

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

When calling please ask for:

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**Legal & Democratic Services**

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Direct line: 01483523258

Date: 14 June 2024

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

Cllr Carole Cockburn (Chair)

Cllr Philip Townsend (Vice Chair)

Cllr Dave Busby

Cllr Jacquie Keen

Cllr Laura Cavaliere

Cllr John Robini

Cllr Jane Austin

Cllr Peter Clark

Cllr Graham White

Cllr George Hesse

**Substitutes**

**Members who are unable to attend this meeting must submit apologies by the end of Monday, 17 June 2024 to enable a substitute to be arranged.**

Dear Councillor,

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

Date: Tuesday, 25 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.

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## NOTES FOR MEMBERS

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

### AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTION

To receive apologies for absence and note substitutions.

Members who are unable to attend this meeting must submit apologies by the end of **Tuesday 18 June 2024** to enable a substitute to be arranged, if applicable.

2 MINUTES

To approve the Minutes of the meetings of the Services Overview & Scrutiny Committee held on 26 March 2024 and 22 May 2024 and published on the Council's website.

3 DECLARATIONS OF INTEREST

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

4 QUESTIONS FROM MEMBERS OF THE PUBLIC

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

The deadline for submission of written questions for this meeting is Monday 17 June 2024.

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5 QUESTIONS FROM MEMBERS

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

The deadline for submission of written questions for this meeting is Monday 17 June 2024.

6 COMMITTEE FORWARD WORK PROGRAMME (Pages 7 - 12)

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

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

**Recommendation**

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

7 CORPORATE PERFORMANCE REPORT Q4 (Pages 13 - 82)

The Corporate Performance Report provides an analysis of the Council's performance for the 4th quarter of 2023-24. The report, set out at Annexe 1, is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to the Executive.

8 HEALTH AND WELLBEING BOARD UPDATE

Sam Hutchison and Katie Webb to provide an update presentation.

9 EXCLUSION OF PRESS AND PUBLIC

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

**Recommendation**

That pursuant to Procedure Rule 20 and in accordance with Section 100A (4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following items on the grounds that it is likely in view of the nature of the proceedings, that if members of the public were present during the items there would be disclosure to them of exempt information (as defined by Section 100I of the Act) to be identified at the meeting.

10 ANY ISSUES TO BE CONSIDERED IN EXEMPT SESSION

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

**Officer contacts:**  
**Jenny Sturgess, Policy & Performance Officer**  
Tel. 01483 523465 or email: [jenny.sturgess@waverley.gov.uk](mailto:jenny.sturgess@waverley.gov.uk)

**Kimberly Soane, [Kimberly.soane@waverley.gov.uk](mailto:Kimberly.soane@waverley.gov.uk)  
Tel. 01483523258 or email: [Kimberly.soane@waverley.gov.uk](mailto:Kimberly.soane@waverley.gov.uk)**

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# Services Overview & Scrutiny Committee 2023/24 - work programme

## Part 1 of 4: Recommendations made

Ref	Meeting date	Agenda Item	Recommendation	Made to	Agreed?	Details
S21-06-23-9.1	21/06/2023	Local Plan Part 1 Update	<p>The Committee NOTED the proposed recommendations to the Executive on the approach to updating the Local Plan and developing a detailed work programme for the comprehensive update, and agreed that the Executive should additionally consider:</p> <ol style="list-style-type: none"> <li>1. A reinforcement of the importance of the Development Plan</li> <li>2. A robust defence of a lower figure using a local calculation of the Local Housing Need.</li> <li>3. The Housing figures and spatial strategy to be shared with Neighbourhood Plan groups at the earliest convenience.</li> <li>4. Robust policies about delivering Affordable Housing on approved schemes to mitigate developers bringing forward viability studies after approval has been given.</li> </ol>	Executive	Partially accepted	<p>The Executive thanked the Committee for their consideration of the report. With regard to the specific recommendations:</p> <ol style="list-style-type: none"> <li>1. Agreed.</li> <li>2. The Executive agreed that the housing number should be evidence-based and appropriate to local housing need, aimed at delivering the right type of housing for Waverley.</li> <li>3. Agreed.</li> <li>4. Agreed.</li> </ol>
S14-03-23-7.1	14/03/2023	Clean Air Strategy Action Plan	<p>The Committee asked that their comments were taken into consideration in the final draft of the Air Quality Action Plan (AQAP) and the Clean Air Strategy.</p> <ul style="list-style-type: none"> <li>• Include reference to Farnborough Airport pollution in the Strategy document.</li> </ul>	Executive	Agreed	Both issues are referred to in the Strategy document.

			<ul style="list-style-type: none"> <li>Investigate new technology for monitoring and recommend Surrey CC allow anti-idling signs at Farnham Station level crossing.</li> </ul>			
S24-01-23-8.1	24/01/2023	LPP1 Review	Having undertaken a review of LPP1 in accordance with regulation 10A of The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended), the Council resolves that LPP1 requires updating to a greater or lesser extent. However, the Local Plan as a whole continues to provide an up-to-date statutory development plan for Waverley, which must remain the starting point for decisions on planning applications while an update is brought forward.	Executive	Agreed	The report on the Executive agenda on 7 February reflected that the recommendations had been accepted.
S24-01-23-8.2	24/01/2023	LPP1 Review	A further report on the detailed scope of the update and the timetable for its preparation is prepared for consideration by the Executive when the implications of a new National Planning Policy Framework (NPPF) and the emerging Levelling Up and Regeneration Bill are better understood.	Executive	Agreed	Executive on 7 February 2023 resolved: A further report on the detailed scope of the update and the timetable for its preparation is prepared for consideration by Overview & Scrutiny to allow comments and recommendations to be made prior to the presentation to Executive and Full Council. This should include the implications of a new National Planning Policy Framework (NPPF) and the emerging Levelling Up and Regeneration Bill once fully understood.



S24-01-23-8.3	24/01/2023	LPP1 Review	Budgetary provision is made to enable technical work on an updated evidence base to commence during 2023/24.	Executive	Partially accepted	Executive on 7 February 2023 resolved: Budgetary provision is made to enable technical work on an updated evidence base to commence during 2023/24.
S24-01-23-8.4	24/01/2023	LPP1 Review	There is a clear alignment between the work to be carried out as set out in the report at 10.1.3 and the budget provision being proposed.	Executive	Agreed	The budget should be reviewed in the light of the agreed scope of the update and work programme, with clear alignment and monitoring arrangements.
S24-01-23-8.5	24/01/2023	LPP1 Review	A report on the detailed scope of the proposed update process is considered by Overview & Scrutiny to allow comments and recommendations to be made prior to the presentation to Executive and Full Council.	Executive	Agreed	Executive on 7 February 2023 resolved: The governance journey for the update process should be clarified, to include the role of Overview and Scrutiny.
S24-01-23-8.6	24/01/2023	LPP1 Review	The mention of a 'full' update of LPP1 be removed throughout the document until such time as the scope is available to view and comment so as not to pre-determine the scale of the update.	Executive	Agreed	
S24-01-23-8.7	24/01/2023	LPP1 Review	Clarity be given on the governance journey for the update process	Executive	Agreed	

## Part 2 of 4: Other resolutions

<b>Ref</b>	<b>Meeting date</b>	<b>Agenda Item</b>	<b>Action</b>	<b>Actioned to</b>	<b>Status</b>	<b>Timescale</b>	<b>Details of current status</b>
S24-11-21-8.1	21/11/2023	ASB PSPO Update	The Overview and Scrutiny Committee – Services resolved to support the review of the PSPO and potential expansions if they are supported by the evidence.	David Hollingsworth, Anti-Social Behaviour Officer	In progress.	TBC	

## Part 3 of 4: Upcoming items

Ref	Title	Purpose for scrutiny	Leader Member/Officer	Date for O&S consideration	Date for Executive consideration or decision (if applicable)
1	Health & Wellbeing Board Update	Update on Health & Wellbeing Board	Katie Webb	25 June	NA
2	Quarterly Performance Report	To consider the Performance Report	Jenny Sturgess	25 June 2024	NA
3	Corporate Strategy	To consider the draft Corporate Strategy and make comment to the Executive.	Robin Taylor	8 July 2024 Simultaneous with Resources	2 July 2024
4	Corporate antisocial Behaviour Policy	A corporate Anti-social Behaviour policy together with process and procedures for use by all Council Departments	David Hollingsworth	24 September 2024	
5	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	Kate Webb	24 September 2024	
6	Thriving Communities Commissioning Fund 2025/28	Approval and request to open the Council's 3 year funding scheme - Thriving Communities Commissioning Fund 2025/28	Katie Webb	24 September 2024	
7	Revised Statement of Community Involvement	To comment on the Revised Statement of Community Involvement	Olivia Gorham	TBC	
8	Farnham Park SANG	To decide on a strategy to manage the remaining capacity of the Farnham Park SANG	Matt Ellis	TBC	
9	Annual Air Quality Status Report and Air Quality Action Plan Review	To receive the Annual Air Quality Status Report for 2024 and provide feedback.	Jeanette Guy	TBC	N/A

10	Homelessness Prevention Strategy	Scrutinise the Homelessness Prevention Strategy	Michael Rivers	2024	TBC
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#### Part 4 of 4: Task and Finish groups

No Task and Finish groups are presently underway for this committee.

# Waverley Borough Council

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

**Date:** 25 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](mailto: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 (Strategic Director for 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  
Telephone: 01483 523 465  
Email: [jennifer.sturgess@waverley.gov.uk](mailto:jennifer.sturgess@waverley.gov.uk)

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

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

## 1.1 Performance Indicators RAG Rating per Status Type

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

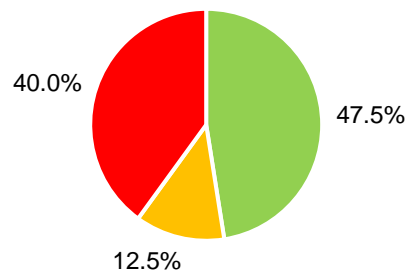
This quarter we welcomed our new Chief Executive Officer, Pedro Wrobel who commented “From the moment I stepped through the doors, I have been overwhelmed by the warmth and hospitality I’ve experienced, as well as the sheer passion that shines from everyone. It’s more than clear that this is an organisation 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

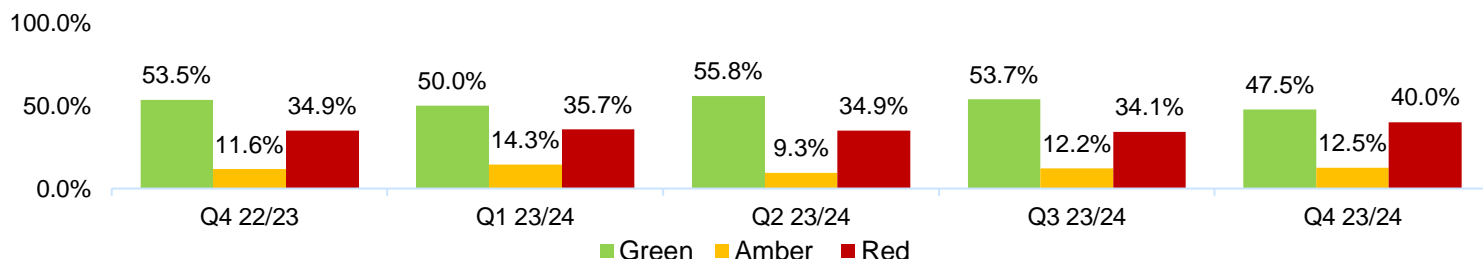
Total	100%	40
Green on target	47.5%	19
Amber - less than 5% off target	12.5%	5
Red - over 5% off target	40.0%	16
Data only	N/A	28
Data not available or paused	N/A	0



##### 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

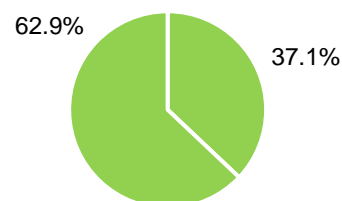


### 3.3 Summary of Service Plans Progress Status

#### 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

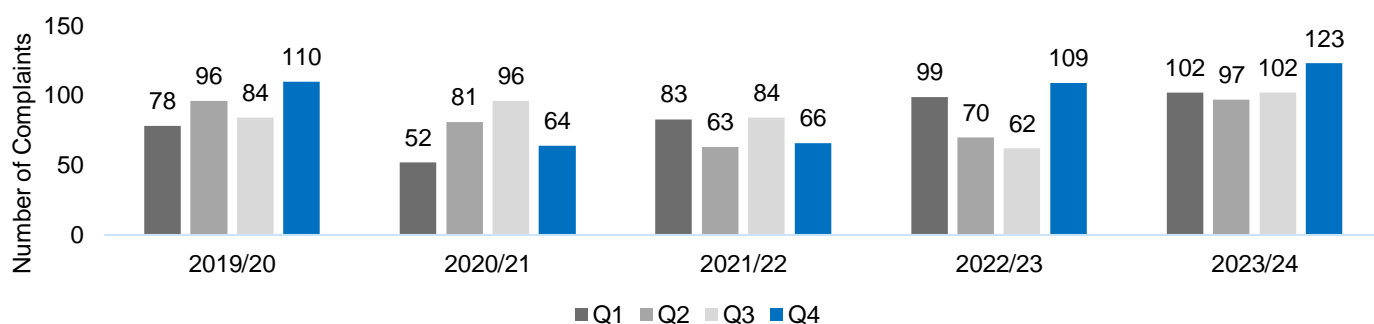
#### 3.4.1 Comment:

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:

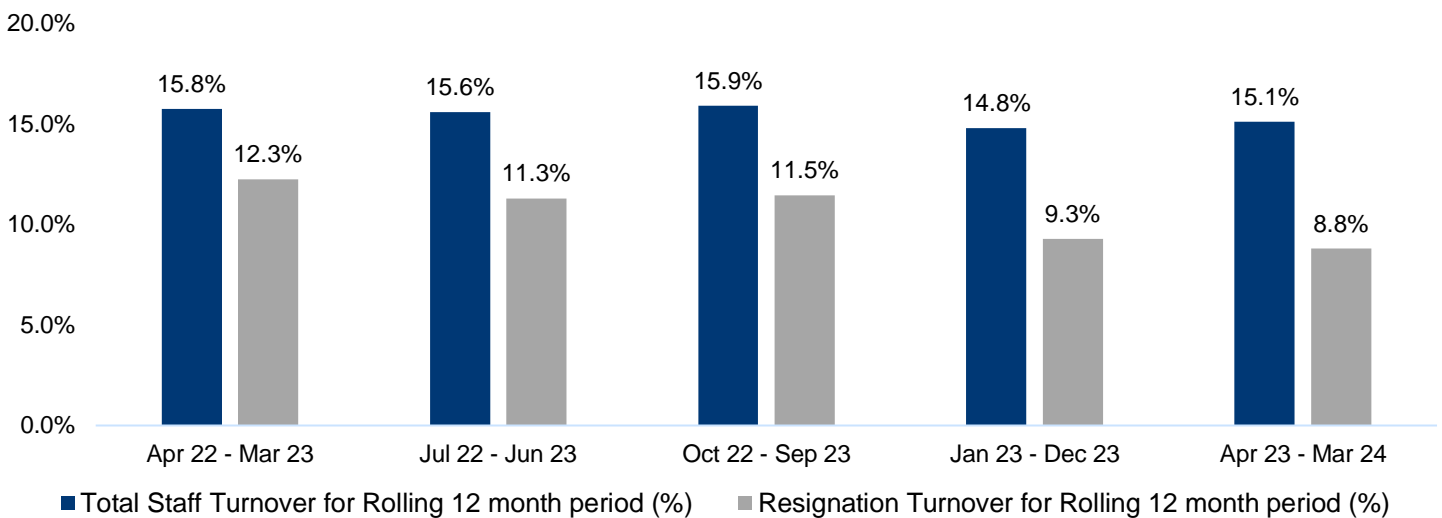
Further details of service specific performance can be found under individual dashboards, with the information on corporate complaints indicators performance included in the Communications and Customer Service Dashboard.

## 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

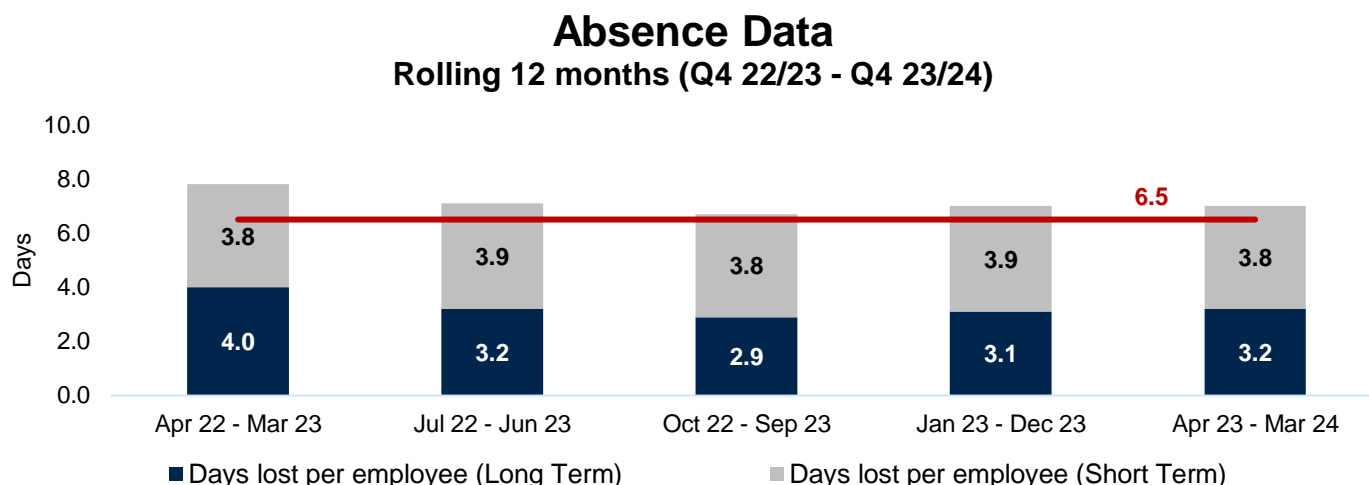


**Comment:** Total staff turnover continues around the 15% mark, however turnover through resignation has reduced for the fifth successive quarter and is now done to 8.8%. This is set against continuing high turnover rates across the U.K, where average public sector turnover according to a recent Xpert 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 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.

**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

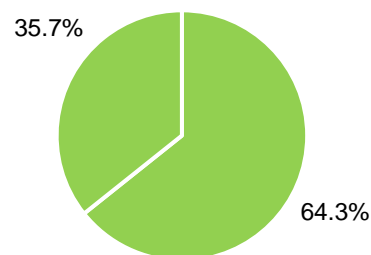
There are currently no Performance Indicators for Assets and Property.

## 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:

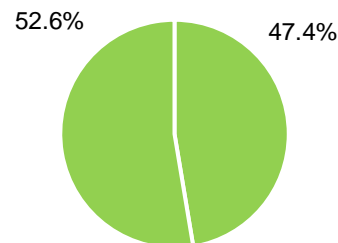
The majority of KPIs are positive however the complaints response times are not at the level they should be. Individual services will provide detail regarding the performance of complaints and reasons for delays in their service dashboards for stage 1 complaints. The stage 2 complaints that are managed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

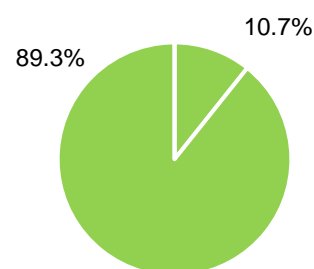
F3 remains slightly below target, but the in-year issue relating to a significant volume of delayed invoices for agency staff in planning has now been resolved.

## 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 (lower outturn is better)	No.	8	2	3	5	6	<5
H2	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.9%	1.0%	1.2%	1.3%	1.4%	1%
H3	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	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

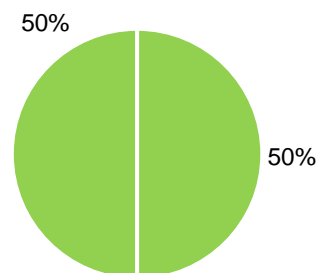
UNITS	TENURE	SCHEME	PROVIDER	COMPLETED
21	12 Affordable Rent: 12 x 1 bedroom,  9 Shared Ownership: 9 x 2 bedroom	Cranleigh Nurseries	A2 Dominion	23.03.24 and 27.03.24
7	5 Affordable Rent: 2 Shared Ownership	Hambledon	ERHA	24.01.24
1	3 Shared Ownership 1 x 2 bedroom	Firethorn Farm, Ewhurst	Aster	26.03.24
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.

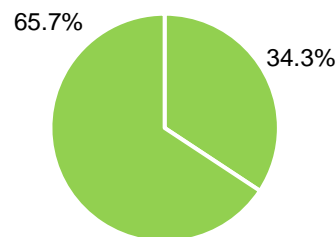
Compliance figures have drastically improved for the first period of 24/25 which will be reported on in the next performance report for Q1 24/25 when it is anticipated targets will have been met. The staff in information governance are to be commended for their hard work and significant progress over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

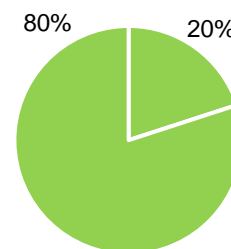
**Benchmarking.** 10 of the 11 District Authorities in Surrey shared their sickness figures for quarter 3. Of that comparison group, Waverley’s figure of 7 days compared to a mean average of 8.2 days.

## 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

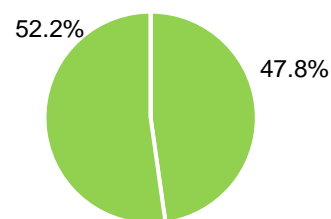
The Council is not always notified of development commencing on a site and therefore, the number of commencements recorded each year is often lower than the number of completions recorded. The annual housing requirement is currently 710 dwellings. The number of dwellings currently recorded as completed 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:

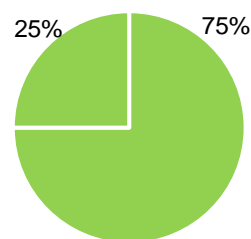
All indicators have performed within target.

## 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
Capital Commercial Services				
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:

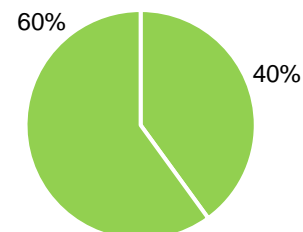
The total Careline customers for this quarter are 1426 and reflects the normal fluctuations we have with customer take up. The issues around analogue equipment supply and possible connectivity issues around digital provision also impact this number.

## 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 an 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.

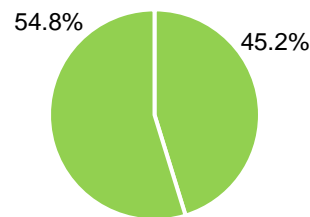
Residual Waste per household in Qtr 3 has increased on Q2, and whilst it is above the 90kg target, the full year is likely to be under target.

## 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.

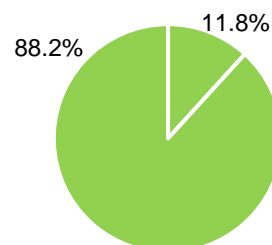
**P151 (Processing of major planning applications)** – The team has worked hard towards reducing the application backlog which has resulted in a drop in the performance of current applications.

## 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.

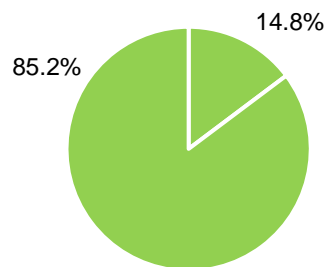
**R2, R3** – As food inspections get back on track (100% for the fifth quarter in a row) standards in food businesses continue to improve and the number of food businesses with a score of 3 or over remains relatively stable.

## 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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