Officers also revisited the communications plan for the project and plan to arrange a meeting with the Parish Council and Ward Members in April followed by a Meet the Contractor event in May.
- Ockford Ridge Deep Retrofit Pilot: A report seeking additional budget allocation and the appointment of Niblock Building Contractors Limited as the preferred contractor to deliver the retrofit of seven homes at Ockford Ridge was approved at Full Council on 21 March 2023. A early kick off meeting has been arranged with Niblock (subject to contract) which is due to take place in April, ahead of the issue of the JCT Intermediate Contract. The communications plan for this project is being revisited now that the project has been approved and a meet the contractor event will be arranged in early May.
- Riverside Court: Fowler Construction Limited were identified as the preferred contractor to deliver the two new homes at the senior living scheme. As anticipated Fowler Construction sought additional sums to reflect the inflationary uplift in costs since submitting their tender and these additional costs are being assessed by our contract administrator.
- Crossway Close, Churt: Officers from Planning and Regeneration and Policy Teams met to discuss the revised proposals for the site and a further meeting is due to be arranged with the new Executive Head of Planning.

- Predevelopment work continues to bring forward other sites. Pre-application advice has been received for Site F Ockford Ridge which officers and the appointed architect will review, and a meeting will be arranged with the planning officer in April to discuss. It is expected that officers will be able to bring business cases for three schemes forward for member consideration in the next quarter. Engagement with developers delivering affordable homes through S106 agreements continue.
- The Development Team has also been engaging with the Corporate Projects Team to help inform the housing element of the projects at 69 High Street and the Fairground site, Haslemere
- The Council has been allocated £2.039m from the Government's Local Authority Housing Fund to support refugee accommodation which is split £1.67m to deliver a total of 10 homes under the main element of the funding and £369,531 to deliver one 4 bed home under the bridging element. An officer working group has been set up to deliver the homes using these funds. A Memorandum of Understanding has been signed by the Executive Head of Finance and there is a requirement to report progress on delivery to the DLUHC. The first report is due in early April.

### **Strategy and Enabling**

Work has progressed in a number of key areas:

- Delivering the Year 1 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. Officers met this year with Thursley Parish Council, Bramley Parish Council, Witley Parish Council, Wonersh Parish Council, Chiddingfold Parish Council, Godalming Town Council and Haslemere Town Council to plan together to deliver affordable housing in these areas.
- The Housing Strategy & Enabling Team attended workshops this year to feed into development of the Surrey Housing, Homes and Accommodation Strategy which recommends joint lobbying to government on key issues. In line with the objectives of our Affordable Homes Delivery Strategy, stronger links are now being built with Surrey County Council. Officers are currently working with the Adult Social Care Team to explore a site for an Extra Care scheme and contributing to the new Joint Strategic Needs Assessment.
- 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.
- Officers attended the Lower Weybourne Lane Inquiry to defend our Supplementary Planning Department position on Waverley Rent (capped Affordable Rent) and the need to secure affordable housing tenure and bed size mix at planning application stage.
- The Affordable Housing Supplementary Planning Document Update was adopted on 21 March 2023. The updated version reflects the lower rent levels in the Affordable Homes Delivery Strategy, national policy changes e.g. First Homes, and the preferred tenure and bed size split for affordable housing. This is now a material planning consideration and puts the Council in a

stronger position when negotiating with developers to agree a mix in line with local need and affordability.

- The first two planning applications for First Homes (sold at a 30% discount) have been consented during 2022-23. When these complete, the Council will have a role alongside the developer in administering the sales process.
- '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.
- Viability of affordable housing continues to be raised on many planning applications. Officers make use of the Viability Panel Framework to obtain a robust and independent assessment of how much affordable housing can be viably delivered as part of the application. The Viability Panel has now been in place almost two years and is due for review in June. A clawback clause is currently being drafted, to be used on sites where it is expected that viability may improve in the future.
- Planning consent was granted for seven affordable homes at Old Mission Hall, Farnham, which was allowed at appeal, with a commuted sum for £24,284 for part of an affordable unit. Twenty-six homes went through on appeal at Hawthorns, Farnham, which represents 40% affordable housing.
- Work started on site for 99 affordable homes at Loxwood Road, Alfold on a scheme of 100% affordable housing with Abri.
- The Council's affordable housing partners completed 84 affordable homes, of which 43 were at Peckham Williams Place in Farnham by Aster, 8 at Leighwood in Cranleigh by VIVID, 30 at Brightwells, Farnham by Metropolitan Thames Valley, 2 at Ockford Park, Godalming with Southern and 1 at Heron House, Godalming with Heylo.

## Homelessness and Housing Options

The Housing Options and HomeChoice Teams continued to prevent homelessness during the quarter. There were 8 households in temporary accommodation at the end of March 23. The increase in temporary accommodation reflects the fact that the team have had the highest number of homeless presentations over the last year. Higher caseloads inevitably mean staff will struggle to help all clients access alternative accommodation before duties to provide emergency accommodation are triggered.

To help with the increased caseload a Senior Housing Options Officer post is currently being advertised.

The Homechoice Team has continued to advertise and let social housing tenancies and, along with the Options Team, manage the Council's Housing Register. At the end of March 23 there were 1064 applicants on the Housing register – compared to 1079 in March 22. The reduction is largely attributable to a higher than usual number of lettings in 22-23 (420) - particularly Housing Association vacancies (145).

**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		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
H1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter ( <b>lower outturn is better</b> )	No.	3	4	3	7	8	<5
H2	Total current tenants rent arrears as a percentage of the total estimated gross debit ( <b>lower outturn is better</b> )	%	0.79%	0.84%	0.88%	0.96%	0.89%	1%
H3	Average number of working days taken to re-let 'normal void' property ( <b>lower outturn is better</b> )	Days	26	28	26	31	30	20
H4	Percentage of annual boiler services and gas safety checks undertaken on time ( <b>higher outturn is better</b> )	%	99.5%	99.9%	99.7%	99.4%	99.3%	100%
H5a	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) ( <b>higher outturn is better</b> )	%	Suspended until April 2022	79%	77%	79%	74%	90%
H5b	Responsive Repairs: Average number of days to complete a repair ( <b>lower outturn is better</b> )	Days	40	12	20	20	22	7
H6a	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) ( <b>higher outturn is better</b> )	%	Suspended until April 2022	58%	68%	61%	64%	78%
H6b	Responsive Repairs: Percentage of jobs not completed within 28 days ( <b>lower outturn is better</b> ) *	%	32%	39%	14%	13%	22%	10%
H7	% of tenancy audits completed against scheduled appointments in a quarter.	%	Suspended until April 2023					95%
H8	Number of Affordable homes - Granted planning permission ( <b>Data only - higher outturn is better</b> )	No.	73	0	7	9	33	Data only
H9	Number of Affordable homes - Started on site within a quarter ( <b>Data only - higher outturn is better</b> )	No.	39	37	76	69	99	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.	82	84	78	58	84	Data only
H10a	Number of affordable homes delivered <b>other providers</b> (gross) ( <b>Data only - higher outturn is better</b> )	No.	82	63	78	58	84	Data only
H10b	Number of affordable homes delivered by the <b>Council</b> (gross) ( <b>Data only - higher outturn is better</b> )	No.	0	21	0	0	0	Data only

## 7.2.2 Comment:

### Homelessness:

Eight households were in temporary accommodation as at 31 March 2023. In Q3 the increased number reflected the period of severe bad weather, and people were accommodated under the Severe Weather Emergency Protocol (SWEP). During this quarter the number reflects an increase in homelessness approaches (225). The Council has had the highest ever number of homeless approaches in 2022/23, a total of 738, based on comparable statistics over the last five years.

The high numbers of homeless approaches, coupled with staffing challenges, inevitably mean officers struggle to manage their caseloads. This directly impact numbers being placed in temporary accommodation as officers are less able to give time to help prevent homelessness. Three of the households in temporary accommodation are single applicants and five were families. One family with children was in hotel/B&B accommodation beyond the statutory six weeks due to the challenge in sourcing alternative accommodation but they have since been housed. As at 30 April 2023 there were six households in temporary accommodation.

#### **Relets:**

The Team continues to be challenged by the target with an increase in the number of empty homes, embedding new contracts and increase in works required to homes. A total of 269 normal voids were relet during 2022/23, compared with 241 for 2021/22. It took on average of 28 days to relet the homes and 40% were relet within 20 working days.

A Relet Review commenced in December 2022 with a scoping day, to review the process, standard, target and indicators. The Review aims to balance the conflicting priorities of tenant satisfaction, cost of works, loss of rent payments and condition of homes. The target for 2023/24 has been increased to 25 days as a more realistic target given works required and the need to ensure homes are completely ready for letting, with no requirement for contractors to return.

#### **Gas Safety:**

As identified in the commentary section there have been numerous challenges meeting the expected performance for gas safety. The dip in performance was partly due to exceptionally cold weather, emergency boiler repairs and demobilisation of the former contractor. The new contract commenced on 1 February 2023 with focus on ensuring full compliance with safety checks and the team working with tenants to gain access and to complete this work. As at 2 May 2023, the number of overdue certificates had reduced to 15, resulting in 99.67% gas compliance.

#### **Responsive Repairs:**

There continues to be challenges with meeting the responsive repairs targets, but the team are working well together and seeing gentle fluctuations in improvement and progress in performance. Waverley and the responsive repairs contractor jointly reviewed the tenant satisfaction data and identified barriers to good customer service. A joint action plan has been created to improve training, communication and information sharing. It is noted that are continued difficulties in the recruitment of operatives for roofing, groundwork and electrical repairs, which has had an impact on the number of overdue jobs. New operatives have recently been recruited to address the difficulties.

### **7.2.3 Affordable Homes Delivery**

<b>UNITS</b>	<b>TENURE</b>	<b>SCHEME</b>	<b>PROVIDER</b>	<b>COMPLETED</b>

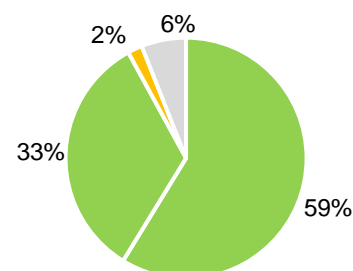
43	16 Affordable Rent 27 Shared Ownership	Peckham Williams Place, Farnham	Aster	Phased between Jan-March 2023
8	8 Shared Ownership	Leighwood, Cranleigh	Vivid	24.02.23
14	14 Shared Ownership	Brightwells, Farnham	MTVH	03.03.23
16	16 Shared Ownership	Brightwells, Farnham	MTVH	30.03.23
2	2 Shared Ownership	Ockford Park, Godalming	Southern	22.03.23
1	1 Shared Equity	Heron House, Godalming	Heylo	23.01.23

### 7.3 Service Plans – Progress Status

#### 7.3.1 Summary Table and Pie Chart

Q4 Progress on Housing Services Service Plans 2022/25

Total	100%	51
Completed	59%	30
On track	33%	17
Off track - action taken / in hand	2%	1
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	6%	3



#### 7.3.2 Summary comment on the service plans

26 of 30 operational service plan actions have been completed. The new Executive Head of Housing reviewed and reprioritised the Service Plan, in October, cancelling three actions and carrying forward one other. The Landlord Service Advisory Board considered the 2023/26 Service Plan in March 2023.

### 7.4 Internal Audit Actions Progress Status

**Comment:** At the end of Q4 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	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target

Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	34	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	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	N/A	N/A	76%	95%

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

KPI	Description	Data Type	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	23	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	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	96%	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 Service closed 161 complaints in 2022/23 compared to 109 in 2021/22. 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.

## 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	2,110	2,079	-31	Favourable	-1%
Income	-1,925	-1,957	-32	Favourable	2%
<b>General Fund Housing Services Total</b>	<b>185</b>	<b>122</b>	<b>-63</b>	Favourable	<b>-34%</b>

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>HRA Housing Services</b>					
Expenditure	30,827	30,927	100	Adverse	0%
Income	-36,099	-36,489	-389	Favourable	1%

<b>HRA Strategy Total</b>	<b>-5,272</b>	<b>-5,562</b>	<b>-290</b>	<b>Favourable</b>	<b>5%</b>
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**Capital - HRA**

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

HRA Capital Programme	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Communal & Estate works	131	130	-1
Garage works	0	0	0
Health & safety works	795	795	0
MRA Prog Decent Homes Occupied Properties	700	693	-7
MRA Prog Decent Homes Void Properties	630	630	0
MRA Prog Decent Homes Adaptations Occupied Properties	472	472	0
MRA Programmed work	3,169	2,860	-309

Roofing & Associated works	776	750	-26
Structural & Damp works	230	230	0
Windows & Doors	450	450	0
<b>Grand total</b>	<b>7,352</b>	<b>7,010</b>	<b>-342</b>

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

The General Fund income and expenditure are as budgeted and forecast.

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

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

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

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

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

#### 8.1.1 Summary from Executive Head of Service – Q4 2022/23

Work completed during Quarter 4 included:

1. Continuing to support the legal and democratic workstreams of the Guildford and Waverley collaboration initiative. During quarter 4 the focus was on continuing to advise on proposed temporary staff sharing including preparation of a draft section 113 agreement for the two authorities.
2. Continuing to support a busy programme of committees, including Overview and Scrutiny Committee meetings and working groups.
3. The Democratic Services and Business Support Team Manager and the Policy Officer (Scrutiny) left Waverley at the end of December to take up new posts. Recruitment to fill the Democratic Services Manager was unsuccessful so the role has been re-advertised. The closing date for the Scrutiny officer role recently closed. The scrutiny role will be based in the Democratic Services team.
4. Successful preparation for the May 2023 elections.
5. Consultation on a shared Guildford and Waverley Executive Support Team. The shared team will become operational from 1 May 2023.

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

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

### 8.2 Key Performance Indicators Status

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

Legal and Democratic Services - Stephen Rix								
PI reference	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
LD1a	Number of Data Protection Subject Access Requests received.	No.	5		14	9	12	Data only
LD1b	Percentage of Data Protection Subject Access Requests responded to within one calendar month.	%	60%		92.86%	100%	75%	100%
LD2a	Number of Local Land Charge searches received.	No.	392	435	506	312	328	Data only
LD2b	Percentage of Local Land Charge searches responded to within 10 working days.	%	100%	99.5%	100%	99.7%	100%	100%

### 8.2.2 Comment:

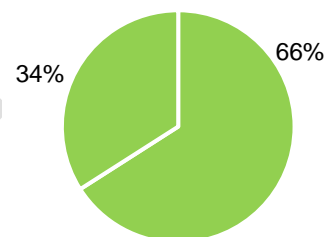
Excellent performance on land charges turnaround times (LD2b) hitting the target of 100% target. It is disappointing that LD1b fell in Q4 to 75%. This was due to a change in the way this is reported.

## 8.3 Service Plans – Progress Status

### 8.3.1 Summary Table and Pie Chart

Q4 Progress on Legal & Democratic Service Plans 2022/25

Total	100%	47
Completed	66%	31
On track	34%	16
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



### 8.3.2 Comment:

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

## 8.4 Internal Audit Actions Progress Status

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

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

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

## 8.5.3 Summary Comment on the complaints statistics

There were no complaints received about the service.

## 8.6 Finance Position at the end of the quarter

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

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Legal and Democratic Services</b>					
Expenditure	3,592	3,593	1	Adverse	0%
Income	-2,352	-2,250	102	Adverse	-4%
<b>Legal and Democratic Services Total</b>	<b>1,240</b>	<b>1,343</b>	<b>103</b>	<b>Adverse</b>	<b>8%</b>

### 8.6.2 Summary Comment

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

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

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

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

#### 9.1.1 Summary from Executive Head of Service – Q4 2022/23

During quarter 4 we held interviews for the post of Business Transformation Manager for Waverley Borough Council and I was pleased that we were able to appoint Yasmine Makin into that new role. Yasmine, who has since joined, is now supporting her team to deliver on the team's existing commitments, including the rollout of the Council's Information and Data Management Programme and the migration of online forms Firmstep to Liberty Create. She and the Business Transformation team are also supporting the Joint Management Team to identify options for business transformation at Waverley and to support the development of options analyses and business cases in respect of



any further proposals for collaboration which will then be subject to formal decision-making by both councils.

The Council's Human Resources team supported successful recruitment processes for the final two vacant positions on the Joint Management Team. Susan Sale and Claire Upton-Brown have since joined the Council as our new Executive Heads of Legal and Democratic Services and Planning Development.

Key HR milestones were met during the quarter including the publication of the 2023/24 pay policy statement and the successful completion of the Pay Negotiations process, both of which fed into the February Budget reports. The HR Team coordinated the 'Borough Stars' process, where staff from across the Council were recognised and thanked by the Joint Management Team for their efforts and achievements. The team also worked with colleagues from Legal and Democratic Services to put in place governance arrangements to cover any interim joint staff appointments between Guildford and Waverley.

The Council's Corporate Policy Team has, amongst other things, continued to support the Council's service planning and corporate performance monitoring processes. It also continued to support the Council's cost of living working group, liaising with partners across the borough and pulling together key data on the challenges being faced by residents, businesses and charities living and working in the borough.

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

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

**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		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
HR1	Total Staff Turnover for Rolling 12 month period (%) <b>(data only)</b>	%	16.10%	14.55%	13.82%	15.16%	15.75%	Data only
HR2	Total Staff Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months <b>(lower outturn is better)</b>	Days	6.26	5.74	6.63	6.82	7.81	6.52
HR2a	Short term Sickness Absence	Days	3.30	2.8	3.29	3.33	3.83	6.52

HR2b	Long term Sickness Absence		2.96	2.94	3.34	3.49	3.98	
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### 9.2.2 Comment:

Staff turnover (HR1a) rose slightly but is slightly lower than it was in the same quarter in the previous financial year. Across Surrey District and Borough Councils, turnover as calculated within the quarter ranges from 13.6% to 16.5% so the Council's rate of turnover remains at the lower end in comparative terms.

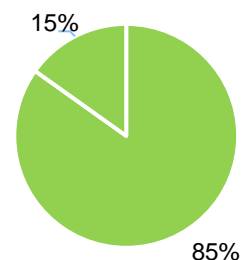
Total staff sickness absence (HR2) was rated red during quarter 4 meaning that it was above 5% off target. Some of this affect may be seasonal sickness (eg winter flu) but the overall figure is somewhat higher than the same quarter from the previous year so we will need to carefully monitor this target going forward. Waverley continues to compare favourably within the County (where ranges for this figure range from 6.3 to 13).

## 9.3 response Service Plans – Progress Status

### 9.3.1 Summary Table and Pie Chart

#### Q4 Progress on Organisational Development Service Plans 2022/25

Total	100%	66
Completed	85%	56
On track	15%	10
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



### 9.5.3 Summary Comment on the service plans

All service plans are on track or have been completed.

## 9.4 Internal Audit Actions Progress Status

**Comment:** At the end of Q4 there were no outstanding Internal Audit Actions for this service area.

## 9.5 Complaints Statistics

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

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

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

KPI	Description	Data Type	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	0	Data only

<b>Level 2</b>	Number of Level 2 complaints dealt with on time in a quarter	<b>Number</b>	<b>New service structure effective 1 October 2022</b>			<b>0</b>	<b>0</b>	<b>Data only</b>
<b>Level 2</b>	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	<b>%</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>95%</b>

### 9.5.3 Summary Comment on the complaints statistics

There were no complaints received about the service during Quarter 4.

## 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	4,023	3,642	-381	Favourable	-9%
Income	-2,027	-1,977	51	Adverse	-3%
<b>Organisational Development Total</b>	<b>1,995</b>	<b>1,666</b>	<b>-330</b>	<b>Favourable</b>	<b>-17%</b>

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

### 9.6.2 Summary Comment

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

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

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

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

#### 10.1.1 Summary from Executive Head of Service – Q4 2022/23

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

The review of Local Plan Part 1 was reported to the Full Council on 21<sup>st</sup> February, when it was agreed that the plan should be updated. Officers are now exploring options for the scope and timetable for this work and intent to report back to Full Council, via Overview and Scrutiny, in Q1/early Q2.

The response to consultation on Main Modifications (MMs) to Local Plan Part 2 was analysed and provided to the Inspector. His final report concluded that, subject to identified MMs, the plan is sound and legally compliant. This was reported to Full Council on 21<sup>st</sup> March when LPP2 was formally adopted. The Affordable Housing SPD was also approved at this meeting.

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.

In addition to the charging and collection of Community Infrastructure Levy (CIL), work this Quarter focused on the assessment of bids for Strategic CIL funding. 20+ bids were assessed and reported to the CIL Advisory Board, with bidders being notified of the outcomes following Executive decision on allocation of funding. Work is now progressing on the related legal agreements.

The Planning Projects Team has focused on the provision of heritage and design advice on planning applications and pre-app consultations, hearings, and continued input to planning projects including Dunsfold Park. Work also progressed on monitoring s106 agreements, including chasing payments due. The team managed the biennial design awards, including a successful awards ceremony held at Charterhouse school in February.

Capacity across Planning Policy remains an issue and work is ongoing to recruit to vacant posts and secure additional agency support for the CIL team.

## **Economic Development**

The new consultant team - Avison Young - appointed to complete the Economic Development Strategy (evidence base, strategy, and action plan) have been engaging with stakeholders, with workshops and one-to-one meetings completed to help support the various core documents. It is anticipated the draft strategy and action plan will come to Full Council in July for approval.

Waverley's UK Shared Prosperity Fund Investment Plan, which was submitted to Department for Levelling Up, Housing and Communities in August 2022, has been approved and funding to support the delivery of projects outlined in year 1 was received in December 2022. In accordance with the funding requirements, the first Local Economic Advisory Forum, comprising stakeholders from a range of sectors and the MPs, met to consider and endorse the project list submitted to government, with final approval given by the Executive in February 2023. In addition, the Council's proposals for use of the Rural England Prosperity Fund (an addendum to the UKSPF) was submitted and approved by DEFRA in April 2023. This outlined a proposal to work with Surrey County Council, Tandridge and Guildford Borough Councils to deliver a LEADER-style grant funding scheme supporting rural business and communities. Funding agreements are in place with the delivery partners and the first payments have commenced. The financial profile of the final set of projects represents a change to the investment plan which needs to be agreed with DLUHC.

The borough-wide tourism guide launched online ahead of the Easter holidays and is hosted on the VisitSurrey website: [Waverley Consumer Guide March 23.pdf \(visitsurrey.com\)](#). The "film map", which showcases and promotes a selection of locations used for filming in the borough, is also being updated and refreshed.

The team are continuing to support the emerging Business Improvement District proposals in Cranleigh, Farnham and Godalming. The Cranleigh ballot is confirmed for June 2023 and the business plan will be considered by Executive on 6<sup>th</sup> June. Farnham is looking to go to ballot in September and Godalming in October. The Executive have agreed to support the upfront Civica cost for the BID collection software, which was otherwise abortive to the BIDs.

## **Corporate projects**

The following activity took place in Quarter 4 on the various projects mentioned below:

- Central Godalming Regeneration – the team are currently considering options for the redevelopment/ refurbishment of The Burys as a standalone scheme
- 69 High Street, Godalming – The feasibility study for the scheme has been completed. This considered two different options and included a viability appraisal – as a consequence of this work, the project team will be progressing the commercial unit in its own right initially, whilst options for the delivery of housing are considered further.
- Brightwells Yard, Farnham – Public interest is high on the scheme and a few elements especially have been emerging, including the new Borelli Walk bridge and work completed on Brightwell House. The Brightwell House works are under consideration by the planning enforcement team (listed building) and liaison with Surrey highways, Farnham Infrastructure Programme, Farnham Town Council and Planners continues regarding the new bridge.

## Housing Delivery

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

- Ockford Ridge (Site C) - Foundations have been laid for all plots and the timber frames have been erected to form the 18 houses and first fix works (for example constructing floors, ceilings and walls, inserting electrical cables and adding pipes for water supply) are progressing. Scaffolding is due to be erected shortly awaiting delivery of the timber frames for the flat block, which is expected to follow in April. The next “My Ockford Newsletter” will include updates related to progress on site but also delivery of the community benefit programme and will be issued in May 2023.
- Chiddingfold Sites - The Council entered into a Pre-Construction Services Agreement with Feltham Construction Limited (FCL) in late March 2023. Under this contract, FCL will progress with pre-construction matters – e.g., consultant appointments to progress with construction design work, commissioning of surveys, site ground clearance and demolition of some garage blocks - ahead of entering into a main build contract.
- Ockford Ridge Deep Retrofit Pilot - A report seeking additional budget allocation and the appointment of contractors to deliver the retrofit of seven homes at Ockford Ridge was approved at Full Council on 21 March 2023. The communications plan for this project is being revisited now that the project has been approved and a meet the contractor event will be arranged in early May.
- Riverside Court - The project team are currently reviewing a revised tender sum submitted by the contractor, which takes account of inflationary construction costs that have arisen since the tender sum was first submitted to the Council.

Predevelopment work continues to bring forward other sites. Pre-application advice has been received for Site F Ockford Ridge which officers and the appointed architect will review. It is expected that business cases for three schemes will be ready for consideration by Members in the next quarter.

The development team have also been engaging with the corporate projects team to help inform the housing element of the projects at 69 High Street (Godalming) and the Fairground site, Haslemere

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

## 10.2 Key Performance Indicators Status

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

PI reference	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
RP1	Actual number of dwellings commenced (all housing providers) <b>(higher outturn is better)</b>	No	37	77	47	41	32	147
		No						Backlog
RP2	Actual number of dwellings completed (all housing providers) <b>(higher outturn is better)</b>	No	137	202	214	140	175	147
		No						Backlog

#### 10.2.2 Comment:

There has been a reduction in number of commencements in comparison to Q3, but an uplift in completions.

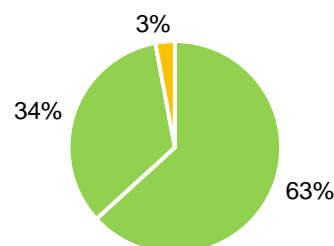
It would be prudent to consider next financial year whether the reporting frequency of the two KPIs (RP1 and RP2) are appropriate given the complexities in compiling accurate information to support the reporting and the regularity on which this is available via various sources. It may be than an annual reporting cycle – which is supported by additional sources of data such as council tax and site visits – may provide more quality information.

## 10.3 Service Plans – Progress Status

### 10.3.1 Summary Table and Pie Chart

#### Q4 Progress on Regeneration & Planning Policy Service Plans 2022/25

Total	100%	68
Completed	63%	43
On track	34%	23
Off track - action taken / in hand	3%	2
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



### 10.3.2 Detailed table presenting specific Service Plan actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP22/25 RPP17.1	Oversee the successful relocation of key community groups such as St John & Cadets to free the site for development and improve	31/12/2022	Executive Head of Regeneration and Planning Policy/ Development Programme Manager	Off track - action taken/ in hand		Dialogue with the various stakeholder groups is ongoing, but the action is flagged as off-track as it has not been completed within the time period specified within the service plan.

	facilities for community groups.					
SP22/25 RPP18.2	Delivery of refurbishment, extension and energy efficiency works at Woolmer Hill Pavilion.	31/03/2023	Executive Head of Regeneration and Planning Policy/ Development Programme Manager	<b>Off track - action taken/ in hand</b>		The cost estimates for the work to the Woolmer Hill Pavilion is higher than anticipated, reflective of the overall trend being seen at a national level in construction cost inflation. The project team is therefore reviewing the scope to identify where works can be revised or removed to deliver a revised scheme within the budget envelope available.

All other actions remain on-track.

## 10.4 Internal Audit Actions Progress Status

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

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

KPI	Description	Data Type	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	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	1	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	100%	95%

### 10.5.3 Summary Comment on the statistics

One level two 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	2,403	2,338	-65	Favourable	-3%
Income	-1,229	-1,241	-12	Favourable	1%
<b>Regeneration &amp; Planning Policy Total</b>	<b>1,174</b>	<b>1,097</b>	<b>-77</b>	<b>Favourable</b>	<b>-7%</b>

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Regeneration &amp; Planning Policy HRA</b>					
Expenditure	458	316	-142	Favourable	-31%
Income	-452	-478	-26	Favourable	6%
<b>Regeneration &amp; Planning Policy HRA Total</b>	<b>6</b>	<b>-162</b>	<b>-168</b>	<b>Favourable</b>	<b>-2864%</b>

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

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

The General Fund adverse expenditure relates to staffing.

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

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

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



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

## 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 – Q4 2022/23

##### Leisure

This has been a really positive quarter, seeing the successful conclusion of a very lengthy and detailed leisure contract tender process. The new contract, starting on 1<sup>st</sup> July, has been awarded to SLM (Everyone Active) securing a positive financial position for the Council for at least the next 10 years.

Leisure centre usage and membership continues to steadily improve. The focus on health & wellbeing across the contract is apparent with the increase in usage for our vulnerable target groups. The Saturday Night Project has been launched successfully at Godalming Leisure Centre, offering activities for 11–17-year-olds every Saturday evening. This partnership project between WBC, Places Leisure and Community Safety team provides a much-needed service to local young people – helping to deter anti-social behaviour.

The Cranleigh leisure Centre tender process for an Architect, and associated design team, has also concluded, with GT3 Architects successfully appointed which is a significant step in the development of the new Cranleigh Leisure Centre. This enables the start of a very exciting process where the internal Project Working Group will work with GT3 over the coming months to develop the design principles and vision for a new build low carbon Cranleigh Leisure Centre. This part of the process will include 'in-depth engagement' with users, non-users and key stakeholders to ensure a shared vision for the new Centre.

##### Parking

This has been another quarter of growth for the car parking service. With usage increasing across all our main settlements. We are now operating at close to pre-covid levels which is an indicator of the strength and resilience of our high streets.

From the 1<sup>st</sup> April on-street parking enforcement passed over to Surrey County Council who have appointed NSL as their contractor. This transfer included the management of parking permits in the borough, this will now be carried out by the county council. The transfer to date has gone smoothly and we will work with county colleagues to assist wherever it is needed.

Proposals are now being considered for the future structure of the car parking service which includes looking at the potential to work more closely with Guildford Borough Council who have a large car parking portfolio.

## **Building Control & Street naming**

There have been numerous successes for the Building Control service with quarter four showing a near breakeven position; an improved performance on first response for BC plan checks achieving 91.4% and the Addressing team Achieving National Standard on Addressing (again); and Surrey Building Control Awards taking place in May where Waverley Building Control has been nominated for 8 awards. Behind the scenes a lot of work has taken place on our mapping system improving the offer for residents and creating efficiencies in working practices.

There have been challenges as it becomes clearer on how the updated legislation increases the expectation on our building control teams going forward. Bringing in competency training at a time of huge change creates a somewhat challenging working environment. Full implementation of changes in building legislation needs to be achieved by April 2024, this will pressurise our IT systems as we reflect the new processes required by the newly appointed regulator.

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

Although this is a positive quarter for learner achievements, we are beginning to see the aftereffects of the pandemic where learners have fallen behind in their studies and added to this recruitment has proven extremely difficult for key tutor roles. We have had to halt the recruitment of new apprentices until we have staff in place to deliver the apprenticeships. We have achieved this quarter's KPIs but the achievement of next quarter's targets will be difficult. The team are working hard to minimise the impact on learners and embedding systems that will allow us to grow when fully staffed.

## **Arts & Culture**

Following the successful outcome of our Arts Council MEND grant application of £734,000 work has now been able to start on the refurbishment of the Museum of Farnham. Given the timing of the announcement around the election we have asked the Arts Council to extend the deadline for accepting the MEND grant to 19 June to enable the new Executive to formally approve the terms and conditions of the funding.

The procurement of a professional team which includes an historic building professional, a chartered surveyor and a structural engineer to oversee the construction phase of the project is currently out to tender, the deadline for submissions being 28 April 2023 and we will be evaluating the returns in the first quarter of next year. It was pleasing in this quarter to meet the new CEO of Farnham Maltings and hear their renewed commitment to collaborating with Waverley on the museum's future.

In this quarter the artist Patrick Walls oversaw the installation of four larger than life craft figures, carved in sandstone at Brightwells Yard. A further six figures will be installed in late August/early September when the sites are prepared. To coincide with the installation, Patrick will be exhibiting his work at the New Ashgate Gallery throughout April and June.

## ***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		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
C1	Total number of visits to Waverley leisure centres ( <b>higher outturn is better</b> )	Visits	333,920	370,120	373,127	386,293	439,645	370,993
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter ( <b>higher outturn is better</b> )	No.	No service	2,415	2,920	2,390	5,273	Data only
C3	Percentage of complete building control applications checked within 10 days ( <b>higher outturn is better</b> ) (P8)	%	94%	73%	93%	93%	91%	80%
C4	Apprentice overall success rate per quarter ( <b>higher outturn is better</b> )	%	75%	75%	75%	75%	76.09%	75%
C5	Apprentice timely success rate in gaining qualification in the time expected ( <b>higher outturn is better</b> )	%	70%	70%	70%	70%	74.62%	70%
C6	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) ( <b>higher outturn is better</b> )	No.	28	18	18	19	19	Data only

### 11.2.2 Comment:

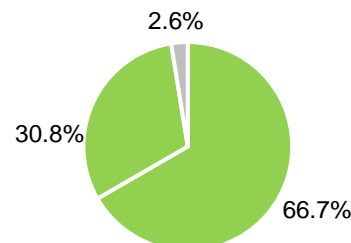
All KPI's are positive, and the teams continue to work hard to maintain this level.

## 11.3 Service Plans – Progress Status

### 11.3.1 Summary Table and Pie Chart

Q4 Progress on Commercial Services Service Plans 2022/25

Total	100%	39
Completed	66.7%	26
On track	30.8%	12
Off track - action taken / in hand	0.0%	0
Off track - requires escalation	0.0%	0
Cancelled / Deferred / Transferred	2.6%	1



### 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 Q4 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		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	1	Data only

<b>Level 1</b>	Number of Level 1 complaints dealt with on time in a quarter	<b>Number</b>	<b>New service structure effective 1 October 2022</b>			<b>0</b>	<b>1</b>	<b>Data only</b>
<b>Level 1</b>	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	<b>%</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>100%</b>	<b>95%</b>

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

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

### 11.5.3 Summary Comment on the statistics

One complaint was received and was 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	7,369	7,094	-275	Favourable	-4%
Income	-9,096	-8,992	103	Adverse	-1%
<b>Commercial Services Total</b>	<b>-1,727</b>	<b>-1,899</b>	<b>-172</b>	<b>Favourable</b>	<b>10%</b>

### Capital Commercial

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

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

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

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

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

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

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

#### 12.1.1 Summary from Executive Head of Service – Q4 2022/23

##### Community Challenges

Many of our residents in Waverley continue to experience the impact of the cost-of-living crisis but our voluntary sector partners and town and parish councils continue to support those in need. There continues to be a rise in household debt and increased use of foodbanks, community pantries and fuel vouchers.

Our community and voluntary sector partners as well as our NHS and Adult social care colleagues continue to report an increase in mental and emotional health issues within our communities that are rooted in social isolation and financial and food insecurity. This increase is placing greater pressure on the NHS and Social Care teams with waiting lists for services getting longer.

The Government's Household Support Fund initiative continues to help address these issues at a local level. Our tranche 3 funding of £198,000 for October 2022 – March 2023 was allocated by mid-March this year. The Government is providing a 4<sup>th</sup> tranche of funding to cover May 2023 – March 2024 and Waverley has been allocated £327,764 which will include administration costs.

As tranche 4 is a full year of funding, it will be distributed to support those who are struggling through Waverley Borough Council, Hale Community Cupboard, Godalming Community Store, Three Counties Money Advice, Homestart and Southwest Surrey Domestic Abuse Outreach Services. We will also continue to work closely with Haslemere Town Council and Farnham Town Council as a referral pathway.

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 particularly add value to the independence and prevention workstreams that enable people to live well more independently for longer through our Careline, Care and Repair and Disabled Facilities Grant services.

We are supporting through our Careline services a community responder service funded by Surrey Heartlands that provides a falls service to people who otherwise would be waiting a long time for an ambulance. The service is undertaken by Mole Valley Life.

**Our Careline PI's in 12.2.1 are not for the full quarter but we are seeing similar take up to previous quarters. Our suppliers continue to have problems with supply, and this affects our installation rate. Unfortunately, Tunstall unexpectedly discontinues the sale of their analogue machines and the alternative digital alarms which can be sourced by many providers are more expensive. Our implementation of chip tech equipment is going well.**

##### 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 over the next six months 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 is 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 month rent in advance – which is a challenge.

There is a promise of further central government funding to help alleviate the housing challenges associated with resettlement, but we await further details.

### **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		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
CU1	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	1552	1541	1512	1476	1510	Data only
CU2	Total number of Careline calls per quarter (data only, no target set )	Calls	7250	5733	5359	6334	6219	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 1495 and reflects the normal fluctuations we have with customer take up. The issues around equipment supply also impact this number.

We have 9 pending installations and retain 100% critical fault repair within 48 hours. .

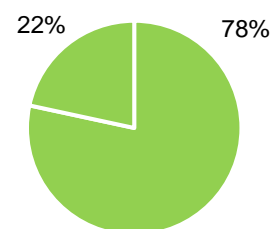
The figures for the number of calls in quarter 1 has not been received to date

## 12.3 Service Plans – Progress Status

### 12.3.1 Summary Table and Pie Chart

#### Q4 Progress on Community Services Service Plans 2022/25

Total	100%	37
Completed	78%	29
On track	22%	8
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: Throughout 2023 Community Services will complete a resettlement/refugee audit and a working with vulnerable communities' audit.

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

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

KPI	Description	Data Type	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022			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	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	5,598	5,515	-84	Favourable	-1%
Income	-4,503	-4,359	144	Adverse	-3%
<b>Community Services Total</b>	<b>1,096</b>	<b>1,156</b>	<b>61</b>	<b>Adverse</b>	<b>6%</b>

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

Due to the problems with our careline equipment supply, we have continued 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 – Q4 2022/23

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

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

As we start a new financial year, the challenges around attracting and retaining staff are improving which in turn is likely to see ongoing improvement to service quality and we are seeing continued positive trends in waste reduction and recycling.

Greenspaces - The Grounds maintenance contract continues to perform well overall. Our contractor Continental Landscapes has received 96% of the incentive payment for its service delivery of parks, recreation grounds, sports areas etc. and 100% of the incentive payment has been paid over for Housing areas. This is reflection of the targets set for the year. Contract amendments and preparations have been completed for SCC highways taking back the highways agency function as of 1 April 2023. There should a smooth transition of service between the two Councils. Contract staff resources have been reorganised, mapping changes made, and a communication plan prepared and delivered on social media, website, press and the telephone system. All data used on the SCC highways agency function has been given to SCC to assist them in their task. Early indications from the month of April suggest the transition has started well, with minimal resident contacts over SCC areas coming to WBC. We do however expect there to be an increase in resident enquiries/complaints during May over SCC areas, once the reality of the SCC specification becomes obvious to residents. A replacement contract monitoring officer has now been successfully recruited and they started w/c 24/04/23.



Work continues to refurbish Council facilities like pavilions and toilets, Bourne, Woolmer Hill, Weybourne, Heath End and Badshot Lea pavilions have had extensive works undertaken recently to raise the standard and a tender has been completed for a complete refurbishment of Broadwater Park Changing rooms, which were in a very poor condition. We hope to award the tender very shortly.

Countryside rangers continue to manage the Councils key biodiversity assets well and all Higher-Level Stewardship schemes have been delivered within budget and in accordance with grant funding schemes. Nearly 4000 hours or 560 volunteer days were delivered on Countryside sites across the borough with a financial value attributable to £80,000, helping to manage the land and promote biodiversity.

The Tree & Landscape team are performing well managing TPO's, tree works applications and development consultations. Tree Mgt Works applications determinations have exceeded the target of 95% for the last quarter 96.23 %, finishing the year at an overall of 98.81% of applications determined. Whilst not officially monitored the same can be said of Conservation Area applications. Target of 95%, last quarter score achieved was 100%, finishing the year with 97.94% of all applications determined. The work continues to protect the tree stock across the borough.

**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		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
E1*	Materials recovery facilities (MRF) Reject Rate ( <b>lower outturn is better</b> )	%	4.77%	4.33%	4.02%	5.29%	Received Quarter in Arrears	5.00%
E2	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting ( <b>higher outturn is better</b> )	%	Monitoring on pause					90%
E3a	Number of refuse and recycling missed bins out of 100,000 collections per week ( <b>lower outturn is better</b> )		42	tbc	60	63	63	40
E3b	Number of food waste missed bins out of 100,000 collections per week ( <b>lower outturn is better</b> )		66	tbc	69	61	64	40
E NI191*	Residual household waste per household ( <b>lower outturn is better</b> )	kg	93	82.4	82	87	Received Quarter in Arrears	90.00
E NI192*	Percentage of household waste sent for reuse, recycling and composting ( <b>higher outturn is better</b> )	%	56.10%	60%	58%	57.90%	Received Quarter in Arrears	54.0%
E4	Percentage of tree applications determined within 8 weeks ( <b>higher outturn is better</b> )	%	100%	100%	98%	98%	96%	95%

### 13.2.2 Comment:

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

The MRF rejection rate for Qtr 3, has shown some decline against a target of less than 5% in Q3, however the full year outcome is likely to be well below the target of 5%. Residual Waste per household in Qtr 3 has increased on Q2, this is normal as Q3 includes the Christmas period and positively was still under the 90kg target. The recycling rate in Qtr 3 has decreased slightly but remains well ahead of our target.

**E2** – Environmental Cleanliness monitoring remains suspended and street cleaning is currently on a reactive service as opposed to scheduled cleaning basis as the service continues to prioritise refuse and recycling collections.

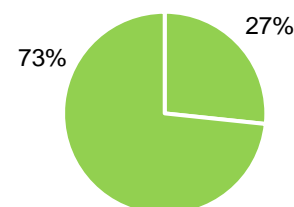
**E3a, E3b** – Missed bin figures for Qtr 4 are provided but must be viewed with caution due to issues with the customer reporting software which is letting residents report a missed bin before the lorry turns up to empty it, even if the lorry is just an hour later than normal, so the figures include reports of missed bins that were not missed but simply picked up later than usual. We are in discussions with Biffa to bring the relevant reporting restrictions back into use as soon as possible to prevent inaccurate missed collection reporting.

## 13.3 Service Plans – Progress Status

### 13.3.1 Summary Table and Pie Chart

#### Q4 Progress on Environmental Services Service Plans 2022/25

Total	100%	45
Completed	27%	12
On track	73%	33
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



### 13.3.2 Comment:

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

## 13.4 Internal Audit Actions Progress Status

**Comment:** At the end of Q4 there were no outstanding Internal Audit Actions for this service area.

## 13.5 Complaints Statistics

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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	19	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	4	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	21%	95%

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

KPI	Description	Data Type	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	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	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	N/A	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.

## 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	12,089	11,914	-175	Favourable	-1%
Income	-4,149	-4,095	54	Adverse	-1%
<b>Environment Services Total</b>	<b>7,939</b>	<b>7,819</b>	<b>-120</b>	<b>Favourable</b>	<b>-2%</b>

### Capital

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

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

The lower than anticipated number of garden waste customers 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 – Q4 2022/23

### 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 the September (Q2) in terms of the Government's performance threshold which is currently above 70% for the rolling 2-year period for Non major applications and 60% for major applications 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 has been 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 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 all but by contractors rather than permanent staff. There is currently a recruitment process in flight.

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		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
P1	Percentage of all planning applications determined within 26 weeks ( <b>higher outturn is better</b> )	%	89.6%	90.4%	80.95%	95.81%	97.80%	100%

<b>P151 (NI)</b>	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>	%	<b>55.6%</b>	<b>100%</b>	<b>92.86%</b>	<b>91.30%</b>	<b>100%</b>	<b>80%</b>
<b>P153 (NI)</b>	Processing of planning applications: Non-major applications - % determined within 8 weeks <b>(higher outturn is better)</b>	%	<b>59%</b>	<b>93.1%</b>	<b>82.8%</b>	<b>92.17%</b>	<b>96.43%</b>	<b>80%</b>
<b>P123 (NI)</b>	Processing of planning applications: Other applications <b>(higher outturn is better)</b>	%	<b>60%</b>	<b>91.5%</b>	<b>89.32%</b>	<b>97.64%</b>	<b>98.23%</b>	<b>90%</b>
<b>P2</b>	Processing of all other residual applications - % determined within its target (Internal) <b>(higher outturn is better)</b>	%	<b>65%</b>	<b>88.1%</b>	<b>81.82%</b>	<b>92.47%</b>	<b>92.86%</b>	<b>80%</b>
<b>P3</b>	All planning appeals allowed out of all planning appeals determined (cumulative year to date) <b>(lower outturn is better)</b>	%	<b>34.3%</b>	<b>37.5%</b>	<b>20.7%</b>	<b>22.2%</b>	<b>25%</b>	<b>30%</b>
<b>LP152</b>	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) <b>(lower outturn is better)</b>	%	<b>8%</b>	<b>0%</b>	<b>0%</b>	<b>1.75%</b>	<b>6.25%</b>	<b>10%</b>
<b>LP154</b>	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) <b>(lower outturn is better)</b>	%	<b>0.96%</b>	<b>0.65%</b>	<b>1.38%</b>	<b>1.51%</b>	<b>1.94%</b>	<b>10%</b>
<b>P4</b>	Percentage of enforcement cases actioned within 12 weeks of receipt <b>(higher outturn is better)</b>	%	<b>80%</b>	<b>82.4%</b>	<b>57.14%</b>	<b>91.18%</b>	<b>82.93%</b>	<b>75%</b>
<b>P6</b>	Percentage of "Bronze Service Level" pre-application advice provided within 21 days (3 wks) target <b>(higher outturn is better)</b>	%	<b>10%</b>	<b>0%</b>	<b>11.43%</b>	<b>18.18%</b>	<b>11.76%</b>	<b>Data only</b>

#### 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 96.43% 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 98.43% and illustrates the step change in performance in the service.

**P2 – (Processing of residual applications)** – Exceeded target with 92.86%

**P3, LP152, LP154 – (Appeals performance)** – Continued improvement in appeal performance over Q1 and Q2 however the percentage of appeals allowed in Q3 and Q4 has increased compared to the first 2 quarters. This is something that needs to be closely monitored.

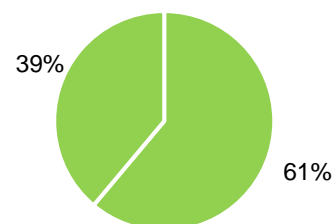
**P4 -Enforcement** - There has been a very notable improvement in Enforcement performance following the Enforcement Officer vacancy for some months and the complex and significant cases coming to a head (mostly involving applications to the High Court), that have required a great deal of officer attention in Q2. Q4 is showing a slight drop off in performance though performance still remains above target.

## 14.3 Service Plans – Progress Status

### 14.3.1 Summary Table and Pie Chart

#### Q4 Progress on Planning Development Service Plans 2022/25

Total	100%	36
Completed	61%	22
On track	39%	14
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



### 14.3.2 Comment:

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

## 14.4 Internal Audit Actions Progress Status

**Comment:** At the end of Q4 there were three outstanding Internal Audit Actions for this service area:

IA22/SP.06 Planning portal (including appropriate declarations made by users)

IA22/SP/05/3.2 Refund Process

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 13 March 2023)

## 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		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	8	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	4	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	50%	95%

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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	9	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	8	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	89%	95%

### 14.5.3 Summary Comment on the statistics

The performance falls short of the target.

## 14.6 Finance Position at the end of the quarter

### 14.6.1 Planning Development General Fund Account Table

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Planning Development</b>					
Expenditure	5,716	5,583	-133	Favourable	-2%
Income	-3,435	-3,262	173	Adverse	-5%
<b>Planning Development Total</b>	<b>2,281</b>	<b>2,321</b>	<b>40</b>	<b>Adverse</b>	<b>2%</b>

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

The Planning Service budget overspend shown is primarily attributed to the suspension of the pre-app service earlier in the financial year but also Q4 has seen a drop off in fee income of £50k in line with the national trend. Although the redesigned Pre-App service has successfully launched and is well received, the disparity in the income from the pre-app service due to suspension has yet to be made up.

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

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

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

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

#### 15.1.1 Summary from Executive Head of Service – Q4 2022/23

Quarter 4 saw a general increase in activity across all of the Regulatory Teams and a busy Emergency Planning response supporting the community during significant water outages affecting both Waverley and Guildford residents. Getting businesses back on track continues to be extremely challenging. I have to thank all of the team for their continued enthusiasm and commitment to maintaining and delivering quality services in spite of the additional pressures they have been under, and I am sure Members would wish to do the same.

### Environmental Health Food and Safety Team Q4

Q4 was the final period of the Food Standards Agency Recovery Plan with an expectation that the food service was sufficiently recovered from any inspection programme backlog generated by the Covid pandemic. This required that all category A, B and non-broadly compliant C and D businesses had received their food hygiene inspection. It was positive to note that this target was met by the team. In doing so, 125 inspections of food business have been undertaken during Q4. The standards of food hygiene within businesses have been reported by officers as generally satisfactory with only 4 being given a rating of 0,1 or 2 under the Food Hygiene Rating Scheme which indicates that they were not broadly compliant and in need of further intervention. Of those businesses inspected, 77 received written warnings and 4 (compared to 13 in Q3) were issued with notices requiring compliance in areas of food training and food safety management. A reduced number of food businesses (3) have made requests for a Food Hygiene Rating Scheme revisit to reassess standards and provide a new Food Hygiene Rating. The service also saw a significant drop in newly registering food business to 35 (from 63 last quarter) and there appears to have been a general settling of food business activity similar to pre-pandemic levels.

The number of complaints from the public about hygiene standards observed within food businesses reduced also to 7 (from 13 in Q3), but the number of food poisoning allegations increased slightly to 8 (from 5 in Q3). Official notifications of confirmed infectious disease cases remained stable at 56 (55 in Q3).

In Q4 an additional project was carried out to audit the food business database held by the Council to ensure that information relating to active food businesses is reliable. This was necessary due to the large number of food premises that had temporarily opened during the pandemic, but which during the recovery period have closed. There is no requirement on food businesses to inform the Council that a food business has closed. This has brought the number of food business establishments currently operating in the borough down to 1062 and will allow for more efficient food safety intervention during the next financial year.

In regard to health and safety enforcement, inspections as part of the 'Gas Safety in Catering Premises Project' have continued during Q4. These have resulted in the service of 1 formal improvement notice to deal with unsafe gas appliances in catering businesses.

The service has received 24 workplace accident notifications during Q4 (22 in Q3). The service is involved in two major injury accident investigations, one has progressed to prosecution and is awaiting court proceedings.

## Environmental Protection Team

During Quarter 4 of 2022/3 the Environmental Protection Team dealt with the following requests for service:

Complaint type	2021/22 full year	Qtr. 1 2022/23	Qtr. 2 2022/23	Qtr. 3 2022/23	Qtr. 4 2022/23	2022/23 full year
Noise complaints	426	133	167	105	127	532
Planning consultations	907	183	192	198	160	733
Requests for information	521	97	106	57	84	344
Temporary Event Notice Consultations	559	286	143	200	162	791
Premise License Consultations	59	20	18	16	7	61



Bonfire Complaints	120	32	21	13	37	103
St Trading requests for service	119	16	21	35	26	98
Pest control complaints	100	13	18	18	8	57
Various other requests for service	498	114	142	133	136	525
Total	3309	894	828	775	747	3244

The Environmental Protection Team have also:

- Dealt with 33 more complex cases and served 10 notices, including those detailed below.
- Gained a variation to a Criminal Behaviour Order in respect of barking dogs, so the dogs could not be at the offending premises from 5pm on 1 March 23. The offender was compliant, and a statutory noise nuisance resolved. We continue to monitor the situation.
- Successfully prosecuted (second time) for a statutory odour nuisance from a fish and chip shop in Farnham. A new owner has submitted a planning application to upgrade the odour control system and we commented on the planning application to ensure the proposed system was sufficient. We await the outcome of the planning application.
- Put together a trial bundle and passed to Legal for prosecution in respect a statutory noise and odour nuisance from a restaurant in Godalming.
- Worked with Network Rail regarding overnight working to update signals on the rail network. This included serving 7 notices for out of hours working to minimise noise. To date we have not had any noise complaints in respect of these works.
- Undertook numbers of visits with the Environment Agency regarding problems being caused by unlicensed waste disposal/transfer sites. Problems in respect of one site are resolved.
- Provided information to the ombudsman regarding a vibration complaint. They found no fault with Environmental Protection or the Council.
- Actively worked with the Petroleum Officer and Environment Agency to investigate petrol/diesel odours, Bramley High Street.
- Continued work to deal with street trading consents, animal activity licences and scrap metal dealer licences. We went to committee once for determination of a consent. We also served a suspension notice regarding a Dog Breeding Licence.
- Worked to update the Air Quality Action Plan for our Air Quality Management Areas and develop new Clean Air Strategy for Waverley. This included reviewing feedback from consultation with the Air Quality Steering Group, amending the documents and drafting committee reports. The documents were adopted by Council in March.
- Worked with planning colleagues, WBC's consultant, the Environment Agency and Dunsfold Airport Ltd to find a way to deal with contamination on their site. This continues to be challenge given staff resources.
- Covered work associated with the contaminated land officer's role (0.8 FTE) which has been vacant.
- Reviewed tenders with colleagues at GBC and put in place a new WBC pest control contract from 1 April 2023.
- Worked with GBC to review tenders for a stray dog contract. We hope to put in place a new WBC stray dog contract soon.

## Private Sector Housing

Disabled Facilities Grant enquiries in 2022/23 almost reached the highest level set in the previous year. Part of the reason for this has to be greater awareness of grant availability as we have seen an increase in referrals from private Occupational Therapists (OT) and also hospital OTs who are trying to arrange works to allow patients to return home.

The number of grant approvals this year has far exceeded previous figures. This is partly due to the increase in enquiries the previous year but also because the contract with The OT Practice is starting to speed up OT reports and therefore applications for simple adaptations.

The number of grant completions in 2022/23 exceeded the previous maximum set in 2019. This is thought to be the result of improvements in all areas of the grant process, including increased use of private OT reports and quicker processing of applications by the team.

There has been a big increase in the number of enquiries for Safe and Warm grants, which was much higher than previous figures, 49 compared to 31 in 21/22.

By the end of March there had been 115 new HMO licence applications made to Waverley since HMO licensing was introduced. Licences have been issued for 111 of these properties. The remaining applications are being processed.

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 year was similar to pre-covid levels but the numbers received in the second half of the year were much higher than previously. This increase was partly due to the change in weather, but it is also likely that increased media coverage (particularly regarding damp and mould) has played a part. Complaints about illegal eviction and landlord harassment were also significantly higher than in almost every other year. Four of the “other enquiries” have been complaints about neighbouring properties causing a nuisance, which is unusual.

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.

Requests for public health funerals have remained high for the last three years, with 17 arranged in 22/23 (16 in 21/22, 17 in 20/21 and 12 in 19/20 compared to 5 in 18/19).

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 Act Policy has been reviewed and is currently out for consultation. Due to return to committee on the 05 June.

Taxi licensing fees were reviewed and consulted on.

17 new applicants took knowledge tests in Qtr. 4, (Identical to Qtr 3). Routine driver and vehicle checks were also carried out over the quarter and 29 new taxi complaints were investigated (up from 15 in Qtr. 3).

34 DBS interviews were conducted with new or existing drivers and 251 of our 260 drivers (96.5%) are now registered with the DBS update service which enables the Council to make regular (quarterly) DBS checks on the individuals. All drivers are checked against (NR3) National database of refusals and revocations and 13 local driver refusals or revocations (which includes historic ones) have been added to NR3 database.

1 Committee hearing was held during Qtr. 4 regarding driver issues.

Licensing Act 2003 applications have remained constant with 4 new premises licence applications (5 in Qtr. 3). 2 applications were received for variations of licence conditions (2 in Qtr. 3), 2 applications for minor variations, 0 transfers of premises licence, 25 variations of designated premises supervisor (DPS) and 1 joint transfer and vary DP applications were processed. 4 copy licences. 4 Change of Head Office/PLH/ DPS home addresses.

237 Temporary Event Notices were received (208 in Qtr. 3). 39 of these were late notifications which had to be processed quickly to ensure there would be no adverse impacts.

The licensing team also carried out 37 routine inspections of licensed premises (38 in Qtr. 3), 6 were joint inspections with the Police following complaints from residents, 3 joint visits with Immigration, 7 routine inspections of betting premises, 4 visits to premises following complaints from neighbours, 1 pavement complaint and 3 observation visits.

3 Committee hearings were held during Qtr. 4 regarding issues with Licensed premises.

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).

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**

Reduced staffing levels have presented challenges for the team in this quarter. A vacancy and long-term sickness followed by a resignation compounded the pressures on the team, but they have continued to focus their efforts on monitoring the waste and street cleaning contracts and abandoned vehicles.

A determined focus on abandoned vehicles in spite of these reduced staffing levels. Several persistent offenders were targeted with excellent results and the team has received compliments for the way it has dealt swiftly with new reports. Fixed Penalty Notices are now also being issued to persons who abandon vehicles in addition to the removal and storage charges as an added deterrent.

The Public Spaces Protection Orders in relation to dog fouling and dog control were subject to public consultation during this quarter with positive responses from over 600 local residents, local organisations and Town and Parish Councils. These responses are being analysed and a report will be progressed to the Executive in June and Council in July.

## **Emergency Planning:**

Our Emergency Planning and Business Continuity response plans have continued to be tested throughout this quarter in supporting the community and running business as usual in parallel. Overall, we feel the council working with partner agencies has performed extremely well in Q4.

The council's resilience was tested in this quarter, primarily during a water outage at Netley Mill Water Treatment Works in February, 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 to ease the transition period moving forwards. There has also been a continued effort to recruit staff members to various Emergency Response roles necessary to prepare WBC for responding effectively to emergencies in future.

Event safety has continued to be a key focus during Q4, with emphasis on improving the organisation and multi-agency communication with regards to high-risk events requiring a Safety Advisory Group. A recurring SAG group meeting has been put in place to discuss high risk events taking place across the Borough.

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. Plans have also been put into place to hold frequent H&S walks around all corporate buildings to ensure the H&S standards remain high in all WBC workplaces. In the background, the team has continued to work with Housing colleagues to achieve safety compliance across WBC housing stock.

An additional focus during Q4 has been on Climate Adaptation. The team has begun to work closely with SCC and various Boroughs across the County to produce a Climate Adaptation Strategy and Action Plan to provide direction and objectives for WBC to work towards adapting to 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		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
R1a	Average number of days to remove fly-tips ( <b>lower outturn is better</b> )	Days	3	3	2	2	3	2
R1b	Number of fly tipping incidents in a quarter ( <b>Data only</b> )		244	182	163	195	210	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> )	%	81.25%	88.89%	100%	100%	100%	100%
R3	Food businesses with a 'Scores on the door' of 3 or over ( <b>higher outturn is better</b> )	%	89.40%	89.87%	90.16%	90.95%	91.34%	Data only

### 15.2.2 Comment:

**R1a, R1b** – Performance on clearing fly tips has slipped in Qtr 4 due to sickness and vacancies. During that period a vacancy and long-term sickness followed by a resignation compounded the pressures on the team against a backdrop of an increase in fly tip numbers compared to the previous

3 quarters. Enforcement activity on fly tipping and abandoned vehicles remained a priority but the sickness absence and vacancies in the Environmental Enforcement Team had a significant impact on performance.

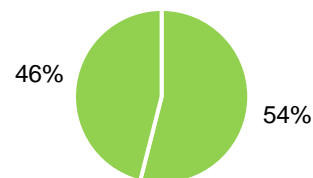
**R2, R3** – As food inspections get back on track (100% for the third quarter in a row) standards in food businesses are starting to improve and the number of food businesses with a score of 3 or over continues to rise.

### 15.3 Service Plans – Progress Status

#### 15.3.1 Summary Table and Pie Chart

Q4 Progress on Regulatory Services Service Plans 2022/25

Total	100%	63
Completed	54%	34
On track	46%	29
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 fourth quarter.

### 15.4 Internal Audit Actions Progress Status

**Comment:** At the end Q4 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		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022			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	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	100.00%	95%

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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	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	3	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	100%	95%

#### 15.5.3 Summary Comment on the statistics

Responding to complaints has been a priority during Qtr. 4 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	4,478	4,259	-218	Favourable	-5%
Income	-2,530	-2,476	55	Adverse	-2%
<b>Regulatory Services Total</b>	<b>1,947</b>	<b>1,784</b>	<b>-163</b>	<b>Favourable</b>	<b>-8%</b>

### Capital Regulatory Services

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

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

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

# Waverley Borough Council

**Report to: Overview and Scrutiny Committee**

**Date:** 21 June 2023

Ward(s) affected: All

**Report of Director: Strategic Director - Place**

**Author:** Andrew Longley, Interim Planning Policy Manager

**Tel:** 01483 523427

**Email:** Andrew.Longley@waverley.gov.uk

**Executive Portfolio Holder/ Lead Councillor responsible:** Cllr Liz Townsend

**Email:** Liz.Townsend@waverley.gov.uk

**Report Status:** Open

## Update of the Local Plan

### 1. Executive Summary

- 1.1 Local Plan Part 1 (LPP1) was adopted in February 2018. In accordance with statutory requirements, the Council undertook a review of the Plan within five years of its adoption to decide if an update was required. The full Council on 21 February 2023 resolved that:

*Having undertaken a review of LPP1 in accordance with regulation 10A of the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended), the Council resolves that LPP1 requires updating and instructs officers to explore all options including updating the plan immediately to make it broadly compliant with the latest NPPF (noting that the housing numbers produced by the new "Standard Method" are a starting point only) and taking particular account of any Habitat Regulations constraints on an increase in housing numbers, followed by a more detailed update of LPP1 and LPP2 together to produce a single Local Plan at a later date.*

*However, the existing Local Plan as a whole continues to provide an up-to-date statutory development plan for Waverley, which must remain the starting point for decisions on planning applications while an update is brought forward.*

- 1.2 This report addresses this resolution by exploring two broad options for updating the Local Plan. These are:
  - A. Comprehensive update of the Local Plan.
  - B. Partial alteration of LPP1 to address housing supply and related matters.
- 1.3 These options are not mutually exclusive since a partial alteration would not negate the need for a more comprehensive update. It is important to note that whatever approach is taken, the update must follow the statutory development plan process, including preparation, publication, and examination of the plan. There is no way that an update of LPP1 can be achieved more quickly than these statutory processes allow. The Council's reference to considering updating the plan 'immediately' is therefore taken to mean starting the process without delay (once the scope has been agreed) and concluding it as quickly as possible.
- 1.4 The Government is progressing legislation that will change the development plan system. However, there is uncertainty regarding the implementation of these reforms and to the approach to the assessment of Local Housing Need (LHN). According to the Local Government Association's Planning Advisory Service (PAS), this uncertainty has resulted in many Councils pausing or abandoning work on their Local Plans. This could result in extensive delays and would be a high-risk option for Waverley because speculative development proposals on unallocated sites will continue until the Council can demonstrate a 5-year supply of housing land (5YHLS). The update of the Local Plan is a means to regain control of housing requirements and to allocate appropriate sites within the context of an updated spatial strategy.
- 1.5 Legal opinion obtained during the review of LPP1 (see para 7.2 below) is clear that proceeding as quickly as possible with the update of LPP1 will give the Council a much more persuasive case at appeals, ensuring that proper weight is given to the adopted development plan. The approach set out in this report follows this advice and will help to establish a credible strategy for addressing housing land supply issues.
- 1.6 PAS is encouraging Councils to continue with plan-making ahead of the proposed planning reforms. Its consultants are currently working with officers to assess and refine the proposed scope and timetable for the



- update of the Local Plan. This will include assessing any potential to compress the broad programme shown in Figure 1. The Executive will be updated on this work.
- 1.7 It is recommended that work commences on a comprehensive update of the Local Plan (option A) to contain both strategic and non-strategic policies. The procedural path for this will depend on the progress of the Government's planning reforms. It is not possible to meet the current proposed deadlines for completing Local Plans using the current system (submission by end of June 2025 and adoption by the end of 2026). However, it would be a high-risk option to wait for the new planning system to be introduced (currently planned for November 2024 but could be delayed). Consequently, it is recommended that work commences under existing legislation and guidance, but with flexibility to switch to the new system if it is implemented. The evidence base required for plan making under the current and proposed system is likely to be similar (albeit the new system promises a lighter touch approach to assessment and examination). It is recommended that work commences immediately on the priority areas of evidence set out in section 7 of this report. This will be the focus over the next 12 months, during which time the Council will have flexibility to respond to any changes in national legislation, policy, and guidance.
- 1.8 The aim is to prepare an updated plan much faster than any previous Waverley Local Plan. However, the statutory process means that adoption of a comprehensive update (option A) is unlikely to be possible until 2027. In line with the resolution of the Council (para 1.1 above), this report therefore considers the potential to address housing land supply issues more quickly through a partial alteration of LPP1 under the current system (option B). This could potentially be adopted 12 months earlier than option A. However, the view of officers, following discussion with the PAS and its Local Plan consultants, is that it would be difficult to constrain a partial update to an end-date of 2032 or to limit its scope to housing supply matters. It would also not negate the need for a comprehensive update, thereby resulting in additional cost. For these reasons, it is considered that it is preferable to concentrate resources on a comprehensive update. This will gain weight as a material consideration as it progresses.
- 1.9 It should be noted that, while the Local Plan update is the best way for the Council to regain control of housing requirements, it is not a quick means of resolving current 5YHLS issues. This is because of the time-lag in bringing new housing sites forward through allocations and planning permissions. Work on the Local Plan will therefore be accompanied by an update of the Council's non-statutory Housing Delivery Action Plan, with input from landowners, developers and other stakeholders to consider factors holding back the delivery of allocations, planning permissions, or otherwise policy-compliant sites.

## **2. Recommendation to Committee**

2.1 That the Committee comments on the following proposed recommendations to the Executive on the approach to updating the Local Plan.

1. That work commences on a comprehensive update of the Local Plan, meeting the requirements of the existing development plan system but ensuring flexibility to migrate to the new system if implemented.
2. A detailed work programme for completing the comprehensive update, and briefs for preparing up to date evidence are prepared in consultation with the Portfolio Holder for Planning and Regeneration.

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

3.1. To enable the Executive to take into account the views of the O&S Committee in considering the best approach to updating the Local Plan to address housing supply and other strategic and non-strategic issues.

## **4. Exemption from publication**

4.1. No.

## **5. Purpose of Report**

5.1. To seek the views of the O&S Committee.

## **6. Strategic Priorities**

6.1. An up-to-date Local Plan is central to delivering the Council's strategic priority of "Effective strategic planning and development management to meet the needs of our communities".

## 7. Background

- 7.1 The report to Council on 21 February 2023 explained why an update of LPP1 is required to consider potential changes to housing requirements and the implications for other aspects of the plan, and to ensure that all policies are consistent with the latest NPPF and legislation. It noted that the update would also allow the Council to give greater emphasis to corporate priorities such as addressing the climate emergency.
- 7.2 Legal opinion provided to the Council emphasised the value of progressing an update of the plan: *'8. I consider that if the Council proceeds to update LPP1 with expedition, then it will have a much more persuasive case to place before appeal inspectors (and in considering its own planning applications) about appropriate mechanisms being brought forward to address any potential shortage in housing land supply moving forwards. In turn, that will allow the Council to argue that in the meantime the adopted development plan should continue to command proper weight.'*
- 7.3 This advice is borne out by the comments of the Inspector on the recent appeal at Lower Weybourne Lane. While dismissing the appeal, he commented on housing land supply issues as follows: *'66. The shortfall has persisted over a considerable period. The adoption of the Local Plan Part 2 is a step in the right direction. However, its housing site allocations are geographically contained and relatively small in a wider Borough context. There is little concrete evidence to demonstrate that the Council has a credible strategy, including progressing through an agreed timetable for updating the Local Plan Part 1, that will address the housing land supply issues of the Borough on a wider basis anytime soon. In these circumstances, the Appellant is correct to characterise the shortfall in housing land supply as significant....'*
- 7.4 The purpose of this report is to progress work on this "credible strategy" for updating the Local Plan to address, amongst other matters, housing land supply. The Local Development Scheme will be amended to reflect the Council's agreed approach.
- 7.5 Development plans must be prepared in accordance with relevant legislation, regulations, and national policy and guidance. The Government considers that the current planning system is outdated and that it takes too long to adopt a local plan (an average of 7 years). Appendix 1 summarises the current plan-making requirements and the Government's proposed reforms to simplify and speed up the process.
- 7.6 Members will be aware of the lengthy period that it took to prepare LPP1 (9 years from first consultation to adoption) and LPP2 (6 years 4 months). This was partly due to the complexities of the current development plan process

but also due to political changes and the challenge of bringing forward appropriate site allocations in a heavily constrained borough. Elements of the planning reforms such as the lighter-touch assessments and examination process are to be welcomed. However, there are many unresolved questions, including the practicality of a 30-month statutory timetable for plan preparation.

- 7.7 In considering options for updating the local plan, it should be noted that there is a significant risk that the planning reforms will not be implemented to the timescale currently proposed. The initial updates to the NPPF promised in spring 2023 have not yet been issued. The Levelling Up and Regeneration Bill could be enacted before the summer recess but the regulations and policy necessary for implementation may take longer than originally envisaged (November 2024) in the run-up to a general election, and a new government could have a different view on planning reforms.
- 7.8 As noted in the report on the review of LPP1, another area of uncertainty is in relation to the approach to housing requirements. The Local Housing Need (LHN) calculated using the 'standard method' may change substantially in 2024 if the Government adopts 2021 census-based household projections as the starting point. However, while the Government has stated that it will consider using the new projections, there is no guarantee it will do so. This issue is outlined in greater detail in Appendix 2.

### **Options for updating the Local Plan**

- 7.9 Whatever approach is taken, any update of the Local Plan must follow the statutory development plan process, including preparation, publication, and examination of the plan. There is no way that an update of LPP1 can be achieved more quickly than these statutory processes allow.
- 7.10 The broad options available to the Council for updating the Local Plan and addressing housing land supply issues are:
- A. Comprehensive update of the Local Plan.
  - B. Partial alteration to the adopted LPP1 to address housing supply and related matters.
- 7.11 The proposed planning reforms will require a single Local Plan containing both strategic and non-strategic policies, where necessary supported by Supplementary Plans (in addition to Neighbourhood Plans). It is recommended that the comprehensive update of the Local Plan (option A) should follow this approach to provide a single Local Plan for the Borough (with some policies 'saved' from LPP2 if possible). This will simplify the development plan for the borough and reduce the process costs arising from

separate part 1 and part 2 plans. The partial alteration (option B) would relate only to LPP1, leaving LPP2 as it is for the time being.

- 7.12 The NPPF states that strategic policies should cover a minimum 15-year period from adoption. For option A, this will require the end date of the Local Plan to be rolled forward by around 10 years (to 2042/43) in relation to development requirements. The vision should be framed in the context of the statutory deadline for achieving net-zero carbon by 2050. Option B is only considered achievable within the proposed transitional deadlines if the plan period remains to 2032, otherwise the scale of new housing required would escalate this option into a much more complex task. This would need to be justified as a departure from the NPPF 15-year plan timescale referred to above. From discussions with PAS and its consultants, the view of officers is that it would be an uphill battle to persuade an Inspector that the plan is sound on this basis.
- 7.13 The NPPF requires strategic policies to set out an overall strategy for the pattern, scale and design quality of places, and make sufficient provision for:
- a) housing (including affordable housing and gypsy and traveller accommodation), employment, retail, leisure and other commercial development;
  - b) infrastructure for transport, telecommunications, security, waste management, water supply, wastewater, flood risk and coastal change management, and the provision of minerals and energy (including heat);
  - c) community facilities (such as health, education and cultural infrastructure); and
  - d) conservation and enhancement of the natural, built and historic environment, including landscapes and green infrastructure, and planning measures to address climate change mitigation and adaptation.
- 7.14 Housing requirements will be a key consideration in updating the Local Plan and are discussed in more detail in Appendix 2. The NPPF (para 61) states that *'strategic policies should be informed by a local housing need assessment, conducted using the standard method in national planning guidance, unless exceptional circumstances justify an alternative approach which also reflects current and future demographic trends and market signals. In addition to the local housing need figure, any needs that cannot be met within neighbouring areas should also be taken into account in establishing the amount of housing to be planned for.'*
- 7.15 For option A, the Council will need to undertake an assessment of local housing need (LHN) for the plan period to 2043 and take account of any unmet need within neighbouring areas. A partial alteration (option B) would concentrate on sources of housing to meet the remaining housing

requirement to 2032 and to ensure a deliverable 5-year supply of housing land. However, given the NPPF position set out above, officers consider that not only would it be difficult to justify a 2032 end date, it would also be necessary to update LPP1 Policy ALH1 housing requirements taking into account LHN calculated using the standard method.

- 7.16 The Local Plan update should seek to do as much as possible to meet the housing needs of the local community. However, the Council's response to consultation on the proposed planning reforms expressed the view that the standard method results in an unrealistic and unattainable assessment of LHN. While it may be difficult to demonstrate 'exceptional circumstances' in Waverley to justify an alternative approach to the 'standard method' for assessing LHN, it is nevertheless recommended that the Council commissions evidence on current and future demographic trends and market signals as a sense test for the results of the standard method and to gauge what the new household forecasts are likely to show.
- 7.17 In addition to LHN, the NPPF requires that account is taken of unmet housing need from neighbouring authorities. Members will recall that the LPP1 Inspector concluded that the Borough should accommodate some of the unmet need from Woking. The 'duty to cooperate' is the only formal mechanism for such discussions and the proposed planning reforms would repeal this and replace it with a more flexible 'alignment test. It is not clear how this will work. The Council will, in due course, need to consider evidence of any unmet needs in accordance with the NPPF. Given the challenges experienced in meeting current LPP1 housing requirements due to constraints including Green Belt, AONB, and other designations, officers currently consider it unlikely that there will be scope to accommodate needs arising outside the Borough.
- 7.18 While LHN will inform the minimum number of homes needed, this is only the starting point (not a mandatory target) for establishing housing requirements in an updated Local Plan. This point is emphasised in a December 2022 written ministerial statement<sup>1</sup> and subsequent draft revised NPPF. While only limited weight can be given to emerging national policy, it represents a change in emphasis that, once confirmed in policy, will assist the Council in identifying and justifying housing requirements for the new plan. The Council will consider physical and policy constraints, including Green Belt, AONB, and the HRA issue highlighted in the resolution at para 1.1 above, which will determine the amount of assessed need that it is possible to accommodate. The assessment of constraints and opportunities will therefore be a fundamental part of the evidence base for the update of the Local Plan.

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<sup>1</sup> [Communities put at heart of planning system as government strengthens Levelling Up and Regeneration Bill - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/written-ministerial-statements/2022/12/communities-put-at-heart-of-planning-system-as-government-strengthens-leveling-up-and-regeneration-bill)

7.19 The general scope and timetable of the identified options are outlined below.

Table 1 – Summary of options

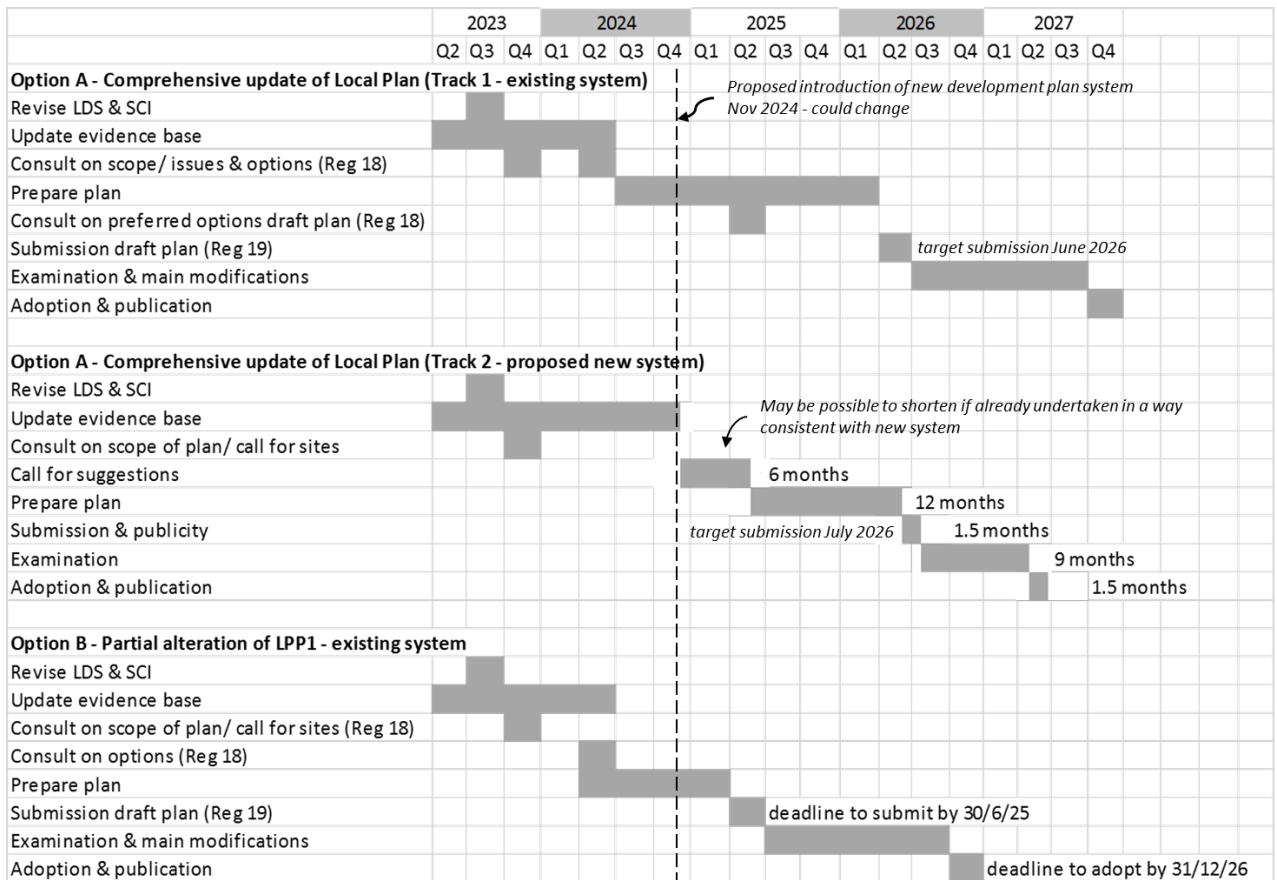
<b>A. Comprehensive update of the Local Plan</b>
<b>Scope</b>
<p>a. The plan period would be 2023 to 2043.</p> <p>b. This plan would revise or refresh all aspects of LPP1 that the review identified in February 2023 as requiring updating. Using the PAS toolkit for reviewing local plans, this work identified several planning policy areas that need updating. This included updating the assessment of housing and economic needs and considering the development needed to achieve these needs. It also included measures to adapt to and mitigate climate change and to protect and enhance the natural environment. Whilst the review also recognised that some LPP1 policies were fit for purpose, because the housing requirement could change this may have implications for the growth strategy/spatial distribution of development and other plan requirements.</p> <p>c. In addition to strategic policies, an update would incorporate non-strategic policies to provide a single Local Plan as envisaged in the planning reforms (accompanied by Supplementary Plans and Neighbourhood Plans). This would require close working with town and parish councils.</p> <p>d. Notwithstanding the wider scope of the Local Plan, the aim would be to create a succinct plan with a clear visual representation of the spatial strategy. Policies and proposals from the newly adopted LPP2 would only be included if it is not possible to ‘save’ them under the new development plan system. General policies would not be included if the Government goes ahead with its proposal to create National Development Management Policies.</p> <p>e. The plan would be progressed in parallel with work on a borough-wide design code, which will be mandatory under the Levelling Up and Regeneration Bill.</p> <p>f. This option could adhere to the existing structure of LPP1, allowing parts of the plan to be subject to little or no change. Alternatively, it could provide an opportunity to structure the plan to anticipate elements of the planning reforms and give greater prominence to priorities such as climate change and biodiversity net gain.</p>
<b>Timetable</b>
<p>g. Work would commence under the existing development plan system. However, the plan could not be delivered within the currently proposed transitional arrangements to the new system, which would require it to be submitted for examination by 30 June 2025 and adopted by 31 December 2026. These arrangements are intended to apply to plans that are already in preparation. A more realistic, but still ambitious programme would add 12 months to these deadlines, giving a target for submission by the end of June 2026 (3 years compared to 4 years taken to reach the same stage for LPP2). The period from submission to adoption (18 months) reflects the time given in the proposed transitional arrangements – it is largely in the hands of the Planning Inspectorate. The timetable for progressing the plan under the existing</p>

<p>system if the planning reforms are delayed or abandoned, is shown as Track 1 in Figure 2.</p> <p>h. If the proposed planning reforms are implemented in November 2024 as envisaged by the Government, the plan will need to be completed within a statutory 30-month period. Draft Regulations are not yet available, so little is known about the requirements of each stage. The indicative programme shown as Track 2 in Figure 2 is based on the 30-month timetable suggested in the Planning for the Future white paper.</p> <p>i. Figure 2 highlights that a comprehensive update of the Local Plan under either the current system (Track 1) or the proposed new system (Track 2) for preparing local plans will take until mid to late 2027 to adopt. Under both tracks, the first 12 months is largely taken up with evidence gathering and initial consultation. This gives flexibility to switch tracks without abortive work if the planning reforms are implemented to the Governments current timetable.</p>
<p><b>B. Partial alteration to the adopted LPP1 to address housing supply and related matters</b></p>
<p><b>Scope</b></p> <p>a. The scope of the plan would need to be limited to expedite the update of key strategic policies tackling housing supply matters while the comprehensive update of the local plan is ongoing. Maintaining the LPP1 end date of 2032 would make this more manageable but would not meet the NPPF requirement for a plan period extending 15 years from adoption.</p> <p>b. Housing requirements would need to be updated using LHN based on the standard method as the starting point, and an assessment of constraints and opportunities. Key evidence would include updating the Housing Land Availability Assessment, including a 'call-for sites', and an updated Housing Delivery Action Plan.</p> <p>c. Although focused on housing supply, the update would inevitably need to address the implications of this for other policies.</p> <p>d. Addressing any shortfall in housing land supply will require close working with town and parish councils, particularly if the plan needs to make non-strategic allocations to accelerate delivery.</p> <p>e. The plan would be progressed in parallel with a comprehensive update of the Local Plan (option A) and work on a borough-wide design code, which will be mandatory under the Levelling Up and Regeneration Bill.</p>
<p><b>Timetable</b></p> <p>f. The programme for this partial update would be dictated by the Government's proposed transitional deadlines (submission by 30 June 2025 and adoption by 31 December 2026). The period to submission is very tight. It may be necessary to cut out the discretionary consultation on a draft plan (preferred options) that is often carried out at Regulation 18, instead seeking input on the scope of the plan and specific spatial options, before the Reg 19 draft is published for comments.</p>



7.20 Figure 1 below gives a broad indication of the timelines for Options A and B. The target submission date is important because the timescale beyond that is determined by the examination process. For option A, whether under the existing (track 1) or proposed (track 2) development plans systems, the target would be to submit the plan for examination in summer 2026. Option B would need to be submitted 12 months earlier in order to meet the deadlines currently proposed in transitional arrangement. Officers are reviewing these timescales with support from PAS.

Figure 1 – Indicative timetable for options



## Assessment of Options

7.20 An initial assessment of the options is shown below.

Pros	Cons
<b>A. Comprehensive update of Local Plan</b>	
<p>Allows work to commence using tried and tested legislation and guidance (Track 1), avoiding wait for planning reforms to be implemented (and the risk that they will be delayed or abandoned).</p> <p>Flexibility to migrate to new development plan system if implemented (Track 2) would allow use of streamlined assessments and examination process (which should be quicker and cheaper).</p> <p>Opportunity to bring strategic and non-strategic policies together into a single Local Plan in line with proposed new system.</p>	<p>Reliant on planning reforms being delayed or transitional arrangements (not yet finalised) allowing smooth transition to new system.</p> <p>Existing process requirements (e.g. in relation to duty to cooperate, environmental assessment, and examination) are more complex, time-consuming, and potentially more costly than the streamlined approach promised in the reforms.</p> <p>Inclusion of non-strategic issues could slow plan-making. Will need ability to 'save' existing LPP2 policies and to defer some other non-strategic issues to Neighbourhood Plans, Supplementary Plans (new system), or Supplementary Planning Documents (existing system).</p>
<b>B. Partial alteration of LPP1 to address housing supply issues</b>	
<p>Potentially quicker plan-led way to address housing land supply issues – avoids risk of delay with planning reforms.</p> <p>A predicted earlier adoption date may strengthen the Council's position in resisting speculative development in unsuitable locations in the absence of 5YHLS.</p> <p>Could be progressed in parallel with the comprehensive update of the local plan with shared evidence base.</p>	<p>Only seeking to address needs to 2032 conflicts with minimum 15-year plan period set out in the NPPF – high risk of plan not being sound on this basis.</p> <p>Could not avoid updating housing requirements taking account of the results of the standard method.</p> <p>Difficult to limit the update to housing supply matters given the wider implications for environment, employment, infrastructure etc.</p> <p>Likely to require allocation of non-strategic as well as strategic sites – cutting across work of neighbourhood planning groups (would need collaborative working).</p> <p>Undertaking an interim update alongside a comprehensive update could be confusing for local communities and other stakeholders. It would require additional resources (staff-time and increased process costs e.g., two separate examinations) or would slow work on the comprehensive update of the local plan.</p>

- 7.21 It is recommended that work commences on a comprehensive update of the Local Plan (option A) to contain both strategic and non-strategic policies. The procedural path for this will depend on the progress of the Government's planning reforms. It is not possible to meet the current proposed deadlines for completing Local Plans using the current system but it would be a high-risk option to wait for the new planning system to be introduced. Consequently, it is recommended that work commences under existing legislation and guidance, but with flexibility to switch to a new-style local plan if it is put in place. The evidence base required for plan making under the current and proposed system is likely to be similar (albeit the new system promises a lighter touch approach to assessment and examination). It is recommended that work commences immediately on the priority areas of evidence set out in section 7 of this report. This will be the focus over the next 12 months, during which time the Council will have flexibility to respond to any changes in national legislation, policy, and guidance.
- 7.22 Option A does not preclude the Council undertaking a partial update of LPP1 to address housing land supply issues over the period to 2032 more quickly. However, the initial view of officers, following discussion with PAS and its consultants, is that it would be difficult to constrain a partial update to 2032 or to limit its scope. It would also not negate the need for a comprehensive update, thereby resulting in additional cost. For these reasons, it is considered preferable to concentrate resources on progressing a comprehensive update, which will gain weight as a material consideration as it progresses.
- 7.23 It should be noted that, while the Local Plan update is the best way for the Council to regain control of housing requirements, it is not a quick means of resolving current 5YHLS issues. This is because of the time-lag in bringing new housing sites forward through allocations and planning permissions. Work on the Local Plan will therefore be accompanied by an update of the Council's non-statutory Housing Delivery Action Plan, with input from landowners, developers and other stakeholders to address factors holding back the delivery of allocations, planning permissions, or otherwise policy-compliant sites.
- 7.24 At the same time, the Council should continue to seek changes to the standard method (see para 7.8 above) and support and lobby for proposed changes to government policy and wider planning reforms (see para 7.19 above) that will give planning authorities greater control over housing requirements and address the problems associated with 5YHLS.

## **Next steps**

- 7.25 A detailed work programme will be prepared to deliver the Council's preferred approach to updating the Local Plan. The Local Development Scheme will be updated to reflect this.
- 7.26 A communications strategy will be prepared to outline how local communities and stakeholders will be engaged in accordance with legal requirements and the Council's Statement of Community Involvement (SCI). The strategy will consider opportunities for greater use of digital technologies as advocated in the proposed planning reforms.
- 7.27 The town and parish councils are key stakeholders and careful consideration will need to be given to the relationship between the update of the Local Plan and work on Neighbourhood Plans.
- 7.28 Supporting evidence will need to address the strategic matters at 7.13 above, focusing on the need for development over the plan period and the constraints and opportunities that will dictate the extent to which these needs can be accommodated. This work is being scoped to enable project plans to be prepared and external input commissioned where necessary. Identified priorities include:
- Housing & Economic Needs Assessment
  - Housing & Employment Land Availability Assessment
  - Climate Change/ Net Zero evidence
  - Green & Blue Infrastructure (including biodiversity net gain/ SPA mitigation)
  - Water Cycle Study/ Strategic Flood Risk Assessment
  - Transport Modelling/ Assessment
  - Infrastructure Delivery Plan
  - Viability Assessment
  - Sustainability Appraisal/ Habitat Regulations Assessment
- 7.29 A programme for the introduction of Borough wide design codes will be produced. It is envisaged that the Local Plan update will include strategic design policies to provide the 'hook' for a design code SPD/ Supplementary Plan and an associated suite of documents covering geographic and/or thematic design codes based on characterisation. Consultancy services will need to be procured to support the production of codes and community engagement throughout the process.
- 7.30 The adopted Community Infrastructure Levy (CIL) Charging Schedule will be reviewed alongside the update to the Local Plan. Charging authorities must keep their charging schedules under review to ensure that levy charges remain appropriate over time. Whilst the law does not prescribe

when reviews should take place, guidance suggests LPAs should consider linking a review of the charging schedule to any substantive review of the evidence base for the relevant local plan. Consultancy services will be procured to assess the viability of CIL charges with document production and consultation processes undertaken in-house.

## **8. Consultations**

- 8.1. The subject of this report has been discussed with the Corporate Management Board and Executive Briefing. Discussions are ongoing with the LGA's Planning Advisory Service, and the Executive will be updated as appropriate.

## **9. Key Risks**

- 9.1. The key risk of not updating the Local Plan is that the Borough will not be ensuring a plan-led approach and will continue to be vulnerable to speculative development proposals on unsuitable sites that are not supported by LPP1, LPP2 or Neighbourhood Plans.
- 9.2. Uncertainties regarding the introduction of planning reforms and changes to Local Housing Need pose risks to achieving the indicative timetable for updating the Local Plan. The report addresses how these risks will be managed.

## **10. Financial Implications**

- 10.1 The updating of the Local Plan to an accelerated timescale, while maintaining other workstreams will require a fully staffed Local Plans and Planning Policy Team. Other costs are associated with the technical work required to underpin the plan and to assess reasonable alternatives, and process costs including stakeholder engagement and the examination.
- 10.2 The Council on 21 February 2023 agreed an initial top up of the local plan reserve balance by £150k in 2023/24, with a further top up of £300k built into the Medium-Term Financial Plan for 2024/25 to cover the cost of a comprehensive update of the local plan. Expenditure would be over the period 2023/24 to 2027/28. This budget will be refined once the scope of the local plan/s is agreed. Costs will be controlled by undertaking as much of the technical and engagement work as possible in house, utilising existing evidence wherever possible, and exploring opportunities for joint commissioning with Guildford Borough Council and/ or other authorities.

- 10.3 Legal services will continue to provide support throughout the plan making process. The cost of employing counsel to represent the Council during the examination process is included in the agreed budget estimate.

## **11. Human Resource Implications**

- 11.1 As indicated above, a fully staffed Local Plans and Planning Policy Team supported by specialist consultancy input will be required.

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

- 12.1 There are no direct equality, diversity, or inclusion implications in this report. An equalities impact assessment will be undertaken as part of the plan making process.

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

- 13.1 An update of the Local Plan will allow the Council to strengthen policies in relation to climate change mitigation and adaptation to contribute to meeting the Council's environmental and sustainability objectives.

## **14. Suggested issues for overview and scrutiny**

- 14.1 Feedback is sought on the proposed recommendations to the Executive set out in section 2 of this report.

## **15. Summary of Options**

- 15.1 This report considers the options of a comprehensive update to the Local Plan (option A) and partial alteration to the adopted LPP1 (option B). These are described and assessed in section 7 above.
- 15.2 The option of putting work on the local plan on hold has been ruled out because the Council needs an up-to-date local plan to address priorities for the development and use of land in the borough, and to safeguard against speculative development proposals in unsustainable locations.

## 16. Conclusion

- 16.1 Having explored options for updating LPP2 in accordance with the resolution made by Full Council on 21 February 2023, it is recommended that a comprehensive update of the Local Plan (option A) should be undertaken, to produce a single plan covering both strategic and non-strategic matters. This will be taken forward as outlined in section 7 of this report.

## 17. Background Papers

- 17.1 Report on review of LPP1, Waverley Borough Council 21 February 2023

## 18. Appendices

Appendix 1 – Plan making requirements

Appendix 2 – Local Housing Need

Please ensure the following service areas have signed off your report.  
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<b>Service</b>	<b>Sign off date</b>
Finance / S.151 Officer	08/06/23
Legal / Governance	07/06/23
HR	
Equalities	
Lead Councillor	
CMB	30/5/23
Executive Briefing/Liaison	30/5/23
Committee Services	

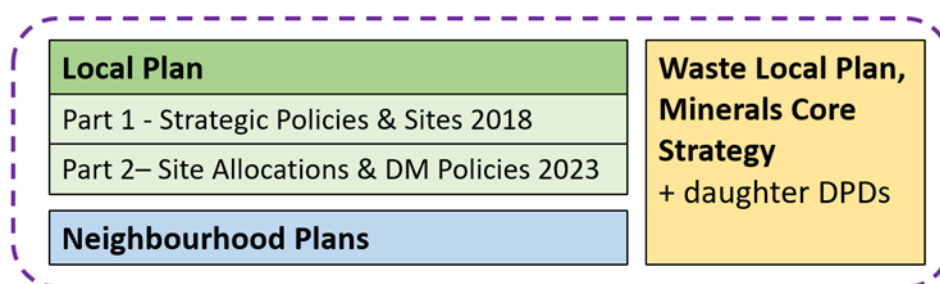
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## Appendix 1 – Plan making requirements

### Current arrangements

1. The NPPF (para 15) states that: *'The planning system should be genuinely plan-led. Succinct and up-to-date plans should provide a positive vision for the future of each area; a framework for addressing housing needs and other economic, social and environmental priorities; and a platform for local people to shape their surroundings.'*
2. The development plan for an area is made up of the combination of strategic policies (which address the priorities for an area) and non-strategic policies (which deal with more detailed matters). The development plan for Waverley comprises the plans shown below (Supplementary Planning Documents are not part of the development plan).



3. The NPPF (para 20) requires strategic policies to set out an overall strategy for the pattern, scale and design quality of places, and make sufficient provision for:
  - a) housing (including affordable housing), employment, retail, leisure and other commercial development;
  - b) infrastructure for transport, telecommunications, security, waste management, water supply, wastewater, flood risk and coastal change management, and the provision of minerals and energy (including heat);
  - c) community facilities (such as health, education and cultural infrastructure); and
  - d) conservation and enhancement of the natural, built and historic environment, including landscapes and green infrastructure, and planning measures to address climate change mitigation and adaptation.
3. NPPF para 22 states that strategic policies should look ahead over a minimum 15-year period from adoption.
4. Local planning authorities (LPAs) have a legal duty to ensure that, taken as whole, plan policy contributes to the mitigation of, and adaptation to, climate change.
5. The preparation of a Local Plan thus entails assessing future needs and opportunities for an area, exploring and identifying options for addressing these, and then setting out a preferred approach. This involves gathering evidence, carrying out a Sustainability Appraisal and Habitats Regulations Assessment, and effective engagement and consultation with local communities, businesses and other interested parties.
6. The NPPF (paras 17 to 19) describe how policies for the development and use of land are produced. There is flexibility in the initial stages of local plan production, provided that the LPA complies with the specific requirements in regulation 18 of the Local Plan

Regulations<sup>1</sup> on consultation, and with the commitments in their Statement of Community Involvement (SCI).

7. LPAs must make available each of the proposed submission documents that they intend to submit to the Planning Inspectorate for examination to enable representations to come forward that can be considered at examination, under regulation 19 of the Local Plan Regulations.
8. A local planning authority must publicise and keep up-to-date its timetable for producing the local plan within a Local Development Scheme (LDS). It must also set out in a Statement of Community Involvement (SCI) how it will engage communities on the preliminary stages of plan-making.

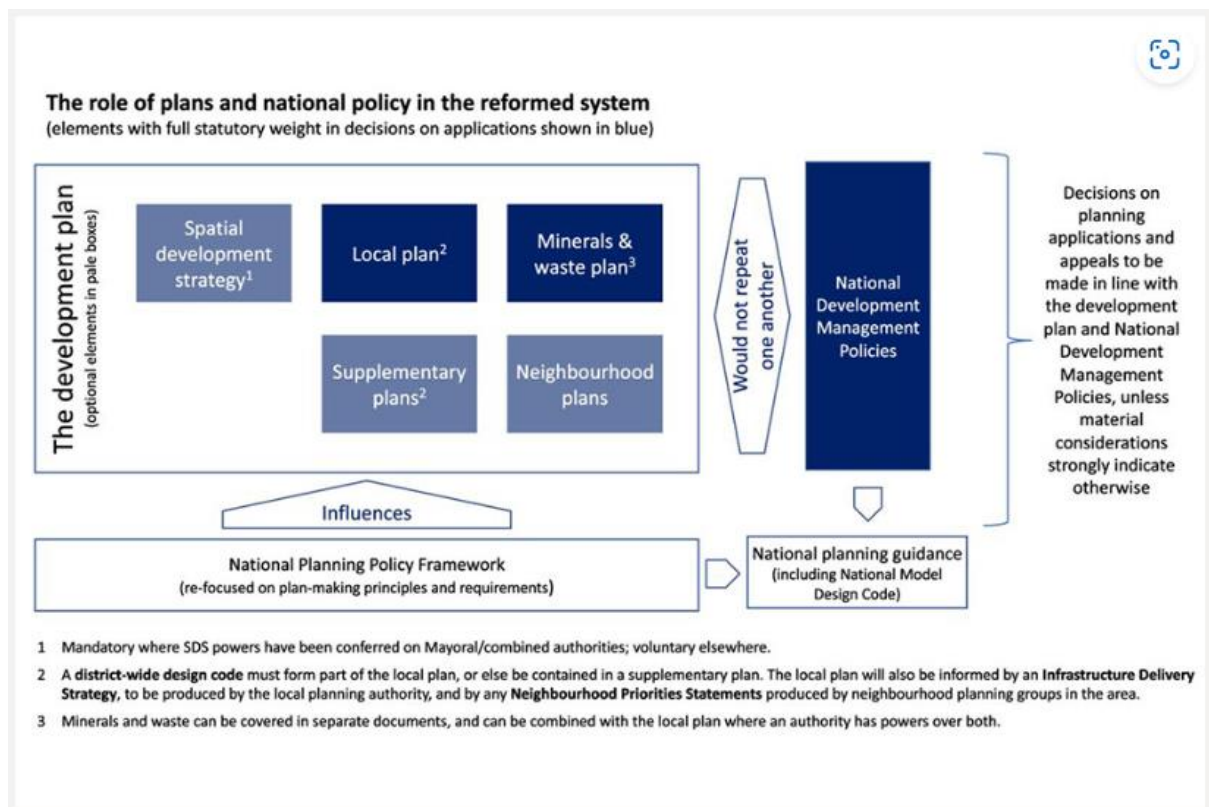
### **Proposed reforms**

9. The Government considers that the current planning system is outdated and ineffective in delivering the amount and quality of development that the country needs. The Planning for the Future white paper (August 2020) proposed a radical overhaul. Part of the Government's critique was that it takes too long to adopt a local plan (an average of 7 years).
10. Elements of the white paper have fed through into the Levelling Up and Regeneration Bill and proposed changes to the NPPF. Specific proposals include:
  - a. Each local planning authority must prepare a local plan. Only one local plan may have effect in relation to a local planning authority's area at any one time.
  - b. The local plan must set out policies in relation to the amount, type, location, and timetable for development in its area. This must be designed to ensure that the use and development of land contribute to the mitigation of, and adaption to, climate change.
  - c. A district-wide design code must be part of the local plan or be contained in a supplementary plan.
  - d. Regulations will be updated to set clear timetables for plan production – with the expectation that they are adopted within 30 months and updated at least every five years. During this period, there will be a requirement for two rounds of community engagement before plans are submitted for independent examination.
  - e. Local planning authorities will have a new power to prepare 'supplementary plans', where policies for specific sites or groups of sites need to be prepared quickly, or to set out design standards. Supplementary plans will be subject to examination (usually by written representations) and afforded the same weight as a local plan. It will no longer be possible to prepare Supplementary Planning Documents (SPD).
  - f. Policies on issues that apply in most areas (such as general heritage protection) will be set out in a suite of National Development Management Policies which will have the same status as the Development Plan
  - g. Digital powers in the Bill will allow more standardised and reusable data to inform plan-making and allow plans and data to be accessed and understood more easily by communities and other interested parties.

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<sup>1</sup> Town and Country Planning (Local Planning) (England) Regulations 2012

- h. A new duty for infrastructure providers to engage in the process where needed; and the ‘duty to cooperate’ contained in existing legislation will be repealed and replaced with a more flexible alignment test set out in national policy.
- i. The Bill will enable groups of authorities to collaborate to produce a voluntary spatial development strategy, where they wish to provide strategic planning policies for issues that cut across their areas.
- j. Streamlined system of environmental assessment to replace Strategic Environmental Assessment and Sustainability Assessments with a simpler outcomes-based approach.
- k. Local plans will continue to be examined for whether they are ‘sound’, but the current tests will be reviewed to ensure they are proportionate.



11. The proposed timetable of the planning reforms and transitional arrangements are currently as set out below. These may change.

- The Levelling Up and Regeneration Bill is at Committee Stage in the Lords. Subject to Parliamentary approval, the Government expects the Bill to receive Royal Assent in spring 2023.
- Consultation on initial revisions to the NPPF ended in March 2023 and a revised NPPF was expected in spring 2023.
- The proposed transitional arrangements would allow local planning authorities to continue preparing old-style Local Plans under the existing development plan system as long as they are submitted by 30 June 2025 and adopted by 31 December 2026.
- The expected earliest date when LPAs with a plan which is more than 5 years old must begin new plan-making process is November 2024.

## Appendix 2 - Local Housing Need (LHN)

1. The NPPF (para 61) states that '*strategic policies should be informed by a local housing need assessment, conducted using the standard method in national planning guidance, unless exceptional circumstances justify an alternative approach which also reflects current and future demographic trends and market signals. In addition to the local housing need figure, any needs that cannot be met within neighbouring areas should also be taken into account in establishing the amount of housing to be planned for.*'
2. The current LPP1 predates the standard method. The Policy ALH1 housing requirement of 590 dwellings pa derives from projections of additional households (396 pa) adjusted upwards by 25% to assist with affordability, to an Objectively Assessed Need of 495 pa. On top of this, LPP1 plans for an additional 95 pa to accommodate unmet housing need from Woking (within the same Housing Market Area) and changes to migration from London.
3. The NPPF and Planning Practice Guidance subsequently introduced the Standard Method for calculating Local Housing Need (LHN). For Waverley, the LHN figure is calculated using:
  - a. Average annual projected household growth over 10 years using 2014 projections (table 406). For WBC this is 392 dpa (for 2023-33).
  - b. Adjusting this for affordability using median workplace-based affordability ratios (AR). The annual household growth projection is increased by 0.25% for every 1% that the AR exceeds 4. For WBC the AR at the time of the LPP1 review was 18.32, so the standard method formula adjusted the baseline housing requirement upward by 89.5%<sup>2</sup> to 743 dwellings pa. The latest affordability ratio data published by ONS in March 2023 shows a slight improvement, which results in an LHN of 719 dwellings pa. This is still an uplift of 84% on top of the baseline household projections.
4. The review of LPP1 identified the significant difference between the LPP1 housing requirement and the (26%) higher LHN calculated using the standard method as the most important factor in determining that an update of the plan is required but noted that this does not mean that the housing requirement in an updated plan will necessarily be higher than the current plan.
5. The Council's response on the proposed planning reforms expressed the view that the standard method results in an unattainable assessment of LHN, starting from outdated household projections and making an unrealistic uplift based on affordability ratios.
6. A written ministerial statement by the Secretary of State in December 2022 indicated that the government would consult on revisions to the standard method. However, the DLUHC consultation<sup>3</sup> in December 2022 indicated that the standard method must continue to be used to inform housing requirements, at least until new household projections are available in 2024. It also indicated that the revised NPPF will tighten up the definition of 'exceptional circumstances' (NPPF 61) that might justify an authority using an alternative approach to assessing housing requirements.

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<sup>2</sup>  $((18.32-4)/4) \times 0.25 + 1 = 1.895$

<sup>3</sup> [Levelling-up and Regeneration Bill: reforms to national planning policy - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/levelling-up-and-regeneration-bill-reforms-to-national-planning-policy)