



**Waverley Borough Council**  
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To: All Members of the Overview and  
Scrutiny Committee - Resources  
(Other Members for Information)

When calling please ask for:  
Liam Semugabi, Democratic Services Officer  
**Legal & Democratic Services**  
E-mail: [liam.semugabi@waverley.gov.uk](mailto:liam.semugabi@waverley.gov.uk)  
Direct line: 01483 523224  
Date: 7 June 2024

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

Cllr Peter Martin (Chair)	Cllr Michael Higgins
Cllr Andrew Laughton (Vice Chair)	Cllr Zoe Barker-Lomax
Cllr Jerome Davidson	Cllr Lauren Atkins
Cllr Peter Nicholson	Cllr Andy MacLeod
Cllr Terry Weldon	Cllr David Munro

**Members who are unable to attend this meeting must submit apologies by the end of Monday, 10 June 2024 to enable a substitute to be arranged.**

Dear Councillor,

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

Date: Tuesday, 18 JUNE 2024

Time: 7.00 PM

Place: Council CHAMBER, COUNCIL OFFICES, THE BURYS, GODALMING

The agenda for the meeting is set out below.

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

Yours sincerely,

**Susan Sale,**  
**Joint Strategic Director Legal & Democratic Services & Monitoring Officer**



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

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## **Waverley Corporate Strategy 2020 - 2025**

### **Vision**

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

Our strategic priorities:

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

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### **Good scrutiny:**

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

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

## **NOTES FOR MEMBERS**

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

### **AGENDA**

1 **APOLOGIES FOR ABSENCE AND SUBSTITUTES**

To receive apologies for absence and note any substitutions.

Members who are unable to attend this meeting must submit apologies by the end of Monday 10 June 2024 to enable a substitute to be arranged, if applicable.

2 **MINUTES** (Pages 5 - 12)

To confirm the Minutes of the Meeting held on 19 March 2024 and published on the Council’s website.

3 **DECLARATIONS OF INTERESTS**

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

4 **QUESTIONS FROM MEMBERS OF THE PUBLIC**

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

The deadline for receipt of written questions is 5pm on Tuesday 11 June 2024.

5 **QUESTIONS FROM MEMBERS**

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

The deadline for receipt of written questions is 5pm on Tuesday 11 June 2024.

6 **Q4 CORPORATE PERFORMANCE REPORT 2023/24** (Pages 13 - 82)

To scrutinise the Council’s performance for the last quarter of 2023/24.

7 COMMUNITY ASSET TRANSFER POLICY (PAGES 83 - 120)

8 COMMITTEE WORK PROGRAMME (Pages 121 - 140)

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

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

9 EXCLUSION OF PRESS AND PUBLIC

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

**Recommendation**

That, pursuant to Procedure Rule 20 and in accordance with Section 100A(4) of the Local Government Act 1972, the Committee agrees:

(1) that the public be excluded from the meeting during consideration of the following matter on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the item, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified in Paragraph 3 of the revised Part 1 of Schedule 12A to the Local Government Act 1972; and

(2) that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

10 PROPERTY INVESTMENT QUARTERLY REPORT (Pages 141 - 146)

To scrutinise the quarterly update on property investment.

**Officer contacts:**

**Jenny Sturgess, Policy & Performance Officer**

Tel. 01483 523465 or email: [jenny.sturgess@waverley.gov.uk](mailto:jenny.sturgess@waverley.gov.uk)

**Liam Semugabi, Democratic Services Officer**

Tel. 01483 523224 or email: [liam.semugabi@waverley.gov.uk](mailto:liam.semugabi@waverley.gov.uk)

Waverley Borough Council

Minutes of the Overview and Scrutiny Committee - Resources - 19 March 2024

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

**Present**

Cllr Peter Martin (Chair)	Cllr Peter Nicholson
Cllr Andrew Laughton (Vice Chair)	Cllr Terry Weldon
Cllr Lauren Atkins	Cllr Michaela Wicks
Cllr Zoe Barker-Lomax	Cllr Mark Merryweather
Cllr Janet Crowe	Cllr John Robini
Cllr Jerome Davidson	Cllr Julian Spence
Cllr Andy MacLeod	Cllr Liz Townsend

**Apologies**

None.

**Also Present**

Cllr Mark Merryweather  
Cllr Liz Townsend  
Cllr John Robini  
Cllr Julian Spence

**74 Apologies for absence and substitutes** (Agenda item 1)

None were received.

**75 Minutes** (Agenda item 2)

The minutes of the previous meeting of Monday 15 January 2024 and published online were agreed as a correct record.

**76 Declarations of interests** (Agenda item 3)

None were received.

**77 Questions from members of the public** (Agenda item 4)

None were received.

**78 Questions from members** (Agenda item 5)

None were received.

79 **Working Groups** (Agenda item 6)

Cllr Barker-Lomax gave a presentation, updating the Committee on the work of the Workforce Profile sub-group.

80 **Q3 Corporate Performance Report 2024-24** (Agenda item 7)

- 80.1 The Performance Policy Officer introduced the report and welcomed questions, noting the enquiries already received from the Chair and other committee members and that responses would be provided by the relevant Executive Heads of Service.
- 80.2 The Chair voiced concern about the overall number of complaints and poorly performing key performance indicators (KPIs), noting that he received and circulated a breakdown of staff turnover by department provided by officers. He also referred to the Section 151 Officer's commentary at 3.7.1 of the report not corresponding to the table below – officers confirmed that this would be rectified.
- 80.3 Referring to the high level of complaints seen in Communications and Customer Services for four continuous quarters, The Chair noted the response in the commentary section. The Policy and Performance Officer confirmed that the statistics for Q4 2023-24 had not yet been collected and agreed to circulate a response on the matter from the Executive Head of Communications & Customer Services.
- 80.4 Cllr Barker-Lomax asked if a review of processes in departments with low complaints response rates could be investigated. The Policy and Performance Officer clarified that Q3 complaints related to a small number of specific service areas, referring to one complaint to Assets and Property that required legal input, and the high staff turnover in the Planning department. The Section 151 Officer noted that these issues will be addressed at the next meeting of senior managers.
- 80.5 Cllr Davidson referred to the need for greater training for staff before they are in post and capacity in the Legal team. Cllr Nicholson welcomed the appointment of trainees in the Housing Options Team and apprentices in the Legal department.
- 80.6 Cllr Crowe referenced the required improvement in responsive repairs and void rates demonstrated by the table at 7.2.1, noting that the Landlord Services Advisory Board (LSAB) would also consider this data. Cllr Barker-Lomax asked if another contractor could be engaged for the Housing Services' Maintenance contract to provide competition to our current sole contractor. Officers confirmed that they would pass this onto the Head of Housing Services. The Chair also criticised the lack of improvement in responsive repairs.
- 80.7 The Chair enquired about a reference in the Legal and Democratic Services dashboard to potential intervention by the Information Commissioner's officer due to a backlog of freedom of information and subject access requests. The

Policy and Performance Officer stated that they would circulate a written response from the Monitoring Officer addressing these concerns.

**The Committee RESOLVED to note with concern the continuing high staff turnover, continuously high level of complaints, and the high level of missed targets in housing repairs, and requested urgent action by the Executive and Senior Management to resolve these issues.**

81 **Waverley LCWIP Adoption** (Agenda item 12)

- 81.1 The Sustainable Transport Projects Officer introduced the report, noting Surrey County Council's (SCC's) rollout of the Farnham Infrastructure Plan, Farnham's resulting two LCWIPs and the reprioritisation of the different measures in the dedicated Farnham LCWIP in October 2023. It was clarified that Waverley suggested certain additional changes at this juncture, and that these did not impact the work done by the SCC councillors.
- 81.2 Cllr Laughton stated that he had been informed that certain SCC councillors, as well as other stakeholders, felt that the proposals in the agenda papers are inconsistent with agreements made in October 2023. Officers clarified that the proposals being considered here are in addition to those agreed in October 2023, the prioritisations of which remain unaffected.
- 81.3 Cllr Macleod referred to consultation with SCC members that had previously taken place, that he had not been aware of the new proposed routes before receiving the Waverley LCWIP document, and stated that SCC councillors would be asked to approve this as a Highways matter given the decommissioning of the Local Committee. He also encouraged greater consultation with Farnham councillors and the Waverley Borough councillors that sit on Surrey County Council.
- 81.4 Cllr Cockburn stated that she felt the document was not yet sufficiently developed to be adopted and inform future planning, noting that she felt its aspirations may not reflect those of Farnham residents and that further consultation was imperative.
- 81.5 Cllr Williams clarified that the Waverley LCWIP was not intended to be adopted at this meeting, and that confusion likely arises from the fact that Waverley must have an LCWIP that excludes Farnham, which has its own LCWIP under the Farnham Infrastructure Programme. He also noted that this will be regularly updated and developed to integrate with the emerging Local Plan, and provide a basis for allocation of CIL funding to active travel across the borough. He remarked on the importance of aligning the methodology of each LCWIP to achieve this.
- 81.6 Visiting councillor Cllr Robini stated that he was unaware of the additional proposals and requested consultation as the county councillor for Haslemere. Cllr Davidson added that he felt the policy recommendations being recommended for adoption would benefit from clarification, while

officers confirmed to Cllr MacLeod that the addition of features such as Core Walking Zones was precisely in aid of methodological alignment between the Waverley and Farnham LCWIP, though he felt these additions still warranted further consultation.

- 81.7 Cllr Williams clarified that these additions and other minor changes do not constitute major changes to the plan. Cllr Townsend noted that SCC consult on borough and district LCWIPs as part of realising their design codes for Healthy Streets for Surrey, which are compulsory policy. The Chair declared that he felt the document should be updated to clarify the policy recommendations and better represent its purpose.

**The Committee RESOLVED to recommend that greater consultation with Surrey County councillors, Farnham Town councillors and the public is carried out on the content of the Waverley LCWIP before it is adopted by the Executive.**

**The Committee also RESOLVED to criticise the lack on consultation up to this point and the framing of the report.**

## 82 **Carbon Neutrality Action Plan (CNAP) Priority Projects** (Agenda item 13)

- 82.1 The Sustainability Manager introduced the report. Cllr Williams noted that the report concerned prioritisation of the most impactful actions, in aid of securing carbon neutrality by 2030, and confirmed to the Chair that social housing's carbon emissions are not considered under the actions relating to the 93% of organisational emissions referred to in the attached appendix.

- 82.2 The Chair enquired about the financial implications of the plan. Officers confirmed that most of the funding being sought is from central government, such as from the Public Sector Decarbonisation Fund, and that further work on stock surveys is being carried out to estimate the cost of decarbonisation across the entire social housing stock. Cllr Williams noted that the plan always included the need to support, facilitate and encourage other actors, as well as lobby government, though noting that much of this lobbying has been unsuccessful.

- 82.3 Cllr MacLeod stated that not receiving the funding may jeopardise the 2030 objective.

**The Committee RESOLVED to welcome greater clarity in the projects delivery decarbonisation, with priority given to the provision of greater detail in the plans for decarbonisation of social housing.**

## 83 **Committee Forward Work Programme** (Agenda item 14)

- 83.1 The Chair stated that it would be difficult to plan work for the next meeting given that it is in June.



- 83.2 The Chair proposed that he and the Vice-chair formulate a response for the 69 High Street review that the committee recommended at the 19 September 2023 meeting. Their findings will be brought before the 18 June meeting of this committee.
- 83.3 The Chair invited members of the committee to suggest any items that they may wish to the work programme.

**84 Brightwells Yard Development (Agenda item 11)**

- 84.1 The Development Programme Manager introduced the report, noting that this item was coming before the committee for post-decision scrutiny. Officers confirmed to the Vice-chair that several businesses have applied to take over retail units.
- 84.2 The Chair concurred with Cllr MacLeod's comments noting the long lifetime of the Brightwells project and commending the work of officers. Officers confirmed to Cllr Atkins that there were no liquidated damages in the development agreement.

**The Committee RESOLVED to note the Executive decision.**

**85 Fairground Development Project (Agenda item 9)**

- 85.1 The Executive Head of Regeneration and Planning Policy gave a presentation on the Fairground and Weydown Development Projects, with contributions from officers and John Percy of Montagu Evans.
- 85.2 The Chair highlighted the capital implications referred to in the recommendations to the Executive and Council, reproduced at paragraph 2 of the report.
- 85.3 Cllr Atkins asked whether massing studies had been carried out for the site and requested to see it if so. Officers confirmed that a massing study has been completed, that they want to maximise the opportunities offered by the site, and that 20 units is the minimum mandated by the Local Plan Part 2 allocations, though 32 has been profiled.
- 85.4 Cllr Atkins raised concern about the risk of being able to let the 20,000 square-foot unit on the ground floor and whether a client could likely still be confirmed. John Percy confirmed that building works would only commence after the occupier was signed up to the scheme and to the development arrangement with the development partner.
- 85.5 The Chair queried whether the plan to have housing above the supermarket unit is attractive to a supermarket client. John Percy confirmed that all arrangements are conditional on client sign-up to the scheme, and that regular engagement demonstrated that the site is a desirable one.

- 85.6 Cllr Atkins asked if a massing exercise document and explanation of the rationale for choosing this form of development could come before Council. John Percy clarified that the planning application would be undertaken by the development partner and that the contract papers would give attention to maximising value, with much of the risk for this passed to the market.
- 85.7 Cllr Atkins asked for clarity on what the nature of the third-party development partner would be. It was clarified that this would be specified by the competition material, but would likely be a developer, could also be the ultimate occupier, and that any partner would need to demonstrate that they could meet the necessary requirements.
- 85.8 Cllr Weldon asked if an option with no commercial component was investigated, and whether a study into impact of the area's existing retail would be. Officers clarified that a mixed-use development was allocated by the Local Plan, and that no survey work has yet been undertaken into the impact on local retail, though officers are very mindful of this and that they would seek assurance that parking on the site could be used by local businesses to prevent adverse impact.
- 85.9 Cllr Nicholson noted the advantage of offering parking space to commuters, local workers and shoppers, and how the proposal would aid in achieving the aims of the Local Plan.
- 85.10 Cllr Merryweather reiterated that the Local Plan Part 2 determined that this be a mixed-use scheme, and that its delivery will allow the development of a youth campus, another allocated site within the plan. He added that thought was given to car parking provision, and that the project is still at an early stage.
- 85.11 Officers confirmed to the Chair that a further paper would be brought back to this committee before award of a contract to any development partner.

86 **Weydown Road Development Project** (Agenda item 10)

- 86.1 The Strategic Assets Manager confirmed that the present Community Hub is an end-of-life asset, and that no alternative solution has yet been proposed.
- 86.2 The Committee agreed that they all wanted to see the opening of a new Community Hub on the Weydown Road Car Park.

The Committee then voted to move into exempt session.

87 **Exclusion Of Press And Public** (Agenda item 15)

The Committee considered the following recommendation of the motion of the Chairman:

**Recommendation:**

That pursuant to Procedure Rule 20 and in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following items on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified in Paragraphs 2 and 3 of the revised Part 1 of Schedule 12A to the Act.

**The vote was carried unanimously.**

**88 Transformation And Collaboration Standing Item - Update on costs and savings (Agenda item 8)**

The Committee discussed various aspects of costs and savings associated with the collaboration agreement with Guildford Borough Council.

**89 Property Investment Quarterly Report (Agenda item 16)**

The Committee scrutinised the Council's assets and property portfolio.

**The meeting commenced at 7.00pm and concluded at 9.50pm.**

**Chairman**

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# Waverley Borough Council

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

**Date:** 18 June 2024

**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 Q4 2023-24 (January – March 2024)

### 1. Executive Summary

The Corporate Performance Report, Annexe 1, provides an analysis of the Council's performance for the fourth 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 Q4 2023/24

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

<b>Service</b>	<b>Sign off date</b>
Finance / S.151 Officer	06/06/2024
Legal / Governance	15/05/2024
HR	15/05/2024
Equalities	15/05/2024
Lead Councillor	28/05/2024
CMB	
Executive Briefing/Liaison	28/05/2024
Committee Services	

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**Corporate**  
**Performance Report**  
**Q4 2023/24 and**  
**End of Year Outturn**

**Document Version: Final**

**Last update: 07/06/2024 14:47**

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Lead Officer: Jenny Sturgess  
Title: Policy and Performance Officer  
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# 1. Performance Assessment with RAG Rating (Red, Amber, Green)

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

## 1.1 Performance Indicators RAG Rating per Status Type

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

## 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 13
- [Communication and Customer Service](#) – page 17
- [Finance](#) – page 20
- [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 41
- [Community Services](#) – page 45
- [Environmental Services](#) – page 49

- [Planning Development](#) – page 53
- [Regulatory Services](#) - page 56

### 3. Corporate Dashboards – Summary of All Services

(remit of Resources O&S)

#### 3.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q4 2023/24

##### 3.1.1 Q4 2023/24 Chief Executive’s summary:

This is the Q4 performance report covering January to March 2024.

Each chapter provides a highlight report of achievement and challenges during the quarter followed by detail and commentary on how Waverley Borough Council services have performed.

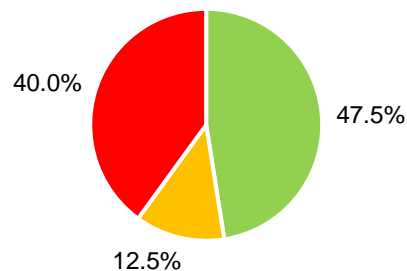
This quarter we welcomed our new Chief Executive Officer, Pedro Wrobel who commented “From the moment I stepped through the doors, I have been overwhelmed by the warmth and hospitality I’ve experienced, as well as the sheer passion that shines from everyone. It’s more than clear that this is an organisation full of great people, dedicated to making Waverley a brilliant place to live, work and do business. Thank you for making me feel so welcome and thank you for the fantastic jobs you’ve been doing, under challenging circumstances. I see you, and I value you all.”

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

##### 3.2.1 Table with Q4 2023/24 Summary of all corporate indicators with assigned targets

###### All Corporate KPIs

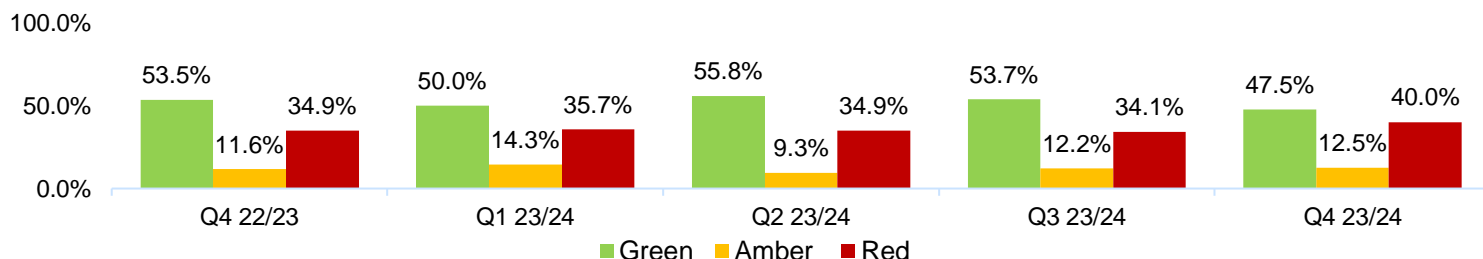
Total	100%	40
Green on target	47.5%	19
Amber - less than 5% off target	12.5%	5
Red - over 5% off target	40.0%	16
Data only	N/A	28
Data not available or paused	N/A	0



##### 3.2.2 Comment:

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

#### Performance indicators - % per status Q4 2022/23 to Q4 2023/24

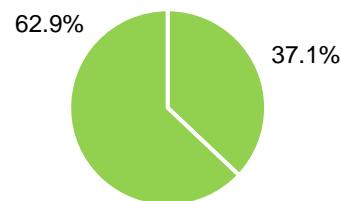


### 3.3 Summary of Service Plans Progress Status

#### 3.3.1 Table with the overall Q4 2023/24 Service Plans Progress Status

Q4 update on progress of all Service Plan actions 2023/26

Total	100%	502
Completed	37.1%	186
On track	62.9%	316
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 Q4, 62.9% of actions were on track and 37.1% had been completed.

### 3.4 Summary of All Internal Audit Recommendations

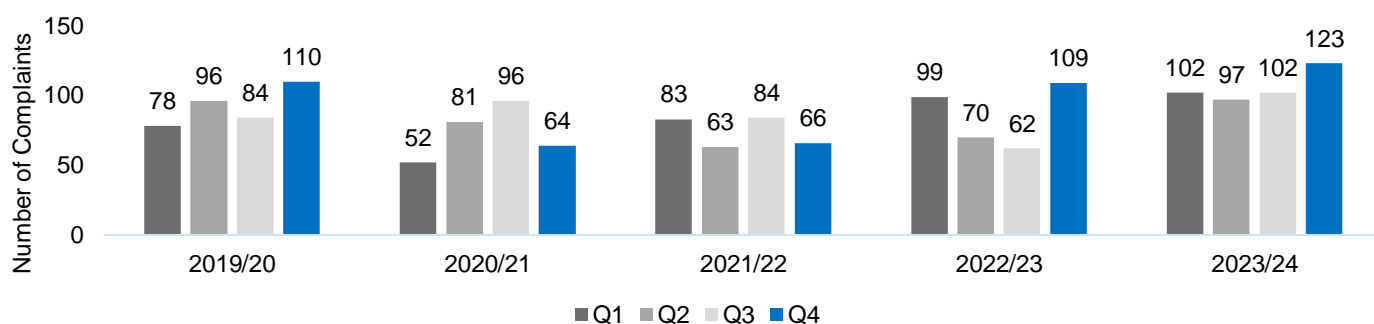
#### 3.4.1 Comment:

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 25 March 2024)

### 3.5 Summary of All Complaints – Q4 2023/24

**Total Number of Complaints**  
( Level 1, Level 2 and Ombudsmen)  
for the period 1 April 2019 - 31 March 2024)



#### Q4 Complaints Summary Table

	Number of complaints	Number responded to within target timeframe	Percentage responded to within target timeframe	Target
<b>Total complaints</b>	123			
<b>Level 1 Total</b>	96	57	59.4%	95%
<b>Level 2 Total</b>	20	16	100%	95%
<b>Ombudsman Total</b>	7		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:

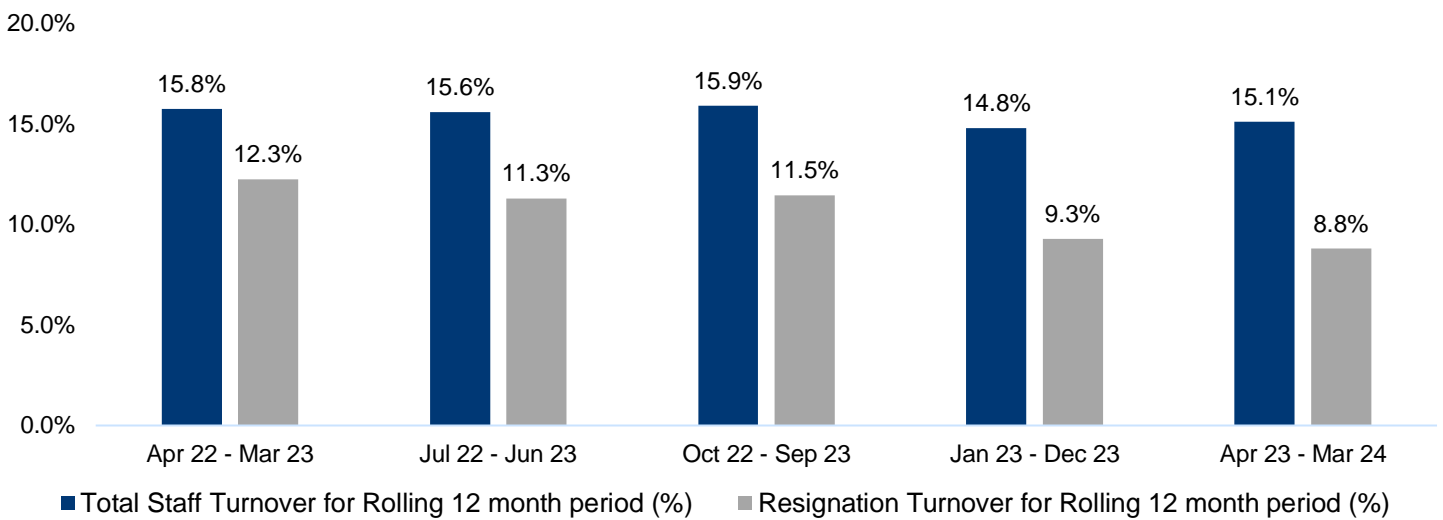
Further details of service specific performance can be found under individual dashboards, with the information on corporate complaints indicators performance included in the Communications and Customer Service Dashboard.

## 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) Q4 22/23 - Q4 23/24

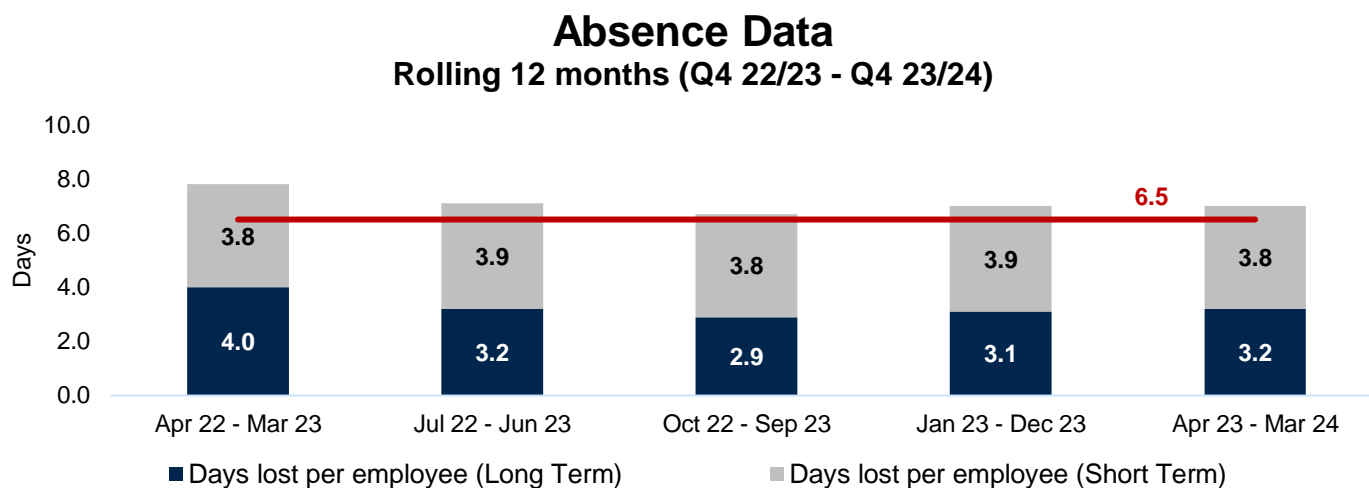


**Comment:** Total staff turnover continues around the 15% mark, however turnover through resignation has reduced for the fifth successive quarter and is now done to 8.8%. This is set against continuing high turnover rates across the U.K, where average public sector turnover according to a recent Xpert HR Survey was running at 18.7%. These higher figures than previously are indicative of a really tight employment market, with increased opportunity for candidates and movement between roles being high. In some positive news for the local government sector a three-month trial is taking place in the Northeast of England spearheaded by the Local Government Association to highlight careers within the local government arena and target particular groups in regard to careers and opportunities using national style branding campaign. Subject to the successful trial these templates and branding will be made available to a wider group, and we will be able to access the material as part of our local branding to tie in with the national campaign later in 2024.

**Jon Formby HR Manager**



## 3.6.2 Absence Data



**Comment:** Days lost to overall sickness has stayed fairly static over the last 5 quarters and stays at 7 days lost per employer per year for the second successive quarter combining long and short term absence. As a comparison in the most recent Xpert HR survey across all sectors sickness was running at an average of 6 days per year, however, it was running considerably higher at a median of 8.7 days within the public sector and at a median of 8 days for organisations across all industries with similar size workforces to Waverley. On both the measures of comparable sector and size our current figures place us below the median figure of days lost. We continue to work hard with Managers and teams to look to take a more proactive approach, particularly towards stress management and the usage of tools such as stress risk assessments and early direction towards our Employee Assistance Programme or referral to our Occupational Health Provider to reduce the risk of absence and shorten absence periods. In May for mental health awareness week we are also running a number of activities and sessions to assist staff with their mental health which continues to be the highest area impacting on absence. As part of the recent By the Wey briefings to all staff there was a presentation around mental health and awareness particularly in relation to mental health first aiders which encouraged a number of staff to come forward to take on the training and become mental health first aiders in the future, providing more support and resilience for staff.

**Jon Formby HR Manager**

## 3.7 Finance update on budget position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q4 2023/24

### 3.7.1 Section 151 Officer summary Q4 2023/2024

Overall the General Fund has a net saving of £643k in 2023/24. However there are approved carry forwards of £272k which will partially offset this. The biggest saving came from the additional £1.8m of investment income, this is partially offset by an additional £900k of investment income being transferred to the HRA and trust for their share of this income. A number of key income areas have underachieved during 2023/24. This includes Building Control by £148k, Car Parks by £416k, Leisure Centres by £87k and WTS by £539k, Careline by £67k and Planning Fee income by £209k. Some of these budget have been reduced in 2024/25 to reflect changes in market but we will need to continue to closely monitor these budget areas to ensure they are staying on track. Overall there were vacancy savings across the general fund of over £600k. 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.

Within the General Fund Capital Programme, there are a number of large carry forwards within the totalling £39m. This includes £31m for Cranleigh Leisure which was approved during 2023/24. This budget has been reprofiled as part of the 2024/25 budget setting to future years. There is also a carry forward for Wey Court East of £3.7m into 2024/25 with the project due for completion in 2024/25 and £1.7m for 69 High Street. Savings totalled £662k and this was a mixture of general fund funding and external receipts.

The HRA had an overall saving of £1.7m for 2023/24. Some key variances include an underachievement of rent income of £263k due to an increased number of voids. This increase in voids is also reflected in an overspend of £500k on the repairs and maintenance budgets. This was largely due to the increase in number and complexity of voids but also some overspend in general voids. There was a £253k saving on staffing due to vacancies. An additional £127k of recharges from the General Fund due to increased costs of the management team. The HRA also benefited from the additional interest receipts on investment activities with additional income of £794k being received. Due to the savings on the capital programme there was a saving in the revenue contribution to capital budgeted within the HRA of £1.5m

The HRA capital programme has approved carry forwards of £1.1m into 2024/25. This includes £45k for roofing works, £60k for the replacement of the asset management system, £280k for Waverley's contribution towards the Social Housing Decarbonisation fund project and £155k for fire safety and fire door replacement. The remaining £320k of energy efficiency budget is being carried forward into a reserve for energy efficiency projects in 2024/25. Overall there are savings of £1.5m across the HRA capital programme. There has been a lack of resource to deliver a number of the work streams within the budget and the service is working towards filling vacant posts in order to deliver the 2024/25 programme.

***Richard Bates, Strategic Director of Finance and S151 Officer***

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

The budget for 2024-25 was set in February 2024. The budget for 2024-25 was balanced but there was a remaining shortfall of around £3m over the remaining MTFP period.

There have been a number of additional cost pressures arising since the budget was set, such as the cost of recruitment for several senior posts and additional capacity added within Legal and Democratic Services functions. These will result in the MTFP gap for future years widening.

Various savings and efficiency programmes are in place to deliver the MTFP savings targets and will continue to be closely monitored. The MTFP and HRA business plan will be reviewed in July 2024 to capture the impact of the 2023-24 outturn position and changes since the budget was set. This will commence the MTFP process for 2025-26 and will be travelling through the usual committee processes.

***Richard Bates, Strategic Director of Finance and S151 Officer***

**3.7.3 General Fund Account Summary Table**

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Assets &amp; Property</b>					
Expenditure	2,978	2,709	-269	Favourable	-9%
Income	-4,171	-3,888	283	Adverse	-7%
<b>Assets &amp; Property Total</b>	<b>-1,193</b>	<b>-1,179</b>	<b>14</b>	<b>Adverse</b>	<b>-1%</b>
<b>Commercial Services</b>					
Expenditure	5,086	4,796	-289	Favourable	-6%
Income	-8,625	-7,377	1,248	Adverse	-14%
<b>Commercial Services Total</b>	<b>-3,539</b>	<b>-2,581</b>	<b>958</b>	<b>Adverse</b>	<b>-27%</b>
<b>Communication &amp; Customer Services</b>					
Expenditure	1,550	1,568	18	Adverse	1%
Income	-1,378	-1,335	43	Adverse	-3%
<b>Communication &amp; Customer Services Total</b>	<b>172</b>	<b>233</b>	<b>61</b>	<b>Adverse</b>	<b>36%</b>
<b>Community Services</b>					
Expenditure	2,976	2,766	-209	Favourable	-7%
Income	-1,603	-1,395	208	Adverse	-13%
<b>Community Services Total</b>	<b>1,373</b>	<b>1,371</b>	<b>-1</b>	<b>Favourable</b>	<b>0%</b>
<b>Environmental Services</b>					
Expenditure	10,331	10,185	-146	Favourable	-1%
Income	-3,536	-3,505	31	Adverse	-1%
<b>Environmental Services Total</b>	<b>6,795</b>	<b>6,680</b>	<b>-115</b>	<b>Favourable</b>	<b>-2%</b>
<b>Finance</b>					
Expenditure	22,760	23,140	380	Adverse	2%
Income	-22,476	-24,660	-2,184	Favourable	10%
<b>Finance Total</b>	<b>284</b>	<b>-1,520</b>	<b>-1,804</b>	<b>Favourable</b>	<b>-636%</b>
<b>General Fund Housing</b>					
Expenditure	1,159	1,070	-89	Favourable	-8%
Income	-1,056	-1,056	0	Favourable	0%
<b>General Fund Housing Total</b>	<b>102</b>	<b>14</b>	<b>-89</b>	<b>Favourable</b>	<b>-86%</b>
<b>Joint Management</b>					
Expenditure	44	0	-44	Favourable	-100%
Income					
<b>Joint Management Total</b>	<b>44</b>	<b>0</b>	<b>-44</b>	<b>Favourable</b>	<b>-100%</b>
<b>Legal &amp; Democratic Services</b>					
Expenditure	2,330	1,883	-447	Favourable	-19%
Income	-434	-392	42	Adverse	-10%
<b>Legal &amp; Democratic Services Total</b>	<b>1,896</b>	<b>1,491</b>	<b>-406</b>	<b>Favourable</b>	<b>-21%</b>
<b>Organisational Development</b>					

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Expenditure	3,382	3,001	-381	Favourable	-11%
Income	-663	-809	-146	Favourable	22%
<b>Organisational Development Total</b>	<b>2,719</b>	<b>2,192</b>	<b>-527</b>	<b>Favourable</b>	<b>-19%</b>
<b>Planning Development</b>					
Expenditure	4,466	4,668	202	Adverse	5%
Income	-2,023	-1,709	314	Adverse	-16%
<b>Planning Development Total</b>	<b>2,443</b>	<b>2,959</b>	<b>516</b>	<b>Adverse</b>	<b>21%</b>
<b>Regeneration &amp; Planning Policy</b>					
Expenditure	1,271	1,265	-6	Favourable	0%
Income	-427	-422	5	Adverse	-1%
<b>Regeneration &amp; Planning Policy total</b>	<b>844</b>	<b>843</b>	<b>-2</b>	<b>Favourable</b>	<b>0%</b>
<b>Regulatory Services</b>					
Expenditure	2,378	2,316	-62	Favourable	-3%
Income	-1,519	-1,490	29	Adverse	-2%
<b>Regulatory Services Total</b>	<b>859</b>	<b>826</b>	<b>-34</b>	<b>Favourable</b>	<b>-4%</b>
<b>GF Funding</b>					
Expenditure	4,193	26,603	22,410	Adverse	534%
Income	-16,996	-38,577	-21,582	Favourable	127%
<b>GF Funding Total</b>	<b>-12,802</b>	<b>-11,974</b>	<b>828</b>	<b>Adverse</b>	<b>-6%</b>
<b>Grand Total</b>	<b>-3</b>	<b>-646</b>	<b>-643</b>	<b>Favourable</b>	

## Capital

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'000	Sum of Carry forward £'000
<b>Capital Assets &amp; Property</b>				
Assets	7,664	2,218	-52	-5,395
<b>Capital Communication &amp; Customer Services</b>				
Communication and Customer Services	475	385	-69	-21
<b>Capital Commercial Services</b>				
Commercial Services	32,948	1,071	1	-31,879
<b>Capital Community Services</b>				
Community Services	978	833	-145	0
<b>Capital Environmental Services</b>				
Environmental Services	2,442	1,532	-135	-775
<b>Capital Finance Services</b>				
Finance	156	9	-146	-1

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'000	Sum of Carry forward £'000
<b>Capital Organisational Development</b>				
Organisational Development	609	238	-94	-277
<b>Capital Regeneration &amp; Planning Policy</b>				
Regeneration and Planning Policy	816	542	-23	-251
<b>Capital Regulatory Services</b>				
Regulatory Services	109	101	0	-8
<b>Grand Total</b>	<b>46,198</b>	<b>6,930</b>	<b>-662</b>	<b>-38,607</b>

## HRA summary - Revenue

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Housing Services</b>					
Expenditure	22,479	22,842	363	Adverse	2%
Income	-34,028	-34,597	-569	Favourable	2%
<b>Housing Services Total</b>	<b>-11,549</b>	<b>-11,755</b>	<b>-206</b>	<b>Favourable</b>	<b>2%</b>
<b>HRA funding</b>					
Expenditure	10,824	9,288	-1,536	Favourable	-14%
Income	-643	-651	-8	Favourable	1%
<b>HRA funding Total</b>	<b>10,181</b>	<b>8,637</b>	<b>-1,544</b>	<b>Favourable</b>	<b>-15%</b>
<b>Regeneration and Planning Policy</b>					
Expenditure	-9	0	9	Adverse	-100%
Income	0	0	0	0	0
<b>Regeneration and Planning Policy Total</b>	<b>-9</b>	<b>0</b>	<b>9</b>	<b>Adverse</b>	<b>-100%</b>
<b>Grand Total</b>	<b>-1,377</b>	<b>-3,118</b>	<b>-1,741</b>	<b>Favourable</b>	

## HRA – Core Capital

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'000	Carry forward £'000
Communal & Estate works	207	142	-50	-14
Health & Safety Works	1,288	903	-230	-155
Latent Defects	189	16	8	-181
MRA Prog Decent Homes Occupied Properties	1,022	796	-227	0

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'000	Carry forward £'000
MRA Prog Disabled Adaptations Occupied Properties	469	502	33	0
MRA Programmed work	3,912	2,967	-605	-340
Roofing & Associated works	1,181	639	-177	-365
St James Court	141	0	-141	0
Structural & Damp works	179	104	-31	-45
Windows & Doors	581	495	-10	-76
<b>Grand Total</b>	<b>9,815</b>	<b>7,106</b>	<b>-1,532</b>	<b>-1,176</b>

### New Build/Stock Remodelling

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'000	Sum of Carry forward £'000
Borough Wide Refurbishment	339	201	0	-138
Catteshall Lane	3,122	0	0	-3,121
HRA Feasibility Studies	512	264	0	-247
HRA Property Purchase	849	849	0	0
Ockford Ridge schemes	11,884	3,173	-174	-8,537
Pathfield	3,214	176	0	-3,038
Pre-development Expenditure	160	118	-42	0
Queensmead	2,031	173	0	-1,858
S106 affordable housing units	0	2	2	0
Springfield	10,075	7	0	-10,068
Station Road Redevelopment	10	10	0	0
Wheeler Street-Phase 2	818	1	0	-817
Zero carbon retrofit pilot	1,740	916	0	-824
Aarons Hill	819	155	0	-664
Turners Mead	693	96	0	-597
Local Authority Housing Fund	3,689	1,501	0	-2,189
<b>Grand Total</b>	<b>41,612</b>	<b>7,854</b>	<b>-461</b>	<b>-33,297</b>

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

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

### 4.1 Key Lessons Learnt, Areas of Concerns

#### 4.1.1 Summary from the Assistant Director – Q4 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 4 the team's performance is summarised below:

##### Acquisitions

- There were no acquisitions being actively pursued. 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.

##### Leases

- 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) with legal for completion.
- 3 Langham Park Godalming – current tenant surrendered first floor office but retained ground floor from 1 August 2023 on a 10-year term at Market rent and in solicitors' hands. First floor office has been marketed and is also under offer. With legal for completion.
- 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: Lease renewal for part of central car park Farnham leased in from NatWest.
- Completion - Haslemere Youth Hub temporary licence
- Completed Lease renewal Age UK at Wey Court community room (Meadrow Farncombe),
- Lease Scouts Haslemere on going,
- Broadwater Golf Club settlement completed. Team will open discussions with Car Wash.

##### Easements

- Temporary access licence capital receipts of £24,000
- Further easements are under negotiation throughout the borough but mainly in Alfold and Cranleigh areas £45k
- Lease extension negotiations – progressing – valuations confirmed and negotiated and legal instructed

## Projects brought forward

- Fairground Car Park mixed use development– Council approval April 2024
- Weydown Road – enabling project. Haslemere Hub relocation and upgrade of car park linked to above.
- 69 High Street –mixed use scheme of much needed affordable housing on Godalming high street with retail frontage. AFL signed for commercial space with restaurateur Loungers. Project, QS and Planning instructed and planning application due to be submitted May 2024. Final sign off on shell and core drawings.
- Wey Court East – AFL signed with Downing Street Group Practice. Contractor on site September 2023. Refurbishment commencing and expected completion date September 2024. Comms on board. Contractor progressing well.
- UCA Joint projects to bring forward student accommodation and studio gallery space. Progressing
- Broadwater Project – Quotes requested for soil surveys.
- Wey Hill – in negotiations with Scouts and Homewoods to regulate lease terms to allow for future development.
- Title reports requested for Woolmer Hill Bungalow, Haslemere and Montrose House, Farnham for potential development.
- Discussions with Citizens Advice bureau re borough wide business report and the way the charity would like to work. Property implications to be considered.

## Other

- Reports prepared for a policy to strengthen governance and transparency around management of the Council's assets – Community Asset Transfer Policy and Assets– further information required from legal re governance. Progressing and May/June 24 proposed Executive.
- Updating EPCs on 14 properties completed
- SANG land negotiations at Farnham Park and Milford progressing with Parks team
- Commercial lease extension request. In progress.
- Rent reviews on trading estates progressing.
- Terrier Audit internal meetings progressing 2024
- Insurance valuations and premiums recharged to tenants
- Asset valuations HRA and General Fund audit complete 2023. Progressing with external valuers Montagu Evans with 2024.
- Dilapidation claim The Edge and 4 Leisure Centres – working with external building surveyors and M&E experts
- Brightwells – ongoing support with development headlease and car park.
- Haslemere Key Site – monitor
- Community leases ongoing support.
- Infrastructure easement – Farnham SCC
- Input into “call for sites” Local Plan – policy team

JDs and adverts completed for Senior Asset Manager and Asset Manager posts within the team. Existing Asset Manager and Assistant Asset manager re graded and confirmed. Re advertise posts.

## Engineers

In Quarter 4 of this year work has progressed as usual, our main work-streams including:

- Working with the Environmental Services Team with this year's maintenance programme. Programme work is being undertaken on the specification of the Lower Hart car park tree root protection.



- Working with the Parks and Countryside Team on pavilion improvement works and maintenance, with Broadwater Park Pavilion external refurbishment work soon to be completed. Specification and tenders are now being prepared for Wrecclisham Pavilion WC / Showers upgrade, Bourne pavilion window replacement and High Lane flooring replacement.
- The Engineers have also carried out surveys and prepared tenders for drainage and car park works. These projects include Woolmer Hill access road, Dene Lane drainage and Canon and Bowring Park drainage.
- 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 in May. The Engineers have also been working with Surrey County Council on a ‘Property Level Protection’ programme they are running in Alfold. We have also assisted the Alfold Parish with culvert and ditch maintenance.

### Facilities

Fleet - A business case was submitted for additional fleet for the Building Control Team. Cars have been delivered and rental cars returned. Enforcement Team have taken delivery of 2 new electric vans.

Second Floor - Two organisations interested in space on the second floor and negotiations remain underway led by the Assets Team. Ethical lettings have moved in, Waiting for Ian Williams to finalise lease.

Staff Resource – Following retirement of former Facilities manager, new arrangement in place with shared officer with Guildford Borough Council. New Facilities Supervisor has been advertised. Cleaning team is fully staffed. 1 cleaner has opted to remain a temp rather than join WBC. 1 evening caretaker retires at the end of May 2024.

**Marieke van der Reijden, Assistant Director of Assets and Property**

## 4.2 Key Performance Indicators Status

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

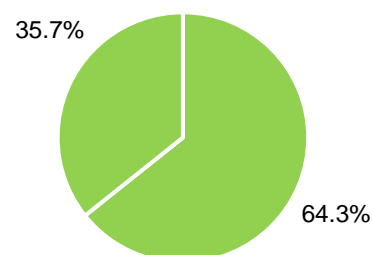
There are currently no Performance Indicators for Assets and Property.

## 4.3 Service Plans – Progress Status

### 4.3.1 Summary Table and Pie Chart

Q4 Progress on Assets & Property Service Plans 2023/26

Total	100%	28
Completed	64.3%	18
On track	35.7%	10
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 Q4.

## 4.5 Complaints Statistics

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

KPI	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	0	0	1	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	0	0	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	0%	N/A	95%

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

KPI	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
Level 2	Total number of Level 1 complaints received in a quarter	Number	0	0	0	0	0	Data only
Level 2	Number of Level 1 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 2	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%

### 4.5.3 Summary Comment on the statistics

No complaints were received this quarter.

## 4.6 Finance Position at the end of the quarter

### 4.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/Favourable	% Variance
<b>Assets and Property</b>					
Expenditure	2,978	2,709	-269	Favourable	-9%
Income	-4,171	-3,888	283	Adverse	-7%
<b>Assets &amp; Property Total</b>	<b>-1,193</b>	<b>-1,179</b>	<b>14</b>	<b>Adverse</b>	<b>-1%</b>

### Capital Assets and Property

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'000	Sum of Carry forward £'000
Assets	7,664	2,218	-52	-5,395

## 4.6.2 Summary Comment

Revenue: Overall there is a savings on the expenditure budget for 2023/24. There were savings relating to electricity and gas savings for The Burys due to a decrease in rates, on maintenance costs for The Burys, and on staffing budget due to vacancy savings.

Capital: £5.4m of budget has been approved for carry forward to 2024/25 for capital projects. This includes for Wey Court East, which is due to complete in 2024/25, and for the 69 High Street project. Savings have been achieved on The Burys maintenance capital budgets as non-urgent works have been delayed whilst the building is reviewed.

## 5. Service Dashboard – Communication 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 the Assistant Director – Q4 2023-24

This quarter saw our new online garden waste renewal system go live for customers. The ICT, digital and customer services teams along with colleagues in waste and across the organisation have worked hard to reach this milestone and increase our digital offering for residents.

Customer services have also had some successful rounds of recruitment and this quarter saw our new starters joining us who are all settling in well and mean the team is fully staffed to support our customers.

ICT had a busy quarter with two of our major systems upgraded during this time including our payment system alongside end of financial year business as usual work around council tax changes. The team worked extremely hard to ensure these projects were successfully completed simultaneously at an already busy time of year.

Work continues to move our online forms to our CRM system, improving the customer experience but also providing valuable insight into customer online interactions with us, that can help shape our digital offering in the future. The team are on track to have this work completed by April.

#### Complaints

This quarter has seen a slight increase in the response rate to stage 1s but there is still work to do to improve. Individual services will provide commentary in their service dashboards as to the performance in their own areas, we continue to support services corporately where we can with stage 1 responses. This quarter saw a return to target for stage 2 response times. In Q4 we received confirmation of the new complaints handling code for the housing ombudsman and work has begun to adapt our systems, processes and policies to ensure that we are able to meet the requirements of this code. The updates to the LGSCO code is now not expected until 2026.

***Nicola Haymes, Assistant Director, Communications and Customer Service***

### 5.2 Key Performance Indicators Status

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

PI reference	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
CC1a	The number of complaints received - Level 1 (data only)	No.	64	76	67	84	96	Data only
CC1b	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	56.3%	59.2%	47.8%	57.1%	59.4%	95%
CC2a	The number of complaints received - Level 2 (data only)	No.	39	25	30	18	20	Data only
CC2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	95%	100%	86.7%	88.9%	100%	95%
CC4a	Average time taken to respond to Media Enquiries within the 48h target (excluding weekends and Bank Holidays.)	Hours	10.2	5.3	3.3	3.6	12.7	48 hours
CC4b	Total Number of Media Enquiries received in a quarter.	No.	43	43	52	33	32	Data only
CC4c	Average time taken to respond to social media posts within the 24h target (excluding weekends and Bank Holidays.)	Hours	49 minutes	3.55	14.2	11.7	2.1	24 hours
CC4d	Total number of social media posts received in a quarter.	No.	911	925	1105	870	910	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	33,416	24,886	34,442	28,147	28,868	Data only

### 5.2.2 Comment:

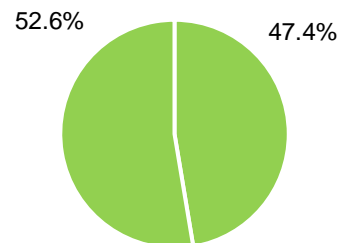
The majority of KPIs are positive however the complaints response times are not at the level they should be. Individual services will provide detail regarding the performance of complaints and reasons for delays in their service dashboards for stage 1 complaints. The stage 2 complaints that are managed corporately have returned to target in this quarter.

## 5.3 Service Plans – Progress Status

### 5.3.1 Summary Table and Pie Chart

Q4 Progress on Communication & Customer Service Service Plans 2023/26

Total	100%	38
Completed	47.4%	18
On track	52.6%	20
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 Q4.

## 5.5 Complaints Statistics

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

KPI	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	0	0	0	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	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		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
Level 2	Total number of Level 1 complaints received in a quarter	Number	0	0	0	0	0	Data only
Level 2	Number of Level 1 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 2	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%

### 5.5.3 Summary Comment on the statistics

No complaints were received this quarter.

## 5.6 Finance Position at the end of the quarter

### 5.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Communications and Customer Services</b>					
Expenditure	1,550	1,568	18	Adverse	1%
Income	-1,378	-1,335	43	Adverse	-3%
<b>Communication &amp; Customer Services Total</b>	<b>172</b>	<b>233</b>	<b>61</b>	<b>Adverse</b>	<b>36%</b>

### Capital Communications and Customer Services

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'000	Sum of Carry forward £'000
Communication and Customer Services	475	385	-69	-21

### 5.6.2 Summary Comment

The income variance of £43k relates to a reduction of recharge income being received compared to budget. These recharges are posted out to both HRA and General Fund services across the council for IT services and this variance will be netted off against saving across those services. The

overspend on expenditure relates to a overspend on IT software of £10k and the remainder is again due to recharges which will be offset against savings across the general fund.

## 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 Strategic Director, Finance – Q4 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 recovered to pre pandemic levels but is slightly down on the previous year. 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** are performing to usual timetables, have made good progress with the 2022/23 financial statements audit and have worked across the Council to produce a balanced budget which will be presented to Full Council on 20/02/24 for approval.

**Richard Bates, Strategic Director, 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		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) <b>(higher outturn is better)</b>	%	97.7%	29.1%	55.3%	83.9%	96.5%	99.0%
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) <b>(higher outturn is better)</b>	%	96.6%	27.3%	50.2%	73.6%	97.8%	99.0%
F3	Percentage of invoices paid within 30 days or within supplier payment terms <b>(higher outturn is better)</b>	%	95.7%	94.5%	92.5%	96.1%	95.1%	98%

PI reference	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
F4	Time taken to process Housing Benefit new claims <b>(lower outturn is better)</b>	Days	11	11	10	11	11	Data only
F5	Time taken to process Housing Benefit change events <b>(lower outturn is better)</b>	Days	3	4	3	5	5	Data only

### 6.2.2 Comment:

All the performance indicators are within acceptable parameters – This has continued to be a difficult period for council tax and business rate payers due to effects of the cost-of-living crisis but the overall collection rates remain in a reasonable position. Whilst the numbers reported are the end of year figures, we do continue pursuing outstanding amounts, so anticipate that the final figures will be much closer to the targets.

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

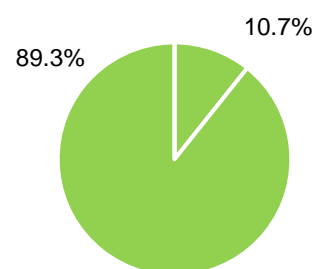
F3 remains slightly below target, but the in-year issue relating to a significant volume of delayed invoices for agency staff in planning has now been resolved.

## 6.3 Service Plans – Progress Status

### 6.3.1 Summary Table and Pie Chart

Q4 Progress on Finance Service Plans 2023/26

Total	100%	28
Completed	10.7%	3
On track	89.3%	25
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 Q4 there were no outstanding Internal Audit Actions for this service area.

## 6.5 Complaints Statistics

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

KPI	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	1	5	3	3	7	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	5	0	3	6	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	0%	100%	85.7%	95%

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

KPI	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
Level 2	Total number of Level 1 complaints received in a quarter	Number	1	3	2	2	4	Data only
Level 2	Number of Level 1 complaints dealt with on time in a quarter	Number	1	3	2	2	4	Data only
Level 2	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	100%	100%	100%	95%

### 6.5.3 Summary Comment on the statistics

One Level 1 complaint was delayed in the quarter due to its complexity.

## 6.6 Finance Position at the end of the quarter

### 6.6.1 Finance General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Finance</b>					
Expenditure	22,760	23,140	380	Adverse	2%
Income	-22,476	-24,660	-2,184	Favourable	10%
<b>Finance Total</b>	<b>284</b>	<b>-1,520</b>	<b>-1,804</b>	<b>Favourable</b>	<b>-636%</b>

### Capital Finance

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'000	Sum of Carry forward £'000
Finance	156	9	-146	-1

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

An additional £1.8m of treasury management interest receipt income has been received during 2023/24. There is also an additional £300k of rent allowance and rebate income which offsets the overspend on the expenditure budget.

### 6.6.3 Treasury management

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



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
21/22	£79m	176	£502,657	£220,000	0.60%	0.75%
22/23	£86.4m	200	£1.703m	£390,000	1.64%	4.25%
<b>23/24</b>	<b>£97.25m</b>	<b>184</b>	<b>£3.835m forecast</b>	<b>£1.83m</b>	<b>3.9%</b>	<b>5.25%</b>

The Treasury Management Strategy contains several Treasury Management Parameters (TMPs) that set out the framework 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 – Q4 2023/24

During quarter four the team focused on maintaining service levels during the challenges posed by the colder weather, recruiting new staff, and completing projects to improve the Housing Service.

The team have successfully appointed a range of officers to start in January including a Housing Options Coordinator, an Income Officer, a Housing Graduate Management Trainee, a Senior Housing Officer, and an Asbestos Compliance Officer.

#### Landlord Services

##### *Property Services*

Q4 is a busy period for the Compliance team due to the colder weather and because there is a high proportion of the annual gas safety checks due in this quarter which stretches resources. An Asbestos Officer and an interim Fire Compliance Officer was recruited and began work during this quarter and vacancies arose in the Gas and Water Hygiene Compliance Officer roles which now need to be recruited.

The Property Services team have also been focused on the continued improvement of the performance of Ian Williams, the responsive repairs, voids, and aids and adaptations contractor and an action plan for improvement was created. An Aids and Adaptations Officer was recruited, and they are due to begin work in May 2024. Three officers have completed NEBOSH Health and Safety training.

The Damp and Mould Officer began the procurement process for the specialist Damp and Mould contractor and the procurement process for the gas servicing and electrical servicing contractors also began.

##### *Senior Living*

The Senior Living team have been working through the tasks identified in the action plan following the tenant consultation in December 2023. The consultation results and action plan were shared with the

Landlord Services Advisory Board in February. Water hygiene works have continued at Rolston House and the team completed Water Hygiene refresher training with the Council's Water Hygiene contractor, HSL, in February. Fire safety works have been ongoing at Rolston House, Blunden Court, and Moat Lodge including the installation of new fire doors.

### *Housing Management*

The Housing Management team have recruited a second Senior Housing Officer and developed job descriptions for two new specialised Housing Officers roles, based on welfare/hoarding and Anti-Social Behaviour, ready to begin the recruitment process. The team have focused on improving the efficiency of how they work and have redeveloped the process of working with the Compliance team, established new Housing Officer patches that are aligned with the Rent Officer patches, and completed Microsoft Teams training to improve communication.

### *Service Improvement*

The Service Improvement team have continued to support the Tenant's Panel with their monthly meetings and provide opportunities for tenant scrutiny through the monthly Landlord Services Advisory Board meetings. The team have continued with several different projects including the implementation of the new Asset Management System and various policy and process reviews. Four members of the team completed a week of training in PRINCE 2 project management and look forward to putting these skills to good use in the coming year.

### *Rents*

The arrears figures were negatively impacted by staffing issues within the team from February 2022 until January 2024. The team had 2 officers on extended sick absence and struggled to recruit agency staff for the interim. The team covered where possible, but in such a critical service it was not sustainable. The team are now fully staffed, following recruitment of 2 new permanent officers. Ongoing training will provide them with the tools to support our tenants in sustaining their tenancies. There are several complex arrears cases which are being dealt with by legal.

## **Strategy and Enabling**

Work has progressed in a number of key areas:

- 49 affordable homes were completed by the Council's affordable housing partners; A2, English Rural, Aster and Stonewater. Planning permission was granted for 27 affordable homes, at Copseside, Binscombe on a scheme for 100% affordable housing. 4 affordable homes have started on site at Aarons Hill by Waverley Borough Council to provide homeless accommodation through the Rough Sleepers Accommodation Programme.
- 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) and secured in s.106 agreements.
- The team continues to provide support to the Planning Policy team on the new evidence base for the forthcoming Local Plan update. The first draft of the Housing and Economic Development Needs Assessment (HEDNA) is expected during April..

- The team have provided expert advice at appeal hearings for Coombebury Cottage (Dunsfold), Ridgley Road (Chiddingfold) and Scotland Park
- The team attended the national Chartered Institute of Housing Supply and Development Forum (including DLUC, Shelter, Crisis) to report findings from a Surrey wide survey of registered providers about problems delivering s.106 units
- A meeting was held with Rural Housing Enablers and Housing Justice to explore the possibility of developing affordable housing on Church of England land.
- The team also attended and fed into the Corporate Cost of Living group.
- Working with the Service Improvement Team, a Rightsizing Project is underway, meeting with pro-active providers
- Close working with legal and planning teams continue to address unintended consequences on delivery of Homes England funding
- The team took Service Improvement Team members and Housing Graduate for a site visit to new homes being developed at Alfold with ABRI.
- The team have reviewed Year 2 achievements and look forward to working towards Year 3 actions in our Affordable Homes Delivery Strategy 2022-2025: *Build More; Build Better; Build for Life.*

## Homelessness and Housing Options

The Housing Options Teams continued to prevent homelessness and are seeing an increase in approaches. 23-24 (865) saw the most approaches since the legislation change in 2018 and this followed the most approaches in 22-23 (744). The team initiated the Severe Weather Emergency Protocol for rough sleepers during January and February when temperatures were forecast to be zero degrees Celsius for three nights. On a positive note, newly recruited staff are settling in very well.

The Homechoice team continue to advertise and let social housing properties – 100 properties were advertised between January and March.

### ***Hugh Wagstaff, Interim Executive Head of Housing Services***

## 7.2 Key Performance Indicators Status

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

PI reference	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
H1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter ( <b>lower outturn is better</b> )	No.	8	2	3	5	6	<5
H2	Total current tenants rent arrears as a percentage of the total estimated gross debit ( <b>lower outturn is better</b> )	%	0.9%	1.0%	1.2%	1.3%	1.4%	1%
H3	Average number of working days taken to re-let 'normal void' property ( <b>lower outturn is better</b> )	Days	30	39	39	42	38	25

PI reference	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
H4	Percentage of annual boiler services and gas safety checks undertaken on time ( <b>higher outturn is better</b> )	%	99.3%	99.9%	99%	97.7%	97.0%	100%
H5a	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) ( <b>higher outturn is better</b> )	%	74%	74%	81%	74.3%	75.0%	90%
H5b	Responsive Repairs: Average number of days to complete a repair ( <b>lower outturn is better</b> )	Days	22	27	12	10.6	14.5	7
H6a	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) ( <b>higher outturn is better</b> )	%	64%	62%	68%	69%	72%	78%
H6b	Responsive Repairs: Percentage of jobs not completed within 28 days ( <b>lower outturn is better</b> ) *	%	22.0%	39.0%	13.0%	16.7%	29.7%	10%
H7	% of tenancy audits completed against scheduled appointments in a quarter.	%	Suspended until April 2023	100%	80%	97.3%	89.0%	95%
H8	Number of Affordable homes - Granted planning permission ( <b>Data only - higher outturn is better</b> )	No.	33	0	119	23	27	Data only
H9	Number of Affordable homes - Started on site within a quarter ( <b>Data only - higher outturn is better</b> )	No.	99	3	3	0	4	Data only
H10	Total Number of affordable homes delivered by the Council and other providers (gross) ( <b>Data only - higher outturn is better</b> )	No.	84	3	27	41	49	Data only
H10a	Number of affordable homes delivered other providers (gross) ( <b>Data only - higher outturn is better</b> )	No.	84	3	27	41	49	Data only
H10b	Number of affordable homes delivered by the Council (gross) ( <b>Data only - higher outturn is better</b> )	No.	0	0	0	0	0	Data only

## 7.2.2 Comment:

### Rents:

The arrears figures were negatively impacted by staffing issues within the team from February 2022 until January 2024. The team are now fully staffed, following recruitment of 2 new permanent officers.

The total arrears as at 31 March 2024 were £431k. The team continue to work with tenants to support them with putting repayment plans in place.

### Gas Safety:

Q4 is a busy period for the Compliance team due to the colder weather and because there is a high proportion of the annual gas safety checks due in this quarter which stretches resources. The team continues to work with the contractor to embed the contract and improve performance.

### Responsive Repairs and Voids:

There continues to be challenges with meeting the responsive repairs and voids targets, but the team are seeing a small level of improvement and progress in performance. The team are working closely with Ian Williams to complete an action plan which aims to improve the performance.

### 7.2.3 Affordable Homes Delivery

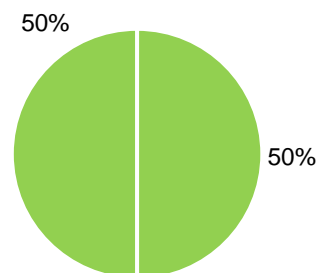
UNITS	TENURE	SCHEME	PROVIDER	COMPLETED
21	12 Affordable Rent: 12 x 1 bedroom,  9 Shared Ownership: 9 x 2 bedroom	Cranleigh Nurseries	A2 Dominion	23.03.24 and 27.03.24
7	5 Affordable Rent: 2 Shared Ownership	Hambledon	ERHA	24.01.24
1	3 Shared Ownership 1 x 2 bedroom	Firethorn Farm, Ewhurst	Aster	26.03.24
20	19 Shared Ownership 2 x 2 bedroom 11 x 3 bedroom 6 x 4 bedroom  1 Shared Ownership 1 x 2 bedroom	Sturt Farm, Haslemere	Stonewater	28.03.24

## 7.3 Service Plans – Progress Status

### 7.3.1 Summary Table and Pie Chart

Q4 Progress on Housing Services Service Plans 2023/26

Total	100%	42
Completed	50%	21
On track	50%	21
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:** All service plan actions are completed or on track.

## 7.4 Internal Audit Actions Progress Status

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

## 7.5 Complaints Statistics

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

KPI	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	34	44	32	51	61	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	26	26	18	29	30	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	76.5%	59.1%	56.3%	56.9%	49.2%	95%

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

KPI	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	23	12	14	12	10	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	22	12	12	11	10	Data only
Level 2	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	95.7%	100%	85.7%	91.7%	100%	95%

### 7.5.3 Summary Comment on the statistics

The complexity of the complaints received continues to pose challenges to the team in responding to tenants within timescales. A job description for a Housing Complaints Officer is being developed to provide additional capacity.

Training by the Corporate Complaints Officer was completed with each team within Housing to ensure that all Officers are familiar with the process and aware of their responsibilities, especially around record keeping and timescales.

## 7.6 Finance Position at the end of the quarter

### 7.6.1 Housing Services General Fund Account Table

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Housing Services</b>					
Expenditure	1,159	1,070	-89	Favourable	-8%
Income	-1,056	-1,056	0	Favourable	0%
<b>General Fund Housing Total</b>	<b>102</b>	<b>14</b>	<b>-89</b>	<b>Favourable</b>	<b>-86%</b>

HRA					
	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Housing Services</b>					
Expenditure	22,479	22,842	363	Adverse	2%
Income	-34,028	-34,597	-569	Favourable	2%
<b>Housing Services Total</b>	<b>-11,549</b>	<b>-11,755</b>	<b>-206</b>	<b>Favourable</b>	<b>2%</b>

**HRA – Core Capital**

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'000	Carry forward £'000
Communal & Estate works	207	142	-50	-14
Health & Safety Works	1,288	903	-230	-155
Latent Defects	189	16	8	-181
MRA Prog Decent Homes Occupied Properties	1,022	796	-227	0
MRA Prog Decent Homes Void Properties	646	542	-103	0
MRA Prog Disabled Adaptations Occupied Properties	469	502	33	0
MRA Programmed work	3,912	2,967	-605	-340
Roofing & Associated works	1,181	639	-177	-365
St James Court	141	0	-141	0
Structural & Damp works	179	104	-31	-45
Windows & Doors	581	495	-10	-76
<b>Grand Total</b>	<b>9,815</b>	<b>7,106</b>	<b>-1,532</b>	<b>-1,176</b>

**New Build/Stock Remodelling**

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'000	Carry forward £'000
Borough Wide Refurbishment	339	201	0	-138
Catteshall Lane	3,122	0	0	-3,121
Hartsgrove	1,657	213	0	-1,444
HRA Feasibility Studies	512	264	0	-247
HRA Property Purchase	849	849	0	0
Ockford Ridge schemes	11,884	3,173	-174	-8,537
Pathfield	3,214	176	0	-3,038
Pre-development Expenditure	160	118	-42	0
Queensmead	2,031	173	0	-1,858
S106 affordable housing units	0	2	2	0
Springfield	10,075	7	0	-10,068
Station Road Redevelopment	10	10	0	0
Wheeler Street-Phase 2	818	1	0	-817
Zero carbon retrofit pilot	1,740	916	0	-824
Aarons Hill	819	155	0	-664
Turners Mead	693	96	0	-597
Local Authority Housing Fund	3,689	1,501	0	-2,189
<b>Grand Total</b>	<b>41,612</b>	<b>7,854</b>	<b>-461</b>	<b>-33,297</b>

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

Revenue: The HRA had an overall saving of £1.7m for 2023/24. Some key variances include an underachievement of rent income of £263k due to an increased number of voids. This increase in voids is also reflected in an overspend of £500k on the repairs and maintenance budgets. This was largely due to the increase in number and complexity of voids but also some overspend in general voids. There was a £253k saving on staffing due to vacancies. An additional £127k of recharges from the General Fund due to increased costs of the management team. The HRA also benefited from the additional interest receipts on investment activities with additional income of £794k being received. Due to the savings on the capital programme there was a saving in the revenue contribution to capital budgeted within the HRA of £1.5m

Capital: The HRA capital programme has approved carry forwards of £1.1m into 2024/25. This includes £45k for roofing works, £60k for the replacement of the asset management system, £280k for Waverley's contribution towards the Social Housing Decarbonisation fund project and £155k for fire safety and fire door replacement. The remaining £320k of energy efficiency budget is being carried forward into a reserve for energy efficiency projects in 2024/25. Overall there are savings of £1.5m across the HRA capital programme. There has been a lack of resource to deliver a number of the work streams within the budget and the service is working towards filling vacant posts in order to deliver the 2024/25 programme.

New Development: The budget for New Development schemes has approved carry forwards into 2024/25 of £33m. This includes £18m for Springfield, Ockford Ridge Site F and Wheeler Street which were schemes approved during 2023/24. These budgets have been reprofiled to future years as part of the 2024/25 budget setting. There have been a number of delays on sites such as Ockford Ridge site C (due to complete in 2024/25) and Aarons hill which has led to a number of budgets requiring carry forward. There were savings of £461k relating to Eckford Ridge Contingency, pre-development budget and staff savings (due to vacancies).

## 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 Strategic Director, Legal and Democratic Services – Q4 2023/24

Work completed in Q4 23/24 included:

- Successful delivery of the Farnham & Godalming Business Improvement District Ballots and the Alford Neighbourhood Planning Referendum;
- Annual Canvass conducted to ensure electoral register is accurate and complete;
- New ways of working implemented in the elections team to ensure legislative changes relating to postal, proxy and overseas voters are executed;
- Polling District and Polling Place Review completed to ensure they are suitable for future polls;
- Critical logistical support provided by the executive support team to the Independent Governance Review team at GBC;
- Logistical support provided for the Corporate Peer Challenge work proposed for WBC & GBC;



- Successful recruitment of an additional Project Support Officer to support housing matters at GBC;
- Significant funds raised for the Mayoral charities through various fundraising events;
- Several revisions to the Constitution of the Council have been made to improve the efficiency of decision making, including some amended council procedure rules, new officer employment procedure rules, a new monitoring officer protocol and an amended pre-election period publicity protocol;
- An intranet page has been provided for staff to access report templates, deadline information and associated materials for effective and timely decision making;
- A State of the Borough debate was organised on Water Issues in Waverley.

Concerns remain in Q4 23/24 around:

- Staffing levels and recruitment and retention in legal services;
- Resourcing, compliance and resilience in information governance;
- Risk associated with lack of procedures and compliance around decision making;
- Lack of resourcing in respect of governance, lack of support for and capacity of the Monitoring Officer function.

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, Joint Strategic Director 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		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
LD1a	Number of Data Protection Subject Access Requests received.	No.	12	18	13	18	9	Data only
LD1b	Percentage of Data Protection Subject Access Requests responded to within statutory timeframe	%	75%	100%	100%	94%	77.8%	100%
LD2a	Number of Freedom of Information (FOI) and Environmental Information Regulations Requests (EIR) received.	No.	179	180	179	170	222	Data only
LD2b	Percentage of FOI and EIR requests responded to within statutory timescale (target of 95% up to Q4 22/23)	%	94.8%	89.8%	88.7%	76.8%	41%	90%
			Target 95%					

### 8.2.2 Comment:

The compliance rate for responding to both FOI requests and Subject Access requests dropped during Q4 due to a lack of resource and resilience in staffing this function, exacerbated by annual leave and sickness absence. A growth bid for additional resources was approved and a restructure implemented resulting in 3 officers responsible for information governance rather than 2. Temporary resource has been secured and permanent recruitment has commenced with one internal appointment being made.

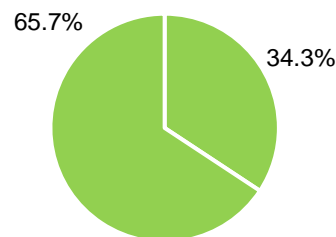
Compliance figures have drastically improved for the first period of 24/25 which will be reported on in the next performance report for Q1 24/25 when it is anticipated targets will have been met. The staff in information governance are to be commended for their hard work and significant progress over the last few weeks.

### 8.3 Service Plans – Progress Status

#### 8.3.1 Summary Table and Pie Chart

Q4 Progress on Legal & Democratic Service Plans 2023/26

Total	100%	35
Completed	34.3%	12
On track	65.7%	23
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 Q4 there were no outstanding Internal Audit Actions for this service area.

### 8.5 Complaints Statistics

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

KPI	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	1	0	0	2	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	0	0	0	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	0%	N/A	N/A	50%	95%

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

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

#### 8.5.3 Summary Comment on the complaints statistics

There was a delay in responding to one Level 1 complaint due to the complexity of the details of the complaint.

### 8.6 Finance Position at the end of the quarter

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

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Legal and Democratic Services</b>					
Expenditure	2,330	1,883	-447	Favourable	-19%
Income	-434	-392	42	Adverse	-10%
<b>Legal &amp; Democratic Services Total</b>	<b>1,896</b>	<b>1,491</b>	<b>-406</b>	<b>Favourable</b>	<b>-21%</b>

### 8.6.2 Summary Comment

The favourable variance on the expenditure budgets of £447k is in part a small salary saving and a saving on member allowances, but primarily arises due to recharges to other services across the general fund, which will largely be offset by overspends in recharges in other service areas.

The under achievement of income relates to elections and not fully recovering those costs due to insufficient funds being available in the election reserve.

## 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 the Assistant Director – Q4 2023/24

Quarter 4 highlights:

- The Council's HR team coordinated the appointment of our new Chief Executive and welcomed him into his new role in February. It also coordinated recruitment processes for a new Interim Joint Director of Housing and Environment, a permanent Joint Assistant Director for Housing and a permanent Joint Assistant Director for Environmental Services.
- Work took place during the quarter draft a proposed Corporate Strategy for consideration by members in quarters 1 and 2 of 2024/25.
- The service led conversations with all staff and managers about a proposed new Corporate Values framework. There was excellent engagement and feedback from staff whose ideas and suggestions shaped the draft framework that was developed.
- The first round of the new internal quarterly service specific meetings for IT, Data and Digital took place in Feb and March 2024, providing oversight and coordinating activity in line with the organisation's priorities in these areas.
- Work was done to address the internal audit recommendations for Waverley's risk management by adopting a Risk Management Strategy and Policy.
- We migrated over 50 online forms from our previous provider onto our internal low-code platform, improving customer experience and enabling a budget saving.
- A successful bid was made under the Public Sector Decarbonisation Scheme for £1.545 million to fund the air source heat pumps and £330K from the 2023/24 Empty Homes Grant for the required match funding. This will be a two-year project with a completion date of 30th

March 2026. This bid was successful, and approval is now being sought to use that grant to deliver the proposed work on Farnham Leisure Centre.

**Robin Taylor, Assistant Director, Organisational Development**

## 9.2 Key Performance Indicators Status

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

PI reference	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
OD1	Total Staff Turnover for Rolling 12 month period (%) <b>(data only)</b>	%	15.8%	15.6%	15.9%	14.8%	15.1%	Data only
OD2	Total Staff Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months <b>(lower outturn is better)</b>	Days	7.8	7.1	6.6	7.0	7.0	6.52
OD2a	Short term Sickness Absence	Days	3.8	3.9	3.8	3.9	3.8	6.52
OD2b	Long term Sickness Absence		4.0	3.2	2.9	3.1	3.2	

### 9.2.2 Comment:

#### OD1

**Comment:** Total staff turnover continues around the 15% mark, however turnover through resignation has reduced for the fifth successive quarter and is now done to 8.8%. This is set against continuing high turnover rates across the U.K, where average public sector turnover according to a recent Xpert HR Survey was running at 18.7%. These higher figures than previously are indicative of a very tight employment market, with increased opportunity for candidates and movement between roles being high. In some positive news for the local government sector a three-month trial is taking place in the North East of England spearheaded by the Local Government Association to highlight careers within the local government arena and target particular groups in regard to careers and opportunities using national style branding campaign. Subject to the successful trial these templates and branding will be made available to a wider group and we will be able to access the material as part of our local branding to tie in with the national campaign later in 2024.

**Benchmarking.** 10 of the 11 District Authorities in Surrey shared their staff turnover figures for quarter 3. Of that comparison group, Waverley's figure of 15.1% compared to a mean average of 13.3%.

#### OD2

**Comment:** Days lost to overall sickness has stayed fairly static over the last 5 quarters and stays at 7 days lost per employer per year for the second successive quarter combining long and short term absence. As a comparison in the most recent Xpert HR survey across all sectors sickness was running at an average of 6 days per year, however, it was running considerable higher at a median of 8.7 days within the public sector and at a median of 8 days for organisations across all industries with similar size workforces to Waverley. On both the measures of comparable sector and size our current figures place us below the median figure of days lost. We continue to work hard with Managers and teams to look to take a more proactive approach, particularly towards stress management and the usage of tools such as stress risk assessments and early direction towards our Employee Assistance Programme or referral to our Occupational Health Provider to reduce the risk of absence and shorten absence periods. In May for mental health awareness week we are also running a number of

activities and sessions to assist staff with their mental health which continues to be the highest area impacting on absence. As part of the recent By the Wey briefings to all staff there was a presentation around mental health and awareness particularly in relation to mental health first aiders which encouraged a number of staff to come forward to take on the training and become mental health first aiders in the future, providing more support and resilience for staff.

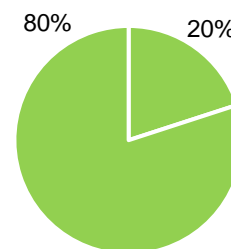
**Benchmarking.** 10 of the 11 District Authorities in Surrey shared their sickness figures for quarter 3. Of that comparison group, Waverley’s figure of 7 days compared to a mean average of 8.2 days.

## 9.3 Service Plans – Progress Status

### 9.3.1 Summary Table and Pie Chart

Q4 Progress on Organisational Development Service Plans 2023/26

Total	100%	60
Completed	20.0%	12
On track	80.0%	48
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:** There were no outstanding actions for this service area at the end of Q4.

## 9.5 Complaints Statistics

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

KPI	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	1	0	0	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	1	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	100%	N/A	N/A	N/A	95%

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

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

### 9.5.3 Summary Comment on the complaints statistics

No complaints were received during Q4.

## 9.6 Finance Position at the end of the quarter

### 9.6.1 Organisational Development General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Organisational Development</b>					
Expenditure	3,382	3,001	-381	Favourable	-11%
Income	-663	-809	-146	Favourable	22%
<b>Organisational Development Total</b>	<b>2,719</b>	<b>2,192</b>	<b>-527</b>	<b>Favourable</b>	<b>-19%</b>

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'000	Sum of Carry forward £'000
Capital Organisational Development				
Organisational Development	609	238	-94	-277

### 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 the Assistant Director – Q4 2023/24

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

- Work continues with preparing a new local plan in accordance with the agreed Local Development Scheme. Meetings of the Local Plan Executive Working Group (LPEWG) have continued to take place during Q4.
- Work on gathering the evidence to support the new Local Plan continued. The council consulted on the scope and vision of the plan. It also held a briefing with the towns and parishes to update them on the plan.
- The gathering of evidence for the local plan continued: A Housing and Economic Development Needs Assessment (HEDNA), Gypsy & Traveller Accommodation Assessment (GTAA), Sustainability Appraisal (SA) and Habitats Regulations Assessment (HRA) have been (or are about to be) commissioned. Work on other briefs for technical work including the Water Cycle

Study (WCS), the Strategic Flood Risk Assessment (SFRA) and a Town Centre/retail study started.

- The 'call for sites' as part of the Land Availability Assessment ended at the end of March and will be processed so that assessment of the sites can take place in Q1 2024/25
- Work continues gathering appropriate evidence for the Infrastructure Delivery Plan (IDP)
- The bid for external funding for improving digital planning was successful and work has started to meet the deadlines for the Improvement Programme which starts in Q1 2024/25.
- Officers have supported the Council's position at planning inquiries, including in relation to 5-year housing land supply (including for traveller accommodation) and heritage matters.
- Preparation of the required documents for the Elstead & Weyburn and the Cranleigh Neighbourhood Plan referenda in Q1 2024/25 continued.
- *The projects team has completed phase 1 of the Heritage Features review and will be involving Parish and Town Councils in Summer 2024.*
- *Following approval of growth items in the February budget for Conservation Officer and Urban Design Officer roles, the recruitment process resulted in the successful recruitment of a Conservation Officer (started May 2024).*
- CIL has continued to be collected at a high level throughout Q4, with over £3.5 million in receipts (January – March 2024).
- Following the end of the quarter the CIL Team will be working on the 2023/24 Infrastructure Funding Statement (IFS) which will be published by December, providing information on CIL and s106 funded projects across the Borough
- Ten projects from the 2023/24 Strategic CIL bidding process were approved for funding by Executive (March 2024) and Council (April 2024), totalling a value of over 7.3million. The CIL Team is in the process of finalising funding agreements for the allocations.

## **Economic Development**

The Economic Development Strategy and accompanying Action Plan was finalised and discussed at Overview and Scrutiny Committee in January 2024. Following this meeting, a consultation period was launched, providing partners with the opportunity to provide feedback on the draft documents and any amendments ahead of consideration by Executive and Council in Q1 2024/5.

The operating agreements with the Cranleigh Business Improvement Districts (BID) has now been finalised, Godalming and Farnham almost complete, which set out the proposed arrangements between the BID and the local billing authority, particularly in relation to levy collection. This now enables the BIDs to open bank accounts. Meeting with the NNDR team and finance team arranged in Q1. Quarterly meetings with chambers and BIDs continue. Co-ordination of BIDs and police initial meeting to establish a business crime reduction partnership taken place.

Projects funded via the UK Shared Prosperity Fund grant programme are progressing well with a number of outputs and outcomes being realised. For example:

- The Godalming mobile youth service has regularly provided local activities for areas of town that are not otherwise served, with regular attendance from 152 distinct people so far.
- The Community Support Programme has trained 9 volunteers and counselled victims of domestic abuse with a growing client base.
- Hale Community Centre has provided a range of events to support adults and families in a deprived area of Farnham.

- The Cranleigh sustainability fairs have continued from 2022-23 and reach approximately 2000 people per market.
- The Business Support Programme run by Farnham Maltings has a cohort of 30 creatives looking to increase revenue from their craft businesses.

Work with SCC on the Rural England Prosperity Fund is also continuing, with 11 Expressions of Interest received to January 2024 for the grants available. Applications received will be reviewed by SCC who are administering the fund on behalf of the Council (and Guildford and Tandridge), before being assessed by a panel.

WBC and GBC have agreed to host a joint business event – Business Question Time – on 3<sup>rd</sup> June 2024 at the University of Surrey. A keynote speaker (Vicky Pryce) has been secured as well as a panel of five local businesses.

Regular business communications via website platform, e-newsletters and social channels continue.

### Corporate projects

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

- The Agreement for Lease for 69 High Street was signed by Loungers in March 2024. In parallel to this legal work, the team has been preparing a planning application with a targeted submission date in Q1 2024/5.
- Continuation of remodelling and refurbishment work on site at Wey Court East, with completion and opening being targeted for September 2024.
- The variation to the Brightwells development agreement was completed this quarter, extending the longstop date and updating current planning drawings.
- The Outline Business Cases for Fairground Car Park and the enabling project for the Youth Hub at Weydown Lane car park have been completed and were considered by Overview and Services Committee in January 2024, ahead of Executive and Council in Q1 2024/5.
- Procurement activity for a consultant to support initial site investigation works for Broadwater Park.

### Housing delivery

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

- **Ockford Ridge (Site C), Godalming:** Programme delays on site caused by utility companies and delays in road closure. First handovers estimated to be delivered at end July at the earliest. View home expected to be available in June 2024.
- **Ockford Ridge, Godalming Deep Retrofit Pilot:** Works being delivered by Niblock Building Contractors Limited are progressing well and are scheduled for completion in May/June 2024.
- **Downhurst Road, Ewhurst:** Waverley Building Control have assessed the existing buildings as Dangerous Structures under the Building Act 1984. Buildings continue to be monitored. All utilities disconnected and ecologists on site updating bat and reptile surveys. Demolition planned for June/July post surveys and any animal relocation requirements.
- **Aarons Hill, Godalming:** Start on site in March 2024, foundations completed, programme for completion of site expected early Dec 2024.



- **Catteshall Lane, Woodside Park:** Full Council approval for additional budget and delegations obtained in December 2023. Officers engaging with the developer and have commenced procurement of consultant services to support the acquisition and delivery of the 12 new homes. Depending on our legal checks then start on site expected by June 2024 (12 month construction plan).
- **Parkhurst Fields, Churt:** Flat vacated in mid-March. Demolition of asbestos survey about to be commissioned and amendments to pre-commencement planning conditions being prepared. Management of utility disconnections progressing, and the list of tenderers being drawn up. Works to tender information package to start soon. Demolition works to commence on site in August 2024.
- **Local Authority Housing Fund (LAHF):** Four homes successfully purchased and void works in progress. Construction of four homes on Site C Ockford Ridge to be allocated with first phase of handover due July 2024. Application submitted to DLUHC for remaining fund value to purchase three further homes.
- **Chiddingfold (5 sites):** On site (Turners Mead). Securing utility agreements now the delaying factor. Stopping Up Order (Queens Mead) delayed by lack of action from the National Transport Casework Team. Revised date is now mid-June with 1 month further to start on site.

Predevelopment work continues to bring forward other sites:

- Engagement with developers delivering affordable homes through S106 agreements continue.
- The Development Team continues to engage with the Corporate Projects Team to at this stage help inform the housing delivery element of the projects at 69 High Street and the Fairground site, Haslemere
- Predevelopment work continues to bring forward x3 sites, Chatsworth Avenue (7-9 units), Greenfield Road (5 units), Hadrian's Community Centre (1 unit).

**Abi Lewis, Assistant Director, Regeneration and Planning Policy**

## 10.2 Key Performance Indicators Status

PI reference	Description	Number
RP1	Actual number of dwellings commenced (all housing providers) <b>(higher outturn is better)</b>	453
RP2	Actual number of dwellings completed (all housing providers) <b>(higher outturn is better)</b>	496

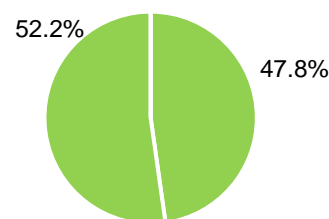
The Council is not always notified of development commencing on a site and therefore, the number of commencements recorded each year is often lower than the number of completions recorded. The annual housing requirement is currently 710 dwellings. The number of dwellings currently recorded as completed is significantly lower and this is likely to be due to the cost and availability of construction materials and labour, the cost-of-living crisis and higher interest rates which are impacting upon the housing market. The Council continues to actively monitor housing delivery within the Borough and officers are progressing with preparing the new Local Plan to support future housing delivery.

## 10.3 Service Plans – Progress Status

### 10.3.1 Summary Table and Pie Chart

#### Q4 Progress on Regeneration & Planning Policy Service Plans 2023/26

Total	100%	67
Completed	47.8%	32
On track	52.2%	35
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 Q4 there were no outstanding Internal Audit Actions for this service area.

## 10.5 Complaints Statistics

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

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

### 10.5.3 Summary Comment on the statistics

No complaints were received in Q4.

## 10.6 Finance Position at the end of the quarter

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

General Fund Account

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Regeneration &amp; Planning Policy</b>					
Expenditure	1,271	1,265	-6	Favourable	0%
Income	-427	-422	5	Adverse	-1%
<b>Regeneration &amp; Planning Policy total</b>	<b>844</b>	<b>843</b>	<b>-2</b>	<b>Favourable</b>	<b>0%</b>

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Regeneration &amp; Planning Policy HRA</b>					
Expenditure	-9	0	9	Adverse	-100%
Income	0	0	0	0	0
<b>Regeneration and Planning Policy Total</b>	<b>-9</b>	<b>0</b>	<b>9</b>	<b>Adverse</b>	<b>-100%</b>

### 10.6.2 Regeneration & Planning Policy Capital

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'000	Sum of Carry forward £'000
<b>Capital Regeneration &amp; Planning Policy</b>				
Regeneration and Planning Policy	816	542	-23	-251

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

The saving of £6k on the expenditure budget is due to a saving in economic development on the professional fees budget of £23k which is offset by an overspend on staffing budgets bringing the saving down to £6k. The underachievement of income relates to BID funding income to cover the cost of systems. This is currently being reviewed as the year end process continues and will likely reduce the variance down to £0.

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

There are approved carry forwards of £251k. £112k of this relates to UK Shared Prosperity budget being carried forward into 2024/25 and the remainder for the Godalming Redevelopment project. The savings of £23k predominately relate to savings on relating to Brightwells costs which will be returned to reserves.

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

This service area includes Events; Heritage; Leisure; Parking (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 the Assistant Director – Q4 2023/24

## **Leisure**

This has been a strong operating quarter for the leisure centres. With the benefits of investment and improved service standards being reflected in increased usage of the centres. The new management company Everyone Active are good to work with and the Waverley team are closely monitoring the role out of the outreach programmes, one of the significant commitments at tender.

The Edge continues to operate well, and Woolmer Hill sports Association are doing a great job on the ground coordinating bookings and maintaining the pitches and the Sports hall on a day to day basis. Waverley continues to work with Surrey to find a longer-term solution for the site.

We ran Xplorer Easter events, which are free 'orienteering' events for families at Snoxhall Fields, Cranleigh, and at Farnham Park. Unfortunately, we had to cancel the Broadwater Park event on Wednesday 3<sup>rd</sup> April due to inclement weather.

For Cranleigh, we had 38 attendees, and these were a mix of those that have done it before as well as those who haven't and were intrigued to find out what we were running. For Farnham, we had 54 attendees these were mostly residents who have participated in Xplorer before.

Overall, the events ran well. Dates have provisionally been set for Summer and these will be confirmed with promotional material being distributed closer to the time.

## **Parking**

During this quarter a significant amount of work has gone on behind the scenes to create more efficient working practices. We have upgraded our enforcement equipment and are working closely with Guildford to upgrade all of our pay & display machines to offer greater flexibility for users of the car parks. Our current infrastructure is dated and does not offer modern payment options they are also unreliable requiring significant maintenance.

Two additional roles have been created to create a more sustainable car parking service. These will be advertised in the next quarter. At present a significant amount of work rests with the Car Parking Manager which compromises processes and slows our response times.

## **Building Control & Street naming**

During this quarter the Building Control Surveyor team had to sit competency exams to reflect the new Building Safety Regulations being introduced. The Team have handled this very pressurised situation professionally. As of April we can confirm that the team of six surveyors, three have now passed the competency assessment. One is awaiting his results and one is sitting his assessment on soon (he only joined us in November 2023). We then have another surveyor who has submitted his report to CABE and passed his assessment. Our trainee is gaining experience to enable him to take the Domestic assessment in due course.

The Waverley property demographic does not include high rise buildings so all of our surveyors are assessed at General or Domestic level to ensure that we can continue to service our workload. A surveyor who wishes to work on high rise will need to demonstrate their ongoing experience, which is not currently possible here, by working with Guildford and neighbouring authorities; we hope to be able to support this in future.

Building Control surveyors will in future be known as Registered Building Inspectors (with the private sector being known as Registered Building Control Approvers) job descriptions are being updated to reflect these changes.

## Waverley Training Services (WTS)

Following the announcement of our Ofsted 'GOOD' result in the last quarter the team have been focused on increasing learner numbers and taking on board the recommendations brought out in the inspection.

Staff recruitment is still challenging but we are now nearing a full staff compliment.

Over the next few quarters, we will be reviewing our offer to ensure it fits demand and allows the business to grow.

## Arts & Culture

The Museum of Farnham project is progressing well with the procurement of specialist support. Communications around this project are being created as this is a fascinating heritage project with significant public interest.

Work is also continuing on the longer term operating arrangement with The Maltings. This is something that will come forward for scrutiny over the coming meetings. It is an extremely fruitful relationship but is only a short term agreement which hinders service progression and improvement.

***Kelvin Mills, Assistant Director, Commercial Services***

## 11.2 Key Performance Indicators Status

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

PI reference	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
C1	Total number of visits to Waverley leisure centres ( <b>higher outturn is better</b> )	Visits	439,645	377,587	242,437	237,754	316,779	Data only
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter ( <b>higher outturn is better</b> )	No.	5,273	3,016	966	2,097	3,978	Data only
C3	Percentage of complete building control applications checked within 10 days ( <b>higher outturn is better</b> ) (P8)	%	91.4%	77.7%	81.6%	82.4%	81.6%	80%
C4	Apprentice overall success rate per quarter ( <b>higher outturn is better</b> )	%	76.1%	64.0%	72.4%	67.2%	67.0%	65%
C6	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) ( <b>higher outturn is better</b> )	No.	19	19	6	6	9	Data only

### 11.2.2 Comment:

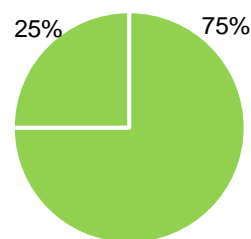
All indicators have performed within target.

## 11.3 Service Plans – Progress Status

### 11.3.1 Summary Table and Pie Chart

Q4 Progress on Commercial Services Service Plans 2023/26

Total	100%	32
Completed	75%	24
On track	25%	8
Off track - action taken / in hand	0.0%	0
Off track - requires escalation	0.0%	0
Cancelled / Deferred /Transferred	0.0%	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 Q4 there were no outstanding Internal Audit actions for this service area.

## 11.5 Complaints Statistics

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

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

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

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

### 11.5.3 Summary Comment on the statistics

No complaints were received this quarter.

## 11.6 Finance Position at the end of the quarter

### 11.6.1 Service’s General Fund Account Table

Services	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
<b>Commercial Services</b>					
Expenditure	5,086	4,796	-289	Favourable	-6%
Income	-8,625	-7,377	1,248	Adverse	-14%
<b>Commercial Services Total</b>	<b>-3,539</b>	<b>-2,581</b>	<b>958</b>	<b>Adverse</b>	<b>-27%</b>

The dip in car park usage is difficult to mitigate as even a small drop has a considerable financial impact. We will continue to monitor income performance and mitigate where possible.

### Capital Commercial

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'000	Sum of Carry forward £'000
<b>Capital Commercial Services</b>				
Commercial Services	32,948	1,071	1	-31,879

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

Capital expenditure is behind programme as current resources are limited in the Parking Team where a significant element of the capital programme sits. We will aim to carry over funds budget set aside for improving our pay and display machines in the coming financial year.

## 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 the Assistant Director – Q4 2023/24

##### Community Challenges

Unfortunately, the cost-of-living crisis remains a challenge for many in our community and this is particularly impacting on food poverty and insecurity.

The Household Support Scheme Tranche 4 has remained within this quarter to support those impacted by the cost-of-living crisis.

- £95,000 was given to voluntary organisations such as Southwest Surrey Domestic Abuse Outreach Service / Three Counties Money Advice / Home Start Waverley and Community Food Banks to support residents.
- £212,320 was administered by the Communities Team through a simple application process. We have directly supported **354** applicants and all funds are now spent and the scheme is closed.

In March 2024 the Government announced the fund would continue for a further 6 months from 1 April 2024 to 30 September 24 and Waverley will receive £132,290. We will administer this tranche in

accordance with the government criteria and allocate some money to voluntary organisations and the rest through an open application scheme for households in need as of 13<sup>th</sup> May 2024.

### Community Safety and Anti-Social Behaviour

We have made progress on the Public Spaces Protection Order for Godalming and Farncombe and the PSPO was extended in April 2024 under delegated authority.

Work has commenced on reviewing our anti-social behaviour policies, procedures, and processes with the aim of implementing a new corporate approach implemented during Q3 2024/25 following consultation with councillors, the community and our partnerships,

The annual review of the Safer Waverley Partnership (SWP) and the new draft SWP Partnership Plan for 2024 – 2027 was supported by Overview and Scrutiny Services Committee on the 26 March 2024 and is now available on the council's website following the recommendation that the work of the Safer Waverley Partnership be promoted to the public. The Committee also recommended further training and awareness be provided for councillors which we are preparing.

### Community Health and Wellbeing

Guildford and Waverley Councils have established a joint Health and Wellbeing Board in quarter 3 to work in partnership with our Health, Statutory and Voluntary Organisations to help address health inequalities across the borough. The Board has initially agreed 3 priorities to focus on that are based on health intelligence insights and data analysis.

- Frailty in older people
- Self-harm and mental health
- Social Isolation and Loneliness.

Projects to support people affected by these three areas will be coordinated and delivered through operational groups for Guildford and for Waverley. A task and finish group met in January 24 to identify current issues and gaps in service for children and young people with a focus self-harm and mental health. Three arts-based projects were identified, and the communities team worked with the organisations to shape and enable them to start. Following this task group, it has been agreed to have a focus on mental health across all ages and demographics over the coming year.

### Refugee Resettlement

We continue to support the resettlement of refugee families from Ukraine and Afghanistan ensuring that access to education, health and financial support can help the families achieve independence.

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, but we are utilising the government funding to support families make the transition and secure their own accommodation.

### Family Support

The Southwest Surrey Family Support Programme continues to offer Level 3 targeted support to families living across the boroughs of Waverley and Guildford. Surrey county Council have recently introduced an Intensive Family Support Team managed by Surrey County Council and we are



working together to understand how the continuum of care will be implemented due to the intense pressure on Children and Adults Social Services. Surrey County Council are still in the process of designing a new Family Support offer that we will be consulted upon before the end of the current contract in March 2025. There is concern that this is taking a long time and uncertainty remains around post March 25.

### Disabled Facilities Grants

As part of the Disabled Facilities Grants programme, we administer grants to help the elderly and vulnerable remain in their own homes. We also ensure Safe and Warm grants are given to carry out energy efficiency and home improvement measures that directly improve the health, safety and wellbeing of vulnerable households and help reduce fuel poverty. We also carry out handyperson jobs to ensure small works happen quickly in a household to help with falls prevention.

The details for our grant work this quarter re as follows.

- DFG adaptations - 23 a total cost of £150,043
- Safe & Warm – 2 grants at a total cost of £7,392

### Careline

Our careline services remain important to our NHS and Adult Social Care partners to ensure a safer care plan at home and a swift hospital discharge process. We currently have 1415 customers on the system. 170 have a digital alarm and 1245 have an analogue alarm. There are 22 pending referrals awaiting digital stock. Our referrals and installations have increased, and our cancellations remain the same.

We are experiencing long wait times for digital stock to arrive due to national demand. 100 units will arrive w/c 13 May, and 50 units will arrive w/c 10 June. Demand is still high for digital alarms due to the digital phonenumber switchover, and the increased cost of alarms has impacted the budget for equipment purchases.

Our communications team has created new leaflets which reflect digital products and prices, and these have been distributed to Adult Social Care and are also being distributed to doctors' surgeries, libraries and community centres.

***Samantha Hutchison, Assistant Director, Communities***

## 12.2 Key Performance Indicators Status

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

PI reference	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
CU1	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	1510	1500	1485	1455	1426	Data only
CU2	Total number of Careline calls per quarter (data only, no target set)	Calls	6219	6059	5864	6263	10696	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:

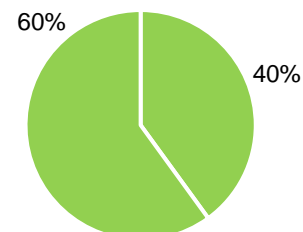
The total Careline customers for this quarter are 1426 and reflects the normal fluctuations we have with customer take up. The issues around analogue equipment supply and possible connectivity issues around digital provision also impact this number.

## 12.3 Service Plans – Progress Status

### 12.3.1 Summary Table and Pie Chart

#### Q4 Progress on Community Services Service Plans 2023/26

Total	100%	35
Completed	40%	14
On track	60%	21
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 Q4.

## 12.5 Complaints Statistics

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

KPI	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	0	0	0	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	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		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
Level 2	Total number of Level 1 complaints received in a quarter	Number	0	0	0	0	0	Data only
Level 2	Number of Level 1 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 2	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%

### 12.5.3 Summary Comment on the statistics

No complaints were received this quarter.

## 12.6 Finance Position at the end of the quarter

## 12.6.1 Community Service's General Fund Account Table

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Community Services</b>					
Expenditure	2,976	2,766	-209	Favourable	-7%
Income	-1,603	-1,395	208	Adverse	-13%
<b>Community Services Total</b>	<b>1,373</b>	<b>1,371</b>	<b>-1</b>	<b>Favourable</b>	<b>0%</b>

### Capital Community Services

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Community Services	978	833	-145

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

Due to the continued problems with our careline equipment supply, we have tried our best to install equipment at the rate of demand, but this will impact our income. We are also increasing installations of our digital care alarms in light of future telecoms changes for hard wired land lines and this equipment is more expensive than analogue models.

## 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 Interim Assistant Director – Q4 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.

All waste fleet vehicles now have in-cab technology allowing the Environmental Services Team and CSC Team to receive real time updates as to the progress of waste collection rounds.

This also coincides with the Whitespace software update which shows greater visibility on day-to-day waste round performance allowing Environmental Services & CSC Teams to better inform residents and Councillors as to potential delays or issues on routes.

Q4 Missed collections remains under 60 per 100k collections and recollection of these misses is now performed by a dedicated missed collection vehicle.

Repeat miss locations are now primarily handled by Biffa Supervisors who liaise directly with crews based on data review exercises performed by Supervisors. Biffa Supervisors now review historical missed collection data to greater understand Waverley residential properties that have suffered more

than one missed collection within a twelve-week period. This is then fed back to crews to ensure that extra attention is given to these properties to ensure that they do not become a ongoing issue.

Greenspaces - Green Flag and In Bloom Awards - Ten of the councils' green spaces have, once again, been recognised by the Green Flag Award Scheme as some of the best in the world. Blackheath Common, Frensham Great Pond & Common, Mare Hill Common, Bealeswood Common, Summerlands Estate, Lammas Lands, Broadwater Park, Phillips Memorial Park, Farnham Park and Weybourne Nature Reserve have all received green flags for a further year. Farnham Park is also a recipient, once again, of a Green Heritage Site Accreditation supported by Historic England, for the management of its historic features. The council has also received another In Bloom in the Large Park category of South & Southeast in Bloom for the tenth year in a row. These awards recognise that the sites are well maintained and provide safe facilities for the local community, supporting not only health and wellbeing but also biodiversity.

Grounds maintenance contract - the Contract performed well through the year, despite the significant resource changes from the removal of SCC highway areas from the contract. We received minimal contacts from residents about SCC works, which is due to the good communication campaign and message that WBC have delivered. The contractor has been paid 100% of the incentive payment available for Parks and Recreation Grounds (general fund) and 99.5% of the Housing incentive payment. It has been the best performing year of the contract since the contract started Nov 2019. The current contract term ends at the end of October 2024 and the council will need to decide whether it will extend the contract or seek an alternative provision.

Playgrounds - Assets repairs have continued through the year, with safety surfaces replaced in several playgrounds along with other assets.

Playground refurbishments are now completed for sites; Lashmere Recreation Ground, Cranleigh, Wentworth Close, Weybourne and Combe Road Recreation Ground, Godalming. Other consultation on playgrounds sites that were proposed to be funded subject to a successful CIL application in Q3, were Border Road and Oak Cottages, Haslemere, Sandyhill, Farnham. We were not successful in obtaining the CIL funding.

Countryside Rangers - Another busy year for the rangers managing the Frensham Great Pond and Common site, delivering the Higher-Level Stewardship schemes on the key SSSI sites and managing many other sites has been completed. Numbers visiting Frensham have been lower this year, which has impacted carparking income. For the whole year, the invaluable volunteer workforce who are key to helping managing many of our important key sites have delivered over 4800 hours of hard work to the council, equivalent to nearly £90k in value.

Tree & Woodland Team – It has been a challenging year due to ongoing staff vacancies and difficulties recruiting to vacant posts. Whilst we have a new Tree & Woodland Officer and team below managing the councils treestock, we now have another vacancy on the planning side of trees due to the Tree & Landscape officer moving to another local authority. However, despite these challenges, there has been an opportunity to review and alter the approaches to work. The overall Tree team is highly motivated and enthusiastic and meeting the challenges faced. Back logs of outstanding work have been resolved and performance is good as per below.

Tree Protection and Planning Consults - Conservation Area tree applications – Q4 performance 100%, with overall 97.04% completed within 6wks period over the year, the target is 95%. Tree

Management works applications – Q4 performance 97.14%, with overall 95.52% completed with 8wk period over the year, the target is 95%.

Events/Filming/Bookings – Overall booking income for filming, fetes, fairs, fitness licences etc. has been down this year. We have had no big budget film requests this year due to writers' strike and which impacted budget expectations significantly. We have now also successfully recruited a new Events Officer who started the role in March.

### **Mark Allen, Interim Executive Head of Environmental Services**

## 13.2 Key Performance Indicators Status

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

PI reference	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
E1*	Materials recovery facilities (MRF) Reject Rate ( <b>lower outturn is better</b> )	%	9.1%	7.3%	6.3%	6.2%	Received Quarter in Arrears	5.00%
E3a	Number of refuse and recycling missed bins out of 100,000 collections per week ( <b>lower outturn is better</b> )		63	80	58	57	35	40
	Achievement rate for refuse and recycling bin collections	%	99.94%	99.92%	99.94%	99.94%	99.97%	
E3b	Number of food waste missed bins out of 100,000 collections per week ( <b>lower outturn is better</b> )		64	78	59	54	33	40
	Achievement rate for food waste bin collections	%	99.94%	99.92%	99.94%	99.95%	99.97%	
E NI191*	Residual household waste per household ( <b>lower outturn is better</b> )	kg	94.9	90	87.5	93.4	Received Quarter in Arrears	90.00
E NI192*	Percentage of household waste sent for reuse, recycling and composting ( <b>higher outturn is better</b> )	%	55.0%	58.9%	57.4%	56.4%	Received Quarter in Arrears	54.0%
E4	Percentage of tree applications determined within 8 weeks ( <b>higher outturn is better</b> )	%	96.2%	93.5%	95.5%	94.9%	97.1%	95%

#### 13.2.2 Comment:

**E1:** 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.

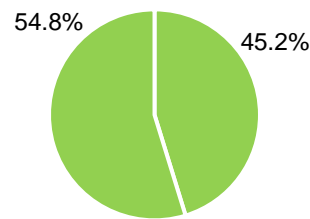
Residual Waste per household in Qtr 3 has increased on Q2, and whilst it is above the 90kg target, the full year is likely to be under target.

## 13.3 Service Plans – Progress Status

### 13.3.1 Summary Table and Pie Chart

#### Q4 Progress on Environmental Services Service Plans 2023/26

<b>Total</b>	<b>100%</b>	<b>42</b>
<b>Completed</b>	45.2%	19
<b>On track</b>	54.8%	23
<b>Off track - action taken / in hand</b>	0%	0
<b>Off track - requires escalation</b>	0%	0
<b>Cancelled / Deferred /Transferred</b>	0%	0



### 13.3.2 Comment:

All service plan actions are on track or complete.

### 13.4 Internal Audit Actions Progress Status

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

### 13.5 Complaints Statistics

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

KPI	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	19	13	19	12	20	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	4	2	3	8	15	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	21%	15%	15.8%	66.7%	75%	95%

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

KPI	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
Level 2	Total number of Level 1 complaints received in a quarter	Number	2	3	3	2	2	Data only
Level 2	Number of Level 1 complaints dealt with on time in a quarter	Number	2	3	2	2	2	Data only
Level 2	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	66.7%	100%	100%	95%

### 13.5.3 Summary Comment on the statistics

Complaint responses to Level 1 complaints have significantly improved.

### 13.6 Finance Position at the end of the quarter

#### 13.6.1 Environmental Services General Fund Account Table

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Environmental Services</b>					
Expenditure	10,331	10,185	-146	Favourable	-1%
Income	-3,536	-3,505	31	Adverse	-1%
<b>Environmental Services Total</b>	<b>6,795</b>	<b>6,680</b>	<b>-115</b>	<b>Favourable</b>	<b>-2%</b>

### Capital

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'000	Sum of Carry Forward £'000
Environmental Services	2,442	1,532	-135	-775

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

We don't have enough data to explain the reason for the low take up of garden waste but this remains slightly behind the forecast figures. Work is ongoing throughout this year to better understand this.

## 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 the Assistant Director – Q4 2023/24

##### Development Management

Performance has continued to improve and be maintained through Q1, Q2, and Q3 for major, and non-major (including householder and other) applications with all categories exceeding the performance threshold.

The Major and Non major applications performance for the last five quarters illustrating a very significant improvement which has placed performance figures in a healthy place for the two years rolling period to September 2023. There has been a drop in performance on majors noting that it remains above the government targets, the reason for this is reflective of the staff working through the backlog with agents not agreeing to extension of times in some cases.

Officer vacancies are temporarily being filled by contract staff, recruiting and on boarding these staff has taken considerable time. A recent recruitment campaign has led to the recruitment of 2 planning officers, 1 senior officer and 1 principal officer, a further recruitment campaign is needed to recruit to other vacancies.

Development Management (DM), which includes the Business Support team, is very much on an improved path of performance, as can be seen from the performance statistics, with many of the required targets being exceeded. The current contractors are sharing learning from other authorities which is also supporting service improvements. There is an Improvement Working Group that is

reviewing processes with a view to streamlining and updating processes. There has also been focused work on ensuring that cases within the system that have not been dealt with but not closed on the system are closed down, this will ensure that the data is reflective of the work within the system. Staff have also done some focused work relating to discharge of conditions, again there are a lot of conditions that have not been properly closed down on the system.

**Claire Upton-Brown, Assistant Director, Planning Development**

## 14.2 Key Performance Indicators Status

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

PI reference	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
P1	Percentage of all planning applications determined within 26 weeks ( <b>higher outturn is better</b> )	%	97.8%	93.1%	95.1%	84.7%	97.2%	100%
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks or with an agreed extension of time (NI157a) cumulative figure ( <b>higher outturn is better</b> )	%	100%	100%	100%	100%	68.8%	80%
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks ( <b>higher outturn is better</b> )	%	96.4%	97.2%	93.6%	86.8%	96.5%	80%
P123 (NI)	Processing of planning applications: Other applications ( <b>higher outturn is better</b> )	%	98.2%	97.3%	93.1%	85.9%	98.1%	90%
P2	Processing of all other residual applications - % determined within its target (Internal) ( <b>higher outturn is better</b> )	%	92.9%	91.8%	81.7%	94.5%	89.9%	80%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) ( <b>lower outturn is better</b> )	%	25.0%	40.0%	27.7%	25.3%	24.8%	30%
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) ( <b>lower outturn is better</b> )	%	6.3%	0%	5.6%	7.7%	7.0%	10%
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) ( <b>lower outturn is better</b> )	%	1.9%	5.6%	2.7%	1.8%	1.7%	10%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt ( <b>higher outturn is better</b> )	%	82.9%	47.5%	100%	98%	96%	75%
P6	Percentage of "Bronze Service Level" pre-application advice provided within 21 days (3 wks) target ( <b>higher outturn is better</b> )	%	11.8%	25.0%	6.3%	3.9%	3.3%	Data only



PI reference	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
P7a	Number of Local Land Charge searches received.	No.	328	377	357	258	306	Data only
P7b	Percentage of Local Land Charge searches responded to within 10 working days.	%	100%	100%	100%	100%	100%	100%

### 14.2.2 Comment:

**P1 (Total planning applications determined within 26 weeks)** – The team has worked hard towards reducing the application backlog which has resulted in a drop in the performance of current applications.

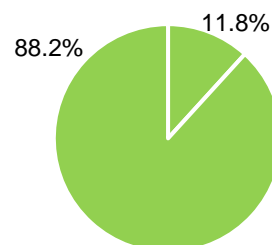
**P151 (Processing of major planning applications)** – The team has worked hard towards reducing the application backlog which has resulted in a drop in the performance of current applications.

## 14.3 Service Plans – Progress Status

### 14.3.1 Summary Table and Pie Chart

Q4 Progress on Planning Development Service Plans 2023/26

Total	100%	34
Completed	11.8%	4
On track	88.2%	30
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



### 14.3.2 Comment:

All service plan actions are complete or on track.

## 14.4 Internal Audit Actions Progress Status

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

## 14.5 Complaints Statistics

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

KPI	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	8	10	7	13	6	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	4	9	6	4	5	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	50%	90%	85.7%	31%	83.3%	95%

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

KPI	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
Level 2	Total number of Level 1 complaints received in a quarter	Number	9	4	7	1	2	Data only
Level 2	Number of Level 1 complaints dealt with on time in a quarter	Number	8	4	6	0	2	Data only
Level 2	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	89%	100%	85.7%	0%	100%	95%

### 14.5.3 Summary Comment on the statistics

Staff turnover early in Q3 and new staff being unfamiliar with processes led to a delay in response to complaints.

## 14.6 Finance Position at the end of the quarter

### 14.6.1 Planning Development General Fund Account Table

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Planning Development</b>					
Expenditure	4,466	4,668	202	Adverse	5%
Income	-2,023	-1,709	314	Adverse	-16%
<b>Planning Development Total</b>	<b>2,443</b>	<b>2,959</b>	<b>516</b>	<b>Adverse</b>	<b>21%</b>

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

The forecasted overspend for Q4 is related to an overspend forecast on the establishment budget for planning. Some recruitment of permanent staff has now taken place which will begin to address this issue, further a number of PPA's have been agreed that will cover some of the agency staff costs.

The forecast adverse variance on income of £314k includes a continuing trend of reduced fee income and pre app(non PPA) income. The land charges income is also forecast to underachieve, again due to a fall in searches resulting from a less buoyant housing market. 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 the Assistant Director – Q4 2023/24

As the reports below demonstrate, activity across all of the Regulatory Services Teams remains at a high level.

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 Q4**

A total of 144 (103 in Q3) inspections of food business have been undertaken during Q4. The standards of food hygiene reported by officers seen in businesses is reported as stable on the previous quarter. 15 food premises were rated a 0, 1 or 2 score under the Food Hygiene Rating Scheme signifying poor performance. This compared to 18 in Q3, a slight improvement. All poorly performing businesses are the subject of enforcement revisits to ensure that minimum standards of compliance are secured, thereby reducing risk to consumers. 23 revisits were carried out during Q4 (38 in Q3) with officers finding that compliance was achieved quickly preventing the need for multiple revisits to the same premises as had been reported previously. This may be due to the quieter trading months January – March, allowing for improved opportunity for food businesses to dedicate time to compliance as compared to the run up to Christmas. Of those food businesses inspected, 101 received written warnings and 5 business were issued with multiple formal notices requiring compliance. Notices were issued for cleaning, training and food management system contraventions. An increased number of food businesses 12 (4 in Q3) have made chargeable requests for a Food Hygiene Rating Scheme revisit to reassess standards and provide a new Food Hygiene Rating. The number of requests received to register new food businesses within Waverley increased significantly to 67 (35 from Q3). This would suggest an upward trend in Waverley's new food business activity. As a result, the team played an increased advisory and mentoring role in assisting new Food Business Operators to understand food safety controls.

The number of complaints from the public about hygiene standards observed within food businesses remained fairly stable at 16 (from 12 in Q3), and the number of food poisoning allegations reduced to the lowest level all year at 2 (8 in Q3, 11 in Q2, 8 in Q1). Similarly, official notifications of confirmed infectious disease cases also reduced during the period at 55 (59 in Q3, 82 in Q2, 68 in Q1) a sign that the hygiene controls within food businesses have impacted health outcomes. There were no food poisoning outbreaks requiring the team's input with the UK Health Security Agency infection control team during the quarter.

The team conducted 7 (5 in Q3) investigations relating to health and safety complaints. Inspections have identified contraventions relating to gas safety concerns, unsafe handling of chemicals, inhalation of mould spores in a workplace and hazardous play equipment at a Forest School. As a result, 2 Improvement Notices and 6 Prohibition Notices have been issued to secure compliance with health and safety legislation, and to cease activity identified as having an imminent risk to health and safety.

The service has received 19 workplace accident notifications during Q4 (21 in Q2, 24 in Q2). The ongoing health and safety investigation involving offences leading to injuries including a double open leg fracture in an 83-year-old due to the collapse of a temporary structure at an entertainment event is currently proceeding via the Council's legal team.

## **Environmental Protection Team**

During Quarter 4 of 2023/4 the Environmental Protection Team continued to deal with a significant number of cases, particularly noise complaints, planning consultations and temporary event notifications. A significant number of street trading applications continue to be received and involve consultation processes which occupy a lot of officer time. The team have dealt with the following requests for service:

Complaint type	2022/23 full year	Qtr. 1 2023/24 (updated)	Qtr. 2 2023/24	Qtr. 3 2023/24	Qtr. 4 2023/24	2023/24 full year
Noise complaints	532	180	202	112	<b>153</b>	647
Planning consultations	733	110	145	113	<b>142</b>	510
Requests for information	344	84	62	55	<b>112</b>	313
Temporary Event Consultations	791	231	154	201	<b>141</b>	727
Premise License Consultations	61	16	26	16	<b>8</b>	66
Bonfire Complaints	103	22	38	19	<b>19</b>	98
St Trading requests for service	98	32	22	25	<b>40</b>	119
Pest control complaints	57	19	13	5	<b>10</b>	47
Other requests for service	525	130	95	80	<b>103</b>	408
Total	3244	824	757	626	<b>728</b>	2935

The Team have also:

- Been dealing with 34 more complex cases.
- Served seven prior approval notices under the Control of Pollution Act 1974 to control out of hours noisy construction works. Five concerned signals being upgraded on the rail line between Farncombe and Petersfield. Two concerned works by Thames Water, Amlets Lane, Cranleigh.
- Served two notices concerning two different premises for noisy barking dogs.
- Drafted a report for Licensing Committee for an objection against a street trading application.
- Undertook works in default for the treatment and eradication of rats at a pet shop.
- Put together evidence, to defend an appeal against a notice served regarding barking dogs, and for a prosecution regarding different barking dogs.
- Taken actions to try control odours and/or noise giving rise to complaints from 5 business premises, including facilitating a planning application for an appropriate kitchen extraction system and installation of a noise limiter in a pub, as well as out of hours noise monitoring.
- Worked with Private Sector Housing on a complex case involving hoarding types of behaviours.
- Made joint visits with the Police re a potential unlicensed animal activity.
- Started to work with organisers of Slade Fest 2024 on an updated noise management plan, until the event was cancelled.
- Continued to deal with the impact of an historic petrol leak from a petrol filling station with contamination causing odours, pollution in a stream and impacting on 2 Thames Water supplies. An officer also attended a public meeting hosted by the local MP.
- Dealt with numerous complaints about light pollution from new football pitches at a school.
- Facilitated ANPR surveys in Farnham and Godalming in March to help inform the 'Feasibility Study on Formal or Informal Low Emissions Zone(s) that could be adopted in Waverley'.
- Supported the Clean Air Night (solid fuel burning) campaign, in line with priorities identified in the Waverley's Clean Air Strategy.
- Continued to support a project to monitor indoor air quality in schools, SAMHE.

- Worked with the Project team to evaluate tenders for investigations at Broadwater.
- Continued work to deal with street trading consents, animal activity licences and scrap metal dealer licences.
- Supported work to deliver a replacement for the M3 database.

## Private Sector Housing

Disabled Facilities Grant enquiries continue to keep the team busy in Quarter 4. 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.

We continue to see a steady flow of 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. This has increased the number of licence applications and licences issued.

The overall number of complaints about living conditions for the quarter continues to be at pre-covid levels with several current and/or ongoing cases with formal notices served. Damp and mould complaints naturally increase during Autumn and winter. The damp and mould action plan for private sector housing is about to be published. This action plan and recent directions from DLUHC have resulted in additional resources being earmarked for the work. Recruitment is currently underway for an additional private sector housing enforcement officer, alongside an empty properties officer post to be shared with Guildford Borough Council.

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. A number of formal housing enforcement notices have been served in relation to significant disrepair and facilities.

The Council has a duty to arrange National Assistance Act 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

14 joint inspections of Licensed Premises were carried out with the Police and the Immigration Service along with 29 routine inspections. A significant increase on the previous quarter (13 and 15 respectively).

The Licensing Team has continued with a high volume of work and 3 Committee hearings were held in this quarter.

Work has commenced on the review of the Pavement Licencing Policy and the Hackney Carriage / Private Hire Policy

The Taxi and Private Hire trade continues to generate significant activity. Complaints about trade activity rose slightly to 11 (7 in Qtr3).

- 20 DBS interviews were conducted in quarter 4 with new or existing drivers, slightly down from 23 last quarter. DBS 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 30 of our drivers, or prospective drivers, have been added to the database (16 refusals and 14 revocations). We have conducted 517 searches of the database relating to new and existing drivers.
- 20 knowledge tests were taken this quarter, slightly up by 2.
- 9 new driver licences and driver renewals were issued (down 13 last quarter) and 89 vehicle licences were processed over the quarter (down from 100 last quarter).

No new applications for pavement licences were received this quarter. Seven street collections and 10 house to house collections took place in quarter 4, compared to 18 street collections and 11 respectively last quarter. 22 small society lottery licences were renewed this quarter, and 5 new licence was granted.

### **Environmental Enforcement and Contract Monitoring**

The Environmental Enforcement Team welcomed the long awaited delivery of two electric vans. They are now in use across the borough to investigate complaints, deliver and remove unwanted bins and provide a high profile visible presence around the Borough.

The relationship with our contractor has gone from strength to strength, in the last quarter we have seen missed collections and late bin delivery numbers decrease dramatically. From this point last year, we have seen a 64% reduction for escalated missed collections – in March 2024 we saw only 49 escalated missed complaints.

We have seen a 74% reduction for escalated bin/delivery complaints – in March 2024 we saw 36 escalated complaints. This is a true reflection of hard work that has been put in on both sides from the Waverley and Biffa teams.

We have been contacted by several individuals for community litter picks, in this quarter we have supported nine litter picks within the community.

In this quarter, the team have completed 25 investigations into abandoned vehicles, 2 which have resulted in Fixed Penalty Notices (FPN) being issued.

230 fly tips were investigated, with some evidence of the offenders being found in some cases, resulting in 1 FPN for Duty of Care issued and 1 FPN for Fly tipping. The borough continues to be a target of crime with several tonnes of processed waste being dumped within Waverley and the Guildford Boroughs. We are currently working with Guildford, the Police and Environment Agency to try to identify the source and the offenders.

Whilst on patch the team will actively walk the boundaries of PSPO's where there are noted issues. We have been working closely with a Parish to reduce the number of complaints of dog control in that area.

Environmental Enforcement and Monitoring Officers (EEMO) continue to support the Parking Team with ad hoc queries including assessing and preparing quotes for pothole fixes, perimeter fencing, tree/vegetation issues, white line painting schedules, inspection of parking machines, investigating complaints of disturbance within the areas and ensuring the cleanliness of car parks is maintained to a high standard.

EEMO's continue to support Council services within the organisation and when out on patch. this year we have supported Police and Ambulance crews with four incidents – including traffic accidents, escaped animals on a highway and an elderly gentleman falling into the road requiring first aid and a hospital trip.

### Emergency Planning:

Quarter 4 was a little quieter in terms of emergency planning with fewer incidents, although there were still intermittent water outages with Thames Water but affecting fewer properties. Work continues with Thames Water to try to ensure fewer incidents in the future. The councils focus during such incidents is to ensure vulnerable persons in the community are supported and have sufficient water for their needs.

The team were also kept busy processing grant applications from persons affected by flooding during Storm Henk between 2 and 12 January 2024. Grants and sort term council tax relief were available where flood water entered the habitable parts of dwellings. Grants were also available for businesses similarly affected.

Event safety has continued to be a key focus during Q4, with Safety Advisory Groups being convened with organisers and other agencies to help organisers improve their management of events this year and in future years.

Recruitment of the Corporate Health and Safety Officer has proved difficult and in the interim we have engaged a Health and Safety Advisor to ensure the council is complying with its legal obligations whilst recruitment continues.

**Richard Homewood, Assistant Director, Regulatory Services**

## 15.2 Key Performance Indicators Status

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

PI reference	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
R1a	Average number of days to remove fly-tips ( <b>lower outturn is better</b> )	Days	3	2	2	2	3	2
R1b	Number of fly tipping incidents in a quarter ( <b>Data only</b> )		210	163	195	166	230	Data only
R2	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due ( <b>higher outturn is better</b> )	%	100%	100%	100%	100%	100%	100%
R3	Food businesses with a 'Scores on the door' of 3 or over ( <b>higher outturn is better</b> )	%	91.3%	96.6%	96.3%	96.1%	95.8%	Data only

### 15.2.2 Comment:

**R1a, R1b** – Performance on clearing fly tips has slipped as a result of a significant increase in the number of them, but we continue to work closely with Biffa. Enforcement activity on fly tipping and abandoned vehicles remained a priority for the team and the team are working closely with the Environment Agency, the Police and adjacent councils over some significant ‘industrial scale fly tips.

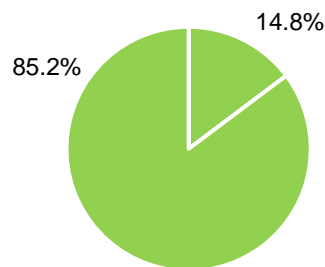
**R2, R3** – As food inspections get back on track (100% for the fifth quarter in a row) standards in food businesses continue to improve and the number of food businesses with a score of 3 or over remains relatively stable.

## 15.3 Service Plans – Progress Status

### 15.3.1 Summary Table and Pie Chart

Q4 Progress on Regulatory Services Service Plans 2023/26

Total	100%	61
Completed	14.8%	9
On track	85.2%	52
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 second quarter.

## 15.4 Internal Audit Actions Progress Status

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

## 15.5 Complaints Statistics

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

KPI	Description		Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Q4 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	1	1	3	2	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	1	2	2	0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	67%	100%	N/A	95%

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

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



### 15.5.3 Summary Comment on the statistics

All complaints received were responded to within the required timeframe.

## 15.6 Finance Position at the end of the quarter

### 15.6.1 Regulatory Services General Fund Account Table

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Regulatory Services</b>					
Expenditure	2,378	2,316	-62	Favourable	-3%
Income	-1,519	-1,490	29	Adverse	-2%
<b>Regulatory Services Total</b>	<b>859</b>	<b>826</b>	<b>-34</b>	<b>Favourable</b>	<b>-4%</b>

### Capital Regulatory Services

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'000	Sum of Carry Forward £'000
Regulatory Services	109	101	0	-8

### 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 and rising costs on businesses.

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## Waverley Borough Council

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

**Date:** 18 June 2024

Ward(s) affected: All Wards

**Report of Director:** Place

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**Report Status:** Open

**Key decision:** Yes

# Community Asset Transfer Policy

## 1. Executive Summary

- 1.1 The Council does not have a policy outlining the approach and decision-making process governing expressions of interest for the transfer of assets owned by or under stewardship of the Council deemed suitable for transfer to a Voluntary or Community Organisation (VCO).
- 1.2 A new policy has been written to guide and ensure a transparent and consistent approach by the Council when considering expressions of interest for a Community Asset Transfer to a VCO. The policy is attached at Appendix 1 to this report.
- 1.3 The report includes an illustrative selection of transfer enquiries received for parcels of land across the Borough providing without

prejudice examples of what would be assessed using the procedures and criteria set out in the proposed policy.

- 1.4 Having an adopted policy provides clarity on the steps to take both for the applicants when preparing an expression of interest for consideration, and the Council when assessing it. It enables a decision-making process governing the transferring of land to a VCO to be undertaken on a consistent and fair basis.

## **2. Recommendation to Overview Scrutiny**

- 2.1 That the Overview and Scrutiny Committee considers the proposed Community Asset Transfer Policy (Appendix 1) and notes the Equality Impact Assessment (Appendix 2), and makes any recommendation to Executive.

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

- 3.1 To consult the Overview and Scrutiny Committee – Resources on the Community Asset Transfer Policy.

## **4. Exemption from publication**

- 4.1 None.

## **5. Purpose of Report**

- 5.1 To set out a draft Community Asset Transfer policy that the Executive can apply to assess an expression of interest for the transfer of assets owned by or under the stewardship of the Council.
- 5.2 The report explains the benefits to be gained from having a policy that sets out what applicants wishing to submit an expression of interest for the transfer of an asset need to do, and what steps the Council will follow to make a decision that is robust, consistent and transparent. Having no policy creates uncertainty around the

process being applied by the Council and whether expressions of interests and VCOs are being considered on a fair and equal basis.

- 5.2 The policy provides a clear and robust procedure to guide applicants. VCOs submitting expressions of interest will have to demonstrate a clear purpose for the transfer; what benefits will be gained for them, the Council and the community; and that they have the resources (financial or otherwise) and ability to the manage the asset for the purposes intended. A list of VCOs that can apply is included in the policy.

## **6. Strategic Priorities**

- 6.1 This policy supports the Council's strategic priorities detailed in the Corporate Strategy 2020-2025 by way of empowering communities and improving the health and wellbeing of residents and communities.
- 6.1 By setting out a formal policy for Community Asset Transfer, the Council is making the process clear for voluntary and community groups wanting to make a business case for the transfer of parcels of land and buildings that they wish to participate in owning and managing.
- 6.2 In many cases, the land that would be forwarded for consideration includes open spaces and recreation facilities that in turn can facilitate the health and wellbeing of residents and communities across the borough. Any such transfer would need to comply with the relevant statutory provisions.

## **7. Background**

- 7.1 The Local Government and Public Involvement in Health Act 2007 and Localism Act 2011 brought about a number of public sector reforms aimed at creating strong, prosperous communities and delivering better public services through a re-balancing of the relationship between Central Government, Local Government and local people by giving residents a greater say over local services.

- 7.2 The 2007 Quirk review was part of the Government's programme for empowering communities set out in the Local Government White Paper published in late 2006. The review sought to give local authorities a better understanding of how existing powers could be used to facilitate the transfer of assets to more community asset management and ownership taking account of the need to manage risks.
- 7.3 The Council is in the position of a trustee in relation to the land and assets that it holds on behalf of the community. The purpose of the Community Asset Transfer policy is to set out a transparent and consistent approach to expressions of interest and decision-making process governing the transfer of land to a VCO. The policy defines which VCOs are deemed suitable for consideration by the Council for a Community Asset Transfer.
- 7.4 The policy also defines the different types of land and buildings and circumstances that may be considered when a Community Asset Transfer expression of interest is received. Examples of where transferring would be considered and supports the Council's Strategic Priorities include where a Council owned asset:
- Supports the Council's community objectives or was formerly delivering such objectives and the asset is now surplus to the Council's own requirements; or
  - Contributes towards community empowerment and generates social, economic or environmental benefits.
- 7.5 The schedule at Appendix 3 lists examples of historic and proposed enquiries illustrating the typical kind of asset transfer that would be considered. Several transferees are community and charitable organisations leasing properties from the Council. To encourage the community benefits they bring to the area, the Council assisted these organisations at the time by agreeing a lease.
- 7.6 During the application stage, VCOs will be required to provide a business case for their proposed use of the asset and must

demonstrate that there is a clear intention for the long-term use of the asset. This will include providing details of the activities the VCO wishes to deliver as well as demonstrating that they have a secure financial base to ensure long term sustainability.

- 7.7 The policy states that the transfer of an asset will be by way of a lease, with disposals of a freehold interest being considered in exceptional circumstances. All Community Asset Transfers would be the subject of a specific report to the Council's Executive for approval or full Council as appropriate.
- 7.8 This policy does not preclude the Council still having the ability to separately grant short-term leases to community groups either at market rent or, under prescribed conditions subject to statutory provisions, at less than best consideration. Such lettings are dealt with in accordance with officer delegations set out in the Constitution or by way of an Executive decision. Officers are preparing a separate policy governing a process for making decisions on disposing assets at Less Than Best Consideration.
- 7.9 This draft policy will sit under the Council's overarching Capital Strategy, which brings together the detailed policies, procedures and plans relating to land and building assets and applies to the General Fund, Housing Revenue Account and the Trusts (for which the Council is Trustee).
- 7.10 Investment Properties fall under the Asset Investment Strategy and are not part of this report.

## **8. Consultations**

- 8.1 The Lead Councillor for Finance, Assets and Property, has been consulted and has endorsed the proposed policy.
- 8.2 Officers will engage with Ward Councillors on the individual transfers at the relevant time.

## **9. Key Risks**

- 9.1 The criteria laid out in the policy aims to ensure that any VCOs are clear from the outset what is required of them and on what basis the Council will approve an asset transfer. The detailed nature of the policy is to mitigate the risks associated with any transfer.
- 9.2 A transfer will only be granted to suitable organisations with demonstrable experience and resources in place to manage a community-based asset over the longer term. There is no definition of what is meant by long-term, but the principle of a Community Asset Transfer is that the Council divests itself of ownership and control of an asset, and VCOs correspondingly take on responsibility and can sustain long-term ownership.
- 9.3 The Quirk Review and guidance around Community Asset Transfer and management makes clear that local authorities must support and work with VCOs to ensure any transfer does not fail. This could have financial and resource implications for the Council should the need arise to provide a VCO with support. The Council may incur fees to prepare the transfer, including valuers', advertising, surveyors' and legal fees. The Council will seek to pass these on to the VCO unless the VCO can objectively show it cannot meet such costs.
- 9.4 Regarding legal costs in particular, these are likely to be incurred by the Council when considering each request on a case-by-case basis. This increases the likelihood of the use of external legal services (due to existing pressure on internal legal services) and such legal costs should be passed on to applicants at application stage should this policy be adopted.

## **10. Financial Implications**

- 10.1 The Council faces many current challenges both financial and operational including the prevailing economic environment and reduced government funding leading to a funding shortfall,



increased public expectation and a reduction in available resources to operate and run community assets.

- 10.2 By divesting of a property asset by transfer to a VCO, the Council can support the economic, social or environmental wellbeing of the community. Depending on the circumstances, the Council may also achieve possible revenue, maintenance and associated operational cost savings. Savings will be dependent on the size and nature of the asset to be transferred and its proposed use.
- 10.3 The Council may incur certain costs due to this transfer policy and will seek to pass these on to the relevant VCO.

## **11. Legal Implications**

- 11.1 Any decisions on transfers would need to be agreed by the Executive or full Council as appropriate.
- 11.2 The Council should seek tailored legal advice on a case-by-case basis before undertaking any Community Asset Transfer. A brief summary of the key legal implications is below, but each situation will need to be considered individually.
- 11.3 If the Council cannot show that the process and decision were undertaken in a proper and reasonable fashion, it may find itself exposed to a costly and time-consuming challenge by way of judicial review.
- 11.4 The Council must, under s123 of the Local Government Act 1972, obtain the best consideration that can be reasonably obtained for the disposal of land, unless it has the express consent of the Secretary of State or if the Council considers this will help to secure the promotion or improvement of the economic, social or environmental well-being of its area.
- 11.5 Disposals of land include: a sale of the freehold interest; granting a lease; assigning any unexpired term of a lease; and granting an easement. If publicly owned land is disposed of at less than best consideration, the local authority is likely to be providing a subsidy

to the purchaser and must consider the rules on subsidy control too (i.e., is there a risk of distorting competition/being anti-competitive).

- 11.6 If the land is being disposed at an undervalue exceeding £2 million, this will also require the specific consent of the Secretary of State.
- 11.7 Prior to considering disposal at less than best consideration it is essential to identify the purpose for which the land is held, as specific additional legal requirements may apply. This policy will not fit all circumstances, so legal input should be sought in each case early in the process.
- 11.8 Common land usually cannot be disposed of under section 233(2) of the Town and Country Planning Act 1990 without the Secretary of State's consent.
- 11.9 Appropriate restrictive covenants would be inserted, as appropriate, into any transfer deed or lease to include, but not limited to, restrictions on use for community benefit and preventing change of use, development, re-development, seeking planning permission without the Council's express written consent, onward sale, lettings, assignments or sharing of use with other organisations, as well as restrictions on causing nuisance.
- 11.10 The VCO should be obliged to return the relevant asset in a good state of repair and maintenance via a positive covenant in the relevant legal document; this will help to protect the Council from a dispute or costs in the future.
- 11.11 If the community purpose of a VCO ceases, protection to the Council can be provided by contractual positive covenants or rights of first refusal for the asset to be transferred back to the Council (or its successors in title) from the VCO at nil value or an option for the Council (or its successors in title) to re-acquire the asset.

11.12 Freehold land transfers will be considered where there are demonstrable objective reasons why a lease is not the most appropriate transfer mechanism.

11.13 In the event that a freehold transfer is deemed the most appropriate means of transferring, overage provisions may be appropriate so that in the event of a further disposal of the land by the VCO, such that the Council would benefit from any future redevelopment of the land.

## **12. Human Resource Implications**

12.1 Depending on the nature of the asset and current staff resource to manage it there is a slim possibility that the transfer of an asset or group of assets impacts on Council staff in terms of a reduction in their role or potential transfer to another organisation. If this became a possibility, the impact on the affected employee(s) would need to be accounted for. Should such a situation arise officers would follow due process, consultation and procedures, and report to the Executive as part of a proposal to transfer.

12.2 Processing expressions of interest and dealing with any subsequent transfer transactions will demand varying amounts of officer time across the Council.

## **13. Equality and Diversity Implications**

13.1 Public authorities are required to have due regard to the aims of the Public Sector Equality Duty (Equalities Act 2010) when making decisions and setting policies.

13.2 An Equalities Impact Assessment has been completed in regard to the draft policy and is set out at Appendix 2.

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

14.1 No Environmental Impact Assessment has been carried out as there are no risks identified as part of the adoption of the proposed policy. However, Community Asset Transfer does

promote economic, social and environmental, community well-being and the public health of communities.

## **15. Summary of Options**

- 15.1 Do not adopt policy – this would not address having a consistent decision-making process and voluntary and community groups and Council officers would not have a clear procedure to follow if a group or organisation wished to submit an expression of interest or even if they qualify as a VCO.
- 15.2 Adoption of Policy – this would provide a strong governance framework around asset transfer and allow both the Council and VCOs to follow and consider expressions of interest in a consistent, robust and transparent manner. This is the recommended option.

## **16. Conclusion**

- 16.1 Community Asset Transfer is not governed by statutory instrument and is a process agreed by local authorities based on their own community objectives. Adoption of the policy will bring clarity to a decision-making process that benefits the community and helps the Council achieve its community objectives.

## **17. Background Papers**

- 17.1 None

## **18. Appendices**

Appendix 1 - Draft Community Asset Transfer Policy

Appendix 2 – Equality Impact Assessment

Appendix 3 – List of Transfers Completed and Proposed

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	7/11/23
Legal / Governance	29/05/24
HR	15/05/24
Equalities	15/05/24
Lead Councillor	07/05/24
CMB	07/11/23
Executive Briefing/Liaison	14/11/23
Committee Services	15/05/24

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# COMMUNITY ASSET TRANSFER POLICY

## Contents

1. Introduction .....	2
2. Purpose of the Policy and Scope .....	2
3. What is Community Asset Transfer? .....	3
4. Principles & Aims of the Policy .....	3
5. Assets Suitable for Transfer .....	4
6. Organisations Suitable for Consideration .....	6
7. Criteria for Considering Transfer Requests .....	6
8. Application Process .....	9
9. Transfer Method and Valuation.....	12
10. Legal Issues and Governance.....	14
11. Resource Implications .....	14
12. Policy Review .....	14
13. The Community Asset Transfer Process .....	15
ANNEXE 1 - Expression of Interest Form .....	18
ANNEXE 2 - Example Evaluation Criteria .....	19

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<i>Version:</i>	<i>1.0 - DRAFT</i>
<i>Executive/Council Approval date:</i>	
<i>Date for review:</i>	<i>April 2026</i>

## 1. Introduction

This Community Asset Transfer (CAT) policy provides a clear framework for Waverley Borough Council (the Council) to address the transfer of assets to Voluntary or Community Organisations (VCOs). The Council has an obligation to fully consider the implications of community asset transfers as part of robust corporate asset management processes to ensure it protects the interest of the Council as long-term custodian of its assets.

Under this policy assets include land, buildings and other structures owned by or under the stewardship of the Council. With a diverse range of asset holdings, each transfer request will be judged on a case-by-case basis against this policy framework, including:

- The nature and capacity of the applicant.
- Contribution to corporate objectives.
- Assessment of risks and sustainable business cases.
- Robust option appraisals (including financial implications to the Council).

A single policy will not fit all circumstances in exactly the same way. Nevertheless, a number of common principles will apply. For example: the suitability and resource capacity of the transferee, adoption of robust option appraisals including financial implications for the Council, contribution to corporate objectives, and so on. A thorough assessment of risks and sustainable business cases will be essential steps to undertake before any transfer can be recommended for approval. Accordingly, this policy provides a clear framework against which to evaluate any expression of interest for an asset transfer.

## 2. Purpose of the Policy and Scope

The purpose of this policy is to provide a transparent, fair and consistent framework and provide guidance on the application and governance arrangements for enabling appropriate asset transfers between the Council and organisations and groups that fall within the policy definition of a VCO.

This policy sets out assets that are deemed suitable for community asset transfer and explains that the Council must be the owner of the asset.

This policy does not include the procedure and policy governing nominations for designating Assets of Community Value (ACV) which is governed by a separate procedure.



### 3. What is Community Asset Transfer?

For the purposes of this policy, Community Asset Transfer is defined as, “*the transfer of land, buildings or other structures from the Council’s ownership into the stewardship and/or ownership of a voluntary or community organisation (VCO)*”.

#### National and local policy context

The Local Government Public Involvement Act 2007 and Localism Act 2011 brought about a number of public sector reforms aimed at creating strong, prosperous communities and delivering better public services through a re-balancing of the relationship between Central Government, Local Government and local people by giving residents a greater say over local services.

In 2007 the Government published, ‘*Making Assets Work: The Quirk Review*’. This examined ways to maximise the community benefits of publicly owned assets by considering options for greater transfer of asset ownership and management to community-led groups. The report highlighted that this is not prescribed by legislation but provides guidance to assist local authorities in the use and understanding of existing powers and being clear about the risks associated with the process and learning to manage them effectively. The Review concluded that the driver for any asset transfer is not the disposal of assets per se but, rather, the empowerment of communities. It also makes clear that it expects the transfer of assets, not liabilities.

The lead from Government is that local management and ownership of assets makes for strong communities. Therefore, the Council will support the national policy where there is a clearly defined case for the transfer, the transfer complies with this policy framework, and has regard to the desired outcomes set out in other Council strategies, including but not limited to:

- Corporate Strategy 2020-2025.
- Capital Strategy.
- Local Plan.

This policy supports the Council’s strategic priorities detailed within its Corporate Strategy 2020-2025 by way of empowering communities and improving the health and wellbeing of its residents.

### 4. Principles & Aims of the Policy

The Quirk Review considered that the transfer of assets should aid community empowerment agendas, open up new sources of finance and extend the use of existing facilities to a wider community. The Council, therefore, in adopting this policy, should apply these aims and objectives when considering the transfer of assets:

- Community empowerment
- Borough wide benefits for residents
- A sustainable third sector

- Economic development and social enterprise
- Improvements to local services
- Value for money
- Delivery of Corporate Objectives

The Council's policy on asset transfer is underpinned by the following principles:

- Underlying aim being the transfer of land, buildings or other structures from the Council's stewardship into the stewardship or, where demonstrated necessary, the ownership of a VCO for the long-term.
- Any proposed transfer must support the objectives and priorities of the Council as set out in its Corporate Strategy.
- The transfer of property assets to the community is based on the view that there are realisable benefits to be obtained from giving the community a greater say in their area.
- The Council will adopt a transparent corporate process for asset transfer with clear stages for each party.
- The Council will adopt an agreed method of assessing the benefits of the transfer which includes commissioning a valuation report to enable a comparison with open market transfer.
- All costs, fees and taxes associated with the assessment and transfer process of the asset to be borne in full by the VCO (including but not limited to valuers' fees, stamp duty land tax, Land Registry fees, legal fees and advertising costs).
- The asset is not being used to deliver a service that is best provided directly by the Council rather than through a VCO.
- Recognise the Council's dual but independent roles as a supporter of the third sector but also as a steward and custodian of publicly owned assets.

## 5. Assets Suitable for Transfer

**The Council first and foremost has a duty of stewardship to protect its assets.**

The Council holds the position of trustee in relation to the assets that it owns and safeguards on behalf of its local community. These include assets such as land, buildings and other structures that are fully owned or leased with the purpose of:

- Supporting direct service delivery.
- Delivering the Council's priorities in the Corporate Strategy.
- Supporting delivery by partners including the voluntary sector.
- Stimulating economic activity and regeneration.
- Supporting the Council's Medium Term Financial Plan and Housing Revenue Account Business Plan.

### Assets suitable for transfer

The Council may consider transferring assets in circumstances where the following criteria applies:

- Council is the absolute owner of the asset; in the case of land, it must be the owner of the freehold interest.
- Asset currently supports Council community objectives or was formerly delivering such objectives and where the asset and is now surplus to requirements.
- Asset has been reviewed and the asset management plan recommends transfer to a community-based user.
- An agreed delegated committee whose membership includes Councillors and senior officers must have considered and agreed that the Asset could be suitable for Community Asset Transfer.
- Relevant service area/client manager within the Council supports the transfer.
- Asset contributes towards community engagement and, separately, an options appraisal has been carried out and approved by Asset and Property Services to identify that the asset is suitable for community sharing as the sole or one of the viable options.
- Asset is not currently needed for future service delivery, which could best be provided directly by the authority rather than through the community.
- Asset is fit for purpose and would not impose an unreasonable liability upon any VCO.

### Assets not suitable for transfer

The Council will not consider applications for Community Asset Transfers where:

- Asset is key to delivering Council current or potential services.
- A significant amount of revenue income or potential revenue or capital receipt proportionate to the size, nature and use of the asset, would be lost.
- Asset is required for strategic, planning or redevelopment/regeneration purposes.
- Site has the potential to provide Biodiversity Net Gain or carbon off setting provision or any other environmental enhancement scheme.
- Proposed use of the asset does not comply in planning terms.
- Transfer of the asset would be to an individual(s) or business to be used purely as a vehicle for commercial ventures. This does not include, for example, charitable organisations with trading arms, where profits are given back to communities.
- Transfer would contravene Trade and Cooperation Agreement Principles.
- Asset would be used solely for religious purposes/activities.
- Asset would be used for any political purposes/activities.
- Transfer would be detrimental to any individual, geographical community or community of interest, resulting in unlawful discrimination, harassment or a failure to promote good relations.

## 6. Organisations Suitable for Consideration

An organisation wishing to be considered must be based within the Borough of Waverley and have strong links with the community. They must be able to demonstrate provisions within their legal structure that provide assurances that assets will be retained for community use and benefit and would not distribute any surplus they make to their members. The local community must also be able to influence their operational and decision-making processes.

Consideration will be given to the following types of organisations, identified as VCOs within the context of this policy:

- Parish Council
- Town Council
- Company Limited by Guarantee
- Community Interest Company
- Not for Profit
- Unincorporated Association
- Charitable Trust
- Charitable Incorporated Organisation
- Charitable Company
- Voluntary Organisations
- Community Organisations
- Social Enterprises

Should a group of individuals wish to form a VCO to benefit their local community, an application for a Community Asset Transfer cannot be completed until the group is legally formed into one of the entities listed above.

Constitutions of the above must be formed as a legal entity that can hold assets and/or provision of any proposed services.

The Council would normally expect a Voluntary and Community Sector organisation to have the following fundamental characteristics:

- Non-governmental
- It must exist for community/social/environmental reasons and benefit
- Non-profit distributing - it must reinvest any surpluses to further its social aims/community benefits
- Has community benefit objectives

## 7. Criteria for Considering Transfer Requests

The transfer decision will involve the assessment of a number of criteria. These include the VCO proving the rationale and supporting evidence for holding the asset, the capacity and expertise to take on the asset, the benefits to be gained and sustainability to manage the asset for the long term.

The assumption will be a leasehold arrangement, rather than a freehold transfer.

## Clear rationale for the VCO holding the asset

Within its business case, a VCO must be able to demonstrate how holding the asset will:

- Lead to community empowerment.
- Contribute to the Council's corporate priorities under the Corporate Strategy.
- Enable the local community to be able to influence their operational and decision-making processes.
- Support community wellbeing and delivery of better public services.

The VCO will also need to include information on:

- Purpose and proposed use of the asset and what community needs it would address by being in their stewardship.
- The VCO's link to the community, in what form and how.
- Community, social or environmental demand for the proposed transfer.
- Proof that the activities proposed are in demand and are not already being satisfactorily addressed by another organisation or community.
- Other stakeholders.
- Provisions within their legal structure that provide assurances that assets will be retained for community use and benefit and would not distribute any gain they make to their members.
- The type of transfer sought and why.

## Evidence that the VCO has capacity to take on the asset as a leasehold

The VCO business case must demonstrate:

- Good governance arrangements, open and accountable processes, including providing copies of the accounts of the organisation.
- An established and/or proven track record of delivering services, asset or property management, whichever is relevant to the asset being transferred.
- Skills and capacity to manage the asset, including (where appropriate) health and safety policy, compliance with relevant legislation and any statutory requirements arising from ownership or management.
- Sound financial management with at least five years revenue or capital funding plans including maintenance and investment plans as appropriate.
- Sources of finance that the asset transfer will release or attract such as grants.
- Opportunities for income generation to ensure sustainability, for example, through the hiring of space and facilities, opportunity to gain additional income from leases/licences.
- Perceived risks associated with the transfer and risk management plans showing actions the VCO would take to mitigate these.

If the VCO is newly established only a leasehold transfer will be considered.

## Clear benefits that will result from the transfer

The VCO must demonstrate in the business plan how the proposed transfer would:

- Provide a service of community benefit in line with the Council's corporate priorities.
- Embrace diversity and works to improve community cohesion and reduce inequalities.
- Benefit the Council in terms of service delivery, improvements to local services whilst supporting the corporate priorities under the Corporate Strategy.
- Benefit the local community, such as securing stronger, more cohesive and sustainable communities, social enterprise, attracting new investment and reinvigorating the local economy.
- Benefit the VCO itself, such as financial security, increased recognition, power, management capacity and organisational development/opportunities to expand and diversify.

## Ability of the VCO to sustain long-term stewardship

The Council has a duty to ensure that due diligence is carried out on any VCO to mitigate the risk of any transfer failing as this would have a negative impact on local communities. In order to do this the VCO must provide proof that it has:

- A secure financial base to ensure they can fund the transfer and maintain long-term self-sustainability, including providing copies of audited financial accounts where necessary and evidence of sufficient funding to cover all legal, valuation, Land Registry, advertising and other fees generated by the transfer, as well as any stamp duty land tax or other taxes.
- The staffing capacity to manage the asset and have management or committee members who possess the necessary experience and skills to manage the asset.
- Good governance arrangements, robust financial systems and all the necessary policies expected of a VCO in place.
- Procedures and processes in place that enable the VCO to comply with all statutory/regulatory obligations connected with the use and/or occupation of an asset including but not limited to asbestos management, legionella and fire risk assessments for property assets.
- A viable financing plan that is robust and provides a sustainable foundation for long-term ownership. This will be subject to a formal valuation of the asset undertaken by the Council.

If the VCO ceases to exist the asset may transfer automatically back to the Council (or its successors in title) from the VCO at nil value or via an option for the Council to re-acquire the asset (or its successors in title).

## 8. Application Process

The following stages and processes for Community Asset Transfer will apply to every proposal:

### (i) Expression of interest

All potential transfers will be subject to an open and public invitation to submit a written expression of interest that sets out:

- How the organisation qualifies as a VCO (or what types of VCO would be considered where the expressions of interest is from within the Council).
- The specific land, building or structure that is the subject of the Community Asset Transfer.
- An outline proposal including the reasoning behind it.
- An outline of the aims and objectives of the transfer.

Applicants will submit a written expression of interest using the template at Annexe 1.

### (ii) Review and assess expression(s) of interest

The Council will review expressions of interest and check that all of the following criteria are met:

- Applicant organisation qualifies as a VCO.
- Asset is deemed suitable and appropriate for consideration for Community Asset Transfer.
- Outline proposal meets the requirements of the policy e.g., a transfer for the long-term, for the benefit of the community, financial standing.

This will lead to a recommendation by the Assistant Director of Assets and Property in consultation with the lead officer for the service area in which the asset sits and the Portfolio Holder for Finance, Assets and Property, to invite the applicant VCO to submit a business case.

Should the applicant or asset be unsuitable, the applicant will be notified.

### (iii) Advertising the opportunity

Opportunities for community asset transfers will be advertised appropriately and openly through independent local agents, the Council's website lettings page and/or by other methods appropriate and proportionate to the proposed transfer, inviting expressions of interest from VCOs.

Expressions of interest received speculatively where an asset has not been advertised will be considered in line with this policy and the opportunity advertised.

In cases where two or more community organisations are interested in an asset, a selection procedure will be adopted.

#### (iv) Business case

The VCO will be required to submit a detailed, evidence-based business case and financing plan for the transfer and long-term custodianship, which will be assessed and evaluated by the Council against the criteria laid out in this policy.

The VCO must present a well-prepared business case for their proposed use of the asset. This will need to demonstrate that there is a clear intention for the long-term use of the asset and an understanding of the activities the VCO wishes to deliver.

The business case must set out the following information upon which the Council can assess and evaluate the application (see Section 7 for criteria to be met):

- Rationale for the VCO managing the asset.
- Evidence of VCO capacity to take on the asset.
- Benefits that will result from the transfer.
- Financing plan for the transfer.

#### (v) Assess and evaluate business case

The Council will assess and evaluate the VCO business cases. VCO's will be required to provide evidence to support their application ready for evaluation by the Council. Each asset transfer proposal will have its own bespoke evaluation criteria similar to the example questions and weightings provided at Annexe 2. Detailed consideration will be given to the community impact and benefit of the transfer in terms of economic, social or environmental wellbeing of the community.

From the Council's perspective it will consider and assess how the transfer proposal:

- Supports its strategic corporate priorities, service delivery, community objectives and does not negatively impact on the Council's own needs and requirements for service delivery now and in the future.
- Supports its desired outcomes in other Council strategies e.g., local plan.
- Makes for stronger communities by handing over to local management.
- Would not be contrary to any obligation placed on the Council.
- Does not incur a significant loss of any existing or potential income, for example, potential loss of opportunity income arising from access rights.
- Provides value for money and best consideration in the case of land and building transfers.
- Provides for a monitoring process and details of 'fall back' arrangements should the transfer prove to be unsustainable.

During this stage points of clarification may be sought by either party including any heads of terms for proposed leases of land and building assets. The Council will undertake an independent asset valuation for land and property transfers to ensure best consideration is achieved and/or cost benefit analysis in other circumstances in order to ensure value for money.

This will lead to a recommendation by the Executive Head of Assets and Property in consultation with the lead officer for the service area in which the asset sits and the



Portfolio Holder for Finance, Assets and Property to be submitted for consideration by the Executive/full Council, as appropriate.

(vi) [Assess and evaluate legal requirements](#)

Any decisions to transfer will be subject to the approval of the Executive or full Council as appropriate and made by way of a lease arrangement.

Freehold land transfers will only be considered in exceptional circumstances where there are demonstrable objective reasons why a lease is not the most appropriate transfer mechanism.

The Council must show that the process and decision were undertaken with good governance and each application for the transfer will be evaluated for Legal implications, which will include but not limited to the following:

- The Council must, under s123 of the Local Government Act 1972, obtain the best consideration that can be reasonably obtained for the disposal of land, unless it has the express consent of the Secretary of State or if the Council considers this will help to secure the promotion or improvement of the economic, social or environmental well-being of its area.
- Disposals of land include: a sale of the freehold interest; granting a lease; assigning any unexpired term of a lease; and granting an easement. If publicly owned land is disposed of at less than best consideration, the local authority is likely to be providing a subsidy to the purchaser and must consider the rules on subsidy control too (i.e., is there a risk of distorting competition/being anti-competitive).
- If the land is being disposed at an undervalue exceeding £2 million, this will require the specific consent of the Secretary of State.
- Prior to considering disposal at less than best consideration it is essential to identify the purpose for which the land is held, as specific additional legal requirements may apply. This policy will not fit all circumstances, so Legal input to the evaluation will be sought in each case early in the process.
- Common land or former common land cannot be disposed of under section 233(2) of the Town and Country Planning Act 1990 without the Secretary of State's consent.
- Appropriate restrictive covenants will be inserted, as appropriate, into any transfer deed or lease to include, but not limited to, restrictions on use for community benefit and preventing change of use, development, re-development, seeking planning permission without the Council's express written consent, onward sale, lettings, assignments or sharing of use with other organisations, as well as restrictions on causing nuisance.
- The VCO will be obliged to return the relevant asset in a good state of repair and maintenance via a positive covenant in the relevant legal document; this will help to protect the Council from a dispute or costs in the future.

- If the community purpose of a VCO ceases then protection to the Council may be provided by contractual positive covenants or rights of first refusal for the asset to be transferred back to the Council (or its successors in title) by the VCO at nil value or an option for the Council to re-acquire the asset.
- In the event that a freehold transfer is deemed the most appropriate means of transferring, overage provisions may be appropriate so that in the event of a further disposal of the land by the VCO, such that the Council would benefit from any future redevelopment of the land.

#### (vii) Executive/Council Decision

The Executive/ Council report will consider:

- Contribution to corporate objectives.
- Compliance to criteria.
- Sustainability of the VCO.
- Legal requirements.
- VCOs access to funding and its ability to raise finance.
- Financial implications on the Council.
- Identification of risks.

The report will detail recommendations to the Executive/full Council who will make a formal published decision.

#### (viii) Completion of asset transfer

Once formal approval is given, detailed heads of terms will be agreed between the Council and the VCO detailing all the main aspects of the transaction and lease terms as appropriate. The Council, at the VCO's expense, will arrange the formal drafting of legal documentation which will include where relevant, service level agreements, monitoring arrangements, support and investment plans. This final stage will require the VCO and their solicitors to work collaboratively with the Council in order to avoid delays to the completion of the transfer.

Timescales for the completion of a Community Asset Transfer will be dependent on the nature and type of the transaction involved.

## 9. Transfer Method and Valuation

The method of Community Asset Transfer will be by way of a lease that ensures transfer to a VCO for the long term and will only be granted to organisations with the experience and resources in place to manage it over the longer term. Freehold land transfers will only be considered in exceptional circumstances where there are demonstrable objective reasons why a lease is not the most appropriate transfer mechanism. All transfers will be subject to an assessment that shows the transfer to be value for money, or in the case of land and building transactions, at best (or less than best in certain circumstances according to Council policy) consideration reasonably obtainable – see Section 8(vi) above.

## Form and length of tenure

The underlying aim of this policy is the transfer of land, buildings or other structures from the Council's stewardship for community use for the long term.

There is no definition of what is meant by long-term, but the principle is that the Council divests itself of short to medium-term management of an asset, and VCOs correspondingly take on and are able to independently sustain long-term responsibility and maintenance.

The terms of any transfer will be determined on a case-by-case basis and the Council will consider the specific circumstances of the applicant, sustainability of any business case, the proposed asset, any legal requirements and intended use alongside length of lease.

## Land and building transfers specifically

As set out in Section 8(vi) above, the Council has a statutory duty under Section 123 of the Local Government Act 1972 (as amended) (LGA 1972) that, except with the consent of the Secretary of State, it shall not dispose of land (under this section) otherwise than by way of a short tenancy, for a consideration less than the best that can reasonably be obtained. "Land" is defined in section 270 as including "any interest in land and any easement or right in, to or over land.."

Best consideration is not limited to the purchase price but may include a term or condition which identifies a specific, quantifiable commercial benefit or monetary worth to the vendor (the Council). These conditions are referred to as voluntary conditions.

The Council has the ability under the LGA 1972 General Disposals Consent 2003 to sell or lease Council assets at less than best consideration in cases where it can demonstrate and attribute value to wellbeing benefits that would arise<sup>1</sup>. Any transfer for less than best consideration, either freehold or leasehold, would need to be

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<sup>1</sup> *Legislation recognises that there may be circumstances where a Council considers it appropriate to dispose of land at an undervalue (i.e., at values less than could be obtained on the open market). Councils should not divest themselves of valuable public assets unless they are satisfied that the circumstances warrant such action. A statutory general disposal consent has therefore been issued to give local authorities autonomy to carry out their statutory duties and functions, and to fulfil such other objectives as they consider to be necessary or desirable. However, when disposing of land at an undervalue, Councils must remain aware of the need to fulfil their fiduciary duty in a way which is accountable to local people. Circular 06/03 issued in 2003 gives authorities consent to a disposal of land at an undervalue provided that:*

- a) *a local authority considers that the disposal is likely to contribute to the achievement of:*
  - (i) *the promotion or improvement of economic well-being*
  - (ii) *the promotion or improvement of social well-being*
  - (iii) *the promotion or improvement of environmental well-being, and*
- b) *the best price reasonably obtainable for the property does not exceed £2,000,000 (two million pounds). If it does exceed £2m, Secretary of State consent is required.*

transparent and justifiable and have the appropriate approval by the Executive/full Council.

Voluntary conditions or benefits arising that do not have a direct commercial or monetary value to the Council such as job creation, social value or using the land for a particular desirable purpose can be considered if a disposal is at less than best consideration as they are non-commercial social, economic or environmental benefits that are deemed to arise from the disposal.

### Valuation

To demonstrate that best consideration will be achieved, all proposed Community Asset Transfers will be subject to a formal valuation in accordance with the Royal Institution of Chartered Surveyors Valuation Standards unless a cost-benefit analysis is the more appropriate mechanism.

For land transfers at less than best consideration the valuation report of the interest to be transferred will clearly state the difference between the unrestricted value of the interest and the consideration to be accepted (the undervalue) in accordance with RICS Valuation Global Standards 2023: UK National Supplement VPGA 17 “Local authority disposal of land for less than best consideration in England and Wales”.

## 10. Legal Issues and Governance

In all cases appropriate legal mechanisms will be put in place to protect the Council’s financial position. Please see Section 8(vi) above.

The transfer of assets will need to be considered on a case-by-case basis and advice obtained from the Council’s Legal Services wherever appropriate.

### Disposal decision

This will be the subject of a specific report to the Council’s Executive. In certain circumstances, disposal decisions will require a decision by full Council.

## 11. Resource Implications

Transferring an asset to a community-based organisation is a resource intensive process due to the steps involved. Existing staff and Council resources will be used where available to deliver the required outcomes.

## 12. Policy Review

This policy will be reviewed to incorporate legislative, regulatory amendments, best practice developments, or to address any operational issues with the policy. At each review the relevant officer will review any assets transferred during the policy term to

ensure that the asset is still open, being used for the specified purpose and being well maintained.

The policy will be monitored by the Council.

### 13. The Community Asset Transfer Process

The following process will be applied by the Council in respect of any expression of interest for Community Asset Transfer. Section 8 provides background explanation.

<b>Stage</b>	<b>Responsibility</b>
1. Expression of interest	<p>An asset identified for transfer will be initiated either by a Council-led invitation or an expression of interest from outside the organisation.</p> <p>Applicants will submit a written expression of interest using the template at Annexe 1 detailing how they qualify as a VCO; the specific asset that is the subject of the expression of interest; an explanation of the reasoning behind it; and the aims and objectives of the transfer.</p>
2. Review and assess expression of interest	<p>The Council will assess the expression of interest and whether it would/could meet the requirements set out in this policy.</p> <p>This will include whether or not the applicant is deemed to qualify as a VCO, that the asset is appropriate for consideration, and undertake a Land Registry and title deed report to check any restrictions or other aspects that could potentially affect a transfer.</p> <p>If the expression of interest is deemed suitable for further consideration a recommendation by the Assistant Director of Assets and Property in consultation with the lead officer for the service area and the Portfolio Holder for Finance, Assets and Property will lead to an invitation to the VCO to submit a business case.</p> <p>Should the expression of interest be deemed unsuitable the applicant will be notified. Any decision is final.</p>
3. Advertising the opportunity	<p>The Council will advertise opportunities for community asset transfers appropriately and openly inviting expressions of interest from VCOs.</p>

<b>Stage</b>	<b>Responsibility</b>
	Submission of Expressions of Interest will only be accepted by email to the address specified on the Template.
4. Business case	<p>The applicant will be invited to submit a detailed, evidenced based business case and financing plan for the transfer and long-term management.</p> <p>The business case must include the information requirements set out in this policy, with particular attention to the information requested in Section 7 on the criteria to be met.</p>
5. Assess and evaluate business case	<p>The Council's Asset Management team will lead the business case assessment and evaluation with other officers using the criteria set out in the policy and any bespoke weighted questions as per the example provided in Annexe 2.</p> <p>Detailed consideration will be given to the community impact and benefit of the transfer in terms of economic, social or environmental wellbeing of the community.</p> <p>An independent valuation will be undertaken for land and property transfers.</p> <p>The Council will assess the business case according to its policies and community asset transfer matrix.</p>
6. Assess and evaluate legal requirements	The Council will review, assess and evaluate the legal requirements set out in section 8(vi) above.
7. Executive/full Council Decision	<p>The Council's governance process will require a report with a recommendation to transfer to be submitted to Executive/full Council for approval. The Executive will consider community asset transfer proposals twice a year on or around 30 September and on or around 31 March each year.</p> <p>The Executive/full Council's decision on whether to proceed with the transfer will be final.</p>
8. Completion of the asset transfer	Once formal approval is given, detailed heads of terms will be agreed between the Council and the VCO detailing all the main aspects of the transaction and lease terms as appropriate.

<b>Stage</b>	<b>Responsibility</b>
	<p>The Council will arrange the formal drafting of legal documentation. This final stage will require the VCO and their solicitors to work collaboratively with the Council in order to avoid delays to the completion of the transfer.</p> <p>The Council may incur fees to prepare the transfer, including valuers', advertising, surveyors' and legal fees. The Council will pass these on to the VCO unless the VCO can objectively show it cannot meet such costs.</p> <p>Applicable stamp duty land tax or other taxes and Land Registry fees are to be met by the applicant VCO.</p>

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## ANNEXE 1- Expression of Interest Form

### Community Asset Transfer (CAT)

#### Expression of Interest Form

VCO's name, address and contact details	
Please set out how your organisation qualifies as a VCO under the Council's CAT policy?	
Address and area in sqm of asset to be transferred (please attach a plan)	
Type of transfer requested  If applying for freehold transfer, please provide reasons why a leasehold transfer does not meet your needs	
Outline your plans for this asset and how these fits within your organisation's and the Council's corporate goals and objectives	
Evidence that your organisation is able to manage the asset effectively including financial details, staffing, expertise etc. (refer to CAT Policy)	
List of any other stakeholder groups with an interest in this asset	

Once completed please email this form to [property.estates@waverley.gov.uk](mailto:property.estates@waverley.gov.uk).



## ANNEXE 2- Example Evaluation Criteria

### Community Asset Transfer (CAT)

#### EXAMPLE QUESTIONS AND WEIGHTINGS

**[Each Asset Transfer Proposal will have bespoke criteria]**

Waverley Borough Council invites to you apply for the Community Asset Transfer of <ASSET NAME> (the “Asset”). As part of the Council’s application process each applicant must submit a business case which addresses the following questions. Answers will be evaluated based on a scoring matrix developed for this purpose.

#### **Question 1 - 25%**

##### **Proposed use statement**

Please provide a method statement indicating how you will approach this brief including:

- Statement outlining approach and strategy, explaining how the operation of the <ASSET NAME> would be undertaken
- Demonstrate how this supports the objectives and priorities of the Council
- Identification of the benefits to the wider community
- How you intend to use the <ASSET NAME>
- Hours of use
- Target demographic
- Innovation or innovative thinking that you can bring to this brief and what benefits it could achieve
- Any other information that could be useful

#### **Question 2 – 25%**

##### **Asset management approach**

Please provide the initial plans you have for the management of the site <ASSET NAME>:

- How the different parts of <ASSET NAME> would be managed and maintained
- Who would undertake the management of the different parts
- What changes do you envisage making to the <ASSET NAME>
- How responsibility for management and maintenance would be allocated in the VCO
- How the required skill set in managing the assets would be obtained

#### **Question 3 – 15%**

##### **Community engagement, communication and buy-in**

Please describe.

- Any plans for ensuring there is engagement and buy-in from the local community
- Planned advertising initiatives e.g., social media, website
- Potential charity partnerships
- How the operation of the <ASSET NAME> would promote inclusivity

**Question 4 – 25%**

**Experience**

Please provide details of your experience in the following:

- Operation of a similar asset
- Landlord and Tenant relationships

**Question 5 – 10%**

**Financing**

Please provide and comment on the following:

- Business accounts (if available)
- How the operation would be financed in the initial months
- How long-term financial sustainability would be achieved
- Future funding and investment plans

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# Appendix 2

## Equality Impact Assessment

The purpose of an assessment is to understand the impact of the Council's activities\* on people from protected groups and to assess whether unlawful discrimination may occur. It also helps to identify key equality issues and highlight opportunities to promote equality across the Council and the community. The assessment should be carried out during the initial stages of the planning process so that any findings can be incorporated into the final proposals and, where appropriate, have a bearing on the outcome.  
 (\*Activity can mean strategy, practice, function, policy, procedure, decision, project or service)

Name of person completing the assessment	Caroline Wallis	Date of assessment	03/05/2024
Name of the proposed activity being assessed	Adoption of a Community Asset Transfer Policy	Is this a new or existing activity?	New
Who will implement the activity and who will be responsible for it?	Officers will implement any descision made by the Executive or Full Council on the transfer of Assets to Community groups.(VCO)		

### 1. Determining the relevance to equality

What are the aims, objectives and purpose of the activity?	To set out a transparent and consistent approach to applications and the decision-making process governing the transfer of assets to community organisations.		
Is this a major activity that significantly affects how services or functions are delivered?	No	Who will benefit from this activity and how?	The community will benefit from being able to have community groups deliver services from Council owned assets
Does it relate to a function that has been identified as being important to people with particular protected characteristics?	No	Who are the stakeholders? Does the activity affect employees, service users or the wider community?	Councillors, officers, professional advisors, contractors, members of the community.

### Based on the above information, is the activity relevant to equality?

<b>Yes – continue to section 2</b>  <b>No – please record your reasons why the activity is not relevant to equality</b>	Yes.  The activity may have a minimal impact but does not create barriers to any of the groups with protected characteristics.  The policy will make the decision making process around Community Asset Transfer clear for Council officers, Councillor and Community groups.  As this is a new activity it is unclear and difficult to assess whether or not it will have an impact on any protected groups however it should have a
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	positive impact in giving members of the community an opportunity to have a say in the services delivered by local community groups.
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2. Is the proposed activity accessible for all the protected groups listed below?  
*(Consider in what ways the activity might create difficulties or barriers to parts of the workforce, community or protected groups. How might one or more groups be excluded because of the activity?)*

Protected groups	Yes	No	Evidence
Disability	Yes		
Race	Yes		
Gender	Yes		
Sexual orientation	Yes		
Age	Yes		
Religion or belief	Yes		
Transgender or transsexual	Yes		
Marriage and civil partnership	Yes		
Pregnancy or maternity	Yes		

3. Is it likely the proposed activity will have a negative impact on one or more protected groups?

Protected groups	Yes	No	Evidence
Disability		No	
Race		No	
Gender		No	
Sexual orientation		No	
Age		No	
Religion or belief		No	
Transgender or transsexual		No	
Marriage and civil partnership		No	

Pregnancy or maternity		No	
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4. What action can be taken to address any negative impact? What measures could be included to promote a positive impact? (*Consider whether it is possible to amend or change the activity due to the likely adverse impact whilst still delivering the objective. Is it possible to consider a different activity which still achieves the aims but avoids an adverse impact? Is an action plan required to reduce any actual or potential adverse impact?*)

The Council will ensure any negative impact is mitigated through the criteria set out in any management agreement associated with a transfer.

Asset Transfer should have a positive impact by involving the community and offering community groups the opportunity to deliver objectives themselves.

No action plan is required.

5. What are the main sources of evidence that have been used to identify the likely impacts on the different protected groups? (*Use relevant quantitative and qualitative information that is available from sources such as previous EIA's, engagement with staff and service users, equality monitoring, complaints, comments, customer equality profiles, feedback, issues raised at previous consultations and known inequalities*).

As this is a new activity it has been difficult to assess any impact. It is suggested that any impact is assessed over the course of the first three years of the policy and the policy and EIA be updated at the first review to reflect any impacts noted during the review period.

6. Has any consultation been carried out (e.g. with employees, service users or the wider community)? Please provide details

N/A

7. Is further consultation required as a result of any negative impact identified? If so, what groups do you intend to engage with and how?

N/A

8. Conclusion of Equality Impact Assessment - please summarise your findings

It is possible that there may be an very minor impact but this will not be known until the policy is in operation. The nature and intention of each transfer will differ and therefore consideration will be given to any negative or positive impacts when considering expressions of interest and agreeing any ongoing management arrangements.

**Name of person completing assessment: Caroline Wallis**

**Date: 03/05/2024**

**Job title: Strategic Asset Manager**

**Senior manager name: Marieke Van der Reijden**

**Assistant Director of Assets and Property**

**Date: 03/05/2024**

**Community Asset Transfer (CAT)**  
**List of asset transfers completed, in progress**  
**and new requests received**

First tranche of transfers as approved by Executive on 08/10/2020

Transferee	Type of transfer	Site	Completed
Haslemere Town Council	Freehold	<ol style="list-style-type: none"> <li>1. Land at Crown and Cushion Junction (Clements Corner, adj Weydown Road CP)</li> <li>2. Land adj Weydown Road CP</li> <li>3. Land at St Christopher's Green</li> <li>4. Land at Town Meadow</li> <li>5. Land at Grovers Garden</li> <li>6. Land at Woodcock Green</li> </ol>	Jan 2021
Witley Parish Council	Leasehold	<ol style="list-style-type: none"> <li>1. Land at Amberley Road Play Area Milford</li> </ol>	Feb 2021
Farnham Town Council	Freehold	<ol style="list-style-type: none"> <li>1. Land at Battings Memorial Garden</li> <li>2. Land at Borelli Garden</li> <li>3. Land at Gostrey Meadow</li> <li>4. Land at Halifax Gardens, Rowledge</li> <li>5. Land at Haren Gardens and Home Park</li> <li>6. Land at Riverside</li> <li>7. Land at Riverside Hatchmill</li> <li>8. Land at Riverside Maltings</li> </ol>	March 2023
Wonersh Parish Council	Leasehold	<ol style="list-style-type: none"> <li>1. Land at Lordshill Common Shamley Green</li> <li>2. Land at Wonersh Common, Wonersh</li> <li>3. Land at Blackheath Grove, Wonersh</li> </ol>	In progress

## Appendix 3

### Further requests

Proposed Transferee	Type of transfer	Site
Godalming Town Council	Freehold	<ol style="list-style-type: none"><li>1. Lammas Land at junction of Charterhouse Road and Borough Road Godalming</li><li>2. Lammas land adjacent to Bridge Gate House Bridge Road Godalming</li><li>3. The Burys Field including Scout Hut and Wilfried Noyce Centre</li><li>4. Passage from Crown Court CP to High St including public conveniences</li><li>5. Canon Bowring Recreation Ground excluding equipped play area</li><li>6. Wiggin's Yard Godalming</li></ol>
Farnham Town Council	Freehold	<ol style="list-style-type: none"><li>1. Weybourne Allotments Farnham</li></ol>
Chiddingfold Parish Council	Freehold	<ol style="list-style-type: none"><li>1. Coxcombe Lane Recreation Ground</li><li>2. The Green Chiddingfold</li></ol>



## Overview & Scrutiny Committee Resources 2024/25 Work Programme

### Part 1 of 3: Recommendations made in 2023/24

Ref	Agenda Item	Recommendation	Meeting date	Made to	Agreed?	Details
R23-11-14-10	Housing Revenue Account - New Build Housing Delivery - Elstead & Ockford Ridge	The Committee resolved to: <ul style="list-style-type: none"> <li>express concern about the market valuation process;</li> <li>express concern about the potential for cost overruns; and</li> <li>to request that the option of a greater financial contingency be investigated to mitigate any impacts of inflated build costs.</li> </ul>	14/11/20-23	Executive	N/A	Officers provided a briefing note in response to these concerns in December 2023.
R23-11-14-14	Resourcing of Waverley Borough Council In-House Legal Services Function (Exempt)	The Committee also resolved to recommend to the Executive that: <ul style="list-style-type: none"> <li>that one element of the papers be included on the agenda of the meeting of Council on 12 December 2023.</li> </ul>	14/11/2023	Executive	Agreed	This was included on the agenda for the meeting of Council on 12 December 2023.
R23-09-19-13.1	69 High Street, Godalming	To request that the Executive: <ul style="list-style-type: none"> <li>Conduct a full review of the 69 High Street project, including Lessons Learned for the future.</li> </ul>	19/09/2023	Executive	Deferred - Matter referred back to Resources O&S Committee for clarification	The Leader sought clarification through the Scrutiny Officer, whether the Chair of the Overview and Scrutiny Committee – Resources would like the review of the 69 High Street project to be undertaken

						by the Executive or an Overview and Scrutiny Sub-committee, as good governance practice would indicate that the review not be undertaken by the body that was delivering the project. This will be picked up at next meeting of the O&S Resources Committee.
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### Part 2 of 3: Upcoming items

Ref	Title	Purpose for scrutiny	Leader Member/Officer	Date for O&S consideration	Date for Executive decision (if applicable)
	Q4 Corporate Performance Report 2023-24	To scrutinise the Council's performance for the last quarter of 2023/24.	Jenny Sturgess	18 June 2024	
	Property Investment Quarterly Report	To scrutinise the quarterly update on property investment.	Caroline Wallis.	<i>Standing Item</i>	n/a
	Community Asset Transfer Policy	To be consulted on a policy to enable the transfer of assets to Town and Parish councils.	Caroline Wallis	18 June 2024	11 June
	Equalities, Diversity and Inclusion Policy	To scrutinise the proposed Policy	Robin Taylor	Pending	Pending

	Workforce Profile Report	To scrutinise the first report of the Workforce Profile sub-group	Robin Taylor	tbc	n/a
	Transformation and Collaboration – update on costs and savings	To scrutinise the costs and savings associated with the collaboration agreement entered into with Guildford Borough Council.	Yasmine Makin / Robin Taylor	<i>Quarterly</i>	TBC
	Corporate Strategy 2023-2027	To scrutinise revisions to the Corporate Strategy 2023-27	Robin Taylor	Simultaneous O&S 8 July	9 July
	Brightwells Yard Development	To look at the proposals to bring a library into the scheme	Debbie Smith	Pending	9 July
	69 High Street Review	Resolved by this committee in September 2023. The Chair proposed at the March 2024 meeting that he and the Vice-chair would formulate a response	Cllrs Peter Martin and Andrew Laughton	Pending	TBC
	Service Plans 2024/5	To scrutinise the service plans for the services within the Committee's remit.	Jenny Sturgess	Pending	n/a

### Part 3 of 3: Task and Finish groups

	Subject	Objective	Key issues	Chair	Lead officer	Status	Progress	Target Completion Date
	Workforce Profile Review – Working Group	Full review of the current Workforce Profile data provided and consideration of other future data that might be provided, in what format and how this information can be effectively benchmarked.	<ul style="list-style-type: none"> <li>Which workforce data should Waverley report on</li> <li>Which data is most effective in identifying challenging areas and informing future decisions?</li> <li>Which organisations should we be benchmarking ourselves against ?</li> </ul>	Cllr Barker-Lomax	Jon Formby	In progress	Chair elected and terms agreed at first meeting – second meeting to be scheduled for early 2024.	TBC
	Housing Scrutiny Review Group - Review of Waverley Housing's adherence to Regulator	The Resources O&S Committee raised concerns regarding the Housing Services Key Performance Indicators and expressed an interest in scrutinising the	<p>The focus of the review will be to scrutinise adherence to the consumer standards:</p> <ul style="list-style-type: none"> <li>The Safety and Quality Standard,</li> </ul>	To be elected at first meeting	Annalisa Howson	Pending	Members have decided to pause the review until after the completion of the Workforce Profile Review, as this will better enable	July 2024

	<p>of Social Housing Consumer Standards.</p>	<p>delivery and outcomes of services for Waverley tenants.</p> <p>From 1 April 2024, the Regulator of Social Housing will have new powers to help improve the quality of housing and services for all social housing tenants. A proactive inspection regime will be introduced with all social landlords inspected every four years.</p> <p>The O&amp;S review will scrutinise how the housing services meets or plans to meet the regulatory consumer standards, thus giving oversight</p>	<ul style="list-style-type: none"> <li>• The Transparency, Influence and Accountability Standard,</li> <li>• The Neighbourhood and Community Standard, and</li> <li>• The Tenancy Standard</li> </ul> <p>To give assurance that the housing service are accountable and providing quality homes and services, prioritising tenants safety, treating tenants with respect and being open and honest with tenants.</p>				<p>officers to deliver required work.</p>	
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		and analysis of the landlord services.						
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## Waverley Borough Council Draft Forward Plan of Key Decisions

Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

This Forward Plan sets out those **Key Decisions** which the Executive expects to take over forthcoming months. A key decision is a decision to be taken by the Executive which (1) is likely to result in the local authority incurring expenditure or making savings of above £200,000 and/or (2) is significant in terms of its effects on communities living or working in an area comprising two or more wards. Other decisions to be made by the Executive may also be included.

Please direct any enquiries about the Forward Plan to the Democratic Services Manager, Ben Bix, by email [committees@waverley.gov.uk](mailto:committees@waverley.gov.uk).

### Draft Executive Forward Plan for the period 1st June, 2024 onwards

Title	Summary	Decision taker	Exempt? <sup>1</sup>	Key	Anticipated earliest (or next) date for decision	Contact officer	Portfolio holder
Renewal of lease, Unit 11, The Enterprise Centre, Coxbridge Business Park, Farnham	To renew the lease.	Executive Head of Assets and Property	Part exempt 3	Yes	Not before 31st May 2024	Caroline Wallis, Asset Investment Manager	Portfolio Holder for Finance, Assets and Property

<b>Title</b>	<b>Summary</b>	<b>Decision taker</b>	<b>Exempt?<sup>1</sup></b>	<b>Key</b>	<b>Anticipated earliest (or next) date for decision</b>	<b>Contact officer</b>	<b>Portfolio holder</b>
Renewal of lease, Unit 19, The Enterprise Centre, Coxbridge Business Park, Farnham	To approve the renewal of the lease.	Executive Head of Assets and Property	Part exempt	Yes	Not before 31st May 2024	Caroline Wallis, Asset Investment Manager	Portfolio Holder for Finance, Assets and Property
HRA Property Disposal	Request to sell property to prevent long standing ongoing neighbourhood issues	Executive Council	Part exempt 1, 2	Yes	11 Jun 2024 16 Jul 2024	Hugh Wagstaff, Head of Housing Operations	Co-Portfolio Holder for Housing (Operations and Services)  Co-Portfolio Holder for Housing (Operations and Services)
Community Asset Transfer Policy	To approve policies to enable the transfer of assets to Town and Parish councils. (Revised title - October 2023)	Executive Council	Open	Yes	11 Jun 2024	Executive Head of Assets and Property	Portfolio Holder for Finance, Assets and Property
Scheme of Officer Delegations & Financial Procedure Rules	To approve revised Executive function delegations and recommend revised Council function delegations to Council.	Executive Council	Open	No	11 Jun 2024 16 Jul 2024	Susan Sale, Joint Strategic Director - Legal & Democratic Services	Leader of the Council & Portfolio Holder for Policy, Governance and Communications  Leader of the Council & Portfolio Holder for Policy, Governance and Communications



Title	Summary	Decision taker	Exempt? <sup>1</sup>	Key	Anticipated earliest (or next) date for decision	Contact officer	Portfolio holder
Supplementary Estimate - Democratic Services Restructure	The Leader of the Council is requested to approve a Supplementary Estimate of £55,187 (2024/25) to restructure the Democratic Services team.	Executive	Open	No	11 Jun 2024	Ben Bix, Democratic Services Manager	Leader of the Council & Portfolio Holder for Policy, Governance and Communications
Housing Services: Domestic and Heating Contract	Decision to award contract following procurement to provide gas servicing, annual certificates, repairs and replacement programme	Executive Co-Portfolio Holder for Housing Decisions	Part exempt 3	Yes	13 Jun 2024	Hugh Wagstaff, Head of Housing Operations	Co-Portfolio Holder for Housing (Operations and Services)

Title	Summary	Decision taker	Exempt? <sup>1</sup>	Key	Anticipated earliest (or next) date for decision	Contact officer	Portfolio holder
Low-Carbon Technologies Maintenance Contract Tendering	<p>Recommendation: That the Executive Head of Housing:</p> <ul style="list-style-type: none"> <li>• Endorses commencement of procurement for a low-carbon technologies maintenance contract with an external contractor for the duration of 5 years (3years, plus 1, plus 1). Budget £100,000.</li> <li>• Endorses the recommended route to market of a mini competition through the ProcurePublic Renewable Heating Framework, under an access only provision, published on InTend in accordance with the CPR's.</li> <li>• Endorses the proposed contractor to act as a point of contact to provide a rapid response should an issue arise with Ecovision managed PV panels.</li> </ul>	Executive Head of Housing Services	Open	No	Before 1 Jul 2024	Katie Reilly	Councillor Janet Crowe, Councillor Paul Rivers

<b>Title</b>	<b>Summary</b>	<b>Decision taker</b>	<b>Exempt?<sup>1</sup></b>	<b>Key</b>	<b>Anticipated earliest (or next) date for decision</b>	<b>Contact officer</b>	<b>Portfolio holder</b>
Corporate Strategy 2024-2028	To recommend a revised Corporate Strategy to Council.	Executive Council	Open	Yes	9 Jul 2024 16 Jul 2024	Executive Head of Organisational Development	Leader of the Council & Portfolio Holder for Policy, Governance and Communications
Grounds Maintenance Contract	To consider the extension of the existing Grounds Maintenance contract or in-housing of the service.	Executive	Open	Yes	9 Jul 2024	Matt Lank, Land Asset Manager	Portfolio Holder for Environment and Sustainability
Update on the Financial Status of the Guildford and Waverley Collaboration	To receive an update on the Financial Status of the Guildford and Waverley Collaboration	Executive	Open	No	9 Jul 2024	Richard Bates	Leader of the Council & Portfolio Holder for Policy, Governance and Communications

Title	Summary	Decision taker	Exempt? <sup>1</sup>	Key	Anticipated earliest (or next) date for decision	Contact officer	Portfolio holder
Route to Market for Off-Street Car Parking Enforcement	Waverley Borough Council's (the Council) contract for off-street car parking enforcement with its current provider (Marston's Group NSL) expires on the 30th of September 2024, after a short term 6 month contract approved so Waverley Borough Council can review the options available. This report sets out the process followed to explore all options and makes recommendations to the Executive.	Executive	Part exempt	Yes	9 Jul 2024	Fiona Stewart, Business Transformation Officer	Councillor Tony Fairclough
Brightwells Yard Development	Options regarding request to move the library provision into the scheme.	Executive	Part exempt	Yes	9 Jul 2024	Debbie Smith, Development Programme Manager	Deputy Leader of the Council & Portfolio Holder for Enforcement and Regulatory Services
Brightwells Yard Green Space		Executive		No	9 Jul 2024	Debbie Smith, Development Programme Manager	

Title	Summary	Decision taker	Exempt? <sup>1</sup>	Key	Anticipated earliest (or next) date for decision	Contact officer	Portfolio holder
Revised Statement of Community Involvement	The report to be taken to Executive recommends that the revised Statement of Community Involvement (SCI) is recommended to Full Council for adoption.	Executive	Open	Yes	9 Jul 2024	Olivia Gorham	Portfolio Holder for Planning and Economic Development
Request for Additional Funds for Recruitment	Request for approval of £100k from reserves in respect of Senior Recruitment costs.	Executive	Open	No	9 Jul 2024	Jon Formby, Interim Human Resources Manager	Portfolio Holder for Organisational Development and Governance
Remaining Capacity of the Farnham Park SANG	To decide on a strategy to manage the remaining capacity of the Farnham Park SANG	Executive	Open	No	9 Jul 2024	Matthew Ellis, Team Leader (Local Plans & Planning Policy)	Portfolio Holder for Planning and Economic Development
Productivity Plan	To endorse the compiled Productivity Plan following a request from the Department for Levelling Up, Housing and Communities as part of the 2024/25 local government finance settlement.	Executive	Open	No	9 Jul 2024	Robin Taylor, Executive Head of Organisational Development	

Title	Summary	Decision taker	Exempt? <sup>1</sup>	Key	Anticipated earliest (or next) date for decision	Contact officer	Portfolio holder
Swimming Pool Support Fund		Executive	Open	No	9 Jul 2024	Paul Smith	
Approval to enter into contract for Refurbishment and Alteration of 38 Weybourne Road Farnham GU9 9HG.	Approval to enter into contract for Refurbishment and Alteration of 38 Weybourne Road Farnham GU9 9HG.	Executive	Open	No	9 Jul 2024	Hugh Wagstaff, Head of Housing Operations	Co-Portfolio Holder for Housing (Operations and Services)
Housing Services: Electrical Testing Service Contract 12 month Extension	Approval to extend the Electrical Testing Service contract with NRT Electrical for months	Executive Co-Portfolio Holder for Housing Decisions	Open	Yes	25 Jul 2024	Louisa Cotton, Operational Support Officer (Commissioning), Hugh Wagstaff, Head of Housing Operations	Co-Portfolio Holder for Housing (Operations and Services)
Housing Services: Asbestos Removals Service Contract	To enter into a new contract for Asbestos Removal.	Executive Co-Portfolio Holder for Housing Decisions	Open	Yes	25 Jul 2024	Ibiyemi Akoto, Louisa Cotton, Operational Support Officer (Commissioning)	Co-Portfolio Holder for Housing (Operations and Services)
Equalities, Diversity & Inclusion Policy	To approve a corporate EDI Policy	Executive	Open	Yes	6 Aug 2024	Executive Head of Organisational Development	Portfolio Holder for Community Services, Leisure and EDI

Title	Summary	Decision taker	Exempt? <sup>1</sup>	Key	Anticipated earliest (or next) date for decision	Contact officer	Portfolio holder
National Heritage Lottery Fund Grant Utilisation for the Museum of Farnham	To accept a grant from the National Heritage Lottery Fund for the capital repair and community engagement programme for the Museum of Farnham	Executive	Open	Yes	6 Aug 2024	Charlotte Hall, Arts and Cultural Services Manager	Portfolio Holder for Community Services, Leisure and EDI
Housing Services: Roof Replacement Contract	Approval to enter into contract for a roof replacement contract	Executive	Open	Yes	6 Aug 2024	Louisa Cotton, Operational Support Officer (Commissioning), Hugh Wagstaff, Head of Housing Operations	Co-Portfolio Holder for Housing (Operations and Services)
Corporate Anti-Social Behaviour Policy	A corporate Anti-social Behaviour policy together with process and procedures for use by all Council Departments	Executive	Open	Yes	15 Oct 2024	David Hollingsworth	Portfolio Holder for Community Services, Leisure and EDI
Thriving Communities Commissioning Fund 2025/28	Approval and request to open the Council's 3 year funding scheme - Thriving Communities Commissioning Fund 2025/28	Executive	Open	Yes	15 Oct 2024	Sam Hutchison, Executive Head of Community Services, Jane Todd, Katie Webb, Community Services Manager	Portfolio Holder for Community Services, Leisure and EDI

Title	Summary	Decision taker	Exempt? <sup>1</sup>	Key	Anticipated earliest (or next) date for decision	Contact officer	Portfolio holder
Guildford and Waverley Safeguarding Children and Adults at Risk Policy	Approval of the new Guildford and Waverley Safeguarding Children and Adults at Risk Policy and Waverley Process and Procedures Manual. The Policy ensures that the council is meeting its statutory role and responsibilities for safeguarding	Executive	Open	Yes	15 Oct 2024	Sam Hutchison, Executive Head of Community Services, Katie Webb, Community Services Manager	Portfolio Holder for Community Services, Leisure and EDI

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

**Note 1: Exempt information:**

Whilst the majority of the Executive's business at the meetings listed in this Plan will be open to the public and press, there will inevitably be some business to be considered which contains confidential, commercially sensitive or personal information which will be discussed in exempt session, i.e. with the press and public excluded. These may relate to key and non-key decisions. If they are not key decisions, 28 days' notice of the likely intention to consider the item in exempt needs to be given.

This is formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of any of the Executive meetings listed below may be held in private because the agenda and reports or annexes for that meeting contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended), and that the public interest in withholding the information outweighs the public interest in disclosing it. The exemptions and corresponding paragraphs are listed below:



**Paragraph (1)** - Information relating to any individual.

**Paragraph (2)** - Information which is likely to reveal the identity of an individual.

**Paragraph (3)** - Information relating to the financial or business affairs of any particular person (including the authority holding that information).

**Paragraph (4)** - Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office-holders under, the authority.

**Paragraph (5)** - Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

**Paragraph (6)** - Information which reveals that the authority proposes – (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.

**Paragraph (7)** - Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

#### **QUALIFICATIONS:**

(8) Information falling within paragraph (3) above is not exempt information by virtue of that paragraph if it is required to be registered under –

- (a) the Companies Act 1985;
- (b) the Friendly Societies Act 1974;
- (c) the Friendly Societies Act 1992;
- (d) the Industrial and Provident Societies Acts 1965 to 1978;
- (e) the Building Societies Act 1986; or
- (f) the Charities Act 1993.

(9) Information is not exempt information if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to regulation 3 of the Town and Country Planning General Regulations 1992.

(10) Information which –

- (a) falls within any of paragraphs 1 to 7 above; and
- (b) is not prevented from being exempt by virtue of paragraph 8 or 9 above,

is exempt information if and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**Councillor Paul Follows**

Leader of the Council, Portfolio Holder for Policy, Governance and Communications; Liberal Democrats Group Leader

Primary areas of responsibility: Leader of the Council. Corporate Strategy, Council Policy, Communications and Engagement, Democratic and Committee Services, Elections, Information Security, GDPR, Governance, Legal, Overview and Scrutiny Support

Additional: Member of the Joint WBC/GBC Governance Committee.

Notes: Governance, Legal and Democratic roles shared with Cllr Victoria Kiehl

Executive Working Groups: Cost of Living EWG (Chair), Governance & Constitution Review EWG (Chair)

**Councillor George Murray**

Portfolio Holder for Customer Services and IT

Primary areas of responsibility: Complaints, Ombudsman, Customer Services, Case Management, Digital Services, FOI, ICT and Business Systems.

**Councillor Victoria Kiehl**

Portfolio Holder for Organisational Development and Governance

Primary Responsibilities: Business Transformation, HR, Learning and Development, Strategy and Policy Performance, Programme Assurance, Audit and Risk Management, Emergency Planning and Business Continuity, Governance, Legal, O&S Support

Additional: Member of the Joint WBC/GBC Governance Committee

Notes: Business Transformation shared with Cllr Peter Clark. Emergency Planning, Governance, Legal, O&S Support Shared with Cllr Paul Follows

Executive Working Groups: Governance & Constitution Review EWG (Vice-Chair)

**Councillor Tony Fairclough**

Deputy Leader and Portfolio Holder for Enforcement and Regulatory Services

Primary Responsibilities: Corporate Health and Safety, Environmental Health/Crime, Food Safety, Licensing, Private Sector Housing, Parking, Building Control, Events, Planning Enforcement

**Councillor Kika Mirylees**

Portfolio Holder for Community Services, Leisure and EDI

Primary Responsibilities: Children and Young People, Careline, Community Grants, Community Safety, Safer Waverley Partnership, Disabled Facilities Grants, Adaptations, Family Support, Health, Safeguarding, Supporting Vulnerable People, Migrants and Refugees, EDI, Museums and Culture, Leisure Centres.

Additional: Lead contact for Citizens Advice Waverley and the Police/PCC

Notes: Cranleigh LC Project sits with Cllr Liz Townsend until centre is operational.

Executive Working Groups: Cost of Living EWG (Vice-Chair)

**Councillor Janet Crowe**

Co-Portfolio Holder for Housing (Delivery)

Primary Responsibilities: Housing Delivery, Housing Compliance and Performance, Landlord Services

Additional: Delegated Powers for Housing Matters (see constitution)

Notes: Consultee on HRA matters

Executive Working Groups: Waverley Housing Delivery EWG (Chair), Community Infrastructure Levy (CIL) EWG (Chair)

**Councillor Paul Rivers**

Co-Portfolio Holder for Housing (Operations and Services)

Primary Responsibilities: Housing Maintenance and Repairs, Housing Compliance and Performance, Landlord Services

Additional: Delegated Powers for Housing Matters (see constitution)

Notes: Consultee on HRA matters

Executive Working Groups: Landlord Services EWG (Co-Chair), Waverley Housing Delivery EWG (Vice-Chair)

**Councillor Liz Townsend**

Portfolio Holder for Planning and Economic Development

Additional: Executive member responsibility for Brightwell's

Notes: None

Executive Working Groups: N/A

**Councillor Mark Merryweather**

Portfolio Holder for Finance, Assets and Property

Primary Responsibilities: Finance and accounting, (General Fund / Housing Revenue Account), Internal Audit, Procurement, Revenues and Benefits, Property and Land Assets, Facilities.

Additional: None

Notes: None.

Executive Working Groups: Assets and High Street Investment EWG (Chair)

Primary Responsibilities: Planning Applications, Planning Integration and Improvement, Economic Development, Planning Policy, Design, Conservation, Regeneration, Waverley Training Services

Additional: None

Notes: Cranleigh LC Project sits with Cllr Liz Townsend until centre is operational.

Executive Working Groups: Local Plan Review EWG (Chair), Dunsfold Governance EWG (Chair)

**Councillor Steve Williams**

Portfolio Holder for Environment and Sustainability

Primary Responsibilities: Carbon Neutrality Commitment, Environmental sustainability, renewable energy. Sustainable transport, waste management strategies for sustainability.

Additional: Surrey Pensions Committee (Member), Surrey Environmental Partnership (Member), Surrey Greener Futures Board (Member)

Notes: None

Executive Working Groups: Climate Change EWG (Chair), Sustainable Transport EWG (Chair), Waste Strategy EWG (Chair)

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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