

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

When calling please ask for:

Kimberly Soane,
Kimberly.soane@waverley.gov.uk

Legal & Democratic Services

E-mail: Kimberly.soane@waverley.gov.uk

Direct line: 01483523258

Date: 15 September 2023

Membership of the Overview and Scrutiny Committee - 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, 18 September 2023 to enable a substitute to be arranged.

Dear Councillor

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

DATE: TUESDAY, 26 SEPTEMBER 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.

Yours sincerely

Susan Sale,
Executive Head of Legal & Democratic Services & Monitoring Officer

Agendas are available to download from Waverley's website (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.

Most of our publications can be provided in alternative formats. For an audio version, large print, text only or a translated copy of this publication, please contact committees@waverley.gov.uk or call 01483 523351

This meeting will be webcast and can be viewed by visiting www.waverley.gov.uk/webcast

Waverley Corporate Strategy 2020 - 2025

Vision

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

Our strategic priorities:

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

Good scrutiny:

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

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

NOTES FOR MEMBERS

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

AGENDA

1 **APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

To receive apologies for absence and note substitutions.

Members who are unable to attend this meeting must submit apologies by the end of **Tuesday 19 September 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 21 June 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 **Tuesday 19 September 2023**.

.

5 **QUESTIONS FROM MEMBERS**

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

The deadline for submission of written questions for this meeting is **Tuesday 19 September 2023**.

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

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

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

Recommendation

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

7 CORPORATE PERFORMANCE REPORT Q1 2023-24 (Pages 11 - 78)

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

Areas for the Committee to consider are on pages 36 to 61 (Pages 52 - 77 of the agenda pack).

8 THE EDGE - CONSIDERATION OF PETITION RECEIVED. (Pages 79 - 80)

To consider a petition received regarding the Edge Leisure Centre with around 2,600 signatures and considered at Full Council on 18 July 2023.

PROTECT THE EDGE LEISURE CENTRE

To: Surrey County & Waverley Borough Councils

Keep The Edge Leisure Centre in Haslemere open for local community clubs and individuals to help promote health activities.

Why is this so Important?

The leisure centre lease has been terminated by Waverley Council and it has passed to Surrey Council. Surrey has confirmed the building will continue to be used by the school but will not be available for community use after the end of June. Whilst discussions about re-opening for community use at a later stage are ongoing there is no certainty that these will come to a positive conclusion. Local news shows how the public have concerns about the future and if enough people sign this petition the council will have to act to protect this vital service.

(2,528 signatures)

Recommendation:

The Overview and Scrutiny Committee to consider the representation from the

petitioner and make a recommendation, based on the evidence given, to Executive, who will then make a decision the petition.

9 CRANLEIGH LEISURE CENTRE NEW BUILD (Pages 81 - 88)

This report provides an update on the Cranleigh Leisure Centre investment project. Focusing on the outcomes of Stage 1 and the impact of the current project position and market on the business case. It is also the appropriate time to gain feedback from Committee members.

10 PLANNING UPDATES (Pages 89 - 102)

- Designation Position;
- Structure of the planning department;
- Update on action plan/ training programme; and
- Planning Member/Officer Memorandum of Understanding

11 UPDATE ON THE PREPARATION OF A NEW LOCAL PLAN (Pages 103 - 114)

This report provides an update on the scope and timetable for the update of the Waverley Borough local Plan to enable the Committee to provide its views to inform future reports to the Executive and Council.

12 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.

13 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:

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

This page is intentionally left blank

Services Overview & Scrutiny Committee

2023/24 - work programme

Part 1 of 4: Recommendations made

Ref	Meeting date	Agenda Item	Recommendation	Made to	Agreed?	Details
S21-06-23-9.1	21/06/2023	Local Plan Part 1 Update	<p>The Committee NOTED the proposed recommendations to the Executive on the approach to updating the Local Plan and developing a detailed work programme for the comprehensive update, and agreed that the Executive should additionally consider:</p> <ol style="list-style-type: none"> 1. A reinforcement of the importance of the Development Plan 2. A robust defence of a lower figure using a local calculation of the Local Housing Need. 3. The Housing figures and spatial strategy to be shared with Neighbourhood Plan groups at the earliest convenience. 4. Robust policies about delivering Affordable Housing on approved schemes to mitigate developers bringing forward viability studies after approval has been given. 	Executive	Partially accepted	<p>The Executive thanked the Committee for their consideration of the report. With regard to the specific recommendations:</p> <ol style="list-style-type: none"> 1. Agreed. 2. The Executive agreed that the housing number should be evidence-based and appropriate to local housing need, aimed at delivering the right type of housing for Waverley. 3. Agreed. 4. Agreed.
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"> • Include reference to Farnborough Airport pollution in the Strategy document. 	Executive	Agreed	Both issues are referred to in the Strategy document.

			<ul style="list-style-type: none"> Investigate new technology for monitoring and recommend Surrey CC allow anti-idling signs at Farnham Station level crossing. 			
S24-01-23-8.1	24/01/2023	LPP1 Review	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.	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	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 Framework (NPPF) and the emerging Levelling Up and Regeneration Bill are better understood.	Executive	Agreed	Executive on 7 February 2023 resolved: A further report on the detailed scope of the update and the timetable for its 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. The budget should be reviewed in the light of the agreed scope of the update and work programme, with clear alignment and monitoring arrangements.
S24-01-23-8.4	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	
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 scope is available to view and comment so as not to pre-determine the scale of the update.	Executive	Agreed	
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	Corporate Performance Report Q1 2023/24	Scrutinise the performance of the areas and KPIs within the Committee's remit.	Executive Heads of Service / Jenny Sturgess	September 2023	June 2023
2	The Edge – Consideration of Petition	To consider the petition received in response to the closing of the Edge	Kelvin Mills	September 2023	
3	Planning Member/Officer Memorandum of Understanding		Claire Upton-Brown	September 2023	
4	Cranleigh Leisure Centre New Build		Kelvin Mills/ Tamsin McLeod	September 2023	
5	ASB PSPO update	Receive an update on the impact of the PSPO in Godalming.	Richard Homewood	November 2023	N/A
6	Waverley and Farnham LCWIP	To scrutinise the Plan	Cllr Steve Williams	November 2023	
7	Economic Development Strategy review	Scrutinise the Strategy	Abi Lewis / Catherine Knight	November 2023	December 2023
8	Safer Waverley Partnership 2023-26	Review and scrutinise the activities of crime and disorder partnerships and the activities of its partners. This fulfils the requirements of s.19 of the Police and Justice Act 2006.	Sam Hutchinson / Katie Webb / Eve Budd	2024	N/A

Part 4 of 4: Task and Finish groups

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

Waverley Borough Council

Report to: Services Overview and Scrutiny Committee

Date: 14 September 2023

Ward(s) affected: All

Report of Director: All Executive Heads of Service

Author: Jenny Sturgess, Policy and Performance Officer

Tel: 01483 523 465

Email: jennifer.sturgess@waverley.gov.uk

Executive Portfolio Holder responsible: All Portfolio Holders

Report Status: Open

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

1. Executive Summary

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

2. Recommendation to Overview & Scrutiny Committee:

It is recommended that the Overview & Scrutiny Committee:

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

3. Reason(s) for Recommendation:

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

4. Purpose of Report

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

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

5. Strategic Priorities

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

6. Background

- 6.1 The Council's Performance Management Framework provides the governance structure to enable the delivery of the Council's objectives. Performance monitoring is conducted at all levels of the organisation, from the strategic corporate level, through the operational/team level, leading to individual staff performance targets.

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

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

7. Consultations

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

8. Key Risks

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

9. Financial Implications

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

10. Legal Implications

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

11. Human Resource Implications

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

12. Equality and Diversity Implications

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

13. Climate Change/Sustainability Implications

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

14. Suggested issues for overview and scrutiny

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

15. Background Papers

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

16. Appendices

Annexe 1: Corporate Performance Report Q1 2023/24

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

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

This page is intentionally left blank



Corporate

Performance Report

Q1 2023/24

Document Version: Final

Last update: 08/09/2023 11:54

Lead Officer: Jenny Sturgess
Title: Policy and Performance Officer
Telephone: 01483 523 465
Email: jennifer.sturgess@waverley.gov.uk

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

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

1.1 Performance Indicators RAG Rating per Status Type

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

1.2 Service Plans, Internal Audit, Project Management

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

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

1.3 Reporting periods

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

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

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

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

- [Corporate Dashboard](#) – page 4
- [Assets and Property](#) – page 12
- [Communications and Customer Service](#) – page 16
- [Finance](#) – page 19
- [Housing Services](#) – page 23
- [Legal and Democratic Services](#) – page 30
- [Organisational Development](#) – page 33
- [Regeneration and Planning Policy](#) – page 36
(Corporate capital projects and housing delivery)

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

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

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

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

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

3.1.1 Q1 2023/24 Chief Executive's summary:

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

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

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

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

Other headlines from this quarter include:

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

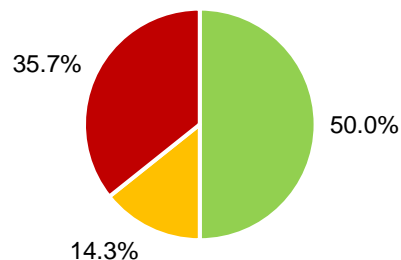
Tom Horwood, Chief Executive

3.2 Summary of All Corporate Key Performance Indicators per status

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

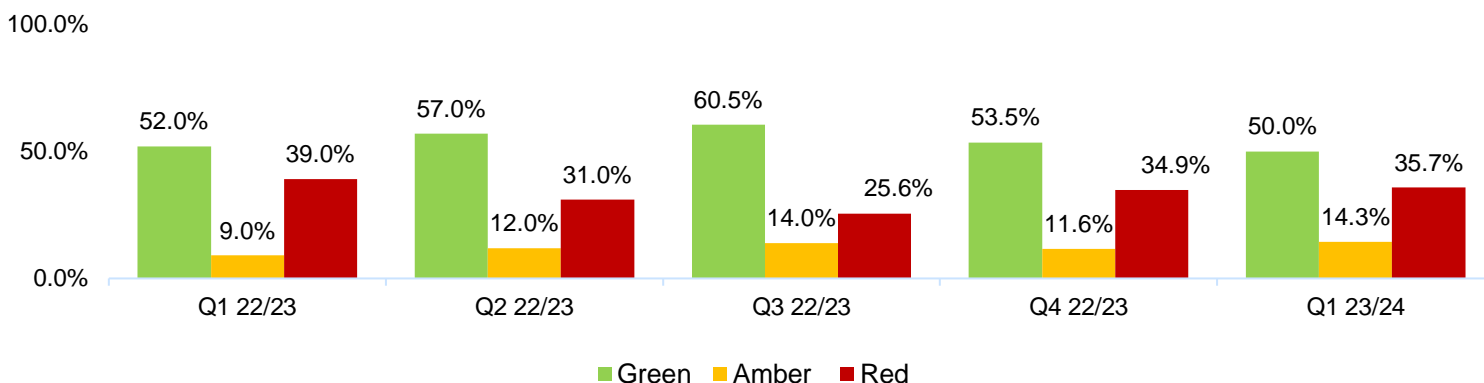
All Corporate KPIs

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



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

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



3.2.2 Comment:

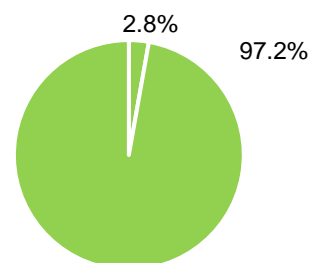
Further service specific details can be found in the individual service dashboards.

3.3 Summary of Service Plans Progress Status

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

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

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



3.3.2 Comment:

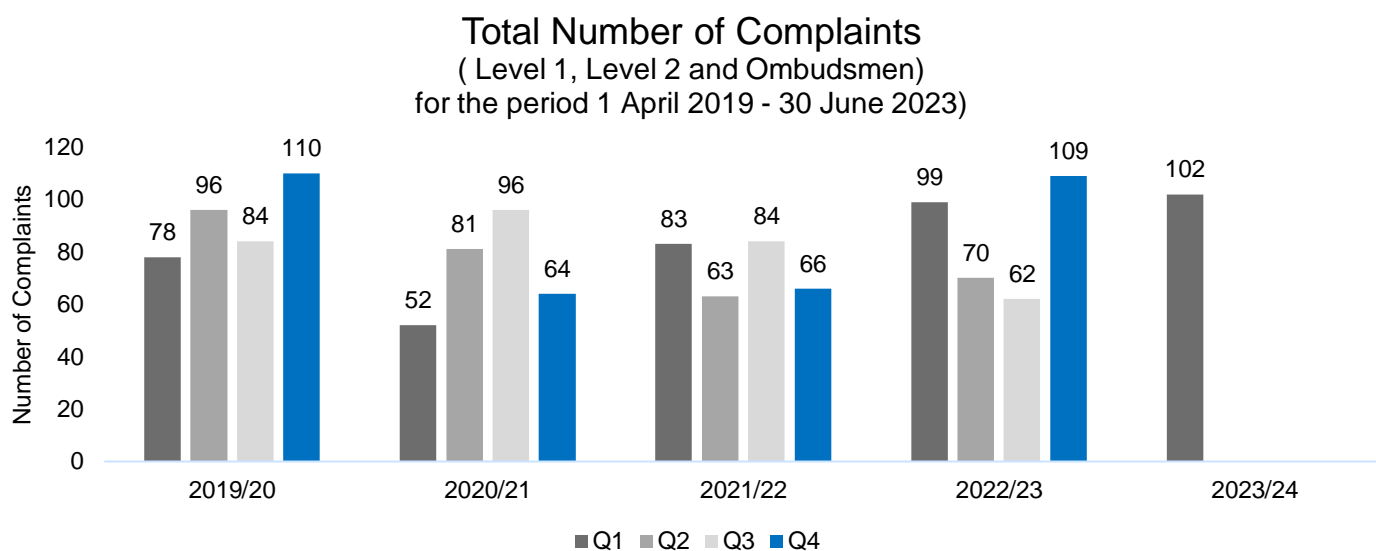
At the end of the first quarter, 97.2% of actions were on track and 2.8% had been completed.

3.4 Summary of All Internal Audit Recommendations

3.4.1 Comment:

The Internal Audit section is included for information only as the scrutiny function for this area falls under the remit of the Audit Committee, which monitors the delivery of Internal Audit recommendations at their quarterly meetings.
 For further details please refer to the latest Review of Progress in the implementation of Internal Audit Actions (from the Audit Committee 20 June 2023)

3.5 Summary of All Complaints – Q1 2023/24



Q1 Complaints Summary Table

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

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

3.5.1 Comment:

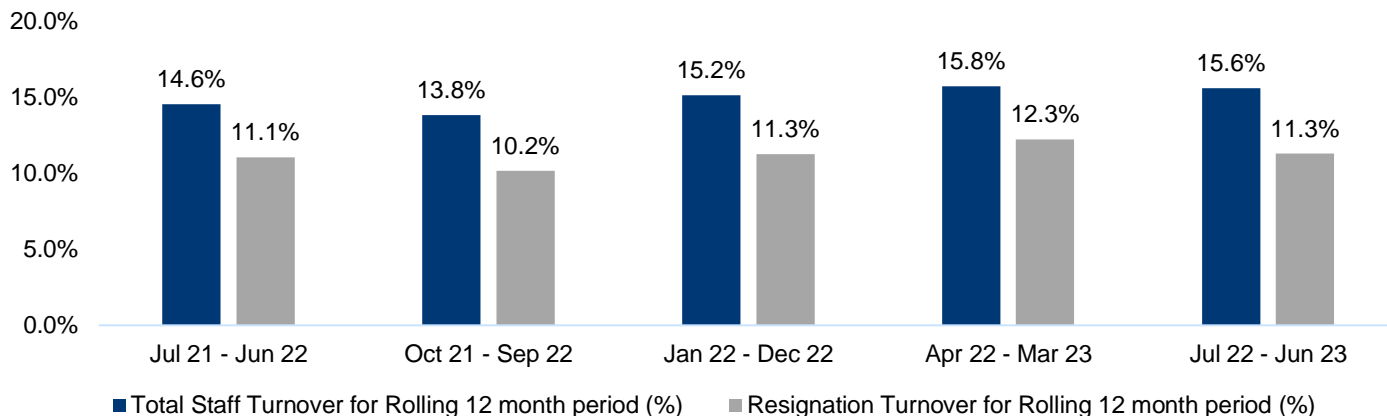
Further details of service specific performance can be found under individual dashboards, with the information on corporate complaints indicators performance included in the Communications and Customer Service Dashboard.

3.6 Summary of Workforce Data – Corporate Overview

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

3.6.1 Staff Turnover

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

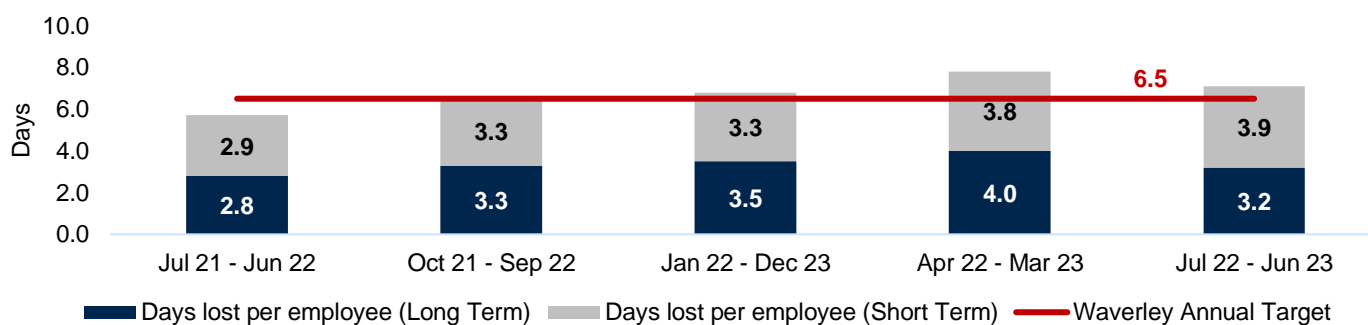


Comment: The overall turnover figure in the rolling year July 2022 to June 2023 is slightly higher than the comparable rolling year from July 2021 to June 2022. This indicates a slight increase in resignations of 0.2% but there has been a number of long-term staff retiring this year reflected in the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

Jon Formby HR Manager

3.6.2 Absence Data

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



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

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

Jon Formby HR Manager

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

3.7.1 Section 151 Officer summary Q1 2023/2024

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

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

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

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

Peter Vickers, Executive Head of Finance and S151 Officer

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

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

Peter Vickers, Executive Head of Finance and S151 Officer

3.7.3 General Fund Account Summary Table

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

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

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

Capital

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

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

HRA summary - Revenue

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

HRA – Core Capital

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

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

New Build/Stock Remodelling

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

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

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

4.1 Key Lessons Learnt, Areas of Concerns

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

Assets

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

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

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

Acquisitions

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

Leases

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

Easements

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

Projects brought forward

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

Other

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

Engineers

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

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

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

Facilities

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

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

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

Marieke van der Reijden, Executive Head of Assets and Property

4.2 Key Performance Indicators Status

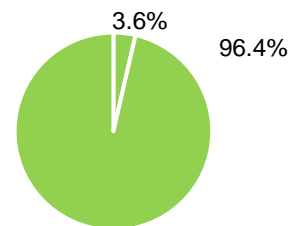
4.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

There are currently no Performance Indicators for Assets and Property.

4.3 Service Plans – Progress Status

4.3.1 Summary Table and Pie Chart

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



4.3.2 Summary comment on the service plans

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

4.4 Internal Audit Actions Progress Status

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

4.5 Complaints Statistics

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

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

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

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

4.5.3 Summary Comment on the statistics

No complaints were received this quarter.

4.6 Finance Position at the end of the quarter

4.6.1 Service's General Fund Account Table

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

Capital Assets and Property

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

4.6.2 Summary Comment

The forecast variance has come about due to:

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

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

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

5.1 Key Successes & Lessons Learnt, Areas of Concerns

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

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

Complaints

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

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

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

ICT and Communications team

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

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

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

Nicola Haymes, Executive Head of Communications and Customer Service

5.2 Key Performance Indicators Status

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

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

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

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

5.2.2 Comment:

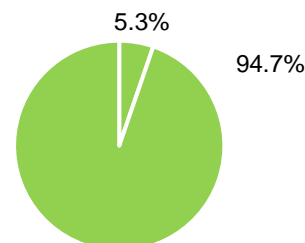
The majority of KPIs are positive however the complaints response times, although improving, are not at the level they should be. Individual services will provide detail regarding the performance of complaints and reasons for delays in their service dashboards, however corporately we have taken steps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

5.3 Service Plans – Progress Status

5.3.1 Summary Table and Pie Chart

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

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



5.3.2 Summary comment on the service plans

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

5.4 Internal Audit Actions Progress Status

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

5.5 Complaints Statistics

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

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

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

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

5.5.3 Summary Comment on the statistics

No complaints were received this quarter.

5.6 Finance Position at the end of the quarter

5.6.1 Service's General Fund Account Table

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

Capital Communications and Customer Services

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

5.6.2 Summary Comment

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

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

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

6.1 Key Successes & Lessons Learnt, Areas of Concerns

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

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

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

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

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

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

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

Richard Bates, Interim Executive Head of Finance

6.2 Key Performance Indicators Status

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

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

6.2.2 Comment:

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

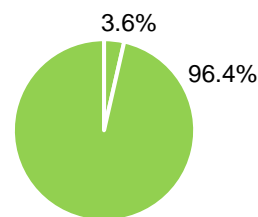
Cost of Living Grants have been paid to many Taxpayers to help with the ongoing cost of living crisis.

6.3 Service Plans 2022/23

6.3.1 Summary Table and Pie Chart

Q1 Progress on Finance Service Plans 2023/26

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



6.3.2 Comment:

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

6.4 Internal Audit Actions Progress Status

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

IA22/16.001.01 Procedure notes

IA22/16.001.02 Version control

IA23/02.001.2 Automated work items

IA23/02.002.1 Inbox review

IA23/02.003.1 Remove response times of 14 days

IA23/05.002.1 Procedure notes

IA23/05.003.1 Verification of Bank details

IA23/05.004.1 Target Days

IA23/05.004.2 Review report for target days

IA23/05.005.1 Documenting Refund Actions and Authorisations

IA23/05.006.1 Procedure review dates

IA23/05.007.1 Policy review

IA23/05.007.2 Procedures published on the website

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

6.5 Complaints Statistics

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

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

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

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

6.5.3 Summary Comment on the statistics

All complaints were resolved within target times this quarter.

6.6 Finance Position at the end of the quarter

6.6.1 Finance General Fund Account Table

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

Capital Finance

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

6.6.2 Summary Comment on General Fund position at the quarter end

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

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

6.6.3 Treasury management

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

Year	Average External Daily Investment	Average days invested in year	Annual interest receipts (ext)	Ext. Budget (excl.£170k HRA)	Rate of return%	Bank base rate
14/15	£57m	79	£374,229	£330,000	0.65%	0.50%
15/16	£60m	93	£473,981	£330,000	0.77%	0.50%
16/17	£66m	93	£489,461	£430,000	0.73%	0.25%
17/18	£68m	92	£448,907	£285,000	0.65%	0.50%
18/19	£70m	117	£667,617	£463,146	0.92%	0.75%
19/20	£77m	177	£906,000	£630,000	1.12%	0.10%
20/21	£77.5m	156	£660,137	£630,000	0.86%	0.10%
21/22	£79m	176	£502,657	£220,000	0.60%	0.75%
22/23	£86.4m	200	£1.703m	£390,000	1.64%	4.25%
23/24	£85.87m	101	£2.89m forecast	£1.83m	3.23%	5.00%
For comparison shown below are the key stats for 22/23 as at July 2022.						
22/23	£72m	91	£882k forecast	£390,000	0.98%	1.25%

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

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

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

7.1 Key Successes & Lessons Learnt, Areas of Concerns

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

Landlord Services

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

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

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

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

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

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

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

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

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

Housing Delivery

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

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

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

Predevelopment work continues to bring forward other sites:

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

Strategy and Enabling

Work has progressed in a number of key areas:

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

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

Homelessness and Housing Options

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

The Homechoice Team has continued to advertise and let social housing tenancies and, along with the Options Team, manage the Council's Housing Register. At the end of June 23 there were 1180 applicants on the Housing register – compared to 1066 in June 22.

Andrew Smith, Executive Head of Housing

7.2 Key Performance Indicators Status

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

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

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

7.2.2 Comment:

Relets:

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

Gas Safety:

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

Responsive Repairs:

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

7.2.3 Affordable Homes Delivery

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

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

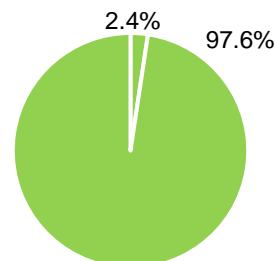
Estimated 50 affordable homes expected to complete Q2.

7.3 Service Plans – Progress Status

7.3.1 Summary Table and Pie Chart

Q1 Progress on Housing Services Service Plans 2023/26

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



7.3.2 Summary comment on the service plans

Comment: No comment.

7.4 Internal Audit Actions Progress Status

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

7.5 Complaints Statistics

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

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

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

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

7.5.3 Summary Comment on the statistics

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

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

7.6 Finance Position at the end of the quarter

7.6.1 Housing Services General Fund Account Table

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

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

HRA – Core Capital

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

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

New Build/Stock Remodelling

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

7.6.2 Summary Comment on revenue position at the quarter end

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

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

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

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

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

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

8.1 Key Successes & Lessons Learnt, Areas of Concerns

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

Work completed in Q1 23/24 included:

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

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

Susan Sale, Executive Head of Legal and Democratic Services

8.2 Key Performance Indicators Status

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

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

8.2.2 Comment:

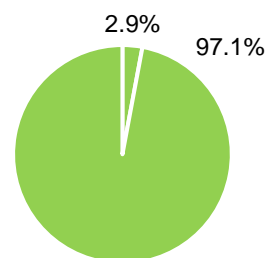
The compliance rate for responding to FOI requests dropped a little in Q1 due to a lack of resource and resilience in staffing this function. A growth bid for additional resources is currently being proposed and is likely to come before the Executive in due course for their consideration.

8.3 Service Plans – Progress Status

8.3.1 Summary Table and Pie Chart

Q1 Progress on Legal & Democratic Service Plans 2023/26

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



8.3.2 Comment:

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

8.4 Internal Audit Actions Progress Status

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

8.5 Complaints Statistics

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

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

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

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

8.5.3 Summary Comment on the complaints statistics

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

8.6 Finance Position at the end of the quarter

8.6.1 Legal and Democratic Service General Fund Account Table

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

8.6.2 Summary Comment

The budget position is favourable.

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

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

9.1 Key Successes & Lessons Learnt, Areas of Concerns

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

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

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

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

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

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

Robin Taylor

Executive Head of Organisational Development

9.2 Key Performance Indicators Status

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

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

9.2.2 Comment:

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

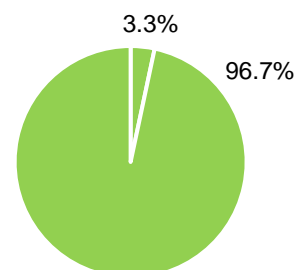
Total staff sickness absence (OD2) remains more than 5% off target but has decreased slightly since the previous quarter. Waverley continues to compare favourably within the County (where ranges for this figure range from 5.8 to 13.5) although not all authorities returned benchmarking data for this quarter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

9.3 Service Plans – Progress Status

9.3.1 Summary Table and Pie Chart

Q1 Progress on Organisational Development Service Plans 2023/26

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



9.3.2 Summary Comment on the service plans

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

9.4 Internal Audit Actions Progress Status

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

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

NB: this action has subsequently been completed.

9.5 Complaints Statistics

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

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

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

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

9.5.3 Summary Comment on the complaints statistics

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

9.6 Finance Position at the end of the quarter

9.6.1 Organisational Development General Fund Account Table

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

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000
Capital Organisational Development			
Business Transformation	30	30	-

Climate Change	358	358	-
----------------	-----	-----	---

9.6.2 Summary Comment

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

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

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

10.1 Key Successes & Lessons Learnt, Areas of Concerns

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

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

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

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

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

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

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

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

Economic Development

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

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

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

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

Corporate projects

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

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

Housing delivery

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

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

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

Abi Lewis, Executive Head of Regeneration and Planning Policy

10.2 Key Performance Indicators Status

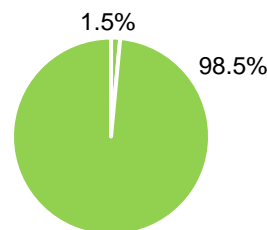
RP1 – Actual number of dwellings commenced and RP2 – Actual number of dwellings completed will be reported on an annual basis.

10.3 Service Plans – Progress Status

10.3.1 Summary Table and Pie Chart

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

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



10.3.2 Summary comment on the service plans

All actions remain on track at present.

10.4 Internal Audit Actions Progress Status

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

10.5 Complaints Statistics

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

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

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

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

10.5.3 Summary Comment on the statistics

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

10.6 Finance Position at the end of the quarter

10.6.1 Regeneration & Planning Policy General Fund Account Table

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

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

10.6.2 Regeneration & Planning Policy Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Capital Regeneration & Planning Policy			
Regeneration & Planning Policy	560	560	-

10.6.3 Summary Comment on revenue position at the quarter end

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

10.6.4 Summary Comment on capital position at the quarter end

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

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

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

11.1 Key Successes & Lessons Learnt, Areas of Concerns

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

Leisure

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

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

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

Parking

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

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

Building Control & Street naming

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

Waverley Training Services (WTS)

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

Arts & Culture

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

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

Kelvin Mills, Executive Head of Commercial Services

11.2 Key Performance Indicators Status

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

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

11.2.2 Comment:

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

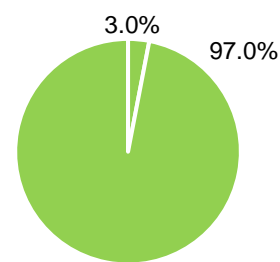
Building Control is still ahead of its annual target although slightly below the quarterly performance expectation.

11.3 Service Plans – Progress Status

11.3.1 Summary Table and Pie Chart

Q1 Progress on Commercial Services Service Plans 2023/26

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



11.3.2 Summary comment on the service plans

All service plans are complete or on target.

11.4 Internal Audit Actions Progress Status

Comment:

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

11.5 Complaints Statistics

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

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

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

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

11.5.3 Summary Comment on the statistics

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

11.6 Finance Position at the end of the quarter

11.6.1 Service's General Fund Account Table

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

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

Capital Commercial

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

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

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

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

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

12.1 Key Successes & Lessons Learnt, Areas of Concerns

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

Community Challenges

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

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

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

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

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

Community Safety and Safeguarding

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

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

Refugee Resettlement

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

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

Samantha Hutchison – Executive Head for Communities

12.2 Key Performance Indicators Status

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

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

12.2.2 Comment:

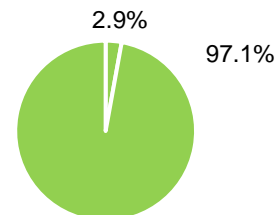
The total Careline customers for this quarter are 1500 and reflects the normal fluctuations we have with customer take up. The issues around equipment supply also impact this number.

12.3 Service Plans – Progress Status

12.3.1 Summary Table and Pie Chart

Q1 Progress on Organisational Development Service Plans 2023/26

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



12.3.2 Summary comment on the service plans

All service plans are complete or on target.

12.4 Internal Audit Actions Progress Status

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

12.5 Complaints Statistics

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

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

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

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

12.5.3 Summary Comment on the statistics

No complaints were received this quarter.

12.6 Finance Position at the end of the quarter

12.6.1 Community Service's General Fund Account Table

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

Capital Community Services

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

12.6.2 Summary Comment on revenue position at the quarter end

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

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

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

13.1 Key Successes & Lessons Learnt, Areas of Concerns

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

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

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

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

Greenspaces –

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

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

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

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

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

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

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

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

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

Chris Wheeler, Executive Head of Environmental Services

13.2 Key Performance Indicators Status

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

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

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

13.2.2 Comment:

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

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

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

E3a, E3b – Missed bin figures for Qtr 1 are provided but must be viewed with caution due to issues with the Council's customer reporting software, which is letting residents report a missed bin before the lorry turns up to empty it, even if the lorry is just an hour later than normal, so the figures include reports of missed bins that were not missed but simply picked up later than usual. Biffa expect to bring devices into use during September and this will see the reporting software amended on the Council side and allow a faster reporting and response for genuine issues.

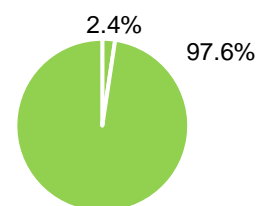
In addition to the above, Biffa reported significant vehicle breakdown issues in June, exacerbated by parts availability that led to additional service disruption In June. Appropriate steps have been taken by Biffa, including a temporary increase in spare vehicle cover, to minimise the risk of repeats.

13.3 Service Plans – Progress Status

13.3.1 Summary Table and Pie Chart

Q1 Progress on Environmental Services Service Plans 2023/26

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



13.3.2 Comment:

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

13.4 Internal Audit Actions Progress Status

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

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

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

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

13.5 Complaints Statistics

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

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

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

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

13.5.3 Summary Comment on the statistics

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

13.6 Finance Position at the end of the quarter

13.6.1 Environmental Services General Fund Account Table

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

Capital

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

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

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

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

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

14.1 Key Successes & Lessons Learnt, Areas of Concerns

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

Development Management

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

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

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

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

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

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

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

Claire Upton-Brown, Executive Head of Planning Development

14.2 Key Performance Indicators Status

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

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

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

14.2.2 Comment:

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

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

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

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

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

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

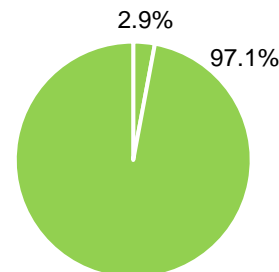
P4 -Enforcement - Various factors around resourcing issues have affected the performance in this quarter, however in July we have already seen an improvement in performance to 100%.

14.3 Service Plans – Progress Status

14.3.1 Summary Table and Pie Chart

Q1 Progress on Planning Development Service Plans 2023/26

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



14.3.2 Comment:

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

14.4 Internal Audit Actions Progress Status

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

14.5 Complaints Statistics

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

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

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

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

14.5.3 Summary Comment on the statistics

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

14.6 Finance Position at the end of the quarter

14.6.1 Planning Development General Fund Account Table

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

14.6.2 Summary Comment on General Fund position at the quarter end

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

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

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

15.1 Key Successes & Lessons Learnt, Areas of Concerns

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

Activity across all of the Regulatory Teams remains at a high level and saw a busy Emergency Planning response supporting the community during further significant water outages affecting both Waverley and Guildford residents. Getting businesses back on track continues to be extremely challenging for the food and safety and licensing teams and complaint levels remain high. I have to thank all of the teams for their continued enthusiasm and commitment to maintaining and delivering quality services in spite of the additional pressures they have been under, and I am sure Members would wish to do the same.

Environmental Health Food and Safety Team Q1

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

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

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

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

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

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

Environmental Protection Team

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

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

The Environmental Protection Team have also dealt with :

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

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

Ongoing cases.

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

Private Sector Housing

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

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

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

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

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

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

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

Licensing

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

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

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

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

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

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

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

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

Environmental Enforcement

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

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

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

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

Emergency Planning:

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

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

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

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

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

Richard Homewood, Executive Head of Regulatory Services

15.2 Key Performance Indicators Status

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

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

15.2.2 Comment:

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

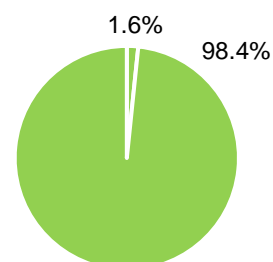
R2, R3 – As food inspections get back on track (100% for the fourth quarter in a row) standards in food businesses are starting to improve and the number of food businesses with a score of 3 or over continues to rise.

15.3 Service Plans – Progress Status

15.3.1 Summary Table and Pie Chart

Q1 Progress on Regulatory Services Service Plans 2023/26

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



15.3.2 Comment:

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

15.4 Internal Audit Actions Progress Status

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

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

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

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

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

15.5.3 Summary Comment on the statistics

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

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

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

Capital Regulatory Services

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

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

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

This page is intentionally left blank

Agenda Item 8

Question submitted to Full Council 18 July 2023

“The Council will be aware of the concerns Sport Haslemere has expressed on behalf of the clubs who use The Edge and the lack of certainty about their future use of the Building. To this end we have organised a petition entitled “Protect The Edge” which has over 2,500 signatures and we would like to present this at the meeting. We would also like to ask a question - can the Council give the clubs a categorical assurance that The Edge will re-open for Community Use by no later than 1st October 2023 so that they can plan their future activities?”

NB. At the Council meeting, Mr Grimes read out a slightly different question, reflecting the way in which discussions had moved on since he submitted his original question:

“Regarding The Edge Leisure Centre in Haslemere, this is a facility that was built by public subscription for the benefit of the people of Haslemere, thanks to the sterling work of the late Nick Chilton and the late Eric Thompson who have over many years done so much for the development of sport in Haslemere. Until 1st of July the building was used by a large majority of clubs and for some of these there are simply no alternative permanent locations for them locally. In addition Rachel Morris MBA a double Olympic gold medal winner in disabled sport has also had to suspend her activities which she runs for disadvantaged and disabled children as she is wholly dependent on The Edge to be able to deliver her program.

We are now told by Surrey County Council that for the school and the Weydon Multi-Academy Trust to take over the facilities at The Edge will take a minimum of 12 months. We further understand that Surrey County Council are prepared to let Waverly Borough Council reinstate their lease for two years and this frankly is the only way that community use of The Edge can continue in the next 12 months. We realize that this will be at a cost but would save the council in the short term a lot of money in dilapidation costs. A group of users of the facilities has been set up and those people already have a track record of raising large sums of money for schemes for sport of up to £1m and we are confident we'll raise the necessary funds in the next two years to enable continued use of The Edge for community purposes. Health and well-being is an essential part of modern life and what the clubs need is an assurance that The Edge will re-open. They need certainty to enable them to plan for the future. If the clubs fold due to that lack of certainty that will do untold harm to many athletes, some disabled, some with huge potential for the future, and some just denied access to be able to continue with their chosen sport.

Hence our petition entitled ‘protect The Edge’ which has huge local support with over 2,700 signatures which I have formally presented. The only opportunity now to keep The Edge open for community use is for Waverly Borough Council to take back the lease for two years whilst

funding is sorted out. I was also aware of the letter that Jeremy Hunt had sent to the Leader this afternoon asking the council also to take back the lease. This is an opportunity for the Leader of the Council to make good on the promises he gave Sport Haslemere at its meeting on the 17th of April. He told us that The Edge would not close for community use and that Waverley Borough Council would be prepared to provide financial assistance for a two-year transitional period so I hope that the council will now agree to take back the lease as offered providing the categorical assurance that the club's need for them to be able to move forward.

Thank you very much.”

Cllr Kika Mirylees responded to Mr Grimes original submitted question: “We are very sorry that Waverly Borough Council are unable to provide a categorical assurance The Edge will be reopened by 1 October. We are not the owners of the facility, as you know, Surrey County Council are. Where we do have ownership at the site, in the case of the playing pitches including the new 3G pitch, we have ensured that these are still open for community use. Without going into the details of all the things that we have encountered during this handover period we would assure you that we are very committed to supporting sports activities throughout the borough and negotiations and discussions with the multi-academy trust will continue and be aimed at re-opening The Edge facility as soon as possible. We are very much supportive of this, and I think that whatever we can do we will bring it to some happy conclusion.”

Responding to Mr Grimes’ question, the Leader advised that the petition had met the threshold to be referred to the Overview and Scrutiny Committee. He was unable to give the assurances that Mr Grimes was looking for as there were some contentious issues regarding the amount of money that would be required in dilapidations and these had not been agreed between Waverley and Surrey. The Leader offered to meet with Mr Grimes, and also Tim Oliver, Leader of Surrey County Council, and Jeremy Hunt MP, and officers to discuss this and the local government funding issues that had led the council to this point.

Waverley continued to support Sport and Leisure in Haslemere, primarily through the extant Haslemere Leisure Centre, so whilst he could not give a categorical answer to Mr Grimes’ additional question, he was more than happy to extend an invitation for that meeting to take place and would certainly come along and speak to the subject at the Overview and Scrutiny Committee meeting.

Waverley Borough Council

Report to: O&S Services Committee

Date: 26 September 2023

Ward(s) affected: Cranleigh

Report of Director: Transformation & Governance

Author: Tamsin McLeod and Kelvin Mills

Tel: 01483 523423

Email: tamsin.mcleod@waverley.gov.uk or kelvin.mills@waverley.gov.uk

O&S Services Committee Portfolio Holder/ Lead Councillor responsible:

CLlr Liz Townsend, Planning and Economic Development

Email: liz.townsend@waverley.gov.uk

Report Status: Open

Cranleigh Leisure Centre new build update

1. O&S Services Committee Summary

This report provides the O&S Services Committee with an update on the Cranleigh Leisure Centre new build project, which is progressing on programme.

2. Exemption from publication

This report is not exempt from publication.

3. Purpose of Report

This report provides an update on the Cranleigh Leisure Centre investment project. Focusing on the outcomes of Stage 1 and the impact of the current project position and market on the business case. It is also the appropriate time to gain feedback from Committee members.

4. Strategic Priorities

4.1 The Leisure Management Contract and delivery of a new build Cranleigh Leisure Centre directly links with Waverley's Corporate Strategy 2020-25 and our strategic priorities:

- Supporting a strong, resilient local economy
- Taking action on Climate Emergency and protecting the environment
- Effective strategic planning and development management to meet the needs of our communities
- Improving the health and wellbeing of our residents and communities

- 4.2 The provision of quality leisure facilities will directly facilitate the Council’s vision to promote:
- high quality public services accessible for all
 - a financially sound Waverley, with infrastructure and resilient services fit for the future
 - a strong, resilient local economy, supporting local businesses and employment
 - effective strategic planning and development management which supports the planning and infrastructure needs of local communities
 - a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet
 - the health and wellbeing of our communities.
- 4.3 The new leisure centre will contribute to the Climate Emergency motion adopted by the Council in September 2019. The leisure centre project is specifically identified in the action plan and strategy and will significantly contribute towards reducing organisational emissions and the council’s aim to become carbon-neutral by 2030.
Waverley will identify ways to reduce carbon from our own non-domestic buildings: We are working on delivering a new Passivhaus standard leisure centre in Cranleigh which will drastically reduce the energy requirements of the current unsustainable building which needs to be replaced.
- 4.4 Future investment in leisure facilities is based on a robust feasibility assessment that offers value for money to the Council. External funding and developer contributions will be sought to support funding of any capital cost.

5. Background

- 5.1. Following Council commitment to a multi-million-pound investment in leisure facilities in Cranleigh, the Sport, Leisure and Culture Consultancy (‘SLC’) were appointed to conduct an Options Appraisal to explore the alternative site options for development of a new leisure facility for Cranleigh.
- 5.2. In March 2020 the Council put all corporate projects on hold due to the Covid-19 pandemic.
- 5.3. In September 2021 a Feasibility Update Report was undertaken by SLC to test conclusions from the earlier, pre-pandemic Options Appraisal.
- 5.4. At full Council on 14 December 2021, it was approved:
- that a capital budget of £19.95m be allocated to deliver a low carbon new-build Cranleigh Leisure Centre, to a minimum of Passivhaus standard;
 - that officers appoint a project manager and specialist energy consultant as part of the professional technical services team, to be supported by an in-house client team and to approve an associated budget of £250,000;
 - to approve a new-build leisure centre on Village Way car park, subject to planning, (Option 1, to the north of the existing centre) as the preferred location, as set out within Annexe 1 of the report; and
 - to ask officers to report back to members when final costs, design, preferred contractor, and precise funding arrangements are known.

- 5.5. A Project Working Group (PWG) was duly formed to deliver a new leisure facility for Cranleigh that will meet the demands of the local community, in terms of facility mix, but also deliver a low carbon building in accordance with Waverley's net zero carbon by 2030 commitment.
- 5.6. Following O&S Services Committee approval on 7 March 2023, the procurement process for the design team services for CLC new build was completed. GT3 Architects were awarded the contract for the design team and other professional services required.
- 5.7. GT3, and the wider design team, subsequently completed stage 1 in May 2023 and issued a report to provide a robust and developed brief for all elements of the project. Works in this stage included developing the schedule of accommodation from the bid brief, the proposed building location and site wide strategy and the proposed sustainability strategy. Stage 1 was approved by Project Board on 19th June.
- 5.8. Following stage 1 sign-off, Stage 2 commenced to look at the concept design and completed on 14th August. Items reviewed included the cost plan strategy, co-location requirements, detailed work around the overall site and zones, detailed discussions around the Sustainability strategy, agreeing the wider consultation strategy, conducting and reviewing the Vision Workshop results to inform the design, outlining additional surveys and information required.
- 5.9. Running in tandem, but as a separate project, the Leisure Management Contract (LMC) procurement commenced in early 2022. The programme for the new build project is inextricably linked and informed by the LMC and associated business case. Throughout 2022 the PWG worked on the service specification for the Contracts and completed a comprehensive open tender process.
- 5.10. The Leisure Management Contract has been successfully tendered and awarded to Everyone Active. The new contract commenced on 1st July 2023, securing a positive financial return for the Council for at least 10 years.
- 5.11. Everyone Active will manage the current leisure centre and play a critical role in the detailed development of the new leisure centre design and specification.

5.12. Facility costs

- 5.13. The original project budget of £19.95 million was provided by Castons Chartered Quantity Surveyors in September 2021. This figure reflected the outcomes of the Feasibility Study, the live 2021 market position and an energy efficient design.
- 5.14. GT3 and the project QS, Faithful & Gould (F&G), have been working with the design team to review build costs based on current fees, inflation, building material costs and passivhaus certification. The indicative high level cost for the current design brief is c. £30 million.
- 5.15. During the next detailed design phase, the Design team will consult with stakeholders and explore other options, which could reduce the build cost. However, it is important to note that this would require changes to the original facility mix scope and would impact on the services/facilities currently provided.

- 5.16. Due to the significant difference in the original approved budget and the revised current budget, F&G has conducted a budget estimate review to highlight the key differences between the two cost plans, in terms of scope and scale. These include, but are not limited to;
- a) Rates – significantly increased and reflect live market tested data, updated for inflation and location factors.
 - b) Area – original concept did not allow for the necessary operational allowances and gross internal wall area.
 - c) External works – specifically regarding incoming services, drainage, and surfacing.
 - d) Professional fees – fees in original bid that are now not realistic and do not reflect the current position.
 - e) Contingencies – the percentage is the same at 10%. However, the difference in the figures results in an additional cost.
 - f) Passivhaus – the build costs now reflect the inclusion of Passivhaus standard construction and certification to provide a guarantee for achieving low carbon principles.
- 5.17. F&G will develop the costs throughout the next phases as the facility mix is agreed and design is further refined.

5.18. Low carbon principles and Passivhaus

- 5.19. Costs indicated reflect building a passivhaus certified leisure centre. It is a solution that gives a range of proven approaches to deliver a building that helps to improve the health and wellbeing of users.
- 5.20. Cranleigh Leisure Centre, if designed and constructed to meet the Passivhaus standard to certification, has the potential to become an exemplar low carbon and low energy leisure centre.
- 5.21. Prior to Cranleigh the appointed design team have worked together on the two Leisure Centres in the UK that are at the forefront of Passivhaus design – St Sidwells Point (the world's first multi-zonal Passivhaus Leisure Centre) and Spelthorne Leisure centre, (UK's 1st wet and dry Passivhaus leisure facility). All this Passivhaus low energy learning has helped inform and shape the Cranleigh design to date.
- 5.22. A Passivhaus certified design for Cranleigh will guarantee the energy and operational carbon performance of the building. There is no other standard with proven evidence that can guarantee this.
- 5.23. The initial Passivhaus design parameters included at this stage for Cranleigh are:
- Siting the building to maximise solar gain
 - Solar orientation with the hot pool zones facing direct south and cool zone facing north
 - Thermal zoning
 - Optimising MEP plant strategies to reduce pipe and duct runs
 - Reviewing structural strategies to limit thermal bridging
- 5.24. These are the very first and important Passivhaus steps to set the design for energy optimisation and aim for simplification in design and construction of the centre. Passivhaus Certification can only be achieved by the whole design team, the main contractor and their

sub-contractors rigorously following the Passivhaus Certification methodology at each RIBA design and construction stage.

- 5.25. Other low energy/carbon in use methodologies will not guarantee performance and do not offer independent verification as robust as the Passivhaus Certified standard.
- 5.26. When compared to a leisure centre designed and built to modern standards, such as Part L of the Building Energy Regulations, Cranleigh has potential energy savings as high as 50 to 60%, which will continue throughout the life of the project.
- 5.27. In addition to energy savings the Passivhaus approach will bring enhanced design and construction quality control to the project resulting in a more robust and resilient building in terms of energy use and future climate adaptation. Of all building types, applying the proven and tested low energy Passivhaus Certified standard makes most sense to a leisure centre.
- 5.28. Due to the high energy loads associated with leisure buildings the added investment in fabric and services provides a quicker rate of return than other low energy standard building types. A high performing thermal envelope coupled with airtight construction will mitigate against rising energy costs and will also better protect the building fabric, helping to extend the building's lifespan.
- 5.29. A detailed passivhaus report and payback analysis has been conducted by Gale & Snowden, comparing the existing facilities to a new build passivhaus leisure centre. Initial assessment based on previous energy consumption and a baseline expected energy saving of 40% indicate a payback for passivhaus standard of between 9 & 15 years, depending on the level of energy inflation.
- 5.30. The Passivhaus methodology is the best long term value and the most logical choice to progress this project.

5.31. Programme

- 5.32. The programme has been reviewed by the Design team and updated to reflect the latest project information.
- 5.33. Subject to Council approval in October, the design, planning and contractor procurement will take place during 2024, with construction (including demolition and external works) following and completing in 2026.
- 5.34. It is important to note that the indicative programme is subject to change when the building contractor is procured.

6. Consultations and Stakeholder engagement

- 6.1. A detailed Communications Strategy has been developed by our Communications and Engagement team, in partnership with GT3 and Everyone Active, to ensure that all necessary elements of the programme are fully considered.

- 6.2. The plan includes the identification of all stakeholders and a comprehensive proposal for each stage of engagement. It is a living document that will develop and respond throughout the term of the project.
- 6.3. As part of the strategy and Stage 3 we will enter into a detailed stakeholder consultation process. This will inform the review and refinement of the facility mix and ultimately the business case that will dictate the facility design.
- 6.4. Next steps will include a survey to gather feedback from key leisure centre users, in addition to initial informal discussions with key external stakeholders including the Parish Council, Co-op, Health Centre and Market.
- 6.5. Following that will be wider consultation and the formal planning pre-application process, which will be led by the Planning Consultants.
- 6.6. Key stakeholders will continue to be involved at all relevant stages of the project moving forwards.

7. Key Risks

A comprehensive Risk Log is in place, which is monitored by the CLC new build Project Working Group and Project Board.

8. Financial Implications

The indications from the architects and cost consultants are an increase in capital costs of the project. Once more detail is known on this, and the ongoing revenue impact is known, further financial feasibility work will be undertaken. This detail will be brought back to members for review alongside the project approval in coming months.

9. Legal Implications

The procurement process/es will comply with UK procurement legislation and the Council's procurement procedure rules.

10. Human Resource Implications

- 10.1 A Project Working Group has been formed incorporating all relevant service areas, including (but not limited to); Leisure, Sustainability, Procurement, Property, Finance, Legal, Estates/Assets.
- 10.2 It is imperative that staff resources from all identified teams are allocated to ensure the success of the project.
- 10.3 Additional staff capacity is required within the Leisure team to manage this project accordingly.

11. Equality and Diversity Implications

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

12. Climate Change/Sustainability Implications

- 12.1 A new build leisure centre is the opportunity to make a significant contribution to the council's commitment to become zero carbon by 2030.
- 12.2 Cranleigh Leisure Centre accounts for 11% of the council's greenhouse gas emissions therefore the impact of a Passivhaus/low carbon building could be significant, potentially reducing the carbon emission and energy cost of the new build by 50%-60%.

13. Summary of Options

All possible options have been considered have been incorporated into the report above.

14. Conclusion

- 14.1 The indicative build cost estimate is currently c. £30M based on the current facility mix.
- 14.2 Building to passivhaus certified standard has been fully explored and costed as an integral part of the project, to minimise carbon and energy usage.
- 14.3 As per the original Council approval and specified facility mix the project has been costed on the current facility provision. Following stakeholder consultation, the facility mix will be refined in the next detailed design stage.

15. Background Papers

- Cranleigh Leisure Centre new build - O&S Services Committee report (7 March 2023)
- Cranleigh Leisure Centre Investment - O&S Services Committee report (30 November 2021)
- Cranleigh Leisure Centre Building Survey - Condition Appraisal (July 2022)
- The Sport, Leisure and Culture Consultancy - Cranleigh Leisure Centre Feasibility Study Update (September 2021)
- Cranleigh Leisure Centre energy efficiency and carbon reduction review (February 2020)
- The Sport, Leisure and Culture Consultancy - Cranleigh Leisure Centre Options Appraisal (July 2019)
- Leisure centre Investment: Farnham Godalming and Cranleigh - O&S Services Committee report (10 July 2018)
- Indoor Leisure Facilities Strategy (May 2017)

This page is intentionally left blank

Waverley Borough Council

Report to: Services O&S Committee

Date: 26 September 2023

Ward(s) affected: N/A

Report of Director: Place

Author: Claire Upton-Brown, Joint Executive Head of Planning
Development

Tel: 01483 523226

Email: claire.upton-brown@waverley.gov.uk,

Executive Lead Councillor responsible: Councillor Liz Townsend

Email: liz.townsend@waverley.gov.uk

Report Status: Open

Planning Update

1. Executive Summary

- 1.1 The Services O&S Committee is asked to support the content of the Memorandum of Understanding between officers and members and note the update provided on the treat of Designation, the interim structure for Development Management and the Action Plan update.

2. Recommendation to Committee

The Services O&S Committee is asked to:

- 2.1. Support the content of a Memorandum of Understanding between planning officers and Councillors.
- 2.2. Note the updates provided in the report.

3. Reason(s) for Recommendation:

- 3.1. To promote stronger working relationships between planning officers and Councillors and to update Councillors on the treat of designation and service delivery.

4. Exemption from publication

None.

5. Purpose of Report

- 5.1 The report seeks to update Councillors on key matters relating to the delivery of the planning function and builds on the content of the draft Memorandum of Understanding discussed at the Committee meeting of the 3 July 2023.

6. Strategic Priorities

- 6.1 The proposals support the following strategic priorities:
- Local, open, participative government
 - Effective strategic planning and development management to meet the needs of our communities.

7. Background

The Treat of Designation

- 7.1. On the 17 January 2023 the Director of Planning for the Department for Levelling Up, Housing and Communities (DLUHC) wrote to the Chief Executive informing him the Council maybe liable for designation under the provisions of Section 62A due to the Council having determined in the two-year period October 202 to September 2022 61.7% of non-major applications against the 70% minimum threshold.
- 7.2. The letter and attached appendices represented the full and final response of the Council to the risk of designation under the 1990 Act.
- 7.3. On the 12 April 2023 the Chief Executive received a further letter asking for a further response. The Council responded to DLUHC by the requested date (14th July 2023) provided the response set out below:

1. An update to your previous submission on exceptional circumstances affecting your performance statistics for the two years to September 2022. (We are not requesting a re-submission of the previous information; however, the update should include commentary on the outcome of any

planned changes that have been implemented since your original submission).

The Council continues to struggle to recruit and retain staff. This issue with highlighted in an article in the Local Government Chronicle 16 May 2023 'Capacity and Churn issues facing planning teams' [Revealed: capacity and churn issues facing planning teams | Local Government Chronicle \(LGC\) \(lgcplus.com\)](https://www.localgovernmentchronicle.com/news/capacity-and-churn-issues-facing-planning-teams) where is was stated:

Lichfield DC had the highest turnover in 2022 at 68%, followed by Pendle BC at 50%. Waverley BC had a 47% turnover in 2022 and Guildford had 40% staff turnover.

Top 5 Planning Departments with Highest Turnover

Staff turnover compared with the average turnover for that type of authority. 13% for county councils - 16% for district councils.

East Sussex County Council



Lichfield District Council



Pendle Borough Council



Waverley Borough Council



Guildford Borough Council



Data collected through FOI requests sent to all 333 councils in England. 276 sample size.

Whilst some progress has been made in recruiting permanent staff the heavy reliance on contractors who are able to give as little as a week's notice creates uncertainty, puts permanent staff under additional pressure to train new starters with some staying as little as 2/3 months. The ability to build effective and supportive teams with good local knowledge and understanding of the Local and

Neighbourhood Plans and the local area impacts on the performance and staff morale.

The level of engagement in the planning process from the residents of Waverley is high which puts, at times, undue pressure on resources. Whilst engagement in the planning process is positive and should be encouraged planning services need to be resourced to reflect the level of engagement in the process, this has not been the case at Waverley.

Changes since last submission

Significant progress has been made on key matters since the last submission in late January 2023 which will ensure continued levels of high performance but will also address some concerns about the quality measure. These changes are set out below:

- Full Council agreed to reduce the number of Committees to a single Planning Committee now meeting once a month. This was proposed in PAS reports in both 2018 and 2022. This was implemented in mid July 2023.
- Amended scheme of delegation increasing the threshold for referral to Planning Committee from 5 letters of objection to 10 for non-major and 20 for major. Also agreed was the removal of the automatic referral to Committee for all schemes of 25 dwellings or more.
- Initial 2 training all member sessions rolled out over May and June. Full programme of joint member and officer training now agree for next 12 months.
- Memorandum of Understanding being developed between officers and members to improve working relationship and avoid unnecessary 'call in' to Committee.
- Report template developed.
- Officer calls free times introduced.
- Revised Code of Conduct agreed including revised procedure for Committee site visits.
- Review of consultation criteria
- Restructuring of the teams into area team

2. Explanation of any exceptional circumstances that have affected performance since the previous submission.

Recruitment and retention of staff continues to be a significant issue with officers carrying large caseloads. Despite this the below performance has been achieved. The reduction in the total number decided is reflective of the reduction in the number of applications coming into the planning service.

3. Confirmation of your performance for non-major applications for each quarter - Oct-Dec 2022, Jan-March 2023 and April -June 2023 for non-major applications.

	Sept-Dec 2022	Jan-March 2023	April-June 2023
Agreed time	358	297	277
Total decisions	373	308	285
Percentage	95.98%	96.43%	97.19%
2 year rolling programme		66.12%	72.95%

Waverley Borough Council's performance not only has way exceeded the 70% target but has also technically taken the Council out of the designation zone with the performance figures over a 2-year rolling programme being in excess of 70%.

4.A summary of any work undertaken with the Planning Advisory Service to review performance and support service improvement.

PAS has supported the Council over an extended period of time including a service review in 2018 that made a series of recommendation. There was a further Service Review in June 2022 making further recommendations. PAS delivered an all councillor training sessions in May and June 2023 and providing support at Scrutiny Committee in July 2023 to take through the changes to the scheme of delegation and the Committee structure.

5. Any other information to demonstrate why you consider that designation would be unreasonable.

Both officers and Councillors have worked together to achieve this measured improvement in performance together with agreeing and implementing fundamental changes to the way the Council deliver its service notably in the decision agreed by Full Council to move to a single non-area-based Committee. The commitment shown by officer to achieve this level of performance should not be rewarded by designation. This would not serve the interests of good planning in the Borough of Waverley.

7.4. The Council are now awaiting from the further response from DLUCH.

7.5. **Memorandum of Understanding**

7.6. At the July Committee meeting a draft Memorandum of Understanding was appended to the report. This document is appended to this report at Appendix 1. Following the July meeting all Councillors were contacted and asked for any further suggestions. The table below sets out suggestions received together with officer comment:

Member Suggestion	Officer Comment
<p>At Planning Appeal hearings, a group of people turn up to speak or submit evidence to the Planning Inspector chairing the hearing.</p> <p>From Waverley's side this can include Planning Officers, Barristers, Councillors, Residents Associations, and other interested parties. Whilst they are all "on the same side" often they have not met until the day of the hearing. Whereas the opposition arrive at the hearing fully prepared, having already discussed their approach in great detail.</p> <p>When important hearings are scheduled, the Planning department liaise with the Ward Councillor/s to arrange a meeting beforehand (to include useful third parties who have registered to speak) so that everyone is fully aligned with the best approach to take at the hearing.</p>	<p>Suggest including following wording: For Public Inquiries and Hearings officers to liaise with Ward Councillors and relevant third parties before the Council case are submitted to PINS and meet to discuss the Council's case.</p>
<p>Any land proposed for development which is not allocated within a Neighbourhood Plan or Local Plan must be called in to committee.</p>	<p>This is a Scheme of Delegation matter</p>
<p>Councillors are invited to contact officers at any time to discuss applications.</p>	<p>Suggest included as worded</p>

Officers will arrange a short meeting with ward councillors to discuss pre apps and appeals for new residential development (1 dwelling or more).	Suggest included wording: officers to notify ward councillors of appeals for new development and offer a meeting if required. Pre-application protocol update
Councillors will be consulted on all major development applications at an early stage and meet with developers where appropriate (non-binding discussion).	Suggest including all wording include 'officers'
Officers will speak with Councillors and highlight applications that are receiving a number/threshold of comments	Suggest including all wording
Officers to contact wards councillors to confirm that a planning application will be considered by Committee as early as possible.	Suggest including all wording
Officers will arrange briefings to all councillors on complex applications.	Suggest including all wording
Officers will put all condition documents online and advise ward Cllrs that Conditions are being signed off on major applications.	Agree that conditions need to be displayed further work is needed with the IT system to enable this to happen. Suggest that wording included is: Advise ward Cllrs that Conditions are being signed off on major applications.

7.7. In light of the above the revised Memorandum of Understanding is set out at Appendix 2

7.8. **Structure of Service**

7.9. At the present time there is a temporary structure in place, both the existing and temporary structure is set out at Appendix 3. The reason why there is a temporary structure is due to the number of vacancies including team leader vacancies. A further recruitment campaign is underway to address this situation together with the on-going recruitment of contract staff to cover temporary vacancies.

7.10. **Training**

7.11. A programme of training has been set up with Monthly member training sessions covering a range of subjects including viability, biodiversity net gain, CIL and Section 106, Heritage and Conservation and Enforcement. All sessions will be held in person with the option to join on-line, planning staff will be invited to attend all sessions.

7.12. **Action Plan**

7.13. The Local Government Association Planning Advisory Service provided Waverley with a report on the Review of performance in response to non-major applications in June 2022. The report included a series of recommendations. The full report was attached as Appendix 1 to the July Committee report; however, the specific recommendations are set out below:

R1 Ensure all staff prioritise the provision of progress updates using extensions of time as the primary method (wherever necessary) Extensions of time should be requested in all cases where the application will not be able to be determined within the statutory target without exception.

R2 Identify dedicated time when officers will be unavailable to take phone calls and e-mails each week and use voicemail and customer services as a means of controlling interruptions and boosting productivity.

R3 Prepare a simple customer protocol to explain this revised more customer focused approach to service delivery supported by customer service training.

R4 Address backlog of applications through use of temporary staff or outsourcing.

R5 Review scheme of delegation to reduce the number of Planning Committee meetings held.

R6 Review the trigger mechanism for Member Site Visits

R7 Review validation checklist to restrict information to that which is essential only. The Checklist then needs to be applied rigorously.

R8 Taking a more proportionate approach to consultation.

R9 Review format of reports and process for the issue of decisions

R10 Review impact of team restructure in order to mitigate any negative

7.6 The following action has taken place in response to these recommendations:

R1 Extensions of time are now requested in all cases where the application cannot be determined within the statutory target without exception.

R2 Identify dedicated time when officers will be unavailable to take phone calls and e-mails each week and use voicemail is being used when necessary.

R3 Further work on customer.

R4 Process is being made to address the backlog of applications through use of temporary staff though this is work in progress.

R5 Changes to Planning Committee implemented.

R6 Update to Site visit protocol implemented.

R7 Further review of validation check list to be carried out.

R8 A more proportionate approach to consultations is being taken.

R9 Further work required on format of Committee reports, reviewing being implemented on length of delegated reports.

R10 team structure has been temporarily changed to respond to issues around recruitment and retention of staff.

8. Consultations

8.1. Councillors' have been consulted for input into the Memorandum of Understanding.

9. Key Risks

9.1. The introduction of the Memorandum of Understanding between officers and Councillors will reduce the risk of underperformance.

10. Financial Implications

10.1 There are no immediate financial implications relating to the information contained in this report. Designation would have financial implications for the Council.

11. Legal Implications

11.1 There are no legal implications resulting from the content of this report.

12. Human Resource Implications

12.1 There are no direct human resources implications in relation to the proposals in the report.

13. Equality and Diversity Implications

13.1 There are no direct equality and diversity implications in relation to the proposals in the report.

14. Climate Change/Sustainability Implications

14.1. There are no direct climate change or sustainability implications in relation to the proposals in the report.

15. Summary of Options

15.1 The Committee can either accepted the Memorandum of Understanding as drafted or add further points to the document.

16. Conclusion

16.1 The report updates the Committee on key matters within the DM service.

17. Background Papers

17.1 [Planning Improvement Peer Challenge Report \(2018\)](#)

17.3 [PAS Review of performance in response to non-major applications \(June 2022\)](#)

18. Appendices

18.1 Appendix 1 – suggested content for Memorandum of Understanding

18.2 Appendix 2 – proposed Memorandum of Understanding

18.3 Appendix 3 – Structure charts

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

Service	Sign off date
Finance / S.151 Officer	
Legal / Governance	
HR	
Equalities	
Lead Councillor	
CMB	
Executive Briefing/Liaison	
Committee Services	

APPENDIX 1

Initial Draft Memorandum of Understanding

- Officers will speak with Councillors and highlight applications that are receiving a number of objections.
- Councillors are invited to contact officers at any time to discuss applications.
- Officers to contact wards councillors to confirm that a planning application will be considered by Committee as early as possible.
- Officers will arrange briefings to all councillors on complex applications.
- Officers will arrange a short meeting with ward councillors to discuss appeals for new residential development (1 dwelling or more)

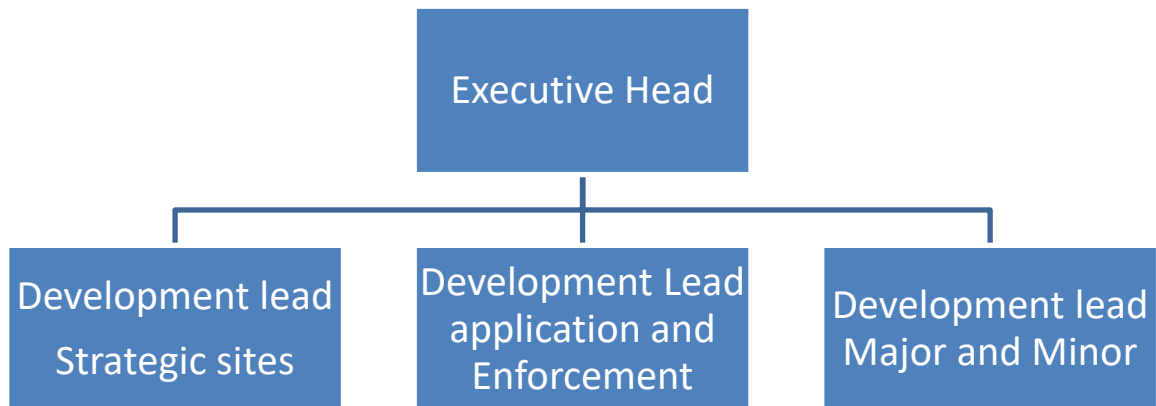
Appendix 2

- Officers will speak with Councillors and highlight applications that are receiving a number/threshold of comments.
- Councillors are invited to contact officers at any time to discuss applications.
- Officers to contact wards councillors to confirm that a planning application will be considered by Committee as early as possible.
- Officers will arrange briefings to all councillors on complex applications.
- For Public Inquiries and Hearings officers to liaise with Ward Councillors and relevant third parties before the Council case are submitted to PINS and meet to discuss the Council's case.

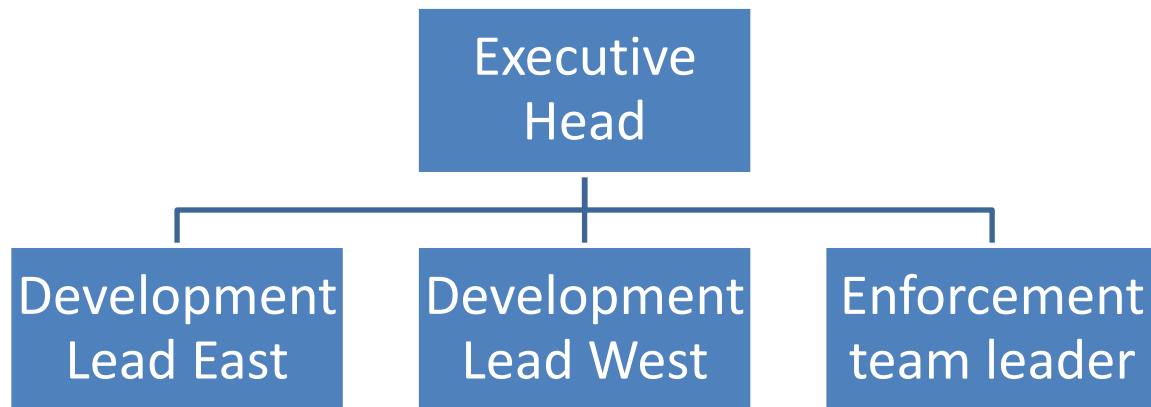
- officers to notify ward councillors of appeals for new development (1 or more dwellings) and offer a meeting if required.
- Councillors will be consulted on all major development applications at an early stage and meet with officers and developers where appropriate (non-binding discussion).
- Officers will put all condition documents online and advise ward Cllrs that Conditions are being signed off on major applications.

Appendix 3

Existing Structure



Temporary Structure



East team officers

Trevor Faulkner(DL) Dylan Campbell(PPO) Omar Sheriff(SPO) Tracey Farthing (SPO)
Sam Willis(SPO) Gillian Fensone (PO) Wanda Jarnecki (PO) Sera Elobisi(PO) Germaine
Asabere (PPO) Russell Brown (PPO)

West Team officers

Graham Speller (PPO) Simon Brooksbank (SPO) David Hung (SPO) Clare Woodhatch
(PO) Matt Ayscough (PO) Dana Nickson (PO) Anna Whitby (PO)

Strategic team officers Chris French(DL) Michael Eastham (PPO) Alistair DeJoux (PPO)
Nathaniel Sonaye-Thomas (PPO)

WAVERLEY BOROUGH COUNCIL

OVERVIEW AND SCRUTINY - SERVICES

26 SEPTEMBER 2023

Title: Update on the preparation of a new Local Plan

Portfolio Holder: Cllr Liz Townsend, Portfolio Holder for Planning & Regeneration

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

Key decision: No

Access: Public

1. Purpose and summary

- 1.1 This report provides an update on the proposed scope and timetable for the new Waverley Borough Local Plan to enable the Committee to provide its views to the Executive and Council. The intention is that the proposed scope and timetable set out in this report will be the basis for initial engagement with stakeholders.

2. Recommendation

- 2.1 It is recommended that the Committee provides its views on the updates provided in this report.

3. Reason for the recommendation

- 3.1 To assist in progressing work on the new Waverley Borough Local Plan.

4. Background and project plan

- 4.1 The Council on 21 February 2023 resolved that LPP1 requires updating and made budget provision for work to commence in 2023/24. The Full Council on 18 July 2023 resolved that work should commence 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. An indicative scope and timetable were provided.
- 4.2 The Overview and Scrutiny – Services committee considered the options for the Local Plan update on 21 June 2023 and made additional recommendations in relation to matters to be addressed during work on the

new Local Plan (see paragraph 1.11 of report to Council on 18 July). These included the need to justify a local calculation of the Local Housing Need and to share emerging housing figures and the spatial strategy with Neighbourhood Plan groups at the earliest opportunity.

4.3 Based on the approach agreed by Council on 18 July 2023, it is proposed that the scope and timetable for the new Local Plan should be as outlined below.

4.4 Project scope and exclusions

4.4.1 The new Local Plan will:

1. Be a borough-wide Local Plan for the period 2023-43 (15 years from adoption).
2. Incorporate strategic and non-strategic matters (combining elements of LPP1 & LPP2).
3. Build on existing plans and evidence (keep new evidence focused and proportionate).
4. Start with a refreshed vision & objectives and test reasonable alternatives to deliver this (focus on the spatial strategy and where possible leave recently adopted Development Management policies alone if they are robust).
5. Exclude Design Codes, which will be prepared in parallel as a Supplementary Plan or Supplementary Planning Document (depending on whether the planning reforms are implemented).
6. Make the necessary strategic and non-strategic site allocations (unless the latter can be adequately dealt with in Neighbourhood Plans and/or Supplementary Plans).
7. Be succinct and visual in line with Government's proposed reforms, including greater use of digital technology & engagement.

4.5 Timescale

4.5.1 The timescale outlined below is based on the report to Council on 18 July, but additional time has been added for preparing the plan by pushing the submission back from summer to autumn 2026. The target adoption date remains the same (winter 2027) as the examination period is shown as 12 rather than 15 months, which is considered reasonable as the planning reforms propose a simpler examination process in just 9 months.

Milestones

1. Consult on scope, vision & objectives - autumn 2023.
2. Identification & assessment of spatial options - summer 2024.
3. Consult on preferred options plan – summer 2025.
4. Publish submission plan for consultation – spring 2026.
5. Submit Plan for examination – autumn 2026.
6. Adopt plan with main modifications – winter 2027.

Figure 1 - Outline programme

Workstream	2023				2024				2025				2026				2027													
	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
A. Project Management																														
A1																														
A2																														
A3																														
A4																														
B. Engagement/ DTC																														
C. Evidence Base																														
C1																														
C2																														
C3																														
C4																														
D. Appraisals																														
E. Reg 18 scope & options																														
E1																														
E2																														
E3																														
E4																														
E5																														
E6																														
F. Reg 18 Preferred Options Plan (Reg 18)																														
F1																														
F2																														
F3																														
F4																														
H. Draft Plan (Reg 19)																														
H1																														
H2																														
H3																														
I. Examination & Adoption																														
I1																														
I2																														
I3																														

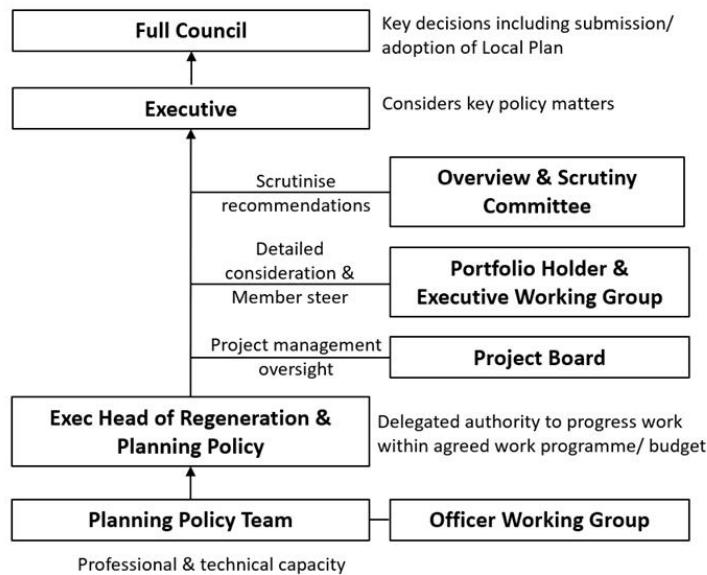
4.5.2 The above information will be the basis of the updated Local Development Scheme (the statutory document specifying the development plan documents to be prepared by the Council).

4.5.3 The risks identified at paragraph 7.2 below include the uncertainty over the implementation of the planning reforms. The currently proposed transitional arrangements would require the Council to begin preparing a new-style Local Plan as soon as the new system comes into force (anticipated November 2024 - but this could be disrupted by the general election) and to adopt the Plan within 30 months (May 2027 if there are no delays). The programme set out above manages this uncertainty by utilising the period up to November 2024 for technical work and initial engagement, which would allow a smooth transition to the new system if it were introduced at that point.

4.6 Governance

4.6.1 Figure 2 below shows the internal arrangements for preparing the new Local Plan.

Figure 2 – Governance arrangements



- 4.6.2 The Planning Policy Team is being supported by an Officer Working Group from relevant service areas, meeting every 6 weeks or as required. The Project Board will be comprised of senior managers.
- 4.6.3 A Local Plan Executive Working Group (LPEWG) has been established to facilitate information exchange between Officers and Members. The Terms of Reference are provided at Annexe 1. Initial members of the LPEWG are Cllrs Liz Townsend, Peter Clark, Janet Crowe, Paul Follows, Terry Weldon, and Steve Williams. The LPEWG will meet every 4-6 weeks. It will act in an advisory capacity to enable Officers to undertake work relating to the Local Plan with a policy steer from Members. The Portfolio Holder for Planning and Regeneration will provide an update to the Executive on matters considered by the LPEWG.
- 4.6.4 The Overview and Scrutiny Committee – Services has an important statutory role in scrutinising recommendations at key decision points. Periodic updates can be provided to the committee in between these milestones, with the Portfolio Holder and/or officers attending to give a verbal report on progress against the original timetable and take questions from the committee. Updates will be provided to other Members through Member Briefings at key stages.

5. **Next Steps**

5.1 **Updating the evidence base.**

5.1.1 Officers are reviewing existing sources of evidence and will discuss the need for new studies and assessments with the Executive Working Group. As set out in the report to Full Council on the 21 February 2023, this will include:

- Housing & Economic Development 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

5.1.2 The first study to be commissioned will be the Housing and Economic Development Needs Assessment (HEDNA) to provide evidence of the need for new homes and floorspace for economic uses, associated with different scenarios. This will include an assessment of whether there are exceptional circumstances that justify using an alternative to the Government's "standard method" for calculating local housing need.

5.1.3 Subsequent work will focus on evidence to establish how much of the assessed need for development can be accommodated in the Borough having regard to environmental, infrastructure, and policy constraints.

5.1.4 As part of the Housing and Employment Land Availability Assessment, a 'call-for-sites' will be issued to gather information about sites that local communities, landowners, developers, or other parties would like to see assessed during the preparation of the new Local Plan. This will include a wide range of potential uses including housing, employment, and greenspace.

5.2 **Communications & engagement strategy**

5.2.1 The Communications Team is assisting with the preparation of a strategy outlining how local communities and stakeholders will be engaged in accordance with legal requirements and the Council's Statement of Community Involvement (SCI). The intention is to put information into the public arena and seek feedback on an ongoing basis to help inform the draft plan – an ongoing conversation rather than silence punctuated by formal set-piece consultations. To facilitate this, the aims of the communication and engagement strategy will be to:

- Provide an opportunity for local residents and stakeholders to share their views right from the start of the plan process.
 - Ensure statutory consultees are kept fully apprised as the new Local Plan progresses.
 - Help residents understand the strategic planning process, why it's important, and how it affects them.
 - Enable residents and stakeholders to help to shape the future of Waverley.
 - Provide a schedule of activity for officers so the project team knows when communications activity is due to take place, what it entails and who will undertake the work.
- 5.2.2 The town and parish councils are key stakeholders in the preparation of the new Local Plan, not least because it will provide the strategic framework for future Neighbourhood Plans. A briefing is being arranged with the councils to discuss the scope and timetable for the new Local Plan.
- 5.2.3 The SCI is currently being reviewed to ensure that it reflects all legal and policy requirements in relation to plan-making and development control. The updated SCI will be reported to the Overview and Scrutiny Committee in November and will then be subject to consultation before it is finalised by the Executive and Full Council. This will not delay initial engagement on the new Local Plan, which will be undertaken in line with the engagement strategy, which will go above and beyond the requirements set out in the current SCI.
- 5.3 Consultation on the scope of the new Local Plan
- 5.3.1 Regulation 18 of the Town & Country Planning (Local Planning) Regulations requires the Council to notify prescribed bodies (and others that it considers appropriate) of the subject matter of the proposed Local Plan and to seek representations on what it should contain. The Council must take account of any representations in preparing the Local Plan.
- 5.3.2 There is flexibility about how the Council satisfies the requirements of Regulation 18. The outline programme indicates that this will involve several stages: initial consultation on the scope of the plan and vision and objectives at the end of 2023; input from stakeholders in considering spatial options during 2024; and consultation on a preferred options draft plan in mid-2025. For the initial consultation, the proposed scope and timetable for the new Plan will be explained as set out in paragraphs 4.4 and 4.5 above, with additional detail and questions relating to how the plan can meet the aims of the Government's planning reforms (e.g. more succinct and visual documents) and how it can provide an appropriate framework for neighbourhood plans.
- 5.3.3 As part of this consultation, views will be sought on whether the existing vision and objectives in LPP1 remain fit for purpose for the new Local Plan for the period to 2043. This is important because the vision and objectives should be the starting point for every aspect of the new Local Plan and the monitoring arrangements that will ensure that the Plan is delivering the

desired outcomes. Questions will include the priority of different aspects of the vision and objectives. The consultation will highlight areas where changes may be required, for instance to give greater prominence to mitigating and adapting to the impacts of climate change.

- 5.3.4 Consultation feedback will assist the Council in agreeing the scope and content of the new Local Plan and the guiding vision and objectives early in 2024. This will focus subsequent work, speeding up the plan making process.

6. Relationship to the Corporate Strategy and Service Plan

- 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. Implications of decision

7.1 Resource (Finance, procurement, staffing, IT) Drafted by: Name, Post

- 7.1.2 There are no direct financial implications arising from this report, which is for information only. The Council on 21 February 2023 agreed an indicative budget of £150k in 23/24 and a further £550k in the years 24/25-25/26, to cover the forecast cost of updating the local plan, with expenditure over the period 2023/24 to 2027/28. There is also £150k available in the local plan reserve, taking the total available budget to £850k.

7.2 Risk management

- 7.2.1 The governance and reporting arrangements are designed to manage risks. Updates will be provided to the Executive through the Executive Working Group. The Overview and Scrutiny Committee will be updated at key stages. A resource plan & risk register will be prepared to include the following identified risks:

- i. Vacant posts & competing workload constraining the capacity of the Planning Policy team. This will be managed through the Project Board.
- ii. Capacity of other WBC services to support the project. This will be managed through the Officer Working Group and Project Board.
- iii. Ability of statutory consultees to provide timely and positive input. This is difficult to manage but early engagement will ensure that consultees know when input will be required.
- iv. Volume and complexity of representations, which may necessitate additional technical work and consultation. Consultees will be encouraged to use the Council's digital consultation portal to ensure that representations can be handled efficiently.
- v. Potential concerns over implications for Neighbourhood Plans which could necessitate further work and engagement. This will require close working with the Town and Parish Councils.

- vi. Potential change in political viewpoint (general and local elections before the adoption of the new Local Plan). This risk can be managed to some extent by ensuring that the programme is flexible, and technical work is robust in exploring the available options for the Plan.
- vii. Uncertainty over implementation of planning reforms and transitional arrangements. This can be managed through the work programme to ensure a smooth transition in the event the reforms are implemented (see para 4.5.3).

7.3 Legal

- 7.3.1 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.

7.4 Equality, diversity and inclusion

- 7.4.1 There are no direct equality, diversity, or inclusion implications in this report but the implications of the new Local Plan will be considered at each stage of the process.

7.5 Climate emergency declaration

- 7.5.1 The new 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.

8. Consultation and engagement

- 8.1 See section 5.2 above.

9. Other options considered

- 9.1 The 'do nothing' option of putting work on the local plan on hold was 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.

10. Governance journey

- 10.1 Recommendations and comments made by the committee will be reported to the Executive and Council.

Annexes:

Annexe 1 – Terms of Reference for the Local Plan Executive Working Group

Background Papers

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

CONTACT OFFICER:

Name: Andrew Longley
Position: Interim Planning Policy Manager
Telephone: 01483 523427
Email: andrew.longley@waverley.gov.uk

Agreed and signed off by:

Legal Services: Name, Post, date

Head of Finance/Finance: Candice Keet, Senior Accountant, 08/09/23

Strategic Director - Place: Dawn Hudd, 07/08/23

Portfolio Holder for Planning & Regeneration: Cllr Liz Townsend, 07/08/23

ANNEXE 1

WAVERLEY BOROUGH COUNCIL LOCAL PLAN EXECUTIVE WORKING GROUP (LPEWG) TERMS OF REFERENCE

The Local Plan Executive Working Group exists to facilitate information exchange between Officers and Members, with input from representatives of stakeholder organisations including other councils as required on matters relating to the update and production of the Local Plan.

The Group will consider documents and information relating to the Local Plan and related matters as required. The Chair and Officers will provide an update to Executive on the progress of the LPEWG, accordingly.

The Group will not have any formal decision-making powers and will act in an advisory capacity to enable Officers to undertake work relating to the Local Plan with a policy steer from Members.

Role of the LPWG:

- 1) To request, consider and comment on documents that relate to the Local Plan including (but not restricted to) policy options, draft policies and evidence studies prepared to support the Local Plan;
- 2) To facilitate and support the achievement of Local Plan milestones and the wider Local Development Scheme timetable;
- 3) To receive reports and presentations on the development of the Local Plan evidence base and Members of the LPEWG to provide comments;
- 4) To provide a sounding board for officers and the Planning and Regeneration Portfolio Holder in relation to matters arising during the preparation and examination of the Local Plan.
- 5) To assist in establishing work which will need to be presented and considered by the Overview and Scrutiny Committee and matters on which wider Member briefings/ workshops are required.

Membership:

The LPEWG may consist of a maximum of NINE members, comprised of:

- The Planning portfolio holder, who will also chair the meetings.
- FIVE other Waverley Borough Council members.

Other councillors or representatives of outside bodies may be invited to attend as necessary.

The LPEWG meetings must have at least 3 members, including the Chair, to be quorate.

The LPEWG will be supported by the Executive Head of Planning Development, the Head of Regeneration and Planning Policy and Officers of the Planning Policy and Development Management teams as required.

In accordance with the Council's Constitution and Member protocols, all interests must be declared by Members. If any Member openly declares an interest, they must reclude from the discussion/ meeting. Interests that are not, or could not be perceived to be, relevant to the LPEWG work need not be declared.

Budget:

A budget for Local Plan work has been agreed by the Council and any expenditure should be within the budget as managed by the Head of Planning Policy and Regeneration in liaison with the Head of Finance.

If additional spend outside of the agreed budget is identified by Officers as a direct result of LPEWG discussion, this will be raised with the Head of Finance and the Executive.

Group Logistics:

1) The frequency of meetings will be flexible to ensure Officers can engage with the group as needed which may vary when dealing with the Planning Inspectorate, for example.

- a) Agendas/papers for meetings will aim to be circulated 5 working days before the meeting, where possible, although this may vary due to availability of stakeholder representatives and other external sources.
- b) Where matters to be discussed are confidential in nature, officers shall inform members of this (including the reasons for confidentiality) and members will undertake to maintain confidentiality, in accordance with the Member Code of Conduct.

Longevity:

The LPEWG will remain active until such time it is no longer needed, superseded or reviewed. This will be decided by the Portfolio Holder for Planning in consultation with the Executive.

This page is intentionally left blank