



**Corporate**  
**Performance Report**  
**Q4 2021/22 and**  
**End of Year Outturn**

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

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

## 1.1 Performance Indicators RAG Rating per Status Type

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

## 1.2 Service Plans, Internal Audit, Project Management

Action Status Types	Explanation of the Status Rating Type
Completed – on track (in Green)	Action was completed: <ul style="list-style-type: none"> <li>on time,</li> <li>within the budget &amp; resources</li> <li>achieving desired outcome.</li> </ul>
On Track (in Green)	Action is on track to complete <ul style="list-style-type: none"> <li>on time,</li> <li>within the budget &amp; resources</li> <li>and expected to achieve desired outcome.</li> </ul>
Completed – off track (in Amber)	Action was completed but off track meaning that: <ul style="list-style-type: none"> <li>Was delivered not on time or/and</li> <li>Requiring additional budget or resources or/and</li> <li>Not fully achieving desired outcome</li> </ul>
Off track – action taken / in hand (in Amber)	Action has fallen slightly off target: <ul style="list-style-type: none"> <li>on time or/and</li> <li>budget or resources or/and</li> <li>or quality,</li> </ul> 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: <ul style="list-style-type: none"> <li>on time or/and</li> <li>budget or resources or/and</li> <li>quality</li> </ul> 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.

Action Status Types	Explanation of the Status Rating Type
Deferred (in Grey)	Deferred Action Status indicates that the action will not be pursued at present but will/might be in the future.
Transferred (in Grey)	Transferred Action Status indicates that although the action was not yet fully completed its delivery will continue in the coming year or that the action ownership has now changed.

### 1.3 Reporting periods

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

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

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

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

- [Corporate Dashboard](#) - page 4
- [Business Transformation](#) - page 13
- [Finance and Property](#) - page 20
- [Policy and Governance](#) - page 24
- [Housing Operations](#) - page 31
- [Housing Delivery and Communities](#) (Housing Delivery aspect only) - page 37

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

- [Housing Delivery and Communities](#) (Communities aspect only) – page 37
- [Commercial Services](#) - page 44
- [Environment and Regulatory Services](#) - page 55
- [Planning and Economic Development](#) – page 68

## 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 2021/22 and End of Year

##### 3.1.1 Q4 2021/22 and End of Year Chief Executive's summary:

This is the performance report for the fourth quarter of the financial year, i.e., January to March 2022. It also serves as the end-of-year report. Details can be found in the service chapters.

The whole year was marked by the continuing challenge of supporting the community and public services during the global Covid-19 pandemic. The council team of councillors and officers has responded to this challenge with great dedication, commitment and professionalism. The social, economic and service consequences of the last two years continue, with regular pressure from Covid-related absences, particularly within our contracted waste and recycling service and renewed demand on Planning services. Performance in these high-profile services is improving, as can be seen later in this report. Full Council meetings were held at larger venues in Godalming and Farnham to enable social distancing and ventilation, while still available to view on our website. Committee meetings returned the Council Chamber once the Government's permission to allow online 'virtual' meetings (via Zoom or similar) lapsed in May 2021.

While 80.5 percent of service plan actions were completed, the quantity of key performance indicators flagged as 'red' throughout the year is concerning: i.e., those that are more than 5% off target. Our start-of-year targets remained essentially blind to the impact of the pandemic on service performance, and so a higher proportion of reds is not surprising. Explanations of performance against specific targets are within this report. Our financial forecast for the end of the year shows a modest favourable variance, without any call on the Covid impact contingency, due to careful cost control.

As reported in Overview and Scrutiny meetings, and in previous performance reports, our Where Work Happens project continues to provide a more flexible way of office working, taking advantage of the technology that we have used throughout the pandemic, but providing a better balance for customers and our workforce, most of whom value a return to office working and the important team contact that that entails. It also has potential to reduce carbon emissions and supports the future development of options for our sites in Godalming, supporting the town and reducing our costs.

Q4 highlights were:

- Waverley council and community responded to the crisis in Ukraine via the Homes For Ukraine scheme.
- The start of Waverley's new kerbside collection service for unwanted textiles and small electricals.
- The council prepared to implement the Government announcement of a £150 payment to homes in council tax bands A-D to help with rising energy bills.
- The Local Government Boundary Commission announced new ward boundaries for the borough council to take effect from May 2023.

Waverley Borough Council also paid its respects to Cllrs Brian Adams and Peter Isherwood who both sadly passed away.

Having commenced in the new role of Joint Chief Executive of Guildford and Waverley Borough Councils in December, I was pleased that both councils agreed new governance arrangements in March. These included the heads of terms for the inter-authority agreement and a Joint Governance

Committee. This governance framework is an important building block for the collaboration. The processes for creating the Joint Management Team are now underway.

Looking ahead, the following are some key areas of focus and risk for the coming year:

- Mitigating the cost-of-living crisis and its impact on local residents and on the council, in terms of reducing income and higher costs associated with the rapid rise in inflation.
- Support to the community and to our Ukrainian guests amid the uncertainty of the war, and the associated increase in homelessness presentations.
- The inspection in July for the draft Local Plan Part 2.
- Challenges to our carbon neutral action plan from economic and supply chain pressures.
- Performance recovery as we move away from the initial immediate effects of the pandemic and lockdowns to whatever the 'new normal' will be.
- The potential for higher staff turnover, as we see in many organisations, pent-up during the pandemic.
- Implementing the council resolution on the creation of the Joint Management Team with Guildford Borough Council.

Working in public services at this time entails immense challenge. Medium term sustainability of local public services is at risk and requires us again to demonstrate the resolve and commitment that have been hallmarks of the councillor and officer team at Waverley.

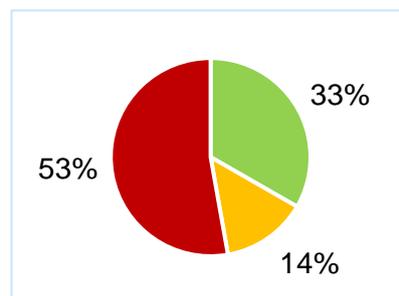
**Tom Horwood, Chief Executive**

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

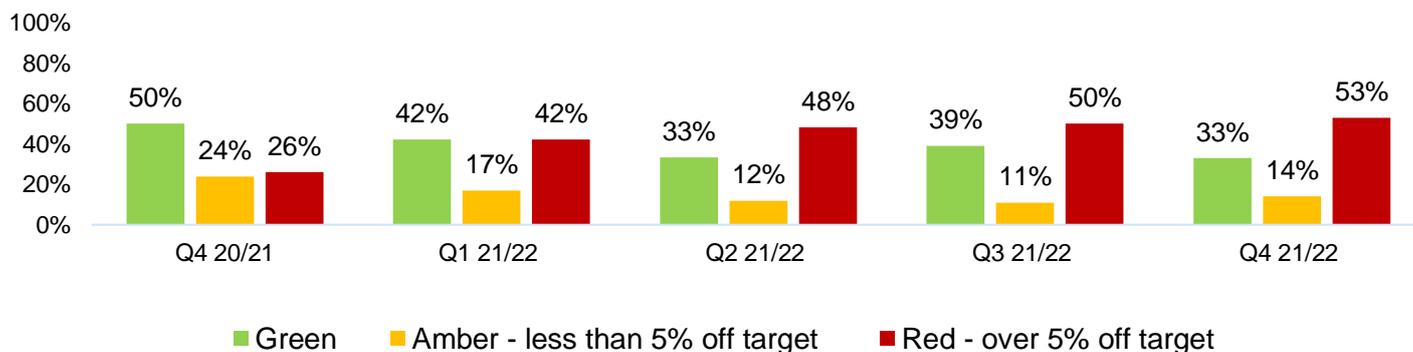
#### 3.2.1 Table with Q4 2021/22 Summary statistic for all corporate indicators with assigned targets and the three-year rolling trends RAG chart

**All Corporate KPIs**

<b>Total</b>	100%	36
<b>Green on target</b>	33%	12
<b>Amber - less than 5% off target</b>	14%	5
<b>Red - over 5% off target</b>	53%	19
<b>Data only</b>	N/A	22
<b>Data not available or paused due to Covid impact</b>	N/A	8



#### Summary of Performance Indicators - % per status Q4 2020/21 to Q4 2021/22



### 3.2.2 Comment:

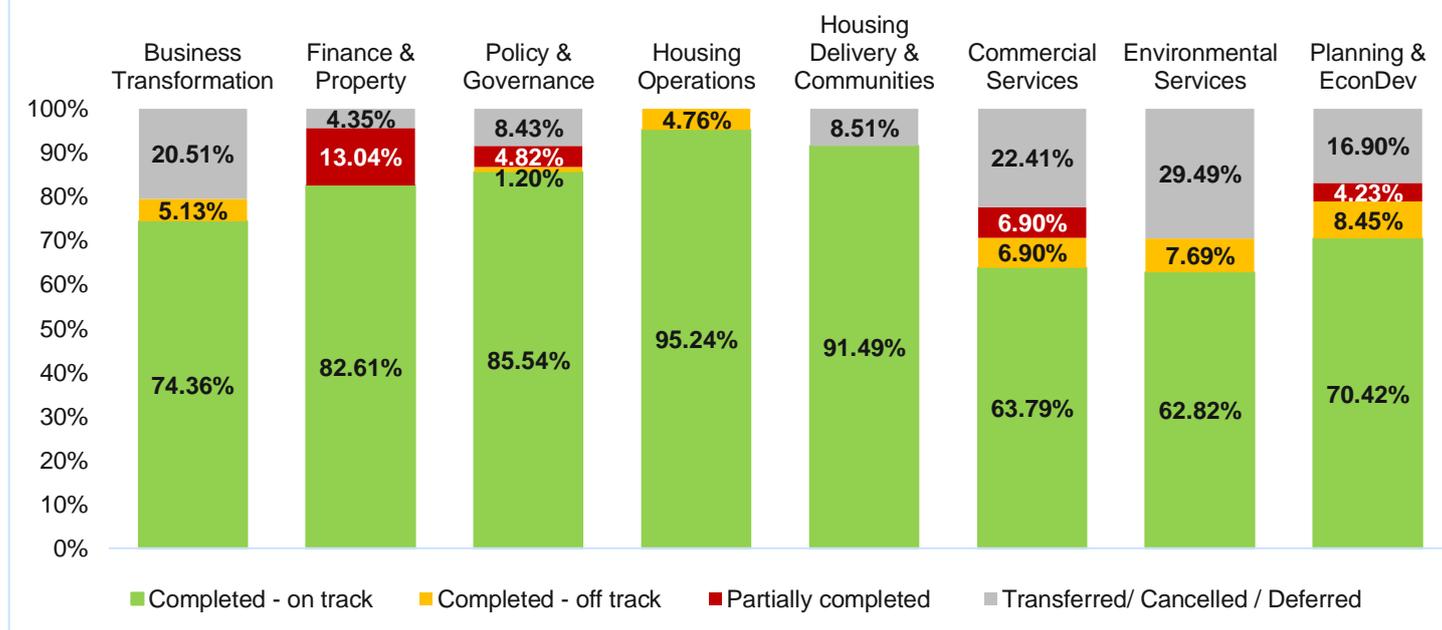
The overall performance of the key corporate indicators is still being impacted by temporary service disruption due to the pandemic and further service specific details can be found in the individual service dashboards.

## 3.3 Summary of Service Plans Progress Status

### 3.3.1 Table with the overall Q4 2021/22 Service Plans Progress Status

	Completed - on track	Completed - off track	Partially completed	Transferred/ Cancelled / Deferred	Total of Actions Committed to deliver in 2021/22 per Service
Business Transformation	29	2	0	8	39
Finance & Property	19	0	3	1	23
Policy & Governance	71	1	4	7	83
Housing Operations	20	1	0	0	21
Housing Delivery & Communities	43	0	0	4	47
Commercial Services	37	4	4	13	58
Environmental Services	49	6	0	23	78
Planning & Economic Development	50	6	3	12	71
<b>Total per status</b>	<b>318</b>	<b>20</b>	<b>14</b>	<b>68</b>	<b>420</b>

### End of year completion status per service - Service Plans 2021/22



### Comment:

At the end of financial year 2021/22, 80.48% of Service Plans actions were completed (338 out of 420), while the services were still facing the post pandemic recovery challenges. The service specific details on service plans outturn can be found in the individual service dashboards.

## 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 28 March 2022](#)).

## 3.5 Summary of All Complaints – Q4 2021/22

Complaints Response Rate per Service - 95% Target								
Level 1 (10 working days)	Business Transformation	Commercial Services	Environment and Regulatory Services	Finance & Property	Housing Operations	Housing Delivery & Communities	Planning & Economic Development	Policy & Governance
On Time	0	4	4	3	25	0	9.00	0
Exceeded Target	0	0	2	1	4	0	1	0
<b>Total</b>	<b>0</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>29</b>	<b>0</b>	<b>10</b>	<b>0</b>
% within target	N/A	100.00%	66.67%	75.00%	86.21%	N/A	90.00%	N/A
Complaints Outcome								
Upheld	0	0	3	0	14	0	0	0
Partially Upheld	0	0	2	0	4	0	1	0
Not upheld	0	4	1	4	11	0	9	0
<b>Level 1 Subtotal</b>	<b>0</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>29</b>	<b>0</b>	<b>10</b>	<b>0</b>

Complaints Response Rate per Service - 95% Target								
Level 2 (15 working days)	Business Transformation	Commercial Services	Environment and Regulatory Services	Finance & Property	Housing Operations	Housing Delivery & Communities	Planning & Economic Development	Policy & Governance
On Time	0	0	2	0	7	0	3	0
Exceeded Target	0	0	0	0	0	0	1	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>4</b>	<b>0</b>
% within target	N/A	N/A	100.00%	N/A	100.00%	N/A	75.00%	N/A
Complaints Outcome								
Upheld	0	0	0	0	4	0	0	0
Partially Upheld	0	0	2	0	3	0	0	0
Not upheld	0	0	0	0	0	0	4	0
<b>Level 2 Subtotal</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>4</b>	<b>0</b>

Complaints Outcome (LGSCO and HOS)								
Ombudsman Escalations	Business Transformation	Commercial Services	Environment and Regulatory Services	Finance & Property	Housing Operations	Housing Delivery & Communities	Planning & Economic Development	Policy & Governance
Upheld	0	0	0	0	0	0	0	0
Partially Upheld	0	0	0	0	0	0	0	0
Not upheld	0	0	0	0	1	0	0	0
Not investigated	0	0	0	0	2	0	6	0
<b>Ombudsman Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>6</b>	<b>0</b>

Per Service Subtotal	Business Transformation	Commercial Services	Environment and Regulatory Services	Finance & Property	Housing Operations	Housing Delivery & Communities	Planning & Economic Development	Policy & Governance
L1 + L2 + Ombudsman	0	4	8	4	39	0	20	0

	Number	Response Rate %	Target
Level 1 Total	53	82.22 %	95%
Level 2 Total	13	92.31 %	95%
Ombudsman Total	9	N/A	
Total Complaints in Q4 21/22	66		

\*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.

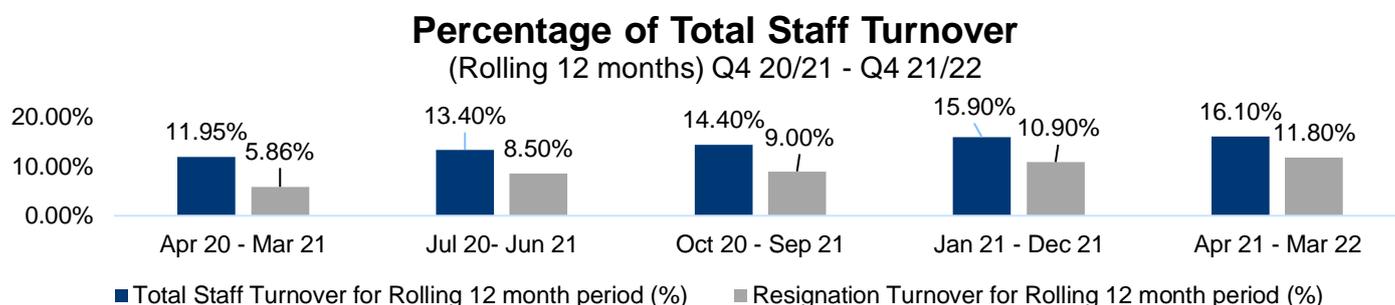
### 3.5.1 Comment:

Further details of service specific performance can be found under individual dashboards, with the information on corporate complaints indicators performance included in the [Policy and Governance Dashboard](#). The chart above illustrates the three yearly complaints trends analysis.

## 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



**Comment:** Job vacancies are at a record high across various sectors in UK as per the latest [Office of National Statistics Labour Market Overview report](#). This reflects in the rise in resignation turnover due to various employment opportunities opening up. It is anticipated that the labour market will continue to recover with the relaxation of many coronavirus restrictions.

### 3.6.2 Absence Data



**Comment:**

The HR team is working on proposing changes to the Fit for Work (FFW) and Capability Policies that will help the council to resolve longer term sickness case management in order to better support staff which in turn is expected to see improvements in the data.

### 3.7 Finance update on budget position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q4 2021/22

#### 3.7.1 Section 151 Officer summary Q4 2021/2022

The table at 3.7.3 shows the draft outturn position against budget for 2021/22. There is still more work to do to close the financial year and a more detailed outturn position including capital expenditure will be reported to the Executive in July, along with a review of the reserves that are within the scope of the MTFP. The draft statutory financial accounts will be published and submitted for external audit by 31 July 2022.

The table at 4.6.3 shows that for both General Fund and HRA, the year-end position is within budget overall with a total favourable variance of £452k for General Fund and £316k for HRA, after allowing for agreed carry forwards. To put this into context, the General Fund includes gross service expenditure and income budgets totalling £45million and the HRA £30million. Overall, the performance against budget has been positive and the projections on the main income areas are favourable.

The use of car parks recovered strongly compared to estimates, which is reflected in an improved income position in the table below, however total car park income is still down on its pre-pandemic level. The Council agreed a revised tariff structure from 1 November 2021 and a projected additional £0.4m income from the tariff increase has helped to offset the shortfall, this is reflected in the table below. Other income areas including building control and planning have fallen short of budget due to economic and local factors, these are showing early signs in 2022/23 of being back on budget.

The main cost area that held up well against budget is staff costs. Close monitoring by Heads of Service on a month-by-month basis, supported by finance colleagues and with oversight by Management Board has resulted in an overall underspend of £397k, against a total budget of £17m (2.3%). In March 2021, the Senior Management Team undertook a budget challenge exercise to identify the detailed savings to deliver the unidentified savings target included in the 2021/22 budget, and to propose further efficiency and income gains for future years. This was a successful process, and the projection below reflects the over-achievement against the target in 2021/22 net of diverting budget to address work demands and backlog clearance in the planning service.

The HRA benefited from savings in staff costs against budget, partly offset by a relatively small variance in rent and higher utilities costs. More detail is provided in the specific service sections of the Q4 report.

The collaboration with Guildford Borough Council was approved in July 2021 and the project is underway with a joint Chief Executive appointed in December. The table below summarises the collaboration and the savings and costs will be monitored in future quarterly performance reports. Frequent and effective monitoring will be essential in 2022/23 as budget uncertainty continues to be a major risk to the Council, particularly with rising inflation.

**Graeme Clark, Strategic Director and S151 Officer**

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

At the end of Q4, the financial projections are within the overall MTFP agreed by Council in February 2021. Due to sound cost control and close monitoring, there have been no calls on the Covid impact

contingency that was included in the 2021/22 general fund budget. The £1m contingency will be transferred back to its original place in the first instance, as per the Council agreement. This will be reviewed by Council in July as part of the outturn report and reserves review. The main risks to this contingency have been leisure centres and the recovery of key income streams including car parks. Steps have been taken to mitigate this impact during the year and as a result they have held up against forecast. The leisure and finance teams have worked closely with Places Leisure to keep the financial performance of Waverley's five leisure centres on track. The MTFP was comprehensively reviewed in January 2022 and approved by Council in February 2022. A mid-year review is likely to be necessary in 2022/23 due to the impact of high inflation and other economic factors.

**Graeme Clark, Strategic Director and S151 Officer**

### 3.7.3 General Fund Account Summary Table

Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Management Board</b>					
Expenditure	509	467	53	11%	Adverse
Income	- 509	- 524	2	0%	Adverse
<b>Management Board Total</b>	-	- 75	55	-74%	<b>Adverse</b>
<b>Collaboration</b>	<b>0</b>	<b>117</b>	- 25	-21%	<b>Favourable</b>
<b>Audit</b>					
Expenditure	158	172	- 39	-23%	Favourable
Income	- 158	- 158	1	0%	Adverse
<b>Audit Total</b>	-	14	- 39	-273%	<b>Favourable</b>
<b>Business Transformation</b>					
Expenditure	5,163	5,314	- 196	-4%	Favourable
Income	- 4,976	- 5,131	14	0%	Adverse
<b>Business Transformation Total</b>	<b>188</b>	<b>183</b>	- 182	-99%	<b>Favourable</b>
<b>Commercial</b>					
Expenditure	8,148	8,981	- 89	-1%	Favourable
Income	- 4,954	- 5,189	261	-5%	Adverse
<b>Commercial Total</b>	<b>3,194</b>	<b>3,791</b>	<b>172</b>	<b>5%</b>	<b>Adverse</b>
<b>Environment</b>					
Expenditure	11,435	12,877	- 243	-2%	Favourable
Income	- 8,057	- 9,233	- 636	7%	Favourable
<b>Environment Total</b>	<b>3,378</b>	<b>3,643</b>	- 879	-24%	<b>Favourable</b>
<b>Finance &amp; Property</b>					
Expenditure	30,160	28,340	-607	-2%	Favourable
Income	- 29,444	- 28,417	843	-3%	Adverse
<b>Finance &amp; Property Total</b>	<b>717</b>	<b>-77</b>	<b>236</b>	<b>-306%</b>	<b>Adverse</b>
<b>Housing Operations – Refugee Support</b>					
Expenditure	-	69	-	0%	-
Income	-	- 139	1	0%	Adverse
<b>Housing Operations Total</b>	-	<b>-70</b>	<b>1</b>	<b>-1%</b>	<b>Adverse</b>
<b>Housing Delivery &amp; Communities</b>					
Expenditure	4,318	5,044	2	0%	Adverse
Income	- 2,044	- 3,361	25	-1%	Adverse
<b>Housing Delivery &amp; Communities Total</b>	<b>2,274</b>	<b>1,684</b>	<b>28</b>	<b>2%</b>	<b>Adverse</b>
<b>Planning &amp; Economic Development</b>					
Expenditure	7,498	8,610	- 99	-1%	Favourable
Income	- 4,872	- 5,643	394	-7%	Adverse
<b>Planning &amp; Economic Development Total</b>	<b>2,626</b>	<b>2,967</b>	<b>295</b>	<b>10%</b>	<b>Adverse</b>

Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Policy &amp; Governance</b>					
Expenditure	6,808	7,106	- 123	-2%	Favourable
Income	- 3,997	- 4,249	32	-1%	Adverse
<b>Policy &amp; Governance Total</b>	<b>2,811</b>	<b>2,857</b>	<b>- 91</b>	<b>-3%</b>	<b>Favourable</b>
<b>General Fund Sub-Total</b>	<b>15,188</b>	<b>15,034</b>	<b>-428</b>	<b>-3%</b>	<b>Favourable</b>
<b>General Fund Funding</b>					
Expenditure	439	815	- 1,103	-135%	Favourable
Income	- 15,627	- 15,849	997	-6%	Adverse
<b>General Fund Funding Total</b>	<b>- 15,188</b>	<b>- 15,034</b>	<b>-106</b>	<b>1%</b>	<b>Favourable</b>
Use of Void Reserve			-154		
<b>General Fund Total</b>	<b>-</b>	<b>-</b>	<b>-688</b>	<b>5%</b>	<b>Favourable</b>
<b>Carry Forwards</b>			<b>236</b>		
<b>General Fund Projected Underspend</b>			<b>- 452</b>		<b>Favourable</b>
Note – expenditure and income above includes recharges to other services					
<b>Housing Revenue Account</b>					
Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Housing Operations</b>					
Expenditure	26,126	22,043	- 506	-2%	Favourable
Income	- 34,132	- 34,516	304	-1%	Adverse
<b>Housing Operations Total</b>	<b>- 8,007</b>	<b>- 12,473</b>	<b>- 202</b>	<b>2%</b>	<b>Favourable</b>
<b>Housing Delivery &amp; Communities</b>					
Expenditure	1,366	1,387	- 249	-18%	Favourable
Income	- 752	- 752	75	-10%	Adverse
<b>Housing Delivery &amp; Communities Total</b>	<b>613</b>	<b>635</b>	<b>- 174</b>	<b>-27%</b>	<b>Favourable</b>
<b>Housing Funding</b>					
Expenditure	8,825	13,270	-	0%	-
Income	- 1,431	- 1,431	-5	0%	Favourable
<b>Housing Funding Total</b>	<b>7,394</b>	<b>11,839</b>	<b>-5</b>	<b>0%</b>	<b>Favourable</b>
<b>Housing Revenue Account Total</b>	<b>-</b>	<b>-</b>	<b>- 381</b>	<b>-3%</b>	<b>Favourable</b>
<b>Carry Forwards</b>			<b>65</b>		
<b>Housing Revenue Account Projected Underspend</b>			<b>- 316</b>		<b>Favourable</b>
Note – expenditure and income above includes recharges to other services					
<b>Grand total General Fund &amp; Housing Revenue Account</b>	<b>-</b>	<b>-</b>	<b>- 768</b>	<b>3%</b>	<b>Favourable</b>

<b>General Fund agreed revenue carry forwards for information</b>		
Service		£'000
<b>Management Board</b>	Collaboration Budgets	65
Audit	Internal Audit budget	9
	External Audit budget	30
Commercial Services	Tree & Landscape staffing	12

Environment	Enforcement legal costs	25
	Vehicle livery for electric vehicles	7
	New bin store at Memorial Hall	7
Housing Delivery & Communities	Household Support Fund	3
	Houses of Multiple Occupation inspections	2
Planning & Economic Development	Economic Development delayed events	6
	Pollingfold legal costs	50
	Climate Change & Sustainability SPD	12
Policy & Governance	Mayoral events	3
	Legal costs	5
<b>Total General Fund Revenue Carry Forwards</b>		<b>236</b>

<b>Housing Revenue Account agreed revenue carry forwards for information</b>		
<b>Service</b>		<b>£'000</b>
Housing Delivery & Communities	Arbitras upgrade	12
Housing Operations	Senior Living CCTV & New furniture	9
	King George V Cottages environmental services	44
<b>Total Housing Revenue Account Carry Forwards</b>		<b>65</b>

## 4 Service Dashboard – Business Transformation

### (remit of Resources O&S)

*This service area includes the following teams: Business Transformation, IT, Customer Service, Property/Engineering and Facilities*

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

#### 4.1.1 Summary from Head of Service – Q4 2021-22 and end of year outturn

In this report we focus not only on the last quarter but on the year as a whole.

##### **Business Transformation Team**

**Business Transformation Programme** - The primary focus of the Business Transformation Team is to make the cashable savings it was set up to achieve. The Team remains on course to make the £1m of savings originally targeted and this is a very considerable achievement. The savings mainly came from work on Customer Services, Staff Travel, Planning and Post/Print with lesser contributions coming from Housing Options, Building Control and Revenue Services. We are now coming forward with a second set of work-streams (BT2) which will evolve depending on the extent to which the Team is drawn into the Guildford collaboration project. This has very much increased in the last quarter.

**Low Code** - This remains our key mechanism for creating automation and enabling channel shift. A number of the Team are trained as builders and low code design is now a fundamental part of transformation activity. We have carried out a number of builds in the last year including Complaints, Performance Appraisals, Risk Assessments and both Desk and Pool Car Booking, with others on the way such as Freedom of Information and Garden Waste. The latter is our most significant and most complex build and the challenge of interfacing a number of multi-functional independent databases has been considerable. We are almost there but it has been a much more difficult job than we had anticipated.

**Web** - This year we have had to respond to the Government's accessibility requirements and we are close to the completion of this task. We have very recently lost our Web Manager of 15 years who has taken up a post with Surrey County Council. We are fortunate in that we had an able replacement within the Team but this does mean we have a vacancy to fill at present.

**Information** - As was noted in last quarter's report given the importance of data as an asset to the organisation we were seeking to recruit an Information Manager. The process was successful and an officer will be joining the team at the end of June 2022, to bring this much needed area of expertise into the Council.

**Inspection and Enforcement** - This review was initiated on the basis that the current arrangement by which numerous officers visit numerous sites for numerous reasons is not the most efficient and could be replaced by locality based teams for defined functions. We are nearing completion of the "discovery" phase of the project although re-design may need to wait for the new Joint Management Team to be appointed to accommodate their thinking.

##### **IT Team**

**Post Covid Set Up** - The Team have been at the forefront of the new ways of working that started during Covid and are now part of the new normal. We now have over 150 members of staff equipped with i-gels for home-working as well as ever-increasing numbers of lap-tops, tablets and smart-phones. The Team are now working on video-conferencing solutions which respond to the new demand of a work-force which is partly office and partly home based.

Cyber - Our number one risk in the business transformation remit is the threat of cyber-attacks into our network. We can see from examples of other Council's whose defences have been breached the enormously damaging impact that this can have on an organisation. We have had our Cyber Officer in place for some time now and their remit is to ensure our defences are in place. We have successfully bid for government funding that will help with this process. The security protocols can be a source of irritation as they can add time to logging on etc, but they are very necessary given the thousands of attacks we have to repel on a daily basis.

Guildford Collaboration - The Team over the last quarter particularly are being drawn into this project with IT being fundamental to almost any change in service configuration that we might anticipate. Part of the equation surrounds the practicalities of two organisations in individually hosted Office 365 environments moving to a single environment and there is no easy answer to that question. We are also looking at the opportunities and limitations offered by our two environments which are quite different.

Low Code - The Team are working very closely with colleagues in the Business Transformation Team on low code builds with many of the builders being re-purposed IT staff.

### **Customer Services Team**

The Team had to come to terms with a new way of working during the pandemic with home-working not particularly well suited to a new team with high turnover and very clear training needs. Since lockdown rules have been relaxed the Team have benefitted from working together with all the shared learning opportunities that offers. We can now do more face-to-face training and we are seeing some staff progress along the career grade as a result. We have seen quite a lot of turnover in the Team over the year with a number of staff securing promotion opportunities within the Council. So far we have been able to recruit good quality replacements but we are operating in a competitive market.

Waste Collection - As noted last quarter we see that there is a clear correlation between round completion and call numbers. Although we are quick to update our web messaging when our contractors are experiencing difficulties many people still call in to replace missed bins. It is very much part of our strategy by creating automation to reduce demand hence the low code garden waste project. Once this is over the line we can use the same technology for missed bins, new bin requests etc.

Phase 2 - Not all services have yet merged into the Customer Services Centre. Parks and Countryside is the next service area due in with Housing Options/Homechoice and Revenues scheduled to follow on during 2022/2023.

### **Engineers**

Post Covid the Engineers have very much evolved into a remote/mobile service with the team spending the vast majority of their time either on site or working from home with only occasional visits to the offices. This way of working seems to have worked very well thus far.

Water Management - During the last year we have seen the relationships with our key partners at Surrey County Council, the Environment Agency and Thames water continue to flourish. We have continued to meet on local Waverley issues on a regular basis and as such all our risk areas and mitigation options are well understood by all parties. This very effective partnership working has helped broker solutions such as that experienced in Elstead and we hope that the work underway will mitigate the problems experienced there in times of high rainfall.

Flood Risk - The Team have been very effective in monitoring and managing flood risks e.g. ditch and grill clearance which has seen our infrastructure hold up well even in times of extreme

precipitation. Cranleigh is a good example of this where despite some inherent weaknesses effective ditch clearance has kept problems to a minimum.

Pavilions - Last quarter the Team started work on the programme of pavilion upgrades which will extend through the coming year. Work at Badshot Lea is underway and the Bourne Pavilion tender process will soon be starting.

### **Facilities**

During the course of the last year it has been a real challenge to maintain our cleaning service given the additional demands and expectations generated by the pandemic. The team experienced high levels of Covid themselves and recruitment has been very difficult in a competitive market. We also lost our Cleaning Supervisor to another Surrey District but we have fortunately been able to recruit a high quality replacement.

Water Procurement - Our new contract with Wave went live last quarter and we have welcomed Farnham Town Council, Cranleigh Parish Council and Chiddingfold Parish Council into the contract which can be extended to cover other Towns and Parishes should they be interested.

Fleet - During the last year we have seen all Fleet Management move to the Facilities which drives some obvious efficiencies when it comes to fuel purchase, servicing and maintenance. We already have one electric and one hybrid car in the fleet and five more are on order to replace petrol/diesel equivalents.

Council Chamber - Although there are no major systemic equipment issues, we do regularly see problems with either the webcast or video conferencing equipment. We think some of this may be down to the complex set up process and so we have worked with our colleagues in Democratic Services to develop a user guide. We hope this will minimise problems in the future.

Where Work Happens - The office moves were completed earlier in the year and we are now in a period of moving to a new normal in terms of building occupancy. The project itself continues via the culture work-stream led by Robin Taylor and via The Burys Re-development Project led by Kelvin Mills.

### ***David Allum, Head of Business Transformation***

## **4.2 Key Performance Indicators Status**

### **4.2.1 Comment:**

This service consists of the following teams: Facilities, IT, Customer Services, Property and Engineering, Business Transformation.

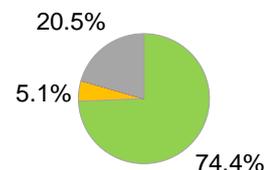
As a result of the [Annual Review of Corporate Performance Indicators Set for 2022/23 conducted in January to February 2022](#) new set of indicators monitoring Customer Service performance will be introduced from Q1 2022/23.

- BT1 - Number of external enquiries received by the Customer Service Centre Team (CSC) in a quarter (including phone calls, online forms and other emails)
- BT2 - Percentage of external enquiries dealt with at first point of contact by CSC team
- BT3 - The O&S Committee have also asked to include dropout rate of customers calls.

## **4.3 Service Plans – Progress Status**

### **4.3.1 Summary Table and Pie Chart**

Progress per Status	Sum	Percentage %
Completed - on track	29	74.4%
Completed - off track	2	5.1%
Partially completed	0	0.0%
Cancelled / Deferred /Transferred	8	20.5%
<b>Total</b>	<b>39</b>	<b>100%</b>



**Comment:** At the end of the 2021/22 financial year 79.5% of actions were completed, and the delivery of the remaining actions will continue in 2022/23. The specifics on transferred/cancelled or off-track actions were listed in the table below.

#### 4.3.2 Detailed Table presenting specific Service Plans actions on exception basis

SP21/24BT12		The strategy for the maintenance of Waverley owned bus shelters is reviewed and agreed.				Team Leader	Property and Engineering Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24BT12.1	Consult with Towns and Parishes about the future management of bus shelters	01-Jan-20	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	The corporate discussion with Towns and Parishes about assuming responsibility for bus shelter maintenance did not take place. We are retaining this function for the time being and have secured funding to resource the maintenance programme required for 2022/2023.	

SP21/24BT14		Business Transformation Programme - Service Reviews are completed.				Team Leader	Business Transformation Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24BT14.2	With the relevant service manager comprehensively review Building Control operating model, structures and processes to deliver a more modern and efficient and making strong use of technology CPR19-3	01-Nov-19	31-Aug-21	Completed - Off track	31-Aug-21	Worked with service to support use of technology to deliver savings. £50k target considered ambitious having completed the work. £17.7k savings profiled for delivery by March 2023.	
SP21/24BT14.3	With the relevant service manager comprehensively review Licensing, structures and processes to deliver a more modern and efficient and making strong use of technology CPR19-5	01-Apr-21	30-Mar-22	Transferred / Deferred or Cancelled	30-Mar-22	Discovery stage of project largely completed (30% on the 31/03/2022). Project paused due to key IT system considerations. End date should be moved to March 2023 to allow for decisions to be taken on interdependent work. The action is being carried forward to the next years' service plan under the ref. SP22/25 BT13.3.	

SP21/24BT15		Business Transformation Programme - Customer Services Programme - The corporate customer services project is delivered, achieving key objectives including cashable savings and improved satisfaction with Council services				Team Leader	Business Transformation Manager
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Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24BT15.1	Lead the Corporate Review and co-ordinate the work carried out by the individual work-streams.	01-Sep-18	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Phase 1 of project undertaken and £118k savings profiled for delivery by March 2024. Future project activities being reviewed and planned for taking into consideration impact from the pandemic. Phase 2 to be delivered in the new service plan under the reference SP22/25 BT14.1 with a new end date extended to March 2023.
SP21/24BT15.2	Engage effectively with partner organisations to deliver cross boundary solutions where the business case can be proven	01-Apr-19	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Ongoing work with a range of partners and contractors to improve systems and processes to enable customer self-service and reduce double keying of information. Suggest end date changed to March 2023.
SP21/24BT15.3	Lead the Channel Shift work-stream and in conjunction with other service areas (e.g. IT) develop options and solutions which can deliver on the business plan objectives	01-Apr-19	31-Mar-23	Transferred / Deferred or Cancelled	31-Mar-23	IT solutions procured to support channel shift. Team trained and foundational work significantly progressed. Individual activities being "pipe lined" for deliver over the next year.

SP21/24BT16		Business Transformation Programme - The Enforcement and Inspection CPR19-7 is delivered				Team Leader	Business Transformation Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24BT16.1	With the relevant service managers comprehensively review enforcement and inspection activities	01-Nov-20	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	In-depth discovery stage of project currently being undertaken. Wide range of activities to review/consider and understand before decisions taken. Collaboration project may impact on timescales. Suggest end date is moved to March 23 to enable interdependencies to be understood. Carried forward to 2022/25 Service Plans under the ref. SP22/25 BT15.1.	

SP21/24BT5		The IT infrastructure is maintained and improved which supports the activity of the Council				Team Leader	IT Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24BT5.4	Ensure Members are provided and supported with appropriate technology to enable them to discharge their duties effectively	01-Apr-20	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	A survey of members was carried out early in 2022 and further dialogue will be carried out once the new IT Trainer is in place with a view to making an individual assessment of needs. The action to be continues in 2022/23.	

SP21/24BT6		Service areas are enabled to evolve and improve their service offer by facilitating business development.				Team Leader	IT Manager
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Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24BT6.1	Complete the implementation of a new core system for Building Control, Planning and potentially Land Charges.	01-Apr-20	31-Mar-22	Completed - Off track	31-Mar-22	System in place for Planning and Building Control. Land Charges to follow in 2022/2023. (85% completed).

SP21/24BT9		Customer satisfaction by is improved by delivering effective customer service				Team Leader	Support Services Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24BT9.2	Absorb the functions from the phase 2 transition into the Customer Services Team	01-Feb-21	31-Mar-23	Transferred / Deferred or Cancelled	31-Mar-23	Phase 2 is scheduled for 2022/2023 but will probably not complete till Q4	

#### 4.4 Internal Audit Actions Progress Status

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

For further details, please refer to the most recent [Progress report on the implementation of Internal Audit Agreed Action \(from the Audit Committee on 28 March 2022\)](#).

#### 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 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	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	95.00%

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

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95.0%

##### 4.5.3 Summary Comment on the statistics

There were no complaints received about the service this quarter.

## 4.6 Finance Position at the end of the quarter

### 4.6.1 Service's General Fund Account Table

Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Business Transformation</b>					
Expenditure	5,163	5,314	- 196	-4%	Favourable
Income	-4,976	- 5,131	14	0%	Adverse
<b>Business Transformation Total</b>	<b>188</b>	<b>183</b>	<b>- 182</b>	<b>-99%</b>	<b>Favourable</b>

### 4.6.2 Summary Comment

This is a Q4 estimate and not a final outturn position as finance are still working through year end transactions. The full financial outturn report will be taken to the Executive and the Council in July 2022.

The savings on expenditure is mainly due to the establishment budget due to vacancies in a number of teams. In addition, savings on corporate postage and stationery have been achieved.

## 5 Service Dashboard – Finance and Property Investment

### (remit of Resources O&S)

This service includes the following teams: Accountancy, Benefits and Revenues, Exchequer Services, Insurance, Procurement and Property Investment

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

#### 5.1.1 Summary from Head of Service – Q4 2021/22 and End of the year reflection

**The Housing Benefit** service has continued to be busy post covid, including the impact of the Furlough Scheme ending in October 2021 and the team have managed to maintain a consistent service, perform within its agreed KPI's and service capacity. This year saw the case load on Council Tax Support increase by 20% and a corresponding significant increase in Housing Benefit assessment data flowing to/from the DWP to support Universal Credit claims. The number claiming UC within the borough has increased by 300% since January 2020, the beginning of the pandemic, peaking at around 5,400 in January 2021 and has reduced slightly over the last 12 months to 4,700.

**The Revenues Team** have also had a busy year. There has been significant pressure on the business rates collection. A significant number of businesses were taken out of ratings last year by the government in response to the Covid pandemic and came back into liability at the end of July 2021. Many of these businesses were experiencing financial cash flow challenges. Business rate collection capacity has been increased to ensure that all businesses falling into arrears are engaged, the current statistics indicate that collection rates have returned to pre lockdown levels. Council tax administration has also experienced a challenging year and have worked sympathetically with the residents of the borough to recover the collection rate.

Government hardship support schemes

**The Asset Management** team have done an exceptional job over the last year in managing the commercial portfolio, there has been increased pressure from letting units within the Enterprise Centre, where there were three voids being carried during the year for slightly longer than expected, all of which have now been let. These costs would usually be drawn from the void provision set for that purpose, however, due to the corporate net outturn being in surplus the void provision has not been accessed as was planned.

During the last year progress has been made with the long-term void on the Wey Court East property, this is now let on a long lease to an NHS backed doctors' surgery, including some additional investment and the fit out is currently in progress. There are also several regeneration projects at various stages of development to support the high street and bring in much needed affordable housing, in line with the new Capital Strategy approved at Council in February 2022.

**Peter Vickers, Head of Finance and Property**

### 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

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q4 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>	%	97.5%	28.9%	56.8%	84.9%	98.3%	99%

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q4 Target
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>	%	95.9%	20.2%	43.5%	71.3%	98.1%	99%
F3	Percentage of invoices paid within 30 days or within supplier payment terms <b>(higher outturn is better)</b>	%	98.3%	98.3%	98.2%	98.3%	97.4%	99%
F4	Time taken to process Housing Benefit new claims <b>(lower outturn is better)</b>	Days	10	10	11	10	11	Data only
F5	Time taken to process Housing Benefit change events <b>(lower outturn is better)</b>	Days	5	7	5.5	6	3	Data only

### 5.2.2 Comment:

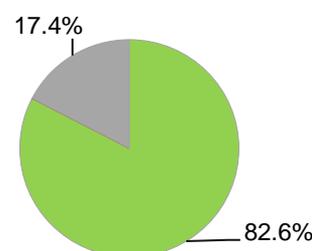
The KPI's are all in an excellent position when contrasted to the underlying challenges each of the services have met during the year.

## 5.3 Service Plans 2021/22 – End of year progress assessment

### 5.3.1 Summary Table and Pie Chart

#### Finance & Property

Progress per Status	No of Actions	Percentage %
Completed - on track	19	82.6%
Completed - off track	0	0.0%
Partially completed	0	0.0%
Cancelled / Deferred /Transferred	4	17.4%
<b>Total</b>	<b>23</b>	<b>100%</b>



**Comment:** At the end of the 2021/22 financial year 82.6% of actions were completed and the delivery of the remaining actions will continue in 2022/23. The specifics on transferred/cancelled actions were listed in the table below.

### 5.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24F4	Revenue service is integrated with the Benefit Service and ultimately the centralised Customer Service team.			Team Leader	Revenues and Benefits Manager	
SP21/24F4.2	Develop integration of Revenues customer service into the Central Customer Service team.	01-Apr-22	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	Self-service is in place, Controls team set up, debt team established in house. Service is ready for integration once the CSC is ready. 75% completed and the action delivery will continue in 2022.

Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24F5	Robust budget monitoring arrangements are in place that is commensurate with the size, risk, complexity and volatility associated with particular revenue budgets and capital schemes.			Team Leader	Financial Services Manager	

SP21/24F5.2	Develop the online budget monitoring process to incorporate forecast updates actioned by service managers.	01-Apr-21	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	Due to change of direction in approach this action was cancelled and no longer pursuit at the moment due to licencing issues (RPM).
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SP21/24F7 Increased revenue from the commercial portfolio.						Team Leader	Asset Investment Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24F7.1	Acquire new properties generating revenue to increase overall income in line with the Medium-Term Financial Plan, property Investment Strategy and HM Treasury "not for yield" guidelines.	01-Apr-20	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	Pump house is at draft Heads of terms, 69 High Street Purchased, this will be a two year build out, Fairground is being out to tender for a development partner. 50% completed and the action delivery will continue in 2022.	
SP21/24F7.2	Effectively manage the investment property portfolio in support of the Council's Carbon Neutrality Plan whilst ensuring income levels match or exceed budget targets.	01-Apr-20	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	Wey Court East is being refurbished with green agenda in mind. 50% completed and the action delivery will continue in 2022.	

## 5.4 Internal Audit Actions Progress Status

**Comment:** At the end of fourth quarter there was only one outstanding Internal Audit Action for this service area shared with Planning service

- **IA20/17.001.1** Reconciliation of Planning Fee Income

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the [Audit Committee 28 March 2022](#)) page 12.

## 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 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	3	3	8	4	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	1	2	5	3	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	33%	67%	63%	75%	95%

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

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	2	2	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	2	2	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	100%	100%	N/A	95%

### 5.5.3 Summary Comment on the statistics

Whilst the team prioritise complaints to ensure an early resolution, the nature of the complaints usually requires review of externally supplied data and dialogue that can take some time to conclude. All complaints above relate to council tax and housing benefits matters which are technical by their nature.

## 5.6 Finance Position at the end of the quarter

### 5.6.1 Service's General Fund Account Table

Service	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Finance &amp; Property</b>					
Expenditure	30,160	28,340	-607	-2%	Favourable
Income	- 29,444	- 28,417	843	-3%	Adverse
<b>Finance &amp; Property Total</b>	<b>717</b>	<b>77</b>	<b>236</b>	<b>306%</b>	<b>Adverse</b>

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

This is a Q4 estimate and not a final outturn position as finance are still working through year end transactions. The full financial outturn report will be taken to the Executive and the Council in July 2022.

The services are performing well and managing to contain cost pressures within budget. The commercial property portfolio is performing as reported separately to O+S, including the West Wickham M&S.

The adverse outturn is due to the void costs/loss of income. These are not exceptional or unexpected and there is a void provision maintained to cushion the overall impact.

### 5.6.3 Treasury management

Treasury management performance is reported in the table below to the period ended 31<sup>st</sup> March 2022.

Year	Average Investment	Average days Invested	Annual interest	Budget	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%

<b>Year</b>	<b>Average Investment</b>	<b>Average days Invested</b>	<b>Annual interest</b>	<b>Budget</b>	<b>Rate of return %</b>	<b>Bank base rate</b>
19/20	£77m	177	£906,000	£630,000	1.12%	0.10%
20/21	£77.5m	156	£660,137	£630,000	0.86%	0.10%
21/22	£79m	176	£502,657	£220,000	0.60%	0.75%

The Treasury Management Strategy contains several Treasury Management Parameters (TMPs) that set out the framework with for all treasury management investments and are reported on quarterly by exception as required by the Treasury Management Code of Practice. There are no exceptions to report, and all investment activity is within the parameters approved by Council in February 2021.

## 6 Service Dashboard – Policy & Governance

### (remit of Resources O&S)

*This service includes the following teams: Legal Services; Democratic Services and Business Support; Elections; Corporate Policy (including customer complaints); Communications and Engagement; and Human Resources.*

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

#### 6.1.1 Summary from Head of Service - Q4 2021/22 and End of the year reflection

2021/22 has been a very busy year for the service. Achievements include:

- Continuing to support the Surrey-wide covid communications and engagement response.
- Supporting a programme of Equalities, Diversity and Inclusion work culminating in the development of new equalities objectives and action plan for consideration by Full Council.
- Work in partnership with IT to develop and implement new systems for: corporate complaints; Freedom of Information; and Standards.
- Coordinating the Borough Council's response to the Local Government Boundary Commission's review of Waverley Borough Council wards, ensuring that Waverley's response to the review was prepared in a timely and efficient manner.
- Coordinating the Community Governance Review process.
- Leadership of the 'Where work happens' culture work stream, including:
  - The development and implementation of a new agile working policy for the Council;
  - A new hybrid leadership and performance management framework (which will be implemented as part of the Guildford/Waverley collaboration project);
  - A programme of learning, development and wellbeing activities; and
  - A programme of staff engagement and team events to sustain a sense of togetherness and teamwork during a time of organisational change.
- Delivery of the staff engagement survey and follow up staff workshops on any issues and questions raised by staff.
- The delivery of a number of by-elections and neighbourhood plan referenda and the appointment of a permanent Electoral Services Manager into the team.
- Making additional arrangements to hold Full Council meetings in external venues in order to reduce the risk of covid transmission.
- Delivery of the governance changes requested by Full Council, including changes to the Standards and General Purposes Committee; Scrutiny Committees; Planning Committees and Executive Working Group protocols.
- A review of the arrangements for handling standards complaints against borough, town and parish councillors. Amongst other changes, the new arrangements clarified the right of the Monitoring Officer to progress complaints in the absence of any party and the important role of various stakeholders in the process (for example, the Independent Person, the Town Clerk and Borough Group Leaders).
- Training for all those Borough, Town and Parish Councillors now operating the LGA model code of conduct.
- Working together with colleagues in Guildford Borough Council to achieve key milestones in the collaboration project, including:
  - Establishing and supporting collaboration governance arrangements, including joint committees and working groups
  - Developing Heads of Terms for the Inter-Authority Agreement between the two Councils;

- Advising on and coordinating the process of appointing a Joint Chief Executive; and
  - Coordinating joint internal and external communications on the initiative.
- Supported or commissioned a range of all councillor briefings and training sessions on a range of subjects including Planning; Covid; Housing Affordability and Emergency Planning.
- Returned to an acceptable level of performance in respect of turnaround times for local land charges, following the implementation of a targeted improvement action plan to deal with serious service issues earlier in the year (see key performance indicator PG5b).

I would like to thank all the members of my management team and their own teams for all of their efforts and for achieving a great deal during a challenging year:

- Louise Norie, Corporate Policy Managers
- Ian Mackie, Interim Communications and Engagement Manager
- Sally Kipping, Human Resources Manager
- Chailey Gibb, Electoral Services Manager
- Louise Fleming, Democratic Services and Business Support Manager
- Daniel Bainbridge, Borough Solicitor

## **Robin Taylor, Head of Policy & Governance**

### **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**

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q4 Target
HR1a	Total Staff Turnover for Rolling 12 month period (%) <b>(data only)</b>	%	11.95%	13.40%	14.40%	15.90%	16.10%	Data only
HR2	Total Staff Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months <b>(lower outturn is better)</b>	Days	5.60	5.40	5.73	5.42	6.26	6.52
	ref. HR2a - Short term Sickness Absence	Days	1.99	2.15	2.64	2.85	3.30	6.52
	ref. HR2b - Long term Sickness Absence		3.61	3.25	3.09	2.57	2.96	
PG1a	The number of complaints received - Level 1 <b>(data only)</b>	No.	43	51	38	71	53	Data only
PG2a	The % of complaints responded to on time - Level 1 <b>(higher outturn is better)</b>	%	77%	69%	84%	83%	82%	95%
PG1b	The number of complaints received - Level 2 <b>(data only)</b>	No.	17	30	23	33	13	Data only
PG2b	The % of complaints responded to on time - Level 2 <b>(higher outturn is better)</b>	%	100%	93%	91%	97%	92%	95%
PG3a	Number of Freedom of Information (FOI) and Environmental Information Regulations Requests (EIR) received.	No.	New PI	90	112	140	177	Data only
PG3b	Percentage of FOI and EIR requests responded to within statutory timescale.	%	New PI	95.55%	89.29%	75.00%	88.00%	100%
PG4a	Number of Data Protection Subject Access Requests received.	No.	New PI	2	2	5	5	Data only
PG4b	Percentage of Data Protection Subject Access Requests responded to within one calendar month.	%	New PI	50%	100%	100%	60%	100%
PG5a	Number of Local Land Charge searches received.	No.	New PI	575	516	428	392	Data only
PG5b	Percentage of Local Land Charge searches responded to within 10 working days.	%	New PI	0%	15%	98.5%	100.0%	100%

#### **6.2.2 Comment:**

**PG2a (Level1 response)** – This is an overarching corporate indicator summarising performance of all services. The individual performance details can be found in the complaint section of each service specific dashboard. The response rate at level 1 remained at the similar level to Q3. A new complaints handling software system (written in Low Code) has been introduced in 2021 and it is hoped that further performance improvements will be seen in 2022.

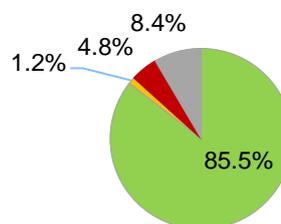
**PG3b (FOI and EIR response)** - The demand has increased and has been exceptionally high again in Q4. That is coupled with the challenge for colleagues across the Council to respond to that increased demand within the statutory timescales, and an end-of-life IT system that makes the process inefficient. We are currently testing the new Low Code system, which will address that.

**PG5b (Land Charge Searches response)** – As expected, performance has now returned to much higher levels. The significant jump in performance between quarter two and three is as a result of the targeted action plan described in previous quarterly reports.

## 6.3 response Service Plans – Progress Status

### 6.3.1 Summary Table and Pie Chart

Progress per Status	No of Action	Percentage %
Completed - on track	71	85.5%
Completed - off track	1	1.2%
Partially completed	4	4.8%
Cancelled / Deferred /Transferred	7	8.4%
<b>Total</b>	<b>83</b>	<b>100%</b>



**Comment:** At the end of the 2021/22 financial year 85.5% of actions were completed and the delivery of the remaining actions will continue in 2022/23. The specifics on transferred/cancelled actions were listed in the table below.

### 6.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24PG6	<b>The Council responds to the anticipated Government White Paper on Devolution and works with authorities across Surrey to explore options for change</b>					
SP21/24PG6.1	Review and respond to the anticipated White Paper on Devolution and work with authorities across Surrey to explore options for change.	01-Aug-20	31-Mar-23	Transferred / Deferred or Cancelled	31-Mar-23	Devolution white paper did not emerge and instead became the Levelling Up agenda which was not aimed at the south-east.

Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24PG12	<b>100% of door-to-door electoral canvassing activity is paperless, ensuring better data protection, lower costs and lower carbon footprint</b>					
SP21/24PG12.1	Move to a 100% paperless process for door-to-door canvassing Equipment, training and instructions to be provided to all canvassers	01-Apr-21	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	Door to door canvassing was not conducted due to the covid-19 pandemic.

Code	Title	Team Leader
SP21/24PG13	<b>Waverley's HR function is built on solid foundations including digitised policy and process, an evidence-based approach and self-service</b>	HR Manager

Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24PG13.1	Ensure HR policies are fit-for-purpose and accessible to all Undertake a rolling programme of all HR policies and case management process.	01-Jan-21	31-Mar-24	Partially Completed	31-Mar-24	Policies identified as priority have been updated this year and a rolling programme continues. The work will continue in 2022/23.
SP21/24PG13.2	Review Fit for Work Policy and Occupational Health processes. Analyse the trends of number of occupational health requests recorded, reason for request, request in relation to amount of time off sick, follow up requests, outcome of sickness.	01-Apr-21	31-Mar-24	Partially Completed	31-Mar-24	The OH process has been reviewed and a tender accepted with Medigold which will make savings. The Fit for Work Policy has been updated but a full review is still needed. The work will continue in 2022/23.

SP21/24PG14 Waverley manages its people resources effectively and efficiently				Team Leader	HR Manager	
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24PG14.6	Undertake planned review of Politically Restricted Posts	01-Apr-21	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	This action has been deferred for 2022. It will be placed as an objective for the Business Partner in 2022/23.

SP21/24PG15 Staff are valued, recognised, supported and engaged				Team Leader	HR Manager	
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24PG15.4	Review how our pay structure can be adapted and funded within the Medium Term Financial plan. Address the perception of pay across the business and the options of varying our banding and increment process and linking career development plans into pay	01-Apr-21	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	Pay structures do need to be reviewed to better reflect the market. It is likely that we will need to harmonise our pay structures with Guildford. This will be an action for the new Change Lead Specialist executed in 2022.

SP21/24PG16 Professional development opportunities are made available to all staff to maximise professionalism, potential and talent				Team Leader	HR Manager	
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24PG16.5	Undertake an assessment of the L&D module on iTrent	01-Apr-21	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	We looked at a number of modules on I-trent however they do not suit our purpose or add value.

SP21/24PG19 Lead and manage the Council's approach to Information Governance, ensuring it is fully compliant				Team Leader	Borough Solicitor	
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24PG19.2	Respond to Freedom of Information Requests Ensure FOI requests are properly processed within the statutory deadlines set	01-Apr-21	31-Mar-24	Completed - off track	31-Mar-24	Further work to be carried out in order to complete transfer to the new FOI IT system and to streamline processes across the Council in order to achieve turnaround times.

SP21/24PG20 Deliver IT improvements to support efficient working practices and excellent customer service in Legal Services and Land Charges					Team Leader	Borough Solicitor
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24PG20.2	Land Charges system Implementation of new Land Charges IT system	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Initial stage completed, however the process of testing and transferring to Horizon will take place in 22/23.
SP21/24PG20.3	Prepare for migration of land charges service to Land Registry Cooperate with the government project to migrate all Local Authority Land Charges functions to the Land Registry.	01-Apr-21	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	Conversations have taken place with the Land Registry. Awaiting project plan and indicative timescales for the execution in 2022/23.

SP21/24PG21 Unnecessary demand on the service is reduced, performance metrics are monitored and levels of customer self-service increase					Team Leader	Head of Policy and Governance
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24PG21.1	Analyse failure demand within the service Review processes, policies and approaches across all functions within the service that create unnecessary demand due to processes being too complex, information not being fully available or easy to understand.	01-Apr-21	31-Mar-24	Partially Completed	31-Mar-24	This has happened for some but not all functions.
SP21/24PG21.3	Promote customer self-service and simplified processes Support customers of the service to, wherever possible, access the information they need online and to be able to use that information to support them in their management or decision-making role.	01-Apr-21	31-Mar-24	Partially Completed	31-Mar-24	This has happened for some but not all functions.

## 6.4 Internal Audit Actions Progress Status

**Comment:** At the end of the fourth quarter 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 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	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%

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

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	1	0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	1	0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	100%	N/A	N/A	N/A	95%

### 6.5.3 Summary Comment on the complaints statistics

There were no complaints received about this service area in Q4 2021-22.

## 6.6 Finance Position at the end of the quarter

### 6.6.1 Service's General Fund Account Table

Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Policy &amp; Governance</b>					
Expenditure	6,808	7,106	- 123	-2%	Favourable
Income	- 3,997	- 4,249	32	-1%	Adverse
<b>Policy &amp; Governance Total</b>	<b>2,811</b>	<b>2,857</b>	<b>- 91</b>	<b>-3%</b>	<b>Favourable</b>

### 6.6.2 Summary Comment

This is a Q4 estimate and not a final outturn position as finance are still working through year end transactions. The full financial outturn report will be taken to the Executive and the Council in July 2022

The saving on expenditure is in relation to savings on Democratic Representation budgets and staff savings on travel, legal and communications expenditure.

The adverse variance on income is related to an underachievement of legal and land charges income and loss of a government grant in elections.

## 7 Service Dashboard – Housing Operations

### (remit of Resources O&S)

*This service area includes the following teams: Asset Management, Housing Management, Property Services, Rent Account and Senior Living. The service is also supported by the Service Improvement Team.*

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

#### 7.1.1 Summary from Head of Service – Q4 2021/22 and End of the year reflection

The team have seen a second unprecedented year, starting the year predominately working from home and gradually increasing face to face visits and meetings as guidance changed. The team have delivered a full range of activities and initiatives to provide services and respond to challenges. We reach the end of the year with a positive rent collection performance figure, improving responsive repairs service, additional housing management support and an evolving Landlord Service Advisory Board (LSAB).

During the year we have promoted the ongoing professional development of the team, by offering Chartered Institute of Housing (CIH) membership and funding for qualifications. I am delighted to report that ten officers have successfully completed qualifications, this year, to support the professional delivery of services. Congratulations to Matt Alexander, Adrian Bryant, Peter Buzwell, Rhiannon Dunkey, Paul Harrington, Robert Killick, Heather Rigg, Timothy Hopper, Drew Roberts and Timothy Tyler.

In October 2021, the council pledged to support five to ten refugee families from Afghanistan into housing over the next two years, through the Home Office Resettlement programme. The first family were housed in November 2021 and we welcomed second Afghan family, in March 2022. There was a four month delay from central government allocating a family to the home Waverley had identified in December. On the 29 March, the Home Office gave reassurances that they had “significantly increased capacity with the matching team”. A third home was identified and work commenced to ensure suitability.

The Refugee Support Worker been in post since October 2021 working with the government agency to receive nominations and support families to settle in the borough. Homes have been identified through council housing, and additional homes are being sought from the private rented sector but there are challenges with securing affordable and longer term lets to give stability. The two families have successfully begun to establish themselves in their neighbourhood and community, through accessing school and nursery placements, volunteer support, English lessons and making social connections.

A major procurement project, for the responsive repairs service, was completed during 2021/22 with the successful appointment of Ian Williams. During Quarter Four the team worked with a range of internal project teams (including customer services and IT) to mobilise the contract which commenced on 1 April 2022. Initially feedback is positive with an increased number of operatives and dedicated planners for the Waverley Contract.

The team have completed a range of fire safety works, to address failures, identified at a senior living scheme, during a routine Fire Risk Assessment in June 2021. Surrey Fire and Rescue Authority were notified accordingly, and an enforcement notice was served in July 2021. The team worked promptly to resolve immediate issues and to procure works to mitigate the risks. Work to remove the timber ceiling, install a new fire alarm system and compartmentation have been completed and all fire safety works were finalised in April 2022. The Planned Works team have arranged internal redecoration to

be completed. I would like to thank the residents for their understanding and patience with the intrusion of works and visitors as we ensured their safety.

The Housing service secured £114k of additional government funds, through the Contain Outbreak Management Fund (COMF) during 2021/22. The money provided an additional resource to help respond to the outcomes and consequences of the Covid-19 pandemic.

The funds have provided support for vulnerable groups and targeted community interventions through six housing projects. The majority of the fund has secured additional Housing Management support with the appointment of two floating support officers. The pandemic “stay at home” rule meant that people were at home for prolonged periods of time, with neighbours in close proximity, at a time of stress, which has resulted in an increase in the number of neighbour nuisance and anti-social behaviour and reports and mental health issues. Other initiatives included funding additional services including gardening, assisted bin collection, communal cleaning, meditation and mentoring. The funds also supported nil rent on two community rooms to those providing covid response activities for 18 months. The COMF is expected to continue into 2023/23 to extend the period of floating support, assisted bin collection, community room rent and additional cleaning. The use of the fund will be reviewed every three months.

The LSAB has continued to grow and develop and receive a range of reports at monthly Board meetings which reflects the key areas of work completed by the team. The Board reviewed the Housing Revenue Account budget, Housing Operations Service Plan and quarterly performance reports, engaged in consultation for the Regulator of Social Housing Tenant Satisfaction Measures, the Housing Asset Management Strategy and Affordable Homes Delivery Strategy

The Board also reviewed the Senior Living Consultation results, from a survey in December and supported the proposal to commence consultation on the use of flexible tenancies, following a review of their use. The LSAB is held on the third Thursday of the month, agendas, reports and minutes are published on the Council website. The meetings are open to all, to attend in person or via zoom and are live streamed and recorded.

The Service Improvement team are also keeping a watching brief on the developments of the Housing Ombudsman Service and Regulator of Social housing as progress is made in delivering the Charter for Social Housing Residents White Paper. Engaging with consultations and briefings on Tenant Satisfaction measures, draft regulatory clauses to guidance and proposed standards.

I wish to acknowledge the Rent Accounts Team as the Star Team for Quarter Four. The team have maintained the rental income collection during a challenging year. At the end of financial year the total arrears were £237k, 0.79% arrears of £29.6m estimated rent roll, compared to £278k, 0.96% at the end of 2020/21.

The team work with tenants in financial difficulties to assist and signpost to access funds and charity services available. Working closely with Housing Benefit for discretionary housing benefit payments, receiving £39,800 in 2021/22, and the Communities Team to access £31,400 Household Support Fund (HSF) for tenants. 52 tenants were assisted through the HSF from a £52 payment to meet a week’s rent following hospitalisation, to £1,700 for a tenant who was the victim of financial abuse and needed to downsize. This national fund has been extended into 2022/23 for six months. Therefore the new HRA hardship fund is not expected to be needed as originally anticipated. The team will continue to assist tenants to seek all funds available and will refer to the HRA hardship fund as a last resort.

In conclusion, we have seen a number of successful projects hit milestones and completions that will enable us to deliver services, including (in no particular order); the procurement of Responsive Repairs and Voids contract; development of a Housing Asset Management Strategy; undertaking STAR survey (Satisfaction of Tenants and Residents); within Senior living schemes resolved a longstanding

legionella case and improved fire safety; the implementation of Tenant Involvement Strategy and Rent policies; publishing tenants newsletters and celebrating 25+1 years of the Tenants Panel.

I believe we can continue to build on these successes to maintain and improve services. The team have commenced individual annual performance agreement meetings and are focussed on delivering the 2022/23 service plan.

**Hugh Wagstaff, Head of Housing Operations**

## 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

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q3 Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit ( <b>lower outturn is better</b> )	%	0.96% / 0.7% target	0.87%	0.96%	1.18%	0.79%	1% (New target Q1 2021/22)
HO2	Average number of working days taken to re-let 'normal void' property ( <b>lower outturn is better</b> )	Days	36	26	29	28	26	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time ( <b>higher outturn is better</b> )	%	99.4%	99.9%	100.0%	99.9%	99.5%	100%
HO4 *	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) ( <b>higher outturn is better</b> )	%	N/A	N/A	N/A	N/A	N/A	93%
HO4b	Responsive Repairs: Average number of days to complete a repair ( <b>lower outturn is better</b> )	Days	New PI April 2021	14	15	15	40	7
HO5 *	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) ( <b>higher outturn is better</b> )	%	N/A	N/A	N/A	N/A	N/A	78%
HO5b	Responsive Repairs: Percentage of jobs not completed within 28 days ( <b>lower outturn is better</b> ) *	%	New PI April 2021	22%	15%	32%	39%	10%
HO6 *	% of tenancy audits completed against scheduled appointments in a quarter.	%	N/A	91%	N/A	N/A	N/A	97%

\* Suspended until April 2022. The collection of data to be restarted from Q1 2022-23.

### 7.2.2 Comment:

The team have continued to be challenged during the year with the aftermath and ongoing impact of pandemic on tenants' income and contractors' resources.

**HO1** At the end of March the Rent Accounts team successfully achieved KPI target with a total arrear of £237k, 0.79% arrears of £29.6m estimated rent roll, compared to £278k, 0.96% at the end of 2020/21.

**HO2** The team let 48 homes in Quarter Four and a total of 241 normal relets in 2021/22. There has been fluctuating performance during the year with the previous contractor and pandemic backlog, interim contract mobilisation and resources issues. During January and February the team achieved target. As at 31 March there were 20 normal voids, 11 of which have been vacant for over 20 working

days. The new responsive repairs and voids contract started in April with a dedicated voids direct labour team. The team are expecting to see continuous improvement in performance to relet homes promptly to provide homes to those in need and maximise rental income.

**HO3** There were 22 homes without gas certificates at the end of March, this under performance presents a risk to the health and safety of tenants. The team are working closely with our contractor to rectify the poor performance and to reduce the backlog caused by a booking issue and lack of operatives. As at 6 May, 16 of the 22 outstanding have had their checks, a further two are booked and are being escalated.

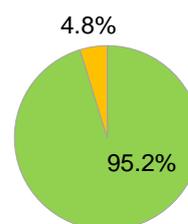
**HO4b and HO5b** – The team have been working closely with the responsive repairs contractor to clear a range of outstanding jobs, before the commencement of the new contract on 1 April 2022. The interim contractor inherited outstanding repairs from the outgoing contractor in January 2020 and a backlog of repairs accrued during the pandemic. The performance indicators have risen due to the completion of these outstanding jobs with extended timescales. For example there were many overdue roofing jobs due to challenges in appointing operatives. The majority of legacy jobs have now been completed and the new contract started on a good footing.

## 7.3 Service Plans – Progress Status

### 7.3.1 Summary Table and Pie Chart

#### Housing Operations - End of year progress assessment

Progress per Status	No of Action	Percentage %
Completed - on track	20	95.2%
Completed - off track	1	4.8%
Partially completed	0	0.0%
Cancelled / Deferred / Transferred	0	0.0%
<b>Total</b>	<b>21</b>	<b>100%</b>



**Comment:** At the end of the 2021/22 financial year 95.2% of actions were completed. Only one action was completed off track and the details were listed in the table below.

### 7.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by date	Final Closing Comment
SP21/24HO 2.1	Procure, design and project manage comprehensive satisfaction survey - STAR (Survey of Tenants and Residents) to inform the service improvement plan.	01-Apr-2021	30-Jun-2021	Completed - Off track (100%)	21-Sep-2021	Fieldwork was completed in May /June 2021 with the report received on the 30 July 2021. The findings were presented to <a href="#">Housing O&amp;S Committee in September 2021 Agenda item 9</a> and shared/discussed with tenants at September Socials. Original due date June 2021, action completed slightly off-track.

## 7.4 Internal Audit Actions Progress Status

At the end of fourth quarter 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 five quarters

#### Q4 21-22 Housing Operations – Level 1 Complaints

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	20	16	22	21	29	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	17	15	21	19	25	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	85%	94%	95%	90.48%	86%	95%

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

#### Q4 20-21 Housing Ops - Level 2 Complaints

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	11	8	6	5	7	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	11	8	6	5	7	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	100%	100%	100%	95%

### 7.5.3 Summary Comment on the statistics

Four level one complaints were not answered within timescale. Of these cases all were responded to within 15 working days. The complaints were generally out of target due to the complexity of investigations and delay in external responses. However the complainants were advised of the extended timeframes and kept informed.

## 7.6 Finance Position at the end of the quarter

### 7.6.1 Housing Operations General and Revenue Accounts Tables

General Fund Account					
Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Housing Operations – Refugee Support</b>					
Expenditure	0	69	0	0%	-
Income	0	-139	1	0%	Adverse
<b>Housing Operations Total</b>	<b>0</b>	<b>-70</b>	<b>1</b>	<b>-1%</b>	<b>Adverse</b>

Housing Revenue Account					
Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Housing Operations</b>					
Expenditure	26,126	22,043	-506	-2%	Favourable
Income	-34,132	-34,516	304	-1%	Adverse
<b>Housing Operations Total</b>	<b>-8,007</b>	<b>-12,473</b>	<b>-202</b>	<b>2%</b>	<b>Favourable</b>

## 7.6.2 Summary Comment

This is a Q4 estimate and not a final outturn position as finance are still working through year end transactions. The full financial outturn report will be taken to the Executive and the Council in July 2022.

The General Fund budget related to the Afghan and Syrian Refugee Projects. The expenditure is met by central government grant funding.

Staff savings in HRA above vacancy target form £174k of the above savings. There are also savings on legal fees and insurance.

## 8 Service Dashboard – Housing Delivery and Communities

### (remit of Resources O&S)

*This service area includes the following teams: Housing Development, Housing Options, Private Sector Housing, Service Improvement and Communities.*

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

#### 8.1.1 Summary from Head of Service – Q4 2021/22 and End of the year reflection

##### Communities

Extensive work has been successfully completed during the year by the small but immensely capable Communities Team. Three major achievements stand out: design and implementation of the Thriving Communities Commissioning Fund, the restructure of the Community Safety Team and the recruitment of an Anti-social Behaviour Officer and the completion of a thorough review of Safeguarding process and practice through the internal audit. In addition, the team took on the administration of the Household Support Fund and are now also actively engaged with partners in supporting Ukrainians.

The Thriving Communities Commissioning Fund received 33 applications from 31 organisations. All applications were considered by a dedicated panel, consisting of internal and external stakeholders. Twenty-four organisations have been allocated funding for 3 years starting 1 April 2022.

The team have begun to work with the Town and Parish Councils and local community groups to support Ukrainians who are now residing in Waverley through the Family Scheme and Government's 'Homes for Ukraine' Scheme. The support includes advice, signposting and funding to set up local and targeted services. This is an unfolding picture, and a fuller and more comprehensive update will appear in the next quarterly report.

The Household Support Fund was announced by the Government in late autumn 2021 and was designed to ease financial pressures on vulnerable households by providing short-term help over the winter period with food, fuel bills and other essentials. Waverley's allocation for this period was £214k (excluding administration costs) and was disseminated through various partners including Farnham Town Council, Citizens Advice Waverley, Haslemere Town Council, Three Counties Money and the Council's Communities Service and Housing Rents Accounts. This tranche of the fund supported 1,868 households with 1,125 were households with children.

In its Spring Statement 2022 on 22 March, the Government announced it would be providing an additional £500m for the Household Support Fund from April to September. Waverley's allocation has now been agreed: £235,764 (including administration costs) with a greater focus on supporting residents aged over 64. This tranche has been separated into two allocation pots: one third for general applications and two thirds for funding for people of pensionable age.

The funding will be available from 26 May 2022 and the Communities Team will be working with voluntary sector organisations, community stores, and other Council services to ensure that residents most in need are able to access this fund as quickly and easily as possible. This tranche runs until 30 September 2022 or until all funds have been allocated.

The Safer Waverley Partnership (SWP) Executive is preparing a 3-year annual rolling plan for 2022/25 with a focus on key priority areas that will direct partnership activity. The SWP Partnership Plan will be scrutinised by the Overview and Scrutiny Services Committee in due course. Long term anti-social behaviour and complex neighbour disputes continue to absorb significant time and resources from teams across the Council. In the recent budget setting process an Anti-Social Behaviour Officer post was established and successful recruitment has taken place. The ASB Officer will focus on developing

and implementing a Corporate Anti-Social Behaviour Policy with processes and procedures and coordinate training across all services.

The actions from the internal Safeguarding Policy and Procedural audit have been completed and are being implemented by the Internal Safeguarding Board, Safeguarding Lead and Deputy Lead.

### **Housing Delivery**

In spite of increasing challenges throughout the year, including losing a key development officer and finding it very difficult to recruit, the **Housing Development Team** continues to make steady progress in delivering the new build programme,

Following concerns raised by some tenants about poor drainage in their rear gardens at Whitebeam Close (Site A), Ockford Ridge, consultants have investigated, and remediation works are being undertaken by the contractor. The contractor plans to install further drainage to help remove the water which remains despite completed remediation works.

All 17 homes have now been handed over at Laurel Close (Site B).

Demolition has been completed at Site C. The tendering process for the build contract is nearing completion. Thakeham Partnerships has been identified as the preferred contractor to deliver 30 homes on Site C. A Pre-construction Services Agreement is in place to facilitate design work. Start on site is expected in late Spring 2022

An Employers Agent has been appointed for Site E. The site is particularly challenging, and a build contractor will be appointed to develop and deliver the scheme. Engagement with owner occupiers who share boundaries with the site continue to facilitate survey work and address encroachment.

Officers continue to work up proposals for Site F – there is one tenant left to move. Officers continue to work up proposals for Site F and the final tenant is expected to move into their new home at Ockford Ridge in early April.

Work has commenced on the next refurbishment phase – seven homes. Officers continue to engage with one tenant, due to decant from their home whilst deep retrofit works are completed. Final draft tender documentation is under review before issue in April or May 2022.

Tendering for a build contractor is nearing completion for five sites in Chiddingfold: Hartsgrove, Pathfields (x2), Queens Mead and Turners Mead, with start on site expected later in 2022. Pre-Construction Services Agreement has been entered into with the contractor, W Stirland, to facilitate design works.

Parkhurst Fields, Churt, has been granted planning permission. Feedback now received from planning officers regarding Crossway Close. The two sites will be tendered as one package (subject to planning permission for Crossway Close being granted).

Final issues with the footpath at the site at Aarons Hill, Godalming, have been resolved. A build contractor has now been appointed (Ermine Construction). The new homes delivered will be carbon neutral/net zero in operation.

All surveys and reports are being prepared to inform designs and preparation for a planning application for Springfield, Elstead. Officers continue to engage with Ward Councillors, Elstead Parish Council and Surrey County Council as well as supporting tenants affected by the proposed redevelopment scheme. Further pre-application advice to be sought from planning officers on the developed designs for the site. Officers will arrange a visit to Site B Ockford Ridge for Ward and Parish Council members.

The new modular homes at Badgers Close, Farncombe, were manufactured in a factory and delivered to site by the Council's contractor, Beattie Passive. The tenants are being supported by the Council's Rough Sleeper Support Officer.

At Riverside Court, Farnham, planning permission was granted for an extension and alterations to an existing flat to provide two new one-bedroom flats, and at Downhurst Road, Ewhurst, surveys have been commissioned to inform the design and future planning application for this site. Engagement with the leaseholder continues.

The Council has recently acquired four new properties at The Green, Ewhurst, built by Brookworth Homes. There are other sites in progress. Properties being advertised by the Homechoice Team ahead of handover of four new homes expected mid-April. There are other sites in progress.

The Housing Revenue Account (HRA) Business Plan, presented to the full Council meeting on 22 February 2022, stated that a strategic review will be undertaken of the 30-year HRA Business Plan during 2022/23. The review will determine the scope and direction of the Council's development programme.

**The Housing Strategy and Enabling Team** continued to progress a new Affordable Homes Delivery Strategy. Between January and February 2022 stakeholders were consulted including Town and Parish Councils, affordable housing providers, developers, partner organisations, residents (including those living in, or in need of, affordable housing), local businesses and employers.

The Landlord Services Advisory Board and Services O&S committee were consulted. The majority of respondents supported the rent caps proposed. (**Note:** the final Strategy was adopted by full Council on 26 April 2022).

The team set up an officer Affordable Housing Viability Project Group to monitor and scrutinise every planning application where a viability argument is made to reduce or remove affordable housing, before these are presented to committee and also fed into a national roundtable discussion on First Homes run by the Chartered Institute of Housing to raise concerns about the affordability of this tenure.

Officers worked with Legal and Planning Services to produce a briefing note for Members on Affordable Housing Additionality, which is becoming more common due to Homes England funding being made available for additional affordable housing.

Planning permission was granted for 73 new affordable homes during the quarter, including for Waverley's Riverside Court scheme.

Work started on site on 39 affordable homes in quarter 4: 35 at Sturt Farm, Haslemere (Stonewater) and 4 at Aarons Hill, Godalming (Waverley BC)

Eighty-two affordable homes were completed during Quarter 4 by our affordable housing partners, A2, Aster, Clarion, Southern and VIVID.

The team worked with Legal on the detail of the S106 agreement for Coxbridge Farm, Farnham. This is a large strategic site in the Local Plan providing 320 homes, of which 96 will be affordable.

There has been a steady increase in housing regulatory work carried out by **the Private Sector Housing Team** and there have been eight new requests for public health funerals since the last quarterly report.

There has also been a large increase in requests for Disabled Facilities Grants (DFG) in the last quarter. Overall, 194 DFG enquiries were received in 2021/22, which is at least 16 more than in any previous year. The Grants and Empty Homes Officer has also introduced a customer satisfaction survey programme for completed grants.

A search has been completed the electoral register to identify previously unknown HMOs, which has produced a list of around 100 properties.

**The Housing Options and HomeChoice Teams** continued to prevent homelessness during the quarter (there were 3 households in temporary accommodation at the end of March 2022), which completes a year of dedicated, thorough and consistent work, enabling the Council to carry out its homelessness duties to the full.

The staff continue to be under pressure due to demands on the service and staff shortage. The team is currently advertising for an additional Housing Options Officer role and to fill a vacant Specialist Housing Options Officer post. A newly recruited Housing Options Co-ordinator has settled very well into the team.

The team's accurate and methodical homelessness decision making was endorsed by the Court of Appeal following the successful defence of a case in March 2022.

The work with rough sleepers is developing well and Officers submitted a bid to DLUHC in Feb 2022 for a further 3 years funding for the Rough Sleeping Support Officer role and other services targeted at rough sleepers. The outcome of this bid should be known imminently.

The Homechoice Team has continued to advertise and let social housing tenancies and, along with the Options Team, manage the Council's Housing Register. At the end of March 22 there were 1079 applicants on the Housing register – compared to 1021 in March 2021.

The Homechoice Team will be implementing an IT upgrade during 22-23 and continuing to build on the success of the Easy Move/Transfer Officer work that encourages those under occupying family sized homes to move to smaller accommodation to release much needed larger homes.

The Overview and Scrutiny Housing Allocations Task and Finish Group completed its review of the Council's Housing Allocation scheme, and a final report is being drafted and will be presented at a future Services O&S Committee.

**For the update on the work of the Service Improvement Team, please see the Housing Operations Performance Report.**

**Andrew Smith, Head of Housing Delivery and Communities**

## 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

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q4 Target
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter <b>(lower outturn is better)</b>	No.	1	1	2	3	3	5.0
HD2	Number of Affordable homes - Granted planning permission <b>(Data only - higher outturn is better)</b>	No.	4	105	4	0	73	Data only
HD3	Number of Affordable homes - Started on site within a quarter <b>(Data only - higher outturn is better)</b>	No.	43	4	0	29	39	Data only
HD4	Total Number of affordable homes delivered by the Council and other providers (gross) <b>(Data only - higher outturn is better)</b>	No.	39	48	30	32	82	Data only

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q4 Target
HD4a	Number of affordable homes delivered <b>other providers</b> (gross) <b>(Data only - higher outturn is better)</b>	No.	New sub-KPI to HD4	45	30	30	82	Data only
HD4b	Number of affordable homes delivered by the <b>Council</b> (gross) <b>(Data only - higher outturn is better)</b>	No.	New sub-KPI to HD4	3	0	2	0	Data only

### 8.2.2 Comment:

A solid number of homes were completed during the fourth quarter, giving a total of 192 for the year. Although the Council only delivered five homes, the 17 homes at Laurel Close (Ockford Ridge) were handed over in April 2022, and considerable work continued throughout the year to enable sixty homes to start on site in Spring 2022.

### 8.2.3 Affordable Homes Delivery

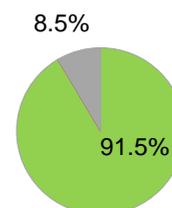
The details on all affordable homes delivered during Q4 2021-22 (ref. HD4) are listed below, including information on units, tenure, location and provider

UNITS	TENURE	SCHEME	PROVIDER	COMPLETED
25	20 AR; 5 SO	Lorimer Avenue (Berkeleys)	VIVID	01.02.22 - 31.03.22
4	2 AR; 2 SO	Hewitts	Clarion	29.03.22 & 31.03.22
20	20 AR	Ockford Park	Southern	20.01.22 - 22.03.22
12	8 AR; 4 SO	Horsham Rd	Southern	16.02.22 - 09.03.22
6	6 SO	Cranleigh Nurseries (Knowle Park)	A2	25.03.22
8	4 AR; 4SO	Battershall Green	Aster	31.03.22
7	2 AR; 5 SO	Folly Hill	Aster	04.02.22

## 8.3 Service Plans – End of Year Completion Status

### 8.3.1 Summary Table and Pie Chart

Progress per Status	No of Action	Percentage %
Completed - on track	43	91.5%
Completed - off track	0	0.0%
Partially completed	0	0.0%
Cancelled / Deferred /Transferred	4	8.5%
<b>Total</b>	<b>47</b>	<b>100%</b>



**Comment:** At the end of the 2021/22 financial year 91.5% of actions were completed and the delivery of the remaining actions will continue in 2022/23. The specifics on transferred/cancelled actions were listed in the table below

### 8.3.2 Detailed Table presenting specific Service Plans actions on exception basis

SP21/24HDC1	The Council responds to the anticipated Government White Paper on Devolution and works with authorities across Surrey to explore options for change				Team Leader	Community Services Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment

SP21/24HDC1.2	Create an updated Action and Implementation Plan.	01-Apr-21	30-Sep-21	Transferred / Deferred or Cancelled	30-Sep-21	This area has been on hold due to responding to the pandemic. Officers working with key partners and stakeholders to develop the new action plan responding to the impact of the pandemic.
SP21/24HDC1.3	Coordinate the delivery of the Ageing Well Action Plan 2020 - 2024.	30-Jun-21	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	The delivery of the plan has been affected by the pandemic, a revision of actions is required and this work will be undertaken in 2022/23.

SP21/24HDC3	The organisations funded through Service Level Agreements are delivering the agreed outcomes.				Team Leader	Community Services Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24HDC3.2	Carry out Organisational Health Checks on organisations with whom the Council has current Service Level Agreements . . .	01-Apr-21	30-Nov-21	Transferred / Deferred or Cancelled	30-Nov-21	This action was put on hold due to the pandemic as many had to suspend or divert services which placed significant challenges on their organisations. It was also agreed that this action was no longer relevant due to the changes in funding arrangements for these organisations in 2022.

SP21/24HDC9	Regulating private landlords				Team Leader	Private Sector Housing Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24HDC9.3	Commission Borough-wide Stock Condition Survey taking in all tenures, including full enhanced energy data and addressing carbon footprint of all homes through construction, energy consumption following the adoption of the Climate Emergency motion.	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	A quotation had been obtained from the Building Research Establishment to carry out a desktop review of the housing stock in the Borough. However the project has had to be put on hold due to a change in the Council's financial position as a result of the covid pandemic

## 8.4 Internal Audit Actions Progress Status

**Comment:** There were no outstanding Internal Audit actions for this service area at the end of quarter four of 2021/22.

## 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	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	3	1	0	2	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	3	1	0	2	0	Data only

<b>Level 1</b>	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	N/A	100%	N/A	95%
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### 8.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
<b>Level 2</b>	Total number of Level 2 complaints received in a quarter	Number	2	0	0	5	0	Data only
<b>Level 2</b>	Number of Level 2 complaints dealt with on time in a quarter	Number	2	0	0	5	0	Data only
<b>Level 2</b>	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	N/A	N/A	100%	N/A	95%

### 8.5.3 Summary Comment on the statistics

There were no complaints received for this service area in Q4 2021/22.

## 8.6 Finance Position at the end of the quarter

### 8.6.1 Service's General Fund Account Table

General Fund Account					
Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
<b>Housing Delivery &amp; Communities</b>					
Expenditure	4,318	5,044	2	0%	Adverse
Income	-2,044	-3,361	25	-1%	Adverse
<b>Housing Delivery &amp; Communities Total</b>	<b>2,274</b>	<b>1,684</b>	<b>28</b>	<b>2%</b>	<b>Adverse</b>

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

This is a Q4 estimate and not a final outturn position as finance are still working through year end transactions. The full financial outturn report will be taken to the Executive and the Council in July 2022

The overspend on GF of £20k related to staffing, this is predominately related to restructure costs within the Community Safety Team.

### 8.6.3 Housing Revenue Account Table

Housing Revenue Account					
Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
<b>Housing Delivery &amp; Communities</b>					
Expenditure	1,366	1,387	-249	-18%	Favourable
Income	-752	-752	75	-10%	Adverse
<b>Housing Delivery &amp; Communities Total</b>	<b>613</b>	<b>635</b>	<b>-174</b>	<b>-27%</b>	<b>Favourable</b>

### 8.6.4 Summary Comment

This is a Q4 estimate and not a final outturn position as finance are still working through year end transactions. The full financial outturn report will be taken to the Executive and the Council in July 2022

The savings above mainly relate to staffing savings. There are also IT project savings of £19k above which are planned to be delivered in 2022/23..

## 9 Service Dashboard – Commercial Services

### (remit of Services O&S)

*This service area includes the following teams: Arts & Culture, Careline, Green Spaces Team, Waverley Training Services, Leisure and Building Control (including Street Naming).*

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

#### 9.1.1 Summary from Head of Service – Q4 2021/22 and End of the year reflection

As we conclude the financial year it is worth reflecting upon what has been probably the most challenging year ever experienced at Waverley as we move from a pandemic into an environment of high inflation, rising costs; and organisationally we finalise the operational change to a hybrid model of working.

#### **Leisure**

Across the Council many of our services have felt the strain placed upon it by the operational challenges faced throughout the year, none more so than the leisure team. Our leisure centres were one of the first services to be impacted by Covid, closing, and opening as the spread of the virus ebbed and flowed. Throughout this period of flux, the leisure team and our operator Places Leisure have worked together to close and re-open the centres as safely and quickly as possible for our residents. As we can see from the KPIs below performance continues to grow with user numbers increasing every quarter, however, to date we are still financially operating at 70% of the pre-covid levels. This slower recovery creates great challenges for our contractor, and they now face the challenges of recruitment and the rising costs of utilities, up around 68% this quarter from 2019. All of these challenges place pressure on the operational team and our monitoring team.

Recruitment challenges have impacted our ability to reopen our health & wellbeing classes but we are pushing as hard as we can to reopen these services as quickly as possible in the new financial year. We have restarted the Friday Night Project (FNP) in Cranleigh in this quarter with numbers increasing rapidly showing the need from residents, we will be launching Farnham FNP next.

To add to the increased workload our leisure management contract ends 30 June 2023, and we are at the beginning of a retendering process to ensure the best possible outcome for our residents. To make the contract as attractive as possible agreement has been sought, and given, on the refurbishments of Godalming & Farnham Leisure Centre and to the new low carbon leisure centre in Cranleigh these decisions will help attract operators to tender. This is a complicated procurement process of one of our key services and will continue throughout the next financial year and we will update members regularly as we progress to tendering.

#### **Greenspaces Team**

This year has also been an extremely busy time for the Greenspaces Team. We have seen record number of visits to our beauty spots such as Frensham Ponds, our play areas and all our greenspaces. It was great to see the positive role that greenspaces can play in maintaining people's mental and physical health over the past year. But obviously for our teams such increased usage creates greater work levels as wear and tear of machinery, landscaped areas and pitches are increased. Throughout the last year it was pleasing to see the inhouse team and our contractor team working together closely for the residents of Waverley. These efforts were supported by the results of Greenspaces Customer Satisfaction survey results, which showed an increased level of satisfaction and has informed future service decisions.

Throughout the year we brought forward plans to enhance the resilience of both the planning and tree risk management teams. To that end the Tree Planning service moved to sit under the Greenspaces

Team at the end of quarter 3. We are pleased with our ability to recruit and that the efforts of the team are reflected in the positive key performance indicator for quarter 4. The increased resilience was tested for the first time in the aftermath of Storm Eunice where we were able to dedicate greater resource to the clear up operation, clearing debris more quickly and efficiently.

As well as this the team has brought forward key strategies to help deliver our climate emergency targets and increase biodiversity across the Borough, such as the Tree & Woodland and the Pesticide Policies, we have also drafted Biodiversity Policy, each has been a huge amount of work so far for the team to deliver. The adoption of the Pesticide Policy has resulted in a 75% reduction of the use of Glyphosate weedkiller by 75% across the borough.

One key commitment we made towards increasing biodiversity throughout the Borough was No Mow May. Being the first-year certain issues arose that were not anticipated, however the feedback from residents and councillors has helped to inform this year's Campaign. We hope that this reframed campaign will be well received by residents this year. On a smaller but no less important point we were extremely pleased to see the launch of Parkrun at Broadwater Park, which has seen great attendance and we would like to thank the positive nature that all other users of the Park such as Farncombe Cricket Club, Guildford Rugby Club and the Godalming Angling Society for their positive engagement and support.

Finally during this extremely busy time we also managed to secure 10 Green Flag awards, 1 Green Heritage award along with a Gold In Bloom award. We have received awards for some of our public toilets, at Frensham and Broadwater park, both sites were awarded the Platinum Grade! We also won a National Award and trophy for our Eco Friendly Facilities at Broadwater Park.

### **Arts & Culture**

Over the last year our cultural organisations have needed the support of the Council to assist with grant applications, governance or as a critical friend. It is pleasing to see our cultural organisations emerge from the pandemic bruised but prepared for the new operating parameters that exist. The arts team also helped draw people back to our high streets under the banner of 'Creative Towns'. In partnership with our Town and Parish Councils we were able to offer cultural activities to relaunch the highstreets. Attendance at the events were high and demonstrated the positive role of culture within our society.

The Borough Hall continued to operate throughout the pandemic adjusting processes to ensure patrons were safe, we even managed to put on the pantomime! The Memorial Hall has somewhat bucked the trend continuing to operate strongly throughout the last year. Hosting Waverley Training Services, the Community Maternity Services from the Royal Surrey Hospital and supporting the community meals and Brightwells Gostrey. In addition, at the end of the last financial year, through externally sourced funding, the Memorial Hall started its decarbonisation project, which will be completed early in the new financial year. This will result in the Hall generating the majority, if not all, the power it needs from sustainable sources. This is a very exciting project and one that demonstrates the Council's commitment to achieving carbon neutrality, we would like to thank the sustainability team and the surveyors for their support.

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

Another industry impacted by the pandemic was that of construction, building sites closed or slowed both of which impacted the Building Control service. This not only manifested itself through an impact upon workload but the safe operating practices that had to be implemented reflecting legislative change. The agile working practices implemented late 2019 served the team well throughout the pandemic as it removed the need to access the office allowing them to continue to operate through

such a challenging time. Whilst income expectations had to be realigned to reflect trading conditions the team continued to offer a quality service to clients and maintain market share.

The Street naming team have performed brilliantly throughout this year. The team were able to work remotely, and seamlessly absorbed the gazetteer function within the service. This means the team now oversee the street naming from the very start to the end uploading and maintaining addresses on the national database. Their hard work and professionalism has recently been recognised gaining the Geoplace Platinum award for data quality and improvement, the highest Waverley has ever achieved which is a fantastic accolade for the team!

### **Waverley Training Services**

The team continued to operate throughout the last year continuing to support learners to achieve. In addition, the service completely overhauled their support to apprentices within the workplace. They transferred to virtual catch ups and one to ones. It has gone so well that our employers have asked the team to continue post-pandemic as it has made booking time with line managers of the apprentices much less time consuming for the employer, tutors are able to support a greater number of learners and as result the team are travelling a lot less reducing the carbon footprint of the service.

Performance has continued well above the national average which is a testament to the team. This was tested through a 'voluntary' Ofsted visit, to allow them to test the latest assessment criteria. Although as challenging as ever the team were able to take great learning from the visit.

### **Projects**

The projects team have continued to press forward with key corporate projects. Brightwells is now nearing the final stage of construction and the team have maintained a professional and strong relationship with the developer, as well as linking in wider stakeholders such as the Farnham Infrastructure Programme and bringing forward the new multi-Story car park for hand over to the Council in the future.

The Burys Development Project continues to progress with Phase 2 nearing completion, which will bring forward viable options for the Council to consider, focusing on housing, energy efficiency, financial viability and reflecting the findings of the future ways of office working through the Where Work Happens project, on the three sites in Godalming. Significant funds have been secured to deliver projects throughout the Borough, which is a testament to the team, including funds that has enabled work to start replacing the roof and installing Solar Panels at Woolmer Hill Pavilion. Several other key projects are at the initiation stage, and we look forward to bringing them forward over the coming months.

### **Careline**

As the service deals with such vulnerable clients' operational changes had to take place to support the customers throughout the pandemic. The team did this exceptionally well. Our key challenge post the pandemic is gaining the trust of new clients who would benefit from the alarm. The client base is still understandably nervous following the pandemic. We have needed to adjust revenue expectations this year to reflect the impacted market but hope confidence will rise soon.

In addition, throughout the year we have upgraded all the Careline machines in customer's homes, around 1600. This is to ensure that the equipment is compatible and as a robust as possible with our monitoring centre's disaster recovery process, and in preparation for the digital switchover, as the older style machines would not have been compatible when the digital switchover takes place. This has been a significant undertaking in terms of staff time, and a financial investment in the service.

Hopefully the summary above gives Councillors an indication of how tough the last year has been but how hard the commercial services team have worked to support residents throughout the last 12

months. I personally would like to thank my team for all their efforts and for their support during 2021/22.

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

## 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

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q4 Target
C1	Total number of visits to Waverley leisure centres ( <b>higher outturn is better</b> )	Visits	Data not available	205,308	297,147	282,963	333,920	448,000
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter ( <b>higher outturn is better</b> )	No.	No service	No service	No service	No service	No service	Data only
C4	Percentage of complete building control applications checked within 10 days ( <b>higher outturn is better</b> ) (P8)	%	77%	67%	92%	98%	94%	80%
C5	Total number of Careline clients ( <b>data only, no target set - higher outturn is better</b> )	Clients	1635	1629	1625	1598	1552	Data only
C6	Total number of Careline calls per quarter ( <b>data only, no target set</b> )	Calls	6273	5484	5660	6734	7250	Data only
C7	Critical faults dealt with within 48 hours per quarter ( <b>higher outturn is better</b> )	Faults %	100%	100%	100%	100%	100%	95%
C8	Apprentice overall success rate per quarter ( <b>higher outturn is better</b> )	%	76%	75%	75%	75%	75%	75%
C9	Apprentice timely success rate in gaining qualification in the time expected ( <b>higher outturn is better</b> )	%	71%	70%	75%	80%	80%	70%
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) ( <b>higher outturn is better</b> )	No.	30	33	25	25	28	Data only
P5	Percentage of tree applications determined within 8 weeks ( <b>higher outturn is better</b> )	%	96%	91%	80%	45%	100%	95%

### 9.2.2 Comment:

C1 – The post covid reality shows that the centres' visitor numbers have not yet returned to pre-pandemic level but a steady improvement can be observed over the past year.

C4 – The team's recovery from quarter one has been impressive, we will continue to focus on this area throughout the coming year.

C5 – 7 – shows that although client numbers have declined slightly the use of the alarm itself has increased and it is pleasing to see that all faults are repaired quickly.

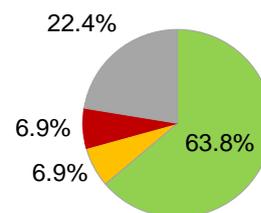
C8 – 9 A good learner performance has been maintained through the year however, the impacts of the pandemic will be felt over the coming academic years.

P5 – Now the Tree Planning service is fully embedded within the Greenspaces Team we are able to monitor performance accurately, so it is pleasing to see this quarter's performance, the objective now is to continue to operate at this level.

## 9.3 Service Plans – End of year Progress Status – Commercial Services

### 9.3.1 Summary Table and Pie Chart

Progress per Status	No of Action	Percentage %
Completed - on track	37	63.8%
Completed - off track	4	6.9%
Partially completed	4	6.9%
Cancelled / Deferred /Transferred	13	22.4%
<b>Total</b>	<b>58</b>	<b>100%</b>



**Comment:** At the end of the 2021/22 financial year 63.8% of actions were completed and the delivery of the remaining actions will continue in 2022/23. The specifics on transferred/cancelled or off track actions were listed in the table below.

### 9.3.2 Detailed Table presenting specific Service Plans actions on exception basis

SP21/24CS10					Team Leader	Greenspaces Manager
To reduce the risk to the Council of the potential injury and damage caused by unsafe trees and the associated claims.						
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24CS10.1	Delivery of the requirements contained in the Council's Tree Risk Management Guide (TRMG), by ensuring tree risk inspections are completed within the stipulated time frames of each risk zone.	01-Apr-21	31-Mar-22	Completed - Off track	31-Mar-22	Delays in completing some tree risk inspections due to reduced staffing resources after providing assistance to the Tree & Landscape section in regards to the two vacancies in that service. Some delays also due to the latent effect of the Covid - 19 pandemic. (75% completed)
SP21/24CS10.2	Preparing the Council for the impact of tree pest and diseases, in particular Oak Processionary Moth (OPM) and Ash Die Back (ADB).	01-Apr-21	31-Mar-22	Completed - Off track	31-Mar-22	Capital budgets being used to manage trees affected by ash dieback, however monitoring of OPM delayed by Covid pandemic and reduced officer resource (80% completed).

SP21/24CS11					Team Leader	Greenspaces Manager
Ensuring the Council's commitment to increasing biodiversity and reducing the impacts of the climate emergency are delivered.						
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24CS11.3	Write overarching Greenspaces Strategy to bring together all biodiversity strategies under one umbrella.	01-Apr-21	31-Mar-23	Transferred / Deferred or Cancelled	31-Mar-23	No budget agreed to fund external consultants required. To be executed in 2022/23 under SP22/25 CS14.1.

SP21/24CS12					Team Leader	Greenspaces Manager
The quality and provision of outdoor sports facilities is improved.						
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment

SP21/24CS12.1	Delivery of Council's Playing Pitch Strategy - protect the existing supply of outdoor sports facilities where it is needed to meet current and future needs up to 2031.	01-Nov-20	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Deferred due to Covid pandemic and lack of staffing resource. To be executed in 2022/23 through the action ref. <a href="#">SP22/25 CS11.1</a> .
SP21/24CS12.2	Delivery of Council's Playing Pitch Strategy - enhance outdoor sports and ancillary facilities through improving quality and management of sites.	31-Mar-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Deferred due to Covid pandemic and lack of staffing resource. To be executed in 2022/23 through the action ref. <a href="#">SP22/25 CS11.1</a> .
SP21/24CS12.3	Delivery of Council's Playing Pitch Strategy - provide new outdoor sports facilities where there is a current and future demand to do so.	01-Apr-21	01-Apr-22	Completed - Off track	01-Apr-22	Council given to new provision of sporting facilities around borough such as 3G pitches, Council delivering 3G scheme directly (80% completed).

SP21/24CS13 The quality and provision of play opportunities for people is improved.					Team Leader	Greenspaces Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24CS13.1	Continued delivery of Council's Play Area Strategy, investment in playground provision, refurbishment and replacement of assets.	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Deferred due to Covid pandemic and lack of staffing resource. To be executed in 2022/23 through the action ref. <a href="#">SP22/25 CS12.1</a> .
SP21/24CS13.2	Review and update/rewrite of Play Area Strategy.	02-Apr-21	31-Mar-23	Transferred / Deferred or Cancelled	31-Mar-23	Deferred due to Covid pandemic and lack of staffing resource. To be executed in 2022/23 through the action ref. <a href="#">SP22/25 CS12.2</a> .

SP21/24CS16 The service supports young people into work and education and is sustainable.					Team Leader	Waverley Training Centre Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24CS16.3	Create a marketing and communications strategy that increases learner and employer numbers.	01-Oct-20	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Due to impact of pandemic this action has been delayed and will be now carried out in 2022.

SP21/24CS2 Culture contributes to the development of distinctive places					Team Leader	Community Development Officer (Arts)
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment

SP21/24CS2.1	Deliver the Brightwells Public Art commissions; ensuring art works are installed and public interpretation is in place for the scheme's opening.	01-Apr-20	01-Nov-22	<b>Transferred / Deferred or Cancelled</b>	01-Nov-22	The Brightwells public art commissions are well underway, but the artists are awaiting confirmation of installation dates from Crest and SCC. The final locations for the craft pavers still need identifying before interpretation can be planned/produced. (70% completed)
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SP21/24CS22 Assess and review the Cranleigh Leisure Centre business case post COVID.					Team Leader	Leisure Contracts Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24CS22.1	Carry out a feasibility study widening the scope to include a place shaping agenda reflecting new challenges post COVID.	01-Apr-21	01-Apr-24	<b>Transferred / Deferred or Cancelled</b>	01-Apr-24	A Feasibility Update report has been completed to ascertain the business case for a new leisure centre. The next step is to work with partners and confirm whether there are any wider place shaping elements to incorporate in to the project. 30% completed. The work to continue in 2022/23.

SP21/24CS25 Review Business Plan and align service with national building control requirements.					Team Leader	Building Control Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24CS25.1	Carry out full review of the Building Control business plan.	01-Jan-20	30-Sep-22	<b>Transferred / Deferred or Cancelled</b>	30-Sep-22	Business plan reviewed and on track, surveyor competencies and customer focus along with development of new surveyor resource to support service in future. 85% Completed.
SP21/24CS25.3	Identify additional new or existing skills to support the Council's Climate priority and achieve zero carbon target	01-Apr-20	31-Mar-24	<b>Transferred / Deferred or Cancelled</b>	31-Mar-24	60% achieved. Work to continue in 2022. The Building Regulations support the climate priority with emerging standards, remote working and alternative methods for site inspections used where appropriate.
SP21/24CS25.4	Proactively embed carbon reducing measures within the Building Control business plan and within governmental consultation responses.	01-Apr-20	31-Mar-24	<b>Transferred / Deferred or Cancelled</b>	31-Mar-24	80% Completed. Work to continue in 2022. Consultations include consideration of carbon reducing measures where appropriate, measures will also be included in the business plan as they emerge.

SP21/24CS26 Delivery of housing on the Weyhill youth site in line with planning policy.					Team Leader	Development Programme Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24CS26.1	Oversee the successful relocation of St Johns Ambulance to High Lane Community Centre	01-Oct-20	31-Dec-22	Partially Completed	31-Dec-22	Heads of Terms on a lease and license have been agreed, but still require final sign off. Lease costs need to be considered before further progress (80% completed)
SP21/24CS26.1b	Oversee the successful relocation of SERFCA / Cadets to Woolmer Hill Pavilion	01-Apr-21	31-Dec-22	Partially Completed	31-Dec-22	Designs have been finalised and out to tender for costs. Funding for the project is still uncertain as we await outcome of funding bids from Your Fund Surrey and the Football Foundation.

SP21/24CS27 Maximising the Council's own land assets.					Team Leader	Greenspaces Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24CS27.4	Work with Surrey County Council to master-plan assets in towns to help form a long-term strategic plan for the development of the Borough	01-Apr-21	31-Mar-24	Completed - Off track	31-Mar-24	Limited contact with Surrey County Council on assets but work closely with the Farnham Infrastructure Programme (led by SCC) to deliver a joined up approach in Farnham. The work to continue in 2022/23.

SP21/24CS4 Cultural organisations understand and support the communities they serve.					Team Leader	Community Development Officer (Arts)
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment

SP21/24CS4.1	Work with Elected Members, Officers and community stakeholders to achieve a positive future for the Museum of Farnham, ensuring the service has a home fit for the future.	01-Apr-20	31-Mar-22	<b>Partially Completed</b>	31-Mar-22	<p>The MoF working group meets regularly and includes the PH's for Finance, Assets &amp; Commercial and Health, Wellbeing and Culture</p> <ul style="list-style-type: none"> <li>• Jan 2021 Commissioned Montague Evans Report to consider alternative use potential for Wilmer House.</li> <li>• June 2021 Commissioned new Building Condition Survey</li> <li>• June 2021 applied to MEND fund for 1million but was unsuccessful</li> <li>• Sept 2021 met with Farnham Town Council to explore solutions in partnership</li> <li>• Sept 2021 commissioned Bowles Green Consultants to lead an Options Appraisal process for the museum service</li> <li>• Dec 2021 Bowles Green produced position statement examining the viability of several property options, but the majority require unsustainable levels of local authority funding. This has led WBC to clarify its position going forwards.</li> <li>• Feb 2022 engaged Cooper Withycombe Structural Engineers to provide second opinion on the effectiveness of the safety scaffold</li> <li>• 30th March 2022 Options Appraisal Workshop will engage key stakeholders with aim of building consensus around one direction of travel.</li> </ul> <p>(50% completed - the work will continue in 2022/23)</p>
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SP21/24CS6 Customers are helped to live independently in their own homes					Team Leader	Sheltered and Careline Services Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24CS6.2	Promote service through ongoing marketing to reach as many customers as possible and aim to support as many residents as possible to live independently and grow the business.	01-Apr-20	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	This work is ongoing. The service has been impacted by the Covid pandemic and as a result our customer numbers have fallen slightly. We are continuing to promote the service with the hope of increasing customer numbers and to then grow the business over time.

SP21/24CS9 Promote the service as a viable greenspaces management operator in the borough with the ability to manage new sites.					Team Leader	Greenspaces Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment

SP21/24CS9.1	Grow and manage the service is a more financially sustainable way. . .	01-Apr-21	31-Mar-23	<b>Partially Completed</b>	31-Mar-23	Professional tree services and advice given to parish Councils. Capacity to fully deliver significant changes unlikely due to lack of staffing resources available due to having to assist the Tree & Landscape service (50% completed).
SP21/24CS9.2	Create a service capable and resourced to consider taking on new Greenspace provision and tree risk management opportunities.	01-Apr-21	31-Mar-23	<b>Transferred / Deferred or Cancelled</b>	31-Mar-23	The action will be progressed in 2022/23.

## 9.4 Internal Audit Actions Progress Status

**Comment:** At the end of the fourth quarter there were no outstanding Internal Audit actions for this service area.

## 9.5 Complaints Statistics

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

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	2	1	2	4	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	2	1	1	4	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	100%	100%	50%	100%	95%

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

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	2	0	1	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	2	0	1	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	100%	N/A	100%	N/A	95%

### 9.5.3 Summary Comment on the statistics

All the complaints have been dealt with in a timely manner meeting set response targets.

## 9.6 Finance Position at the end of the quarter

### 9.6.1 Service's General Fund Account Table

Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Commercial</b>					
Expenditure	8,148	8,981	- 89	-1%	Favourable
Income	- 4,954	- 5,189	261	-5%	Adverse
<b>Commercial Total</b>	<b>3,194</b>	<b>3,791</b>	<b>172</b>	<b>5%</b>	<b>Adverse</b>

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

This is a Q4 estimate and not a final outturn position as finance are still working through year end transactions. The full financial outturn report will be taken to the Executive and the Council in July 2022.

As reported throughout the year income for key commercial services have been impacted considerably by the pandemic.

The drop in building control income reflected the slowdown in the construction industry and the delay in the processing of planning applications, which has now been resolved. It is pleasing to see that despite inflationary pressures the service is now operating above target for the first two months of the new financial year. Careline and the vulnerable clients it serves has struggled to recover fully from the impact of covid and we will be carrying out a considerable marketing campaign in the new year to raise awareness of the service and the benefits it offers to its clients. Leisure centres as can be seen by the KPIs are still operating substantially below pre-covid levels, however we have returned to our normal management fee arrangement from 1<sup>st</sup> April. The leisure industry continues to recover albeit slower than we would have hoped and now energy price inflation is creating further challenges to the market, we will continue to monitor performance throughout the year.

Some of the drop in income has been mitigated through the government Sales, Fees & Charges compensation scheme and a reduction in expenditure reflecting the market conditions.

## Service Dashboard – Environmental and Regulatory Services

### (remit of Services O&S)

*This service includes the following teams: Environmental Health, Environmental Protection, Licensing, Waste and Recycling, Street Cleaning, Emergency Planning and Sustainability.*

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

### 9.7.1 Summary from Head of Service – Q4 2021/22 and End of the year reflection

The impact of Covid 19 continued to be felt across the Environmental and Regulatory Services teams, and there were early signs of a gradual return to 'normality' during the latter end of the year. The arrival of a new variant and increasing infection rates rapidly reversed that trend and further impacted on a number of areas of the teams work as can be seen from the reports below. Whilst it has been an extremely challenging year, I have to thank all of team for their enthusiasm and commitment to maintain and deliver 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

The Environmental Health Food and Safety teams work took different directions for the first and second half of the 2021/22. Between April and the end of September COVID 19 response was the priority. The team were responsible for business enforcement of COVID restrictions, support for business and public requests for advice, outbreak response and contact tracing visits. In total across the year, 894 service requests were logged and actioned in relation to COVID 19.

In October, there was a shift of the team's resources to recovery mode, with the aim of meeting statutory inspection targets set by the Food Standards Agency. 643 food business interventions have been conducted during the year along with 24 food and water samples. The recovery process for food businesses has been difficult and a significant decline in hygiene standards has been noted by officer's post COVID 19. 32 food hygiene improvement notices have been issued against 17 poorly performing food business operators to secure safe standards of food preparation. The percentage of food businesses not achieving a food hygiene rating score of 3 or above which signifies satisfactory food hygiene standards has dropped to 10%. Examples of poor performing businesses include those with rodent infestations, those unable to protect food against contamination, those which are unable to demonstrate satisfactory standards of personal hygiene, and those with insufficient training.

The team have undertaken 81 RIDDOR accident investigations during 2021/22. These have included one fatality following a fall in a retail supermarket premises, two significant finger entrapment accidents and one fall from height at a residential activity centre for children, and one suspected asbestos release in the workplace. As a result of investigations five prohibition notices have been issued to deal with immediate risk of serious personal injury. One accident is currently proceeding to prosecution.

Across the year, the team also continued to conduct their non-COVID 19 infection control responsibilities. 193 investigations have been undertaken, including cases of STEC E. coli, Giardia, Cryptosporidium, Salmonella, Shigella, Norovirus and Legionella. Additionally, one exhumation for which the team regulates matters of infection control and decency has been overseen.

#### Environmental Protection Team

During 2021/22 the Environmental Protection Team dealt with the following requests for service:

Type of request for service	Number
Noise complaints	426

Type of request for service	Number
Planning consultations	907
Requests for information	521
Temporary Event Notice Consultations	559
Premise Licence Consultations	59
Bonfire Complaints	120
St Trading requests for service	119
Pest control complaints	100
Various other requests for service	498
Total	3309

There were 74 more complex cases including providing advice on remediation of contamination at Dunsfold Park and negotiating noise management plans as part of the planning agreement for the temporary arrangement for land use there. We also served 7 formal notices: 5 regarding a statutory nuisance, 1 regarding a drainage problem and 1 for an accumulation attracting rats. Additionally, we worked extensively on putting together evidence for 2 prosecutions. One in relation to noise from a barking dog and one in relation to excessive odour from a commercial premises.

As well as the reactive work the team also:

- Monitored air quality at 51 locations across the Borough including 2 automatic monitoring sites; the Farnham automatic air quality monitoring station was also moved to a new location.
- Completed the air quality annual status report
- Worked with partners in Surrey as part of the Surrey Air Alliance to hopefully take forward a project to promote Electric taxis in the future. Collectively a group of Surrey local authorities were awarded a £256K air quality grant last March to take this forward.
- Took forward the new Street Trading Policy 2021 which was adopted in April 2021. We have had significantly more requests for Street Trading Consents this year than in previous years because of the changes to the policy.
- Our pest control contractor undertook 241 pest treatments for residents.
- Our stray dog contractor dealt with 83 requests for service. 47 dogs were taken to the kennels, 30 were rehomed, 16 were claimed and 1 very poorly dog had to be put to sleep.

## Licensing

Licensed premises and the taxi and private hire trade have been two of the worst hit business areas since the covid pandemic hit. This has led to officers having to adapt the way they work in order to fully support all licensees. Unlike many counter parts that just shut up shop and stopped issuing licenses, Waverley's licence team stayed open for business, working within legislation to keep this business viable. Although a lot of this was in 2020 covid restrictions etc carried over to 2021.

Officers had to visit licensed premises to ensure they were covid compliant, introduce new procedures so the taxi trade could put their licenses on hold, communicate to all licensees with the latest guidance and supply relevant information to obtain financial support. When the council offices were closed to the public officers arranged work arounds and visits in order for licensees to get their licence, plate, undertake a knowledge test etc.

Covid also saw the cancellation of many Temporary Event Notices and Charity Collections and again the team set up new procedures to help many of these applicants to put their events on hold and rearrange them once the legislation allowed.

The licensing team is a small team (equivalent to approximately four full time posts) and for a large part of 2021 we were down a member of the team due to long covid. We also managed to balance home and office working, keeping at least one officer available at the office. During the year, the team processed 357 taxi licence cases, 107 private hire vehicle licence cases, 30 private hire operator's licence cases and 127 driver's licence applications. In relation to licensed premises they also dealt with 548 Temporary Event Notices, 68 Club premises licences, 493 premises licences matters and eighty personal licences. 30 Gambling premises licensing matters were also dealt with, along with seventy-four applications for street collections and house to house collections.

Covid also introduced new legislation regarding licensed premises and a whole new process in pavement licensing. With regard pavement licensing this required a new policy to be written and adopted as well as a new application process with forms etc. The new process was not without some controversy, with some historical issues relating to the old licensing regime but seven new pavement licences were issued, 2 were refused due to a lack of adequate space and one was withdrawn following discussion with the applicant.

As society has gradually opened up and as we learn to live with covid, officers have cleared the back log of taxi knowledge tests and are helping licensees get back to some sort of normality.

We have recently adopted a new fare setting process for our taxi trade and are currently consulting on a new fare scale which has been through the Licensing Regulatory Committee and the Executive.

### **Emergency Planning**

Our Emergency Planning and business continuity response plans have been tested throughout the year in supporting the community and running business as usual in parallel and overall, we feel the council working with partner agencies has performed extremely well.

The resilience of the council's responses was evaluated further in October last year with the national disruption to fuel supplies and even more so with the significant water and power outages during Storm Eunice, which resulted in the activation of rest centres, incident liaison and vulnerable person support capabilities. Valuable lessons were learned from this, and these will help us improve our response to future incidents.

A new out of hours service provider has been procured in the past year and this has also improved our response capabilities as they are now provided by another local authority who has a better understanding of local authority processes and procedures.

The team has also engaged with local communities through the Surrey ~Prepared network and provided further training for staff and councillors.

Events safety became a key focus as restrictions began to be relaxed and the team participated in assessing the safety risks at over 50 large events with colleagues on the local Events Safety Advisory Group.

In the background the team has also been quietly working away to review health and safety policies and procedures, auditing and strengthening health and safety governance and reporting arrangements and working with Housing colleagues to achieve fire safety compliance across WBC housing stock.

### **Environmental Services**

The Environmental Services Team's focus over the past year has been maintaining the refuse and recycling services.

The Waste and Cleansing contract provides alternate weekly waste and recycling collections to all 55,000 households in the Borough and food waste collections to all house and some flats. In addition, we have around 19,000 customers on the paid for garden waste service. Together, this gives rise to

around six million individual collections from our residents every year. In quarter four there were 1,441,572 collections due of which 99.9% were made successfully with most of the 0.1% missed rectified within the required time scale. There were around 29 repeat missed bins each month in the quarter, mainly caused by unfamiliar crews being deployed to rounds due to sickness absence.

The contract also provides for cleansing of streets, litter picking, emptying of street litter bins, as well as clearing fly tips across the Borough. delivery

These services remained fragile with continuing crew shortages due to Covid sickness absences and recruitment difficulties. Thanks to the cooperation of the contractor, we were able to work through this with as little disruption as possible even though many of the agency staff used were unfamiliar with the area. In the run up to Christmas refuse and recycling collections services were maintained by also diverting staff from street cleaning to backfill absences. Pressures were added to by a national shortage of heavy goods vehicle drivers due to a backlog in driver testing and by increasing demand for drivers from the retail and home delivery sectors. Since Christmas as restrictions have been relaxed there have been further spikes in Covid infections in Surrey and at one stage over a third of the contractor's workforce were off sick with Covid. Despite this, with weekend working, almost all collections were completed by the end of each week.

The waste collection service has been hugely affected by the covid pandemic across both the past two years, with both staff absence and a big increase in waste arisings. Tonnages of dry mixed recycling, food waste and residual waste continued to be much higher than normal due to the periods of self-isolation and more people staying at home. These increased volumes continued to add pressure on our contractor by increasing working hours and vehicle journeys to the transfer stations.

Street cleaning in some areas has inevitably suffered due to the diversion of resources but we have ensured the contractor has been targeting town centres and problem areas to maintain standards as far as possible and we are in discussion with the contractor about a 'return to normal and the most effective use of street cleaning resources going forwards.

In addition to these services the team has also had to deal with 600 fly tips including a significant number of asbestos fly tips which have cost over £6,000 to remove with specialist contractors. A number of these are being investigated with a view to issuing fines or taking legal proceedings. The team are also investigating the first case relating to litter thrown from a vehicle with a view to fining the offenders.

There has been a 67% increase in reports of dead animals on the highway compared to the previous year. (265 reports compared to 158 in 2020/21) and these have had to be removed at a cost of £21,000. There has also been a 101% increase in reports of graffiti, and these have cost over £3,500 to remove.

With the increasing demand for action on enviro crimes, the team has been strengthened this year and are currently undergoing a planned training programme to enable them to be as effective as possible. This will be augmented by a strong communications plan, especially around fly tipping. The team will be further strengthened in 2022 by the appointment of a dedicated Environmental Services Manager, to take the service forward post-covid.

## **Parking Services**

Car parking income continues to show signs of recovery with an upward trend overall as more people are returning to work and venturing out to shop etc. The revised parking charges were introduced last November and whilst there have been some issues raised as a result, officers have worked to resolve these. Overall income from car parking has exceeded budget estimates for 2021/22 but is still falling short of pre-covid levels of income even with the price increases.

The Brightwells Yard multi-storey car park is approaching completion and some residential parking is starting to be used as the first residential units are occupied. Officers are working with Crest Nicholson on the final details of the public parking areas in readiness for opening later this year.

Whilst the council's phase of the South Street car park refurbishment is completed and the developers have completed their work on the Brightwells road widening, we are awaiting a start date for the lift refurbishment and the new staircase to improve access to the lower level of the car park. Officers are liaising with the developers on the design of the new staircase to the lower level of the car park.

Members will have noticed film crews using some of our car parks in recent weeks for some high-profile productions. We are pleased to report that this has been managed with little disruption and we are monitoring its impact and the potential benefits to the local economy from the additional publicity and profile it provides for towns and villages in the Borough.

## Sustainability Team

The first annual update of the Carbon Neutrality Action Plan was completed and presented to the Executive in January 2022. This included an overview of all the actions that services across the council had taken to contribute to the net zero carbon targets. The delivery of the Action Plan requires close working with all the services across the organisation and a great deal of engagement with partners, contractors and stakeholders such as Surrey County Council and the town and parish councils in the borough.

The team secured external funding of almost £1m during the year to support carbon reduction initiatives. One of the larger projects was the decarbonisation of the Memorial Hall in Farnham by installing an Air Source Heat Pump and a Solar Panels. This project is due to be completed in June 2022. At the same time the team has been delivering projects such as the bike shelter pilot and EV charging point roll out programme. Solar projects opportunities for leisure centres, car parks and potentially a solar farm are also currently being assessed.

The expansion of the team over the past year has given Waverley the opportunity to actively shape sustainable transport in the area by working closely with Surrey County Council, and towns and parish councils and the Farnham Infrastructure Programme. Some of the projects currently being developed are the Local Cycling and Walking Infrastructure Plan for Waverley, feasibility work of the Eastern Boundary path in Farnham Park, completion of a public consultation on the Guildford and Godalming Greenway, including the section of the Greenway that will run through the Philips Memorial park.

## ***Richard Homewood, Head of Environmental & Regulatory Services***

### 9.8 Key Performance Indicators Status

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

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q4 Target
E1*	Materials recovery facilities (MRF) Reject Rate ( <b>lower outturn is better</b> )	%	3.91%	4.74%	5.16	4.80%	Received Quarter in Arrears	5.00%
E2a	Average number of days to remove fly-tips ( <b>lower outturn is better</b> )	Days	Data not available	2	3	2	3	2
E2b	Number of fly tipping incidents in a quarter ( <b>Data only</b> )	No.	228	180	162	169	244	Data only
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti	%	89.71%	Monitoring on pause	Monitoring on pause	Monitoring on pause	Monitoring on pause	90%

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q4 Target
	and fly posting ( <b>higher outturn is better</b> )							
E4a	Number of refuse and recycling missed bins out of 100,000 collections per week ( <b>lower outturn is better</b> ) - New from Q1 20/21	No.	46	28	34	68	42	40
E4b	Number of food waste missed bins out of 100,000 collections per week ( <b>lower outturn is better</b> ) - New from Q1 20/21	No.	44	41	54	48	66	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due ( <b>higher outturn is better</b> )	%	Monitoring on pause	78%	100%	78.57%	81.25%	100%
E6	Food businesses with a 'Scores on the door' of 3 or over ( <b>higher outturn is better</b> )	%	95.00%	N/A	91.05%	90.43%	89.40%	Data only
E NI191*	Residual household waste per household ( <b>lower outturn is better</b> )	kg	103	92	89.5	96	Received quarter in arrears	90.00
E NI192*	Percentage of household waste sent for reuse, recycling and composting ( <b>higher outturn is better</b> )	%	54.00%	59.80%	60.50%	57.20%	Received quarter in arrears	54.0%

### 9.8.2 Comment:

A detailed commentary on the work of the teams during what has been an extremely challenging twelve months is provided above. The impact of Covid on performance in some key areas over the past twelve months is evident from these results and it is likely that the performance targets set will not be met for at least the first two quarters of 2022/23 as services struggle with the continued impact of Covid on staff and the impact of Brexit on issues such as driver shortages. These impacts will be closely monitored over the coming months. In relation to the KPIs above: -

**E1, NI191, NI192** – The MRF rejection rate, residual waste per household and recycling rate figures for the quarter are not available. These figures are calculated by Surrey County Council and their Contractor who receive our recycling for processing, and it takes some time for these figures to be collated, verified and shared with Waverley BC. Historically we have only been able to report these figures a quarter in arrears. The MRF rejection rate for Qtr 3, now available has again achieved the target of less than 5%, Residual Waste per household increased again in Qtr 3 and exceeded the target, but this may have been due to the Xmas period, but the recycling rate in Qtr 3 exceeded the target once more.

**E2a, E2b** – Performance on clearing fly tips slipped again in Qtr 4 due to the very high levels of sickness absence with our contractor due to Covid and the prioritisation of refuse collections. Fly tip numbers also increased significantly during this quarter which has also added to the delays in clearance.

**E3** – Environmental Cleanliness monitoring remains suspended and street cleaning is currently on a reactive service as opposed to scheduled cleaning basis as the service continues to prioritise refuse and recycling collections. We will be meeting with the contractor shortly to discuss refocussing on street cleaning issues.

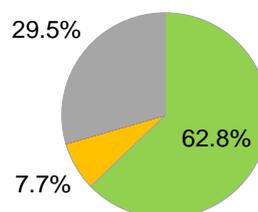
**E4a, E4b** – Missed bin performance has failed to meet the targets but this is perhaps not surprising given the significant sickness absences as a result of Covid infections during this period.

**E5** – Performance on inspection of high-risk food premises improved as the team refocused its energies after Covid enforcement activity was scaled down.

**E6** - Percentages of Food Businesses with a score on the doors rating of 3 or more for Waverley currently stands at **89.40%**. a slight drop compared to Qtr 3. This is not surprising as the team are carrying out more inspections and are finding standards in some premises have slipped during Covid.  
Service Plans – Progress Status

### 9.8.3 Summary Table and Pie Chart

Progress per Status	No of Action	Percentage %
Completed - on track	49	62.8%
Completed - off track	6	7.7%
Partially completed	0	0.0%
Cancelled / Deferred /Transferred	23	29.5%
<b>Total</b>	<b>78</b>	<b>100%</b>



**Comment:** At the end of the 2021/22 financial year 62.8% of actions were completed and the delivery of the remaining actions will continue in 2022/23. The specifics on transferred/cancelled actions were listed in the table below.

### 9.8.4 Detailed Table presenting specific Service Plans actions on exception basis

SP21/24ES1		Enhanced protection of the health, safety and welfare of residents, visitors and employees by offering advice and ensuring compliance with statutory food, health & safety legislation			Team Leader	Interim Environmental Health Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24ES1.3	Health & Safety Regulation and Business Support - Support local businesses to comply with Health & Safety requirements through an intervention programme set out in the Health and Safety Executive (HSE) National Code. Work jointly with stakeholders.	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Service provision redirected to providing education, engagement and enforcement of COVID 19 business closure legislation during the pandemic. HSE performance monitoring of Local Authority inspection activity was suspended in recognition of pandemic response workload.
SP21/24ES1.5	A monthly satisfaction survey of business customers of Environmental Health is undertaken. The figure is the percentage of business customers who respond that they have been treated fairly and/or the contact has been helpful. A quarterly report is shared	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Satisfaction survey paused during pandemic due to lockdown closures and reduction in inspection-based intervention.

SP21/24ES10		Improve local arrangements to support the Council's legal responsibility under the Civil Contingencies Act (CCA) 2004			Team Leader	Emergency Planning, Resilience and Safety Officer
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment

SP21/24ES10.3	Establish feasibility of a natural flood defence programme for the Borough	01-Apr-21	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	The action was partially completed and its delivery will continue in the new financial year via an action ref. SP22/25 ES10.3. In 2021 delivery option was explored via Surrey Flood Risk Partnership Board. Feasibility was only found in Alford Crossways area. Engineering Team now progressing the project and will continue in 2022.
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SP21/24ES11 Continue to build and grow Waverley's Business Continuity Management Planning					Team Leader	Emergency Planning, Resilience and Safety Officer
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24ES11.2	Strategic Business Continuity Management - assess use of business continuity plans during COVID19 response to create learning.	01-Apr-21	18-Aug-21	Completed - Off track	18-Aug-21	Debrief created. As COVID response not yet over this has not been issued.

SP21/24ES14 Help to ensure the Health and Well Being of the community by ensuring safety standards are maintained in all licensable activities conducted within the borough					Team Leader	Licensing & Environmental Enforcement Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24ES14.3	Carry out a business process review to improve customer focus across all areas of the Council's licensing function, introducing on line and self service facilities where appropriate to improve efficiency and customer journeys.	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	The initial stage of the process review has been completed and data was supplied, the software upgrade to be pursued in 2022/23.

SP21/24ES16 Ensure the impact of the organisation's activities on the environment is reduced / minimised					Team Leader	Sustainability Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24ES16.1	Monitor energy use within the council's building, services and contracted services . . .	01-Apr-20	31-Mar-22	Completed - Off track	31-Mar-22	Data currently being collected and analysed. Completion will be by June 2022.
SP21/24ES16.2	With Private Sector Housing and Asset Management produce and submit the Home Energy Conservation Act (HECA) report in alternating years. . .	01-Jan-21	31-Mar-23	Transferred / Deferred or Cancelled	31-Mar-23	The HECA reporting takes place biannually and the next publication is not due by March 2023.

SP21/24ES17 Develop and implement initiatives to promote sustainable transport and reduction of use of natural resources					Team Leader	Sustainability Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24ES17.10	Work with SCC and other partners to develop proposals for a network of cycle routes across Waverley. . .	01-Jan-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	This entails the work on the LCWIP for Waverley that is in progress. Progressing on track for completion in December 2022.

SP21/24ES17.3	Work with Parking Services to investigate the viability of installing solar canopies in Waverley owned car parks and if business case supports their introduction, seek funding opportunities. CNAP - E1	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	A solar feasibility is currently taking place by a specialist consultant. Outcomes of the report is due imminently. A report will be presented to the Executive for funding approval by the end of the summer 2022. This work will be continue in 2022/23
SP21/24ES17.5	Investigate the viability of ULEV pool cars for business use as a means of promoting behaviour change and prepare a business case if considered viable. CNAP - O5	01-Apr-21	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	Currently exploring options for the use of a car club instead of purchasing vehicles outright. A report to Executive with findings is planned for June 2022. The work to continue in 2022/23.
SP21/24ES17.7	Work with Guildford Borough Council on a joint pilot to introduce ECargo Bikes across the two boroughs suitable for use by local business. Prepare joint funding bid	01-Apr-21	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	This project has been deferred indefinitely due to lack of funding and interest from ECargo management companies.
SP21/24ES17.9	Working with Surrey County Council and SE Energy Hub to identify a suitable site for a solar farm within Waverley. Carry out a feasibility study and prepare a business case. CNAP - O1	01-Jan-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	This option is included in the solar feasibility work by a specialist consultancy. The outcomes report is imminent. Business case to be prepared when feasibility work is completed. The work to continue in 2022/23.

<b>SP21/24ES18</b>	<b>Enhance local environment and feeling of well-being for the community as a result of reduced levels of environmental crime and anti-social behaviour within the borough.</b>				<b>Team Leader</b>	<b>Head of Environmental Services</b>
<b>Code</b>	<b>Title</b>	<b>Planned Start Date</b>	<b>Original Due Date</b>	<b>Final Outcome</b>	<b>Complete by Date</b>	<b>Final Closing Comment</b>
SP21/24ES18.1	Lead the Inspection and Enforcement Business Transformation Review	01-Apr-21	31-Aug-21	Transferred / Deferred or Cancelled	31-Aug-21	The Discovery stage of the review will continue in 2022/23. A steer from the new Joint Management Team will be required before proceeding to the Design stage from October 2022.

<b>SP21/24ES2</b>	<b>Enhanced protection of the health, safety and welfare of residents, visitors and employees by offering advice and ensuring compliance with statutory food, health &amp; safety legislation</b>				<b>Team Leader</b>	<b>Environmental Health Manager (Environmental Protection)</b>
<b>Code</b>	<b>Title</b>	<b>Planned Start Date</b>	<b>Original Due Date</b>	<b>Final Outcome</b>	<b>Complete by Date</b>	<b>Final Closing Comment</b>
SP21/24ES2.6	Animal welfare activity licences, scrap metal dealer licences and street trading consents issued and monitored, supporting businesses to comply.	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Street trading consents and scrap metal dealer licences issued. Some Animal welfare licences issued but there is a backlog of applications to chase/process. We have put measures in place to try and catch up. 50% completed by the 31 March 2022, the action delivery will continue in 2022 with the new completion date set for the 31/12/2022.

SP21/24ES2.9	Private Water Supplies sampled and risk assessed, and appropriate action taken to protect public health.	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Sampling and risk assessment of one Private Water Supplies (PWS) due this year. Visits took place and sampling was done, but paperwork/reports are yet to be completed. Other outstanding PWS work not completed due to other work priorities. 50% completed by the 31 March 2022, the action delivery will continue in 2022 with the new completion date set for the 31/12/2022.
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SP21/24ES3 Improvement in Air Quality in Waverley					Team Leader	Environmental Health Manager (Environmental Protection)
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24ES3.3	Investigate potential for the introduction of Low Emission Zones where appropriate to improve air quality and reduce pollution levels	01-Apr-20	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Gone out to tender and appointed consultants (Feb 22) to update our Air Quality Action Plan and produce a Clean Air Strategy. As part of this process appropriate actions to improve air quality will be considered. Subject to progress made by the consultants we hope this will be done by 31/12/2022. 5% Completed by the 31 March 2022, the delivery of the action will continue in 2022.

SP21/24ES4 Team Projects 2020/2023 - Environmental Health					Team Leader	Environmental Health Manager (Environmental Protection)
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24ES4.3	Work with stakeholders to identify actions to develop a Clean Air Strategy. . .	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Gone out to tender and appointed consultants (Feb 22) to update our Air Quality Action Plan and produce a Clean Air Strategy. As part of this process appropriate actions to improve air quality will be considered. (5% Completed)
SP21/24ES4.4	Use intel to identify and licence premises which need to be licensed under the new licensing arrangements for animal welfare activities.	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Little progress made. We have concentrated on licensing new applications and catching up. We will gradually progress this as officer time permits, given other priorities. Ongoing next year.

SP21/24ES5 The performance of the waste, recycling and street cleaning contract is maintained and customer satisfaction with the service is improved					Team Leader	Interim Manager - Environmental Services
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment

SP21/24ES5.2	Monitor street cleaning performance to ensure 100% of scheduled street cleans take place on time. When inspected, at least 90% of street cleans carried out to be graded as grade A (immaculate) or B (small levels of detritus).	01-Apr-21	31-Mar-22	<b>Completed - off track</b>	31-Mar-22	Service levels for street cleaning reduced by agreement due to Covid and prioritisation of refuse collections as part of Business Continuity Plan
SP21/24ES5.3	Work with contractors to ensure missed collections per week do not exceed 40 per 104,000 collections, thus reducing vehicle emissions.	01-Apr-21	31-Mar-22	<b>Completed - off track</b>	31-Mar-22	Achievement of target adversely affected by Covid and staff shortages but missed collections almost on target in spite of this.

SP21/24ES6 Improvements in recycling rates and reduction in waste collected per household					Team Leader	Interim Manager - Environmental Services
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24ES6.1	Maximise use of the recycling service by continuing to promote waste reduction, improve recycling rate to 60% and reduce residual waste per household to 85kg.	01-Apr-21	31-Mar-22	<b>Completed - off track</b>	31-Mar-22	60% recycling target achieved during one quarter of 2021/22 and very close in other quarters. Overall tonnages of waste increased nationally by around 20% during covid as more consumption at home during lockdown instead of at work and hospitality premises. Trend should reduce as more people return to work and hospitality industry re-opens.
SP21/24ES6.4	Contribute to the reduction in carbon emissions by working with Town and Parish Councils to introduce additional water refill stations across the borough and reduce the use of single use plastic water bottles.	01-Apr-21	31-Mar-22	<b>Transferred / Deferred or Cancelled</b>	31-Mar-22	Deferred. Project on hold due to operational pressures of pandemic.

SP21/24ES7 Effective management of off-street car parking provision in the Borough					Team Leader	Interim Manager - Environmental Services
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24ES7.3	Carry out a business process review to improve customer focus across all areas of the Council's Parking functions, introducing on line and self service facilities where appropriate to improve efficiency and customer journeys.	01-Apr-21	31-Mar-22	<b>Transferred / Deferred or Cancelled</b>	31-Mar-22	Action delivery will continue in 2022/23 as it was delayed by Covid. Penalty Charge Notice (PCN) processing was reviewed and being transferred to external contractor to improve performance and resilience.

SP21/24ES8 Effective implementation of improvements to waste, recycling and street cleaning service following contract mobilisation					Team Leader	Interim Manager - Environmental Services
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24ES8.2	Contribute to the reduction in carbon emissions by implementing the Single-Use Plastic Strategy within the organisation	01-Apr-21	31-Mar-22	<b>Transferred / Deferred or Cancelled</b>	31-Mar-22	The work will continue in 2022/23. Single use plastics Strategy under review by Surrey Environmental Partnership.
SP21/24ES8.3	Promote home composting	01-Apr-21	31-Mar-22	<b>Transferred /</b>	31-Mar-22	Deferred. Project will be relaunched when new Zero

				<b>Deferred or Cancelled</b>		Waste Officer post is filled in 2022/23.
SP21/24ES8.4	Investigate the feasibility of a community composting scheme to reduce the need for garden waste collections. CNAP - W1	01-Apr-21	31-Mar-22	<b>Transferred / Deferred or Cancelled</b>	31-Mar-22	Deferred. Project will be relaunched when new Zero Waste Officer post is filled in 2022/23.
SP21/24ES8.5	Develop a plan for becoming a zero waste borough through encouraging waste reduction and re-use as well as recycling both in respect of domestic waste and commercial and industrial waste. CNAP - W3	01-Apr-21	31-Mar-24	<b>Transferred / Deferred or Cancelled</b>	31-Mar-24	Deferred. Project will be relaunched when new Zero Waste Officer post is filled in 2022/23.
SP21/24ES8.6	Introduce dual litter / recycling bins in key locations to promote recycling	01-Apr-20	31-Oct-21	<b>Completed - off track</b>	31-Oct-21	A limited number of dual bins introduced. Effectiveness of dual bins to be evaluated and researched further before further roll-out.

<b>SP21/24ES9</b>	<b>Develop a strategic approach to off street parking provision which maximises capacity to meet demand and supports the local economy whilst achieving income levels to support future investments and services</b>				<b>Team Leader</b>	<b>Interim Manager - Environmental Services</b>
<b>Code</b>	<b>Title</b>	<b>Planned Start Date</b>	<b>Original Due Date</b>	<b>Final Outcome</b>	<b>Complete by Date</b>	<b>Final Closing Comment</b>
SP21/24ES9.2	Investigate the feasibility of installing solar canopies in off-street car parks to generate electricity and develop a business case for their introduction in consultation with the Sustainability Manager and Planning Service. CNAP - E1	01-Apr-21	31-Mar-22	<b>Transferred / Deferred or Cancelled</b>	31-Mar-22	Work in progress but delayed by Covid. Business cases for solar canopies in car parks being developed and consultation with Planners underway. The work will continue in 2022/23.

## 9.9 Internal Audit Actions Progress Status

**Comment:** There were two outstanding actions for this service area at the end of Q4.

- IA22/04.003.1 System Issues
- IA22/08.004.1 Relationship management

For further details, please refer to the most recent [Progress report on the implementation of Internal Audit Agreed Action \(from the Audit Committee on 28 March 2022\)](#), report page 10 and 11.

## 9.10 Complaints Statistics

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

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	6	1	3	6	6	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	3	1	1	3	4	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	50%	100%	33%	50%	67%	95%

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

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	4	0	2	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	3	0	2	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	75%	N/A	100%	95%

### 9.10.3 Summary Comment on the statistics

Two of the six level 1 complaints took longer to investigate and did not therefore meet the target response time but have since been dealt with.

## 9.11 Finance Position at the end of the quarter

### 9.11.1 Service's General Fund Account Table

Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Environment</b>					
Expenditure	11,435	12,877	- 243	-2%	Favourable
Income	- 8,057	- 9,233	- 636	7%	Favourable
<b>Environment Total</b>	<b>3,378</b>	<b>3,643</b>	<b>- 879</b>	<b>-24%</b>	<b>Favourable</b>

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

This is a Q4 estimate and not a final outturn position as finance are still working through year end transactions. The full financial outturn report will be taken to the Executive and the Council in July 2022.

The saving on expenditure is mainly in relation to the overachievement of staff vacancy savings. In addition this this there are savings on business rates on car parks due to reduced income through the pandemic.

The income has performed well due to car parking income.

## 10 Service Dashboard – Planning and Economic Development (remit of Resources O&S)

*This Service includes the following teams: Development Management, Planning Policy, Business Support and Economic Development.*

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

#### 10.1.1 Summary from Head of Service – Q4 2021/22 and End of the year reflection

##### **Overall picture for 2021/22**

The financial year 2021/22 was an especially challenging one for the Planning Service, despite the journey out of Covid-19 lockdown, we saw a significant increase in the number of planning applications made to Waverley (mirroring the national pattern) at a time when we faced a number of staffing issues, losing some very experienced and capable officers to other authorities, and a number of key officers also going on maternity leave during the year, unbalancing teams and leading to a reliance on expensive, temporary agency staff who themselves were in short supply. The impacts were compounded by the initial rollout of a new management structure, moving away from geographical-based teams, which inevitably took a while to bed-in fully as new structures always do, and the well-publicised issues we encountered when introducing our new end-to-end software system and led to very significant backlogs both in validation and determination of planning applications. We have made great strides towards the end of the year and into 2022/23, which are starting to pay real dividends in terms of our direction of travel, performance-wise.

We lost a number of high profile appeals for new housing in the countryside beyond the green belt during the year on the basis of a lack of five-year housing supply and the ‘tilted balance’ being engaged. We are working hard to address this as it has significant implications for much of the borough.

There were some notable successes, most particularly in terms of getting Local Plan Part 2 (LPP2) to a place where it was agreed by Full Council so it could be formally submitted to the Secretary of State for Examination. The Hearings are scheduled for July 2022, and having an adopted LPP2 will greatly assist all aspects of Planning & Economic Development. We also met the 2021 Housing Delivery Test, meaning that we do not have to implement the 20% buffer on our objectively assessed housing need number and also do not have to develop another Housing Delivery Action Plan this year.

##### **Quarter 4 performance**

###### **Development Management**

- Backlog of applications awaiting validation cleared and validations now being undertaken within 5 working days of receipt
- Speed of decisions showed a steady improvement but overall officer caseloads very high, requiring careful resource management and resulting in need for continued support from agency staff. Still some way to go in terms of meeting our performance targets and Planning Improvement Action Plan is in place.
- New software system now well integrated and is working effectively, but overall performance still being impacted by the very significant registration and validation delays experienced earlier in the financial year.

- Communication with agents and applicants starting to improve leading to a significant decrease in both formal and informal complaints. Regular Agents Forums now re-established.
- Still experiencing real difficulty in filling vacant establishment posts, either with permanent or temporary staff. We are actively looking at creative ways to address this issue, which stems from a national shortage of available planners, and the picture is starting to look a little brighter in terms of responses to recent jobs we have advertised.

Focus in Q1 2022/23 has been on reducing Development Management backlogs and working proactively and positively with developers and housebuilders to bring forward sustainable development on allocated sites in the Development Plan.

### **Planning Policy**

- Preparations being made for upcoming Examination in Public on LPP2
- Dunsfold Park Supplementary Planning Document (SPD) now adopted and encouraging discussions ongoing around bringing forward housing on the site.

Focus for Q1 2022/23 has been on the LPP2 EIP arrangements and responding to the Inspector's questions and making further progress with supporting communities in bringing forward their Neighbourhood Plans. A robust review of our Five-Year Housing Supply data and assumptions on deliverability is being undertaken with the intention of publishing our 2022 Position Statement by mid-July of this year.

### **Economic Development**

- Delivered spend of Welcome Back Fund, Surrey Empty Home, and Additional Restrictions Grant monies
- Work began on the new Economic Development Strategy, which was delayed due to the need to place our focus on business support and Covid-recovery during the pandemic, and a successful appointment made to take this forward.

Focus for Q1 2022/23 has been to develop the ED Strategy and to commence working in earnest with our local business community on developing Business Improvement Districts for the key settlements within the borough

### **Planning Business Support Team**

- In Q4 focus was on maintaining the excellent improvement in application validation times, which has continued into the new calendar year.
- The new system is working well and we have appointed a systems administrator for a 12 month period to support officers and to roll out further improvements aimed at providing greater efficiencies and ease of use.

Focus for Q1 2022/23 has been on maintaining the positive validation position; reviewing and streamlining planning processes and procedures and improving the customer experience and communication.

Overall 2021/22 was a very challenging year with resultant poor performance, but we are now very much on an upward trajectory, the new management structure in DM is bedding in well, and measures have been put in place to continue our uptick in determining planning application.

***Zac Ellwood, Head of Planning & Economic Development***

## 10.2 Key Performance Indicators Status

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

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q4 Target
P1	Percentage of all planning applications determined within 26 weeks <b>(higher outturn is better)</b>	%	96%	57%	81%	87%	89.6%	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>	%	90%	80%	72%	40%	55.6%	80%
P151 a	Processing of planning applications: Major applications - % determined within 13 weeks, not including those applications where a time extension has been agreed - cumulative figure <b>(higher outturn is better)</b>	%	New PI introduced from Q1 2021/22	27%	0%	33%	33.3%	Data only
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks <b>(higher outturn is better)</b>	%	88%	90%	23%	28%	59%	80%
P153 a	Processing of planning applications: Non-major applications - % determined within 8 weeks, not including those applications where a time extension has been agreed <b>(higher outturn is better)</b>	%	New PI introduced from Q1 2021/22	16%	5%	14.7%	43.1%	Data only
P123 (NI)	Processing of planning applications: Other applications <b>(higher outturn is better)</b>	%	86%	90%	16%	46%	60%	90%
P123 a	Processing of planning applications: Other applications - % determined within 8 weeks, not including those applications where a time extension has been agreed <b>(higher outturn is better)</b>	%	New PI introduced from Q1 2021/22	10%	5%	40%	34.2%	Data only
P2	Processing of all other residual applications - % determined within its target (Internal) <b>(higher outturn is better)</b>	%	80%	62%	Data Not Available	53%	65%	80%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) <b>(lower outturn is better)</b>	%	29%	Data Not Available	Data Not Available	29.5%	34.3%	30%
LP15 2	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) <b>(lower outturn is better)</b>	%	3.3%	Data Not Available	Data Not Available	5.7%	8.0%	10%
LP15 4	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) <b>(lower outturn is better)</b>	%	1.3%	Data Not Available	37.5%	0.7%	0.96%	10%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt <b>(higher outturn is better)</b>	%	74%	Data Not Available	75.0%	78.8%	80.0%	75%
P6	Percentage of pre-application advice provided within 28 days target <b>(higher outturn is better)</b>	%	15%	Data Not Available	Data Not Available	Data Not Available	Data Not Available	Data only

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q4 Target
P7	Actual number of dwellings commenced (all housing providers) <b>(higher outturn is better)</b>	No	75	141	70	60	37	147
	Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147	No	TBC	TBC	TBC	TBC	TBC	Backlog
P8	Actual number of dwellings completed (all housing providers) <b>(higher outturn is better)</b>	No	109	175	226	119	137	147
	Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147	No	TBC	TBC	TBC	TBC	TBC	Backlog

\* P2 ref. residual applications – all the remaining applications excluding major, non-major and others

## 10.2.2 Comment:

### Quarter 4 performance

**P1 (Total planning applications determined within 26 weeks)** – Q4 saw a slight improvement on the previous two quarters but is still something that needs to be closely monitored in respect of the ‘planning guarantee’

**P151 (Processing of major applications)** – There was an upturn in our performance on Major applications determination, but this is still an area for strong focus going forward, particularly in view of the threat of designation. One of the most senior officers in the team went on maternity leave during the quarter and despite going out to advertisement immediately, we have only just been able to find a suitable temporary replacement who started with us in May.

**P153 (Processing of non-major applications)** – Upturn in performance, but still below national indicator so is an area for focus and action.

**P123 (Processing of other applications)** – Upturn in performance, but still below national indicator so is an area for focus and action.

**P2 – (Processing of residual applications)** – Upturn in performance

**P3, LP152, LP154 – (Appeals performance)** –

**P7 & P8 (Housing delivery)** – This was another slightly disappointing quarter in respect of housing delivery – although various actions have been put in motion to seek to accelerate this, including:

- Creation of Strategic Sites DM Team to work more closely with developers in respect of sites allocated in Local and Neighbourhood Plans
- Positive and proactive engagement with the current and future landowners of Dunsfold Park
- Implementing the Housing Delivery Action Plan 2020
- Active, high-level membership of the Surrey Developer Forum
- Progressing a number of new Neighbourhood Plans (Chiddingfold, Haslemere, Bramley, Elstead, Ewhurst & Ellens Green, etc.)
- Refreshing and updating our pre-application planning advice service (‘go live’ scheduled for 1 July 2022)
- Measures to improve speed of determining applications to discharge conditions

Please note the number of completed dwellings recorded in the Council’s corporate monitoring reports and the Five-Year Housing Land Supply Position Statement differ. This is because the annual Five-Year Supply Position Statement includes completions from data sources collected annually including Council Tax, Street Naming and Numbering, S.106/ CIL data and officer site visits. This data is not always available for the quarterly data returns for the corporate monitoring reports.

Initial data indicates that overall in 2021/22 we exceeded the housing completions target for the third year in a row.

### **2021/22 Development Management (DM) Performance**

Overall performance in the speed of determining applications has been very disappointing, but there are legitimate and genuine reasons that have led to this and, coming out from the year into the new 2022/23 financial year we have seen a marked and steady improvement in performance, which is continuing, mainly as a result of the fact that the huge validation backlogs seen in the Spring/Summer of 2021 have now been cleared and validations are now being done and the applications with planning officers within 5 working days of receipt. Large backlogs in planning applications with officers awaiting determination still remain but are being steadily reduced and the picture is looking brighter.

The Service cannot be complacent and the spectre of potential 'designation' as a standards authority cannot be dismissed or ignored, but to this end we have developed an overall Planning Performance Plan that will soon be crystallised into a specific Action Plan for DM and are working very closely with the national Planning Advisory Service to seek to turn things around. Good progress is already being made in this regard and we feel we have a strong narrative to explain/justify why there was a sharp dip in applications performance in 2021/22 and to provide the reassurance that we have taken appropriate steps that will positively and proactively address this.

We lost a number of high profile appeals for new housing in the countryside beyond the green belt during the year on the basis of a lack of five year housing supply and the 'tilted balance' being engaged. We are working hard to address this as it has significant implications for much of the borough.

### **2021/22 Planning Policy Performance**

The Planning Policy Team was incredibly busy during the year and made great progress in a number of areas, most notably: undertaking a further consultation under Regulation 19 on the LPP2 and formally submitting it to the Secretary of State for Examination (due to commence in July 2022); working very closely with our local communities to develop new Neighbourhood Plans; producing and adopting the Dunsfold Park Garden Village Supplementary Planning Document (SPD); and developing a new Climate Change & Sustainability SPD that will be consulted on in early Summer.

The key focus for 2022/23 will be in taking LPP2 through to adoption and considering a review of the Local Plan.

### **2021/22 Economic Development (ED) Performance**

ED work in 2021/22 was mainly focused on delivering the Covid-19 Action Plan. There were real successes in providing financial support for businesses and borough-wide schemes through the Additional Restrictions Grant (ARG) and Reopening High Streets Safely funding, and taking forward individual projects and direct interventions to support the wider business community.

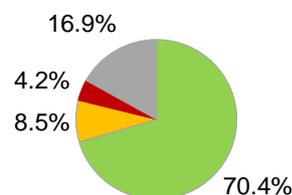
The key focus for 2022/23 will be on delivering a new Economic Development Strategy and in supporting the setting up of Business Improvement Districts (BIDs) in Cranleigh, Farnham and Godalming.

## 10.3 Service Plans – Progress Status

### 10.3.1 Summary Table and Pie Chart

Progress per Status	No of Action	Percentage %
Completed - on track	50	70.4%

Progress per Status	No of Action	Percentage %
Completed - off track	6	8.5%
Partially completed	3	4.2%
Cancelled / Deferred /Transferred	12	16.9%
<b>Total</b>	<b>71</b>	<b>100%</b>



**Comment:** At the end of the 2021/22 financial year 78.9% of actions were completed and the delivery of the remaining actions will continue in 2022/23. The specifics on transferred/cancelled actions were listed in the table below.

### 10.3.2 Detailed Table presenting specific Service Plans actions on exception basis

SP21/24P10		The quality of development proposals is enhanced through provision of specialist advice and determination of applications.				Team Leader	Planning Policy Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P10.5	Tree work applications are determined in a timely manner in accordance with statutory framework and guidelines.	01-Apr-21	31-Mar-22	Completed - Off track	31-Mar-22	Tree Team moved under Commercial Services	

SP21/24P12		Environmental quality is maintained and enhanced.				Team Leader	Planning Policy Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P12.1	Conservation Area appraisals carried out in line with Project Plan (transferred from Service Plans 2018/19, action ref. SP18/19P4.4)	01-Apr-20	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	Partially completed (66%). Great Austins CAA adopted, Waverley Abbey and Old Church Lane in progress. The action delivery to continue in 2022 with a due date 2024. Transferred.	
SP21/24P12.5	To run the biennial Design Awards in 2022 and 2024	01-Apr-22	31-Mar-24	Transferred / Deferred or Cancelled	31-Mar-24	Deferred due to Covid. The next Design Awards will open in Summer 2022 with the ceremony in 2023, in accordance with 2022/25 P&ED Service Plan	

SP21/24P13		Local Plan Part 2 completed and adopted in accordance with agreed milestones.				Team Leader	Planning Policy Manager
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P13.1	Local Plan Part 2 submitted to Government, examined and adopted	01-Apr-21	28-Feb-22	Partially Completed	28-Feb-22	50% Partially Completed. LPP2 submitted to the Secretary of State for its examination on 22/12/21. Public Hearings for the examination are determined by the Planning Inspectorate and are set to take place in July 2022. Adoption of LPP2 anticipated December 2022 but is subject to progress of the Examination.	

SP21/24P13.2	Complete review of Local Plan Part 1. Review must be completed by Feb 2023	01-Apr-22	28-Feb-23	Transferred / Deferred or Cancelled	28-Feb-23	To be continued in 2022/23. The Council has to decide whether or not to review the Local Plan by February 2023, not have completed the review by that date.
SP21/24P13.3	Prepare and adopt Climate Change/Carbon Reduction Supplementary Planning Document (SPD)	01-Apr-21	31-Dec-21	Transferred / Deferred or Cancelled	31-Dec-21	33% Completed. Consultation deferred (revised timetable agreed) - on 5 April 2022 the Executive approved the draft SPD to be published for public consultation.

<b>SP21/24P15</b>		<b>Infrastructure is provided to support planned growth.</b>				<b>Team Leader</b>	<b>Planning Policy Manager</b>
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P15.2	Commence review of the CIL charging schedule	01-Apr-22	28-Feb-23	Transferred / Deferred or Cancelled	28-Feb-23	Action/review will be dependent on any changes to Infrastructure Levy process arising from the provisions of the Levelling Up and Regeneration Bill 2022	

<b>SP21/24P16</b>		<b>Dunsfold New Settlement is developed as a garden village community.</b>				<b>Team Leader</b>	<b>Planning Policy Manager</b>
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P16.1	Timely and positive progress with pre-application, master planning and planning applications to support the implementation of Local Plan Part 1 Policies SS7 and SS7A	07-Nov-20	31-Mar-23	Transferred / Deferred or Cancelled	31-Mar-23	Delivery delayed due to land sale. Dunsfold Park Garden Village Supplementary Planning Document (SPD) consulted on and formally adopted by Full Council as a material planning consideration. Further external funding from Homes England secured through the Garden Communities programme	

<b>SP21/24P18</b>		<b>Support healthy town centres by developing Business Improvement Districts and other initiatives.</b>				<b>Team Leader</b>	<b>Economic Development Partnerships Officer</b>
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P18.1	Support the development of Business Improvement Districts (BID) for the four key centres in Waverley	01-Apr-22	31-Mar-24	Completed - Off track	31-Mar-24	75% completed, the remaining work to be completed in 2022/23. Farnham, Godalming and Cranleigh developing BIDs for towns.	
SP21/24P18.4	Secure funding to deliver a scheme to provide e-Cargo Bikes for communal use by business for sustainable local deliveries	01-Apr-21	30-Sep-21	Transferred / Deferred or Cancelled	30-Sep-21	Ownership moved to Sustainability Team Q2 2021-22.	

<b>SP21/24P20</b>		<b>Improve business intelligence through data collection and analysis to inform Service interventions and initiatives.</b>				<b>Team Leader</b>	<b>Economic Development Partnerships Officer</b>
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Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment
SP21/24P20.2	Obtain and evaluate key economic information from surveys and partnership feedback	01-Apr-21	31-Mar-24	Partially Completed	31-Mar-24	Partially completed, new economic development strategy to be undertaken 2022.
SP21/24P20.5	Work more closely across WBC to ensure opportunities for collaboration or support are not missed and to raise the profile of the work of the Economic Development Team.	01-Apr-21	31-Mar-24	Partially Completed	31-Mar-24	Partially completed. Ongoing.

SP21/24P21		Supporting sustainable business and employment growth in our urban and rural areas and responding to the challenges of Covid 19 and Brexit.				Team Leader	Economic Development Partnerships Officer
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P21.2	Commence review of Waverley's Economic Development Strategy 2018-32 taking account of evolving matters, including climate change, Britain's exit from the European Union, the changing retail and property markets and the Council's Place-Shaping agenda	01-Nov-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Initial work done in commissioning consultants to undertake work in Quarter 2 of 2022. The action delivery transferred.	

SP21/24P22		Planning decision making is more efficient and delivery focused.				Team Leader	Head of Planning and Economic Development
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P22.2	Review Scheme of Delegation and DM sub-scheme of Delegation	01-May-21	30-Nov-21	Transferred / Deferred or Cancelled	30-Nov-21	Planning Sub-scheme of Delegation completed. Review of Main Scheme of Delegation with Policy & Governance, but delayed due to resource issues	

SP21/24P3		Planning and other formal applications are processed in a timely, delivery focused and customer friendly manner.				Team Leader	Development Manager - Planning
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P3.3	Key national PIs are met for speed and quality of decision: 60% determined within 13 weeks for major development; 70% determined within 8 weeks for non-major applications	01-Apr-21	31-Mar-22	Completed - Off track	31-Mar-22	Off track in respect of non-major applications target – Action Plan being developed	

SP21/24P4		Planning appeals robustly defended to ensure Council's Local Plan policies and Government targets for quality indicators are met and "Special Measures" designation avoided.				Team Leader	Development Manager - Planning
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P4.2	Improve appeals process and focus to ensure no more than 30% of all appeals allowed	01-Apr-21	31-Mar-22	Completed - Off track	31-Mar-22	Target not met. Cumulative percentage of appeals allowed in 2021/22 was 34.3% - target missed.	

SP21/24P5		Ensure development is built out in compliance with the Council's approvals and alleged breaches investigated in accordance with the adopted Local Enforcement Plan.				Team Leader	Development Manager - Planning
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P5.1	Local Enforcement Plan implemented in compliance with NPPF, legal framework and Local Plan.	01-Apr-21	31-Mar-22	Completed - Off track	31-Mar-22	Draft plan is scheduled to go to Services O&S & Executive in 2022.	
SP21/24P5.2	Investigations and any necessary actions arising taken in accordance with priorities and time frames as identified in the Local Enforcement Plan 2021	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Local Planning Enforcement Plan (LPEP) not delivered in 2021. Investigations ongoing in line with 2013 LPEP	
SP21/24P5.4	Training completed for Officers and Councillors on new Local Enforcement Plan	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Due to delay in LPEP, this action has been transferred to 2022/23 Service Plan.	

SP21/24P6		Customer satisfaction with Planning Service is improved.				Team Leader	Development Manager - Planning
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P6.2	Annual post development learning visits for Councillors ("The Good, the Bad and the Mediocre tour")	01-Apr-21	31-Mar-22	Transferred / Deferred or Cancelled	31-Mar-22	Not held in 2021/22. This action has been transferred to 2022/23 Service Plan.	

SP21/24P7		New Horizon IT system is fully embedded into day-to-day practices and refined to ensure efficient and effective use of the technology.				Team Leader	Development Manager - Planning
Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by Date	Final Closing Comment	
SP21/24P7.2	Internal audit and review of Horizon System and functionality undertaken	01-Jun-21	30-Sep-21	Completed - Off track	31-Mar-22	Internal Audit completed but beyond initial due date.	

## 10.4 Internal Audit Actions Progress Status

**Comment:** At the end of quarter four there were nine outstanding Internal Audit Actions for this service area:

- IA20/08.001 Target Response Times
- IA20/08.002 Out of Date Enforcement Plan
- IA20/17.001.1 Reconciliation
- IA20/17.002.2 Recording of pre application advice
- IA20/17.003.1 Planning Reference Number
- IA20/17.004.1 Automate payment extraction from portal
- IA20/17.004.2 Spot Checks
- IA21/01.001 Account Setup
- IA21/01.002 Declarations

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the [Audit Committee 28 March 2022](#)).

## 10.5 Complaints Statistics

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

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	14	26	9	11	10	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	10	14	7	9	9	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	71%	54%	78%	82%	90.00%	95%

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

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	4	19	11	19	4	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	4	17	10	18	3	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	89%	90.9%	94.7%	75.0%	95%

### 10.5.3 Summary Comment on the statistics

Level 1 - Although the complaint response rate at Level 1 still remains in red (5% off target) great improvements have been made in the past year to bring it to the 90% level and we have seen a steady improvement over the past three quarters, which is encouraging

Level 2 – One complaint was responded to slightly off target (by 2 days) due to work pressures. The key thing to note is the very significant reduction in the total number of Level 2 complaints being received in Quarter 4 compared with the previous three quarters of the municipal year. This is reflective of the fact that, whilst the Service has experienced a very challenging year overall, things are now clearly starting to improve in terms of external perceptions of planning – although it is freely acknowledged there is still a way to go.

## 10.6 Finance Position at the end of the quarter

### 10.6.1 Service's General Fund Account Table

Service	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Planning &amp; Economic Development</b>					
Expenditure	7,498	8,610	-99	-1%	Favourable
Income	-4,872	-5,643	394	-7%	Adverse
<b>Planning &amp; Economic Development Total</b>	<b>2,626</b>	<b>2,857</b>	<b>295</b>	<b>10%</b>	<b>Adverse</b>

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

This is a Q4 estimate and not a final outturn position as finance are still working through year end transactions. The full financial outturn report will be taken to the Executive and the Council in July 2022

Savings on expenditure include Pollingfold costs which are requested to be carried forward.

The adverse variance on income is related to an underachievement of planning application income. Despite an increase in application numbers overall, the majority of these were householder applications commanding a much smaller fee that does not actually cover the cost of processing these.

Planning fees are set nationally and the last time these were increased was in January 2018.