



Corporate Performance Report Q1 2022/23

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

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

1.1 Performance Indicators RAG Rating per Status Type

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

1.2 Service Plans, Internal Audit, Project Management

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

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 are listed below.

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

- [Corporate Dashboard](#) - [page 4](#)
- [Business Transformation](#) - [page 14](#)
- [Finance and Property](#) – [page 20](#)
- [Policy and Governance](#) – [page 24](#)
- [Housing Operations](#) – [page 28](#)
- [Housing Delivery and Communities](#) (Housing Delivery aspect only) – [page 34](#)

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

- [Housing Delivery and Communities](#) (Communities aspect only) – [page 34](#)
- [Commercial Services](#) – [page 41](#)
- [Environment and Regulatory Services](#) – [page 45](#)
- [Planning and Economic Development](#) – [page 53](#)

3 Corporate Dashboards – Summary of All Services

(remit of Resources O&S)

3.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q1 2022/23

3.1.1 Q1 2022/23 Chief Executive's summary:

This is the performance report for the first quarter of the financial year, i.e. April to June 2022. Detail can be found in the service chapters.

At this early stage of the year, we forecast a small (3%) adverse variance on revenue, which we will need to bring back on track. While the variance is modest at this stage, the management team is concerned at the state of the UK economy and its implications: i.e. lower income, higher costs, increasing demand on our services from those who find themselves in hardship and delays from supply chain disruption. We will continue to plan for scenarios and report risks.

Highlights of the last quarter included:

- Supporting more than 400 Ukrainian guests and 200 sponsor families
- Received a grant from the Local Authority Treescapes Fund and used it to plant 7,200 new trees.
- Agreed the core document that forms the basis of the collaboration with Guildford Borough Council.
- Implemented the new Council Tax energy payment scheme.
- Announced a reduction of 75% in the use of glyphosate pesticide.
- Supported No Mow May.
- Opened new bike shelters in council-owned car parks.
- Supported residents to celebrate HM The Queen's platinum jubilee.
- Elected Cllr John Ward as new Mayor.
- Expressed disappointment at the Secretary of State's decision to allow oil and gas exploration at Loxley Well and considered how to challenge this.
- Launched a re-design planning pre-application advice service and improved planning applications performance.

Looking ahead, risks and issues we are considering include:

- the economic downturn and its impact on local residents, as well as on the council
- difficulties in recruiting across a range of professions
- uncertainty of government policy with new national political leadership expected soon
- preparations for the polling district review, implementing the boundary review and the 2023 elections
- the next stage of the collaboration with Guildford Borough Council, with the creation of the Joint Management Team in October

I am grateful to so many colleagues who continue to work hard to deliver good local public services.

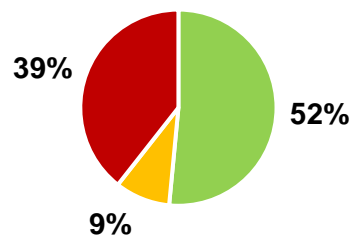
Tom Horwood – Chief Executive

3.2 Summary of All Corporate Key Performance Indicators per status

3.2.1 Table with Q1 2022/23 Summary of all corporate indicators with assigned targets

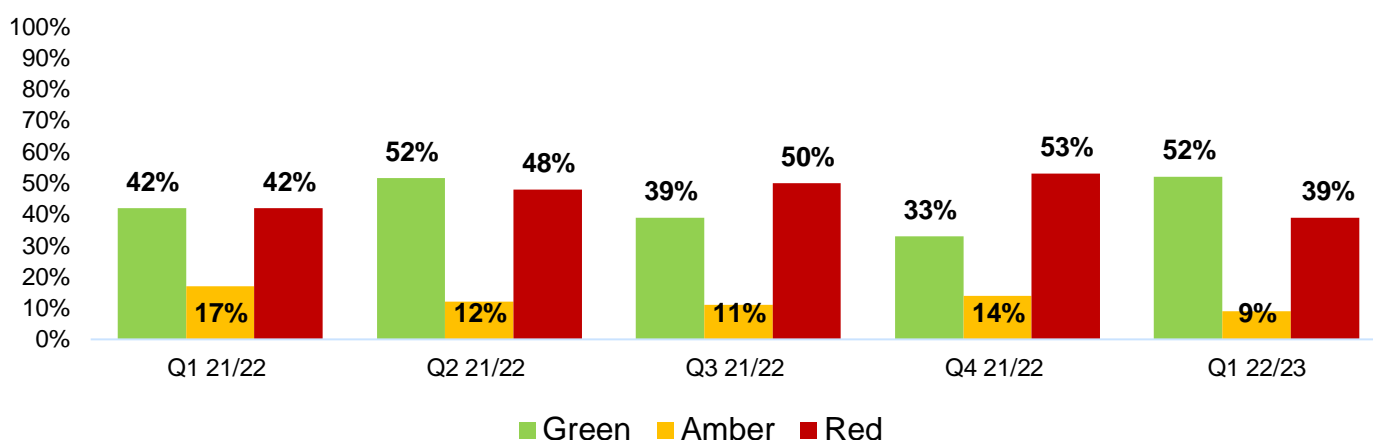
All Corporate KPIs

Total	100%	33
Green on target	52%	17
Amber - less than 5% off target	9%	3
Red - over 5% off target	39%	13



Data only	N/A	27
Data not available or paused due to Covid impact	N/A	41

Performance indicators - % per status Q1 2021/22 to Q1 2022/23

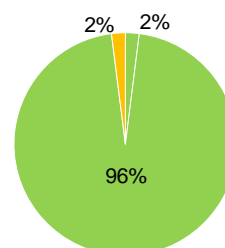


3.3 Summary of Service Plans Progress Status

3.3.1 Table with the overall Q1 2022/23 Service Plans Progress Status

Q1 update on progress of all Service Plans actions 2022/2025

Total	100%	502
Completed	2%	8
On track	96%	484
Off track - action taken / in hand	2%	10
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



3.3.2 Comment:

At the end of the first quarter, 98% of actions were on track or had been completed. 2% of actions had missed their original target but action has been taken to bring these back on track. The service specific details on service plans progress 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 13 June 2022).

3.5 Summary of All Complaints – Q1 2022/23

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	1	1	8	5	22	2	4	1
Exceeded Target	0	0	5	1	7	1	6	0
Total	1	1	13	6	29	3	10	1
% within target	100.00%	100.00%	61.54%	83.33%	75.86%	66.67%	40.00%	100.00%
Complaints Outcome								
Upheld	1	1	2	2	21	1	3	
Partially Upheld			9	1	3		3	
Not upheld			2	3	5	2	4	1
Level 1 Subtotal	1	1	13	6	29	3	10	1

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	-		2	2	10	2	11	-
Exceeded Target			1	0	1	0	2	
Total	0	0	3	2	11	2	13	0
% within target	N/A	N/A	66.67%	100.00%	90.91%	N/A	84.62%	N/A
Complaints Outcome								
Upheld	0	0	2	0	4	0	0	0
Partially Upheld	0	0	0	0	2	0	4	0
Not upheld	0	0	1	2	5	2	9	0
Level 2 Subtotal	0	0	3	2	11	2	13	0

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	1	0
Partially Upheld	0	0	0	0	0	0	0	0
Not upheld	0	0	0	0	0	1	1	1
Not investigated	0	0	0	0	0	0	0	0
Ombudsman Subtotal	0	0	0	0	0	1	2	1

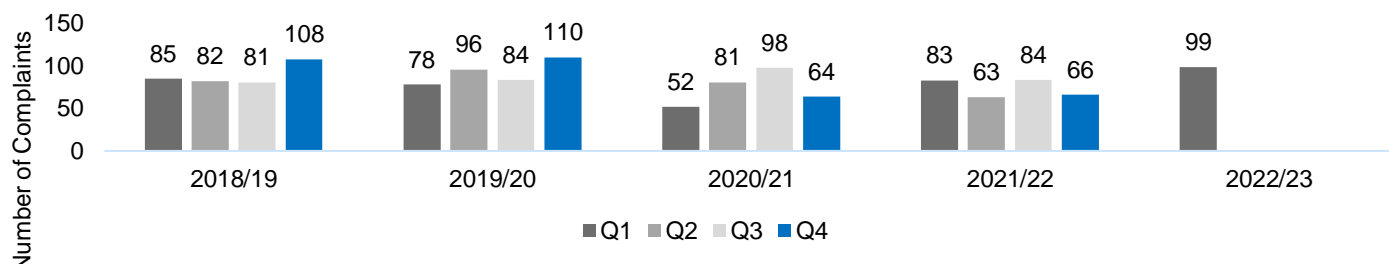
Per Service Subtotal	Business Transformation	Commercial Services	Environment and Regulatory Services	Finance & Property	Housing Operations	Housing Delivery & Communities	Planning & Economic Development	Policy & Governance
L1 + L2 + Ombudsman	1	1	16	8	40	6	25	2

	Number	Response Rate %	Target
Level 1 Total	64	68.75%	95%
Level 2 Total	31	87%	95%
Ombudsman Total	4	N/A	
Total Complaints in Q1 22/23	99		

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

Total Number of Complaints

(Level 1, Level 2 and Ombudsmen) for the period 1 April 2018 - 30 June 2022)



3.5.1 Comment:

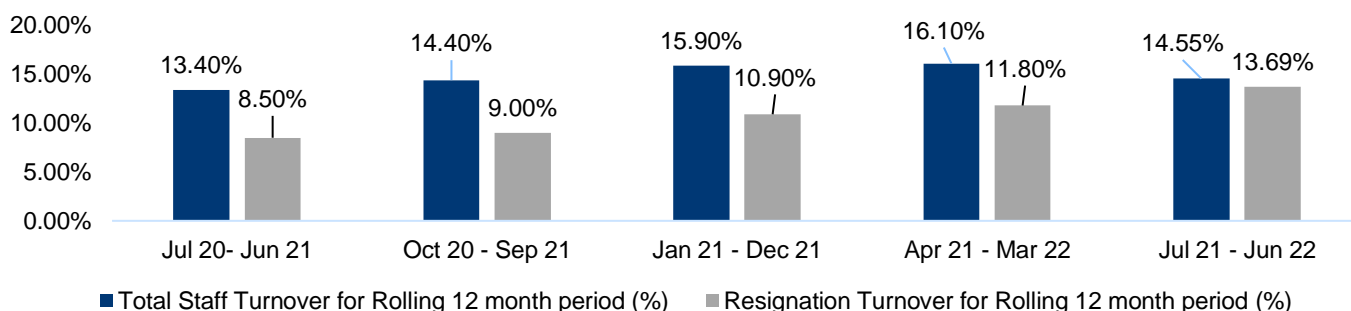
Further details of service specific performance can be found under individual dashboards, with the information on corporate complaints indicators performance included in the [Policy and Governance Dashboard](#).

3.6 Summary of Workforce Data – Corporate Overview

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

3.6.1 Staff Turnover

Percentage of Total Staff Turnover (Rolling 12 months) Q1 21/22 - Q1 22/23

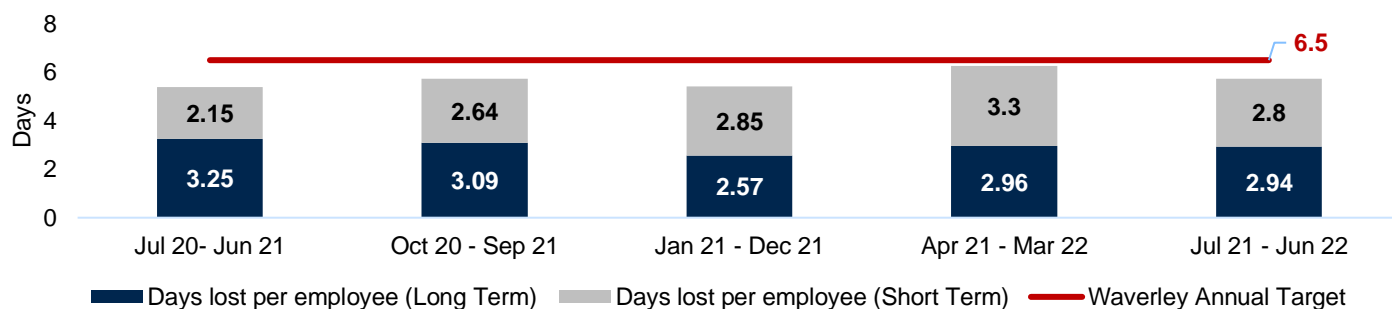


Comment: As anticipated, the employment market in the Southeast continues to be very competitive and this has seen an increase in turnover particularly at technical specialist levels. There is a plan in place to mitigate this. It is likely however that this increase will peak in the autumn and then reduce in the winter.

3.6.2 Absence Data

Absence Data

Rolling 12 months (Q1 21/22 - Q1 22/23)



Comment:

Sickness absences have remained at low levels despite spikes for absence related to Covid-19. Mental Health absence in particular has improved, supported by the continued agile working practices which have now been formalised into HR policy.

3.7 Finance update on budget position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q1 2022/23

3.7.1 Section 151 Officer summary Q1 2022/2023

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

The forecast shown below shows an overall adverse variance of £248k on general fund revenue and £418k on HRA revenue budgets. This is mainly due to above-budget inflation on costs and income from some services that are suffering from reduced usage from customers, which is likely to be due to households cutting back on non-essential spend due to cost-of-living impact. These figures are net positions after allowing for additional forecast income generated from cash investments which have benefited from rising interest rates.

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

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

Graeme Clark, Strategic Director and S151 Officer

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

At the end of Q1, the financial projections are within the overall MTFP agreed by Council in February 2021, but only by taking account of the inflation contingency that was agreed in the budget. With inflation continuing to rise and utilities costs likely to increase further, the £1m inflation contingency on

the General Fund will need to be reviewed mid-year to ensure that it is sufficient to protect services and provide the cushion against cost volatility. At this stage, the various savings and efficiency programmes are on track to deliver but this will be closely monitored during the year. The HRA will need action to bring it back into balance in the light of the forecast utilities cost overspends, Management Board will review this and the strategic review of the HRA business plan will make recommendations as appropriate. The Council finished the 21/22 financial year in a strong position against budget on both General Fund and HRA which gives further confidence in the base budget for 22/23.

Graeme Clark, Strategic Director and S151 Officer

3.7.3 General Fund Account Summary Table

	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
	£'000	£'000	£'000		
Management Board					
Expenditure	464	433	-31	Favourable	7%
Income	-538	-538	0	-	0%
Management Board Total	-74	-106	-31	Favourable	42%
Audit					
Expenditure	212	212	0	-	0%
Income	-173	-173	0	-	0%
Audit Total	40	40	0	-	0%
Business Transformation					
Expenditure	5,363	5,367	4	Adverse	0%
Income	-5,151	-5,159	-8	Favourable	0%
Business Transformation Total	212	208	-4	Favourable	2%
Commercial					
Expenditure	8,758	8,713	-45	Favourable	1%
Income	-5,964	-5,870	94	Adverse	2%
Commercial Total	2,795	2,843	48	Adverse	2%
Environment					
Expenditure	13,361	13,370	9	Adverse	0%
Income	-9,210	-9,144	66	Adverse	1%
Environment Total	4,151	4,225	75	Adverse	2%
Finance & Property					
Expenditure	28,293	28,297	4	Adverse	0%
Income	-27,670	-28,142	-472	Favourable	2%
Finance & Property Total	623	155	-468	Favourable	75%
General Fund Housing Ops					
Expenditure	282	282	1	Adverse	0%
Income	-282	-282	0	-	0%
General Fund Housing Ops Total	-1	0	0	-	0%

	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
	£'000	£'000	£'000		
Housing Delivery & Communities					
Expenditure	4,540	4,539	-1	Favourable	0%
Income	-2,203	-2,204	-1	Favourable	0%
Housing Delivery & Communities Total	2,337	2,336	-2	Favourable	0%
Planning & Economic Development					
Expenditure	7,208	7,251	44	Adverse	1%
Income	-4,468	-4,373	94	Adverse	2%
Planning & Economic Development Total	2,740	2,878	138	Adverse	5%
Policy & Governance					
Expenditure	7,146	7,144	-2	Favourable	0%
Income	-4,094	-4,055	39	Adverse	1%
Policy & Governance Total	3,052	3,089	37	Adverse	1%
Collaboration and Joint working					
Expenditure	115	115	0	-	0%
Income	0	0	0	-	0%
Collaboration and Joint working Total	115	115	0	-	0%
GF Funding					
Expenditure	269	751	481	Adverse	179%
Income	-16,258	-16,287	-28	Favourable	0%
GF Funding Total	-15,989	-15,536	453	Adverse	3%
Grand Total	0	248	248	Adverse	

Capital

	Approved Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
Capital Business Transformation	879	849	-30
Business Transformation	39	39	-
Engineers ** #	390	360	-30
Facilities	25	25	-
IT	424	424	-
Capital Commercial	2,569	2,569	
Culture	8	8	-
Leisure	402	402	-
Parks & Countryside	1,142	1,142	-
Projects	1,017	1,017	-

Capital Environment	1,193	1,129	-64
Car Parks	634	570	-64
Climate Change & Sustainability	253	253	-
Environment	273	273	-
Environmental Health	33	33	-
Capital Finance & Property	4,964	4,964	-
Finance	10	10	-
Property	4,955	4,955	-
Capital GF Housing	850	850	-
Private Sector Housing	850	850	-
Capital Planning	147	147	-
Economic Development	30	30	-
Planning Policy	117	117	-
Grand Total	10,602	10,508	- 94

** Bus Shelters £24k - To fund from the Maintenance Sinking Fund on a bid basis

Rowleys Roof £85k - To be approved in principle - to be reviewed as part of a wider development project for the site

Budget Analysis	£'000
Opening budget	3,409
Carry forwards	3,747
Delayed external funding	1,128
New external funding	32
Vired from revenue	30
New approvals:	
- 69 High Street (February 2022)	2,528
- Fairground (March 2022)	50
- Pump house (March 2022)	50
- Broadwater lease (May 2022)	30
- Godalming Regeneration Project (July 2022)	164
Cancelled project – Broadwater Park Access	-565
Approved budget	10,602

HRA summary - Revenue

	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
	£'000	£'000	£'000		
Housing Ops					
Expenditure	29,872	29,886	-13	Favourable	0%
Income	-35,543	-35,578	-34	Favourable	0%
Housing Ops Total	-5,666	-5,711	47	Favourable	1%

HRA funding					
Expenditure	7,683	8,296	576	Adverse	7%
Income	-2,615	-2,695	0	-	0%
HRA funding Total	5,068	5,600	576	Adverse	11%
HRA Strategy					
Expenditure	1,403	1,334	-111	Favourable	-8%
Income	-805	-805	0	-	0%
HRA Strategy Total	598	529	-111	Favourable	-17%
Grand Total	0	418	418	Adverse	

HRA – Core Capital

	Approved Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
Communal & Estate works	150	150	-
Garage Works	20	20	-
Health & Safety Works	795	795	-
MRA Prog Decent Homes Occupied Properties	700	700	-
MRA Prog Decent Homes Void Properties	630	630	-
MRA Prog Disabled Adaptations Occupied Properties	472	472	-
MRA Programmed work	2,964	2,964	-
Roofing & Associated works	850	850	-
Structural & Damp works	271	271	-
Windows & Doors	450	450	-
Grand Total	7,302	7,302	-

New Build/Stock Remodelling

	Approved Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
85 Aarons Hill Starter Homes (Land adj)	666	666	-
Badgers Close Modular Homes	5	5	-
Borough Wide Refurbishment	216	216	-
Hartsgrove	88	88	-
Housing Development-Turners Mead	62	62	-
HRA Property Purchase	2,500	2,500	-
Ladymead	4	4	-

Latent defects contingency	83	83	-
Ockford Ridge	197	197	-
Ockford Ridge - Site A	79	79	-
Ockford Ridge - Site B	1	1	-
Ockford Ridge - Site C	4,063	4,063	-
Pathfield	195	195	-
Pre-development Expenditure	816	816	-
Queensmead	1,256	1,256	-
S106 Affordable Housing Properties	2,469	2,469	-
Zero carbon retrofit pilot	981	981	-
Grand Total	14,271	14,271	-

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 – Q1 2022-23

Business Transformation Team

There have been some changes in Team personnel in recent quarters to update on. Our long-standing Web Manager has left us to join our partners at Surrey County Council and we expect we will have some contact with her in her new role going forward. She was replaced by one of our experienced Business Transformation Officers and so our new web manager has been able to hit the ground running. One of his immediate areas of focus is the translation of on-line forms, so they are low code compliant, tie into the customer portal and thus allow a much more connected customer experience.

The vacant Business Transformation Officer post was filled by a staff member who was with us on a temporary contract. Sadly, for us, she has been tempted back into the private sector and we now have a vacancy in this area.

However, we have gained an Information Manager, who will be well known to Members in her previous position in the Policy and Performance Team. Our new Information Manager has been appointed in recognition of the vital role data plays as a corporate asset as we increasingly digitalise our service offer.

Corporately we are clearly approaching a time of transition and whilst we have some new projects to populate a second Business Transformation Programme, which we have initiated, there is an expectation that once the new Joint Management Team is in place there will be some fresh priorities in accordance with the collaboration agenda.

Legal Services - We have begun the “discovery” work on this project which is focused for the moment on the analysis of spend and this is underway.

Corporate Debt Review - Again we are in the early stages and after initial meetings with colleagues involved in this area of work the next step is to agree the Project Initiation Document to inform activity here on in.

Inspection/Enforcement - Whilst still “live” the forthcoming changes in management and Lorna’s departure have deferred work in this area which will pick up again in Q3.

Economic Development - This has been the main area of focus for the Team in Q1 and will continue to be so in Q2. Having originally been brought in to support the Economic Development Team in the production of their Economic Development Strategy it then became apparent that there was much to do if we were to submit a successful and credible application to access the Shared Prosperity Fund available to the authority as part of Central Government’s levelling up agenda. This has required a great deal of work in a relatively short period of time and has thus consumed a large part of the Team’s resources during Q1 and extending in to Q2 when the submission must be made.

IT Team

As the collaboration with Guildford develops it is not a surprise to find the IT Team at the forefront of thinking when it comes to the practicalities of “merger” with IT systems being so often intrinsic to progress. The immediate focus is on the shared e-mail/calendar system for members of the new Joint Management Team and future “shared” employees. This will require both a short-term fix and a long-

term solution. There is then the question of how employees from one organisation access system held information from the other given the governance and security protocols in place. This will require both a policy and technical solution.

We are also in the early stages of understanding key differences in our architecture and what that might mean as regards future opportunities. One example is that Waverley's customer contact is based on the Liberty Create low code system whereas Guildford's is via the Salesforce product.

Video Conferencing - We are continuing to look at the options for expanding video conferencing beyond the two fixed Zoom rooms and the two mobile Zoom facilities we currently have. Teams looks to be the most likely avenue for this. At the same time, it has become clear that our i-gels have limitations when it comes to video conferencing, and we may need to look at different technology going forward. That is likely to emerge in Q2/3.

On a day-to-day basis Low Code and Cyber Resilience continue to be two areas of activity demanding our attention on a daily basis.

Customer Services Team

The phased transition of services into the Customer Services Centre is not yet complete and we have Parks/Countryside, Housing Options and Revenues all due to transfer during the course of this year. This process has been delayed for the time being due to the emerging Economic Development priority the Team has had to respond to and will be re-visited before too long.

The Team for the first time, have begun to submit performance data for Member scrutiny. One of the indicators is simply a measure of activity and we can see from this that every working day we are receiving 650 items of customer demand which we have to resource if we are to respond in a timely fashion. Low Code will help with this, and we are looking forward to going live on Garden Waste which should happen in Q2.

Meanwhile as the collaboration project rolls out, we have received and made visits with colleagues in Guildford to look at the strengths and weaknesses of the various systems employed.

Engineers

Flood Management - Our excellent working relationship with Surrey CC, the Environment Agency and Thames Water continues to pay dividends. We are close to the next phase of work in Elstead, and drainage clearance planned there should help mitigate future flood risk. The value of effective clearance and maintenance has been demonstrated elsewhere in the borough in Cranleigh where recent incidents of flooding have been kept to a minimum as a result of preventative maintenance. In Alfold, Surrey CC have done some fine work in bringing one of the ponds back in to use and we are hoping the improved drainage facility will help mitigate problems experienced in this area in times of heavy rainfall. However, at present it is a shortage of water that is the issue and we are now at amber drought alert.

The Team are assisting the Environmental Services Department with an increased programme of car park maintenance this year. We have seven schemes in the pipeline mainly focused on re-surfacing. We are also supporting the Housing Department with some projects including cess pit maintenance.

Farnham Park - We are preparing for work here to both the car park and the drainage system. This is scheduled for late Q2/early Q3 after the cricket season has concluded.

Facilities

Energy - In common with just about every other consumer in the country we have been hit with some very significant projected increases in our energy costs which are going to bring with them some budget implications. Despite switching off services on the second floor it looks as if our costs are going

to triple. We will need to monitor usage more carefully, but it seems almost certain it is the international price rises that are behind the spike.

Fleet - We have acquired a second EV pool car which has been added to the fleet. Our Building Control service is now seeking to move to fleet provision in the future and we are developing a business case to meet their requirements. The alternatives we are looking at are either second hand EVs or possibly a car club arrangement.

Tenants - Having seen a number of expressions of interest for space on the second-floor fall through due to financial constraints on the interested parties we have had some new enquiries which are subject to negotiation. We have also leased part of the Wharf Car Park to a contractor working in the area and this is generating welcome income.

Depot - We have over recent months been rationalising the equipment/documentation stored at Farnham Depot with a view to releasing space for bin storage. This exercise is largely complete in terms of the depot although we still have a lot of documentation to sort through which has temporarily been moved to The Burs.

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](#) a new set of indicators monitoring Customer Service performance have been introduced from this quarter.

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

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22/23	Q1 Target
BT1	Number of external enquiries received by the Customer Service Centre Team (CSC) in a quarter (including phone calls, online forms and other emails)	No	New PI for 2022/23				38,599	Data only
BT2	Percentage of external enquiries dealt with at first point of contact by CSC team	%	New PI for 2022/23				84.12%	*

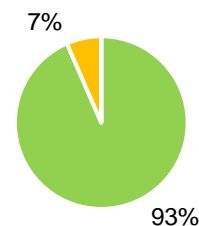
* Target for BT2 to be introduced once clear trend emerges.

4.3 Service Plans – Progress Status

4.3.1 Summary Table and Pie Chart

Q1 Business Transformation Service Plans 2022/25

Total	100%	46
Completed	0%	0
On track	93%	43
Off track - action taken / in hand	7%	3
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



Comment:

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

4.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP22/25 BT3.4	Deliver additional cleaning to the housing estate as resourced by Covid funding	31-Mar-2022	Facilities Manager (SH)	Off track - action taken/ in hand		Now on track. Additional estate cleaning being delivered and an external contract for deep cleaning is being launched by the Housing Service.
SP22/25 BT4.1	Continue to provide cost effective cleaning services to the Housing Department and Godalming Town Council. Cease the contract with Farnham Town Council.	30-Jun-2022	Facilities Manager (SH)	Off track - action taken/ in hand		Services still being provided to Housing and GTC. No date agreed as yet for ceasing the FTC contract.
SP22/25 BT5.5	Complete DR installation at the Memorial Hall	30-Jun-2022	Infrastructure Manager (JH)	Off track - action taken/ in hand	Q3	Equipment now installed. Action complete.

4.4 Internal Audit Actions Progress Status

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

4.5 Complaints Statistics

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

Q1 22-23 Business Transformation

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	0	0	0	1	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	0	0	0	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	100%	95.00%

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

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	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 15 working days target)	%	N/A	N/A	N/A	N/A	N/A	95.0%

4.5.3 Summary Comment on the statistics

One complaint was received this quarter which was responded to on time.

4.6 Finance Position at the end of the quarter**4.6.1 Service's General Fund Account Table**

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
Business Transformation					
Expenditure	5,363	5,367	4	Adverse	0%
Income	-5,151	-5,159	-8	Favourable	0%
Business Transformation Total	212	208	-4	Favourable	2%

Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Business Transformation	39	39	-
Engineers	390	360	-30
Facilities	25	25	-
IT	424	424	-
Capital Business Transformation	879	849	-30

4.6.2 Summary Comment

The forecast variance has come about as we have reduced maintenance spend this year to The Burys pending the planned re-development.

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 – Q1 2022/23

The Housing Benefit service is performing to plan and within capacity. The high demand on the service experienced last year continues to feature.

The Revenues Team: Council tax statistics indicate that the collection rate has returned to pre lockdown levels. Business rates collection has improved upon last year but is still down on pre pandemic levels and businesses are struggling to overcome the impact of the pandemic. The team has successfully implemented and administered the mandatory and discretionary elements of the Energy Rebate Scheme.

The Asset Management: the team have a busy workload including progressing the investment in 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		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22/23	Q1 Target
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	28.9%	56.8%	84.9%	98.3%	29.20%	29%
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	20.2%	43.5%	71.3%	98.1%	25.5%	29%
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	98.3%	98.2%	98.3%	97.4%	93.8%	98%
F4	Time taken to process Housing Benefit new claims (lower outturn is better)	Days	10	11	10	11	11	Data only
F5	Time taken to process Housing Benefit change events (lower outturn is better)	Days	7	5.5	6	3	5	Data only

5.2.2 Comment:

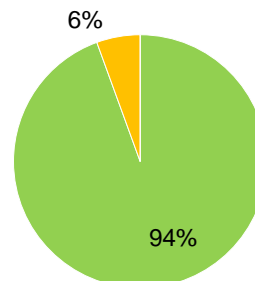
F3 – A review of the target in 2021-22 resulted in the target being lowered from 99% to 98% for Q1 2022-23. A drop in the performance of percentage of invoices paid within 30 days was a result of staff movement and actions have been taken and performance is expected to improve.

5.3 Service Plans 2022/23

5.3.1 Summary Table and Pie Chart

Q1 Finance and Property Service Plans 2022/25

Total	100%	36
Completed	0%	0
On track	94%	34
Off track - action taken / in hand	6%	2
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



5.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP22/23 F3.2	Implement a centralised financial systems and processes controls team to develop the effectiveness of corporate financial systems infrastructure, income and debt management, manage the Civica and Agresso systems integrity, development and administration	30-Jun-2022	Financial Services Manager (WS)	Off track - action taken/ in hand	To be determined	Key elements of the controls team are in place and operational. Full-service structure will be determined as part of GBC collaboration.
SP22/23 F3.4	Re-establish a debt recovery/collection service in house (or in collaboration with GBC) in readiness for the Reigate and Banstead notice to terminate the temporary recovery service agreement on 31/3/2022	30-Jun-2022	Financial Services Manager (WS)	Off track - action taken/ in hand	To be determined	Service is operational inhouse and effective. Permanent service structure will be determined as part of GBC collaboration.

5.4 Internal Audit Actions Progress Status

Comment: At the end of the first quarter there were three outstanding Internal Audit Actions for this service area relating to Debt Management.

IA22/10.003.1 Monitoring information

IA22/10.003.2 Monthly Debt report

IA22/10.003.3 Exception Report

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 13 June 2022)

5.5 Complaints Statistics

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

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	3	3	8	4	6	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	2	5	3	5	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	33%	67%	63%	75%	83%	95%

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

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	2	2	0	2	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	2	2	0	2	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	N/A	100%	100%	N/A	100%	95%

5.5.3 Summary Comment on the statistics

Whilst the team prioritises 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 Finance Service's General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
Finance & Property					
Expenditure	28,293	28,297	4	Adverse	0%
Income	-27,670	-28,142	-472	Favourable	2%
Finance & Property Total	623	155	-468	Favourable	75%

5.6.2 Summary Comment on General Fund position at the quarter end

Services are performing within budget and capacity.

5.6.3 Capital

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

Finance	10	10	-
Property	4,955	4,955	-
Capital Finance & Property	4,964	4,964	-

5.6.4 Treasury management

Treasury management performance is reported in the table below to the period ended 30 June 2022.

Year	Average External Daily Investment	Average days invested in year	Annual interest receipts (ext)	Ext. Budget (excl.£170k HRA)	Rate of return%	Bank base rate
14/15	£57m	79	£374,229	£330,000	0.65%	0.50%
15/16	£60m	93	£473,981	£330,000	0.77%	0.50%
16/17	£66m	93	£489,461	£430,000	0.73%	0.25%
17/18	£68m	92	£448,907	£285,000	0.65%	0.50%
18/19	£70m	117	£667,617	£463,146	0.92%	0.75%
19/20	£77m	177	£906,000	£630,000	1.12%	0.10%
20/21	£77.5m	156	£660,137	£630,000	0.86%	0.10%
21/22	£79m	176	£502,657	£220,000	0.60%	0.75%
22/23	£73.4m	112	£1.077m forecast	£390,000	1.00%	1.25%

The Treasury Management Strategy contains several Treasury Management Parameters (TMPs) that set out the framework with for all treasury management investments and are reported on quarterly by exception as required by the Treasury Management Code of Practice. There are no exceptions to report, and all investment activity is within the parameters approved by Council in February 2022.

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 – Q1 2022/23

Achievements during Quarter 1 included:

1. Welcoming and supporting the new Mayor and Deputy Mayor and organising the Annual 'Mayor-Making' Council meeting and the Mayor's civic service.
2. Coordinating and advising managers and staff on the Annual Performance Agreement Meeting process. With the support of the Business Transformation team, the team implemented an improved online process.
3. Holding the Frensham and Dockenfield By-Election and the Ewhurst and Ellens Green Neighbourhood Planning Referendum.
4. Delivering training to Borough and Haslemere, Godalming, and Farnham Town Councillors on the LGA model code of conduct.
5. Continuing to support the legal, democratic, communications and HR workstreams of the Guildford and Waverley collaboration initiative. During quarter 1 the focus was on finalising the Inter Authority agreement and Risk Assessment, establishing a new Joint Governance Committee and supporting the consultation and selection process for new Joint Strategic Directors.
6. Coordinating the Borough Council's Community Governance Review process. During the quarter, selection criteria by which stage 1 consultation responses could be evaluated was agreed by Council. Stage 2 of the consultation took place, within the quarter, between 3 May and 10 June.
7. The Council welcomed Stephen Rix as its interim Borough Solicitor. Stephen and I have subsequently appointed a new Deputy Borough Solicitor and have also made other interim appointments and acting up arrangements to ensure the legal team continues to be able to deliver high quality advice and support during a time of increased demand and when we have not been in a position to fill all team vacancies on a permanent basis.
8. The adoption of a new pre-election period publicity policy.

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

Robin Taylor, Head of Policy and 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		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22/23	Q1 Target
HR1a	Total Staff Turnover for Rolling 12-month period (%) (data only)	%	13.40%	14.40%	15.90%	16.10%	14.55%	Data only
HR2	Total Staff Short- & Long-term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	5.40	5.73	5.42	6.26	5.74	6.52
	ref. HR2a - Short term Sickness Absence	Days	2.15	2.64	2.85	3.30	2.8	6.52
	ref. HR2b - Long term Sickness Absence		3.25	3.09	2.57	2.96	2.94	
PG1a	The number of complaints received - Level 1 (data only)	No.	51	38	71	53	64	Data only
PG2a	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	69%	84%	83%	82%	67%	95%
PG1b	The number of complaints received - Level 2 (data only)	No.	30	23	33	13	31	Data only
PG2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	93%	91%	97%	92%	87%	95%
PG3a	Number of Freedom of Information (FOI) and Environmental Information Regulations Requests (EIR) received.	No.	90	112	140	177	No data (see below)	Data only
PG3b	Percentage of FOI and EIR requests responded to within statutory timescale.	%	95.55%	89.29%	75.00%	88.00%	No data (see below)	100%
PG4a	Number of Data Protection Subject Access Requests received.	No.	2	2	5	5	No data (see below)	Data only
PG4b	Percentage of Data Protection Subject Access Requests responded to within one calendar month.	%	50%	100%	100%	60%	No data (see below)	100%
PG5a	Number of Local Land Charge searches received.	No.	575	516	428	392	435	Data only
PG5b	Percentage of Local Land Charge searches responded to within 10 working days.	%	0%	15%	98.5%	100.0%	99.50%	100%
PG6a	Average time taken to respond to Media Enquiries within the 48h target (excluding weekends and Bank Holidays.)	Hours	New indicator for 2022/23				5.76	48 hours

PG6b	Total Number of Media Enquiries received in a quarter.	No.	New indicator for 2022/23	28	Data only
PG6c	Average time taken to respond to social media posts within the 24h target (excluding weekends and Bank Holidays.)	Hours	New indicator for 2022/23	13.42	24 hours
PG6d	Total number of social media posts received in a quarter.	No.	New indicator for 2022/23	966	Data only

6.2.2 Comment:

It has not been possible to report Q1 data in respect of PG3a, 3b, 4a and 4b due to the migration to a new Freedom of Information system during the quarter and issues experienced with the reporting functionality after going live. The team is continuing to collect data in respect of the percentage of Freedom of Information Requests (FOIs), Environmental Information Regulation Requests (EIRs) and Data Protection Subject Access Requests and the aim is to report full data for both quarter 1 and 2 in quarter 2.

It is pleasing to see the good performance on land charges turnaround times (PG5b) holding steady within the quarter. We continue to monitor this area of work carefully. Thank you to Nina Wahlberg for acting up as team manager and keeping a close eye on this important KPI.

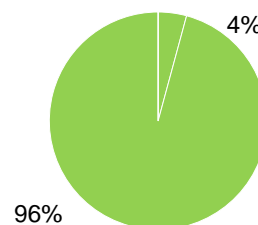
It is disappointing to see performance in responding to level 1 and 2 complaints (PG2a and PG2b) drop in Quarter 1. Pages 6 & 7 of the report sets out how each service area has performed in relation to this.

6.3 response Service Plans – Progress Status

6.3.1 Summary Table and Pie Chart

Q1 Policy & Governance Service Plans 2022/25

Total	100%	95
Completed	4%	4
On track	96%	91
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



6.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

6.4 Internal Audit Actions Progress Status

Comment: At the end of the first 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		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	0	0	0	1	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	0	0	0	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	100%	95%

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

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	1	0	0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	1	0	0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	100%	N/A	N/A	N/A	N/A	95%

6.5.3 Summary Comment on the complaints statistics

There was only one level 1 complaint received about this service area in Q1 and this was dealt with on time.

6.6 Finance Position at the end of the quarter

6.6.1 Policy & Governance Service's General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Policy & Governance					
Expenditure	7,146	7,144	-2	Favourable	0%
Income	-4,094	-4,055	39	Adverse	1%
Policy & Governance Total	3,052	3,089	37	Adverse	1%

6.6.2 Summary Comment

Of the forecast income variance, £32,000 arises from a projected underperformance in legal services income. In the main, this is because it has been necessary to outsource a larger than normal proportion of work during periods of high demand and low capacity in the team (due to unfilled staffing vacancies).

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 – Q1 2022/23

The new financial year started with the commencement of the new responsive repairs and voids contact with Ian Williams. Since the new contract started on 1 April c2400 jobs have been completed (av 800 a month) and 584 jobs have been requested and in progress however, are 238 overdue.

The Property Services team are working hard with Ian Williams to manage the contract and secure operatives and managers to fulfil the contract promises. Challenges with recruitment for roofing and flooring operative has caused delays and impacted performance.

The interim contract had not been closed with over 300 jobs outstanding with a value of c£200k. This work was expected to be complete by the end of June. The team are working closely with Ian Williams to develop an updated action plan to close the contract as soon as possible – to complete all works outstanding for tenants and close the budget.

The voids performance remains a challenge due to a number of longer-term vacancies. The team are reviewing the end-to-end process to maximise the use of the notice period and ensure current outgoing tenants leave their home in good repair for reletting. The majority of spend on empty homes has been carpentry and preparing for decoration – areas which are generally the tenants responsibility.

We appointed a new Gas Contract Manager in June – unable to recruit directly we've employed a temporary consultant. I'm delighted to see an improvement in the performance of the gas safety checks with only four homes with an overdue safety check at the end of June.

The Compliance Team continue with the routine fire risk assessment and identification of issues to provide greater safety. Work started, in Faulkner Court, Farnham in June. The work can be completed with the tenants in situ and there is no requirement for waking watch fire wardens. Fire Safety works have also been identified at Blunden Court, Bramley. Preparing for work to start in September 2022.

The Housing Management team supported the Homes for Ukraine project. With little guidance or notice they commenced a programme of home visits and DBS checks to ensure safe homes for our Ukrainian guests. This work became a priority and impacted the capacity of the team to complete proactive work ie tenancy audits. The Homes for Ukraine and refugee support projects were handed over to new Resettlement team in the Housing Delivery and Communities service in July 2022.

We have also recruited a temporary officer to resolve backlog of Tenancy audits. Their priority is to confirm details of under occupiers to advice the EasyMove officer, who can target support to tenants who wish or need to move for health or social reasons.

The Housing Management team also have the support of a new Anti-Social Behaviour Officer through joint funding with the Communities team.

The housing fraud investigation work during the quarter has resulted in six properties being recovered from tenants who were not using the properties in accordance with the tenancy terms and conditions. Five of these properties were a result of action taken by the council as the tenants were

not residing at the properties. The remaining property had been sublet to others whilst the tenant was residing abroad. This work has successfully enabled six households on the housing register to be allocated a home to live in. This work reinforces Waverley's stance that our properties should be used in accordance with our tenancy terms and condition. The support from our tenants is paramount in ensuring that this is achieved. Tenants are asked to raise any concerns they may have relating to housing tenancy fraud at <https://www.waverley.gov.uk/Services/Pay-Report-Apply/Report-it/Report-council-housing-fraud>.

I am working with Head of Housing Delivery and Strategy and Head of Finance to complete a strategic review of the HRA Business Plan. When setting the budget last year, we committed to a review to consider future funding challenges for new homes, stock improvements and energy efficiency of homes. The review outcomes and recommendations will be shared with the Landlord Service Advisory Board and Resources Overview and Scrutiny in late Autumn.

During April and May the Service Improvement team ran a significant and large-scale Tenancy Review consultation. The team consulted on the future use of flexible tenancies, amendments to the conditions of tenancy and updated Tenancy Policy and Tenancy Strategy. The results were presented to the Landlord Service Advisory Board in June. The Board advised the Co Portfolio Holder to stop using Flexible tenancies, adopt the tenancy policy and update the tenancy agreement. Work is now in place to give notice to all tenants of the change in tenancy conditions from 5 September 2022. All flexible tenants are invited to register to convert from a flexible to secure tenancy (project to run from September to December). Letters will be staggered over the last week of July and first week of August. Further information available www.waverley.gov.uk/tenancyreview

Eight members of the Housing Service attended the Chartered Institute of Housing Conference in Brighton in May. Hearing direct from the CIH Chairman, Regulator for Social Housing, Housing Ombudsman and DLUC. Key themes and discussions were held on the cost of living crisis, supply of affordable homes, future of regulation, building safety, tenant engagement and the importance of data and communications. These themes are all reflected in the Housing Service Plan for 2022/23 as part of our ongoing service improvements.

A Senior living away day was held in May to review the roles and responsibilities of the team, the needs of residents and future of the service. The awayday was arranged following the LSAB discussions on the outcomes of the Senior Living consultation. The team have faced many challenges during covid and following the withdrawal of support funding. The team identified key areas of responsibilities, ways to promote the service and identified risks to the service. A new Housing Graduate Management Trainee has been recruited to work with the team to develop and manage the improvement project.

Officer and Tenants Panel representatives support a review of the Allocation Scheme by an O&S task and finish group. They provided tenants views, context and background information. The group reported their findings to Resources O&S in June. Recommendations regarding income thresholds, joint residency and debt were made.

The wider team have also been working effectively with tenants at Lucas Fields. A new residents group has been created, with officers, residents and support from Cllr Keen. The Tenant Involvement Officer and Housing Graduate Management Trainee have created an action plan to address issues raised by the group and improvements are being made, including new street signs, formation of Neighbourhood Watch and improved access to water meters.

I continue to face the challenge of recruiting to vacant posts. The 2021/22 outturn report identified that savings were generally due to staff costs savings, but this has an impact on our ability to deliver services and improvements. No applicants were received for the compliance roles despite numerous

advertises and therefore I have had to appoint consultancy staff, to the gas and electric officer posts at a premium payment. I am working with Human Resources to simplify the recruitment process and promote opportunities.

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

Housing Ops - Hugh Wagstaff								
KPI	Description	Data Type	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22/23	Q1 Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.87%	0.96%	1.18%	0.79%	0.84%	1%
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	26	29	28	26	28	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	99.9%	100%	99.9%	99.5%	99.91%	100%
HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	Suspended until April 2022				79%	90%
HO4b	Responsive Repairs: Average number of days to complete a repair (lower outturn is better)	Days	14	15	15	40	12	7
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	Suspended until April 2022				58%	78%
HO5b	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better)	%	22%	15%	32%	39%	8%	10%
HO6	% of tenancy audits completed against scheduled appointments in a quarter.	%	91%	Suspended until July 2022				95%

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

7.2.2 Comment:

HO1 - as at end June total arrears £258,708 against estimated gross debit of £30.85m

HO2 - We completed and relet 67 properties in Quarter 1. Although there is still a backlog of voids from the Interim contract, a steady improvement is being seen, from a turnaround in April of 14 properties within 33 days to 22 properties within 26 days in June. Of the 26 properties in June, 2 were large voids and equated to a total of 170 working days. If these 2 properties were removed, the remaining 20 properties hit the target of 20 days. We are working with Ian Williams to continue improvements with the completion of works.

HO3 The Compliance Team have been managing the gas contractor's performance intensely, and with a new interim Gas Contract Manager now in place who is working closely with the contractor performance has been improving. To ensure that gas servicing and breakdowns are managed over the winter period an action plan and risk log has been implemented.

HO4b and HO5b – The new Responsive Repairs and Voids Maintenance contract commenced in April 2022 however the outstanding jobs from the old contract has had an impact on service delivery coupled with on-going recruitment issues, which is a problem throughout the sector with trades extremely difficult to attract. Alongside this an interim management structure has had to be implemented due to inability to recruit to key manager posts. Ongoing work with the contract has seen the backlog cleared and focus is now on enhancing the service delivery and continuous improvement moving forward.

7.3 Service Plans – Progress Status

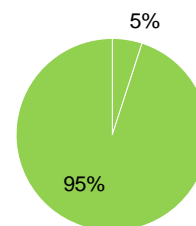
7.3.1 Summary Table and Pie Chart

Housing Operations – Q1 2022/23

Comment: All service plan actions are on track or have been completed. The Housing Asset Management Strategy was adopted by Council and the independent responsive repairs transactional survey was introduced in April 2022.

Q1 Progress on Housing Operations Service Plans 2022/25

Total	100%	40
Completed	5%	2
On track	95%	38
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



7.4 Internal Audit Actions Progress Status

At the end of the first quarter there was one outstanding Internal Audit Action for this service area. IA 22 / 06.002.3 Review Interim Measurement at 1.2.

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 13 June 2022)

7.5 Complaints Statistics

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

Q1 22-23 Housing Operations – Level 1 Complaints

Q1 22-23	Housing Operations							
KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	16	22	21	29	29	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	15	21	19	25	22	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	94%	95%	90.48%	86%	76%	95%

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

Q1 22-23 Housing Operations - Level 2 Complaints

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	8	6	5	7	11	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	8	6	5	7	10	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	100%	100%	100%	100%	91%	95%

7.5.3 Summary Comment on the statistics

The majority of complaints were regarding responsive repairs. As commented above the team's focus was to close the interim contract and start new contract in Q1. This led to a delay in formal responses been issued and cases closed on the system. However, tenants had been contacted and actions commenced in all cases.

7.6 Finance Position at the end of the quarter

7.6.1 Housing Operations General and Revenue Accounts Tables

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
General Fund Housing Ops					
Expenditure	282	282	0	Favourable	0%
Income	-282	-282	0	-	0%
General Fund Housing Ops Total	0	0	0	Favourable	0%

Housing Revenue Account

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Housing Ops					
Expenditure	29,879	29,866	-13	Favourable	0%
Income	-35,543	-35,578	-34	Favourable	0%

Housing Ops Total	-5,664	-5,711	-47	Favourable	1%
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Capital - HRA

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Communal & Estate works	150	150	-
Garage Works	20	20	-
Health & Safety Works	795	795	-
MRA Prog Decent Homes Occupied Properties	700	700	-
MRA Prog Decent Homes Void Properties	630	630	-
MRA Prog Disabled Adaptations Occupied Properties	472	472	-
MRA Programmed work	2,964	2,964	-
Roofing & Associated works	850	850	-
Structural & Damp works	271	271	-
Windows & Doors	450	450	-
Grand Total	7,302	7,302	-

7.6.2 Summary Comment

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

The variance in the HRA revenue budget is due to staff vacancies and a greater than forecast income on investments in Quarter One.

The team are forecast to spend the Capital budgets during the financial year.

8 Service Dashboard – Housing Delivery and Communities (remit of Resources and Services 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 – Q1 2022/23

Ukraine

Addressing the Ukrainian crisis has become a significant area of work within the Housing Delivery and Communities Service, drawing in the Communities and Homelessness Teams. Waverley has always 'topped the leader board' with numbers of sponsors registering to host Ukrainian guests, with 221 sponsors registered and 438 guests now living within the borough (*figures at 8 August 2022*).

It was agreed that the Council should appoint a Resettlement Team to provide dedicated and bespoke support to Ukrainians residing in Waverley, and also absorb the work currently being undertaken with Syrian and Afghan refugees. Two Resettlement Managers were appointed at the end of June 2022, following successful internal recruitment. Two administrative posts have also been created and one postholder is Ukrainian. The Team also has dedicated finance support.

The current focus of the Team is to clear the backlog of home visits to ascertain suitability of sponsor properties and DBS checks, and then conduct welfare visits and rematching sponsors and guests where necessary. Considerable partnership working is ongoing with local community groups, the towns and parishes, and other stakeholders, including Citizens Advice Waverley.

It needs to be noted that the initial requirement to sponsor guests was for six months. The Resettlement Team is working with sponsors and guests to determine housing options following the end of the initial period. This is by no means straightforward.

Communities

Waverley was allocated £235,764 (including administration costs) in the April – September 2022 tranche of the Household Support Fund. This has a greater focus on supporting residents aged over 64. The tranche has been separated into two allocation pots: one third for general applications and two thirds for funding for people of pensionable age. The pot for residents of pensionable age will be disseminated mainly to residents in receipt of Council Tax Benefit. Residents not in receipt of Council Tax Benefit can apply to the general pot or through Age UK Surrey.

The Team has 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. Funding has been disseminated to local groups so that they can provide English lessons to help Ukrainian guests settle into the community and find employment as well as supporting local 'welcome' activities, events and job fairs. The team is working with the Council's Resettlement Team to host four sponsor and guest engagement events across the borough in September. These events will also be an opportunity to discuss a range of issues - especially future housing options.

Having delivered the Thriving Communities Commissioning Fund, the Team has ensured the 24 funded organisations have agreed the terms of their partnership agreements and performance monitoring arrangements.

The 2022/2023 key priority areas and partnership activity for the Safer Waverley Partnership (SWP) 3-year annual rolling plan for 2022/25 have been developed and agreed. The Partnership Plan will be scrutinised by the Overview and Scrutiny Services Committee in due course.

The ASB Officer has started to develop a Corporate Anti-Social Behaviour Policy with processes and procedures and coordinate training across all services. Consultation on the draft Policy will commence later in the year.

Housing Delivery

Development

Contractors have started on site at Ockford Ridge (Site C), Aarons Hill (Godalming) and the contract is being finalised for the five sites at Chiddingfold.

These schemes will deliver a total of sixty new homes, built to the Council's Design Standards that were adopted in July 2021.

An event was held at Laurel Close (Site B) Ockford Ridge on 26 July to mark the official handing over of the homes and was attended by the Mayor and Leader.

Work continues on the deep retrofit refurbishment of seven homes at Ockford Ridge. Consultants' reports have taken time to secure, and tenders should go out at the beginning of September 2022.

The Housing Revenue Account (HRA) Strategic Review continues, and the initial report is due for completion by the end of September 2022. Only schemes in contract are being actively progressed while the Review takes place. Predevelopment work, however, is continuing on schemes in Churt, Elstead, Ewhurst and at Riverside Court in Farnham, as well as two further sites at Ockford Ridge.

Strategy and Enabling

The Affordable Homes Delivery Strategy 2022-2025: *Build More; Build Better; Build for Life* was unanimously approved by full Council on 26 April 2022. This document sets out the Council's vision to build and help deliver more affordable and sustainable homes for all types of households in need. The strategy prioritises affordability, and in particular, lower rents, which are much needed in Waverley in the context of very high house prices and a national cost-of-living crisis. Closer joint working with affordable housing providers and partner organisations will be key to delivering the strategy action plan.

Officers continued to work with Legal and Planning Services on the complex issue of Affordable Housing Additionality, which is becoming more common due to Homes England funding being made available for additional affordable housing. Monitoring of sites with additionality began on 1 April, and a 6-monthly update will be presented to Executive in November of this year.

Officers began work on revisions to the Affordable Housing Supplementary Planning Document this quarter. The updated document will reflect the lower rent levels in the Affordable Homes Delivery Strategy, national policy changes e.g. First Homes, and the preferred tenure split for affordable housing. Subject to Executive approval, public consultation on the changes is planned for 19 September to 31 October 2022.

Eighty-four affordable homes were completed during this quarter; 21 by Waverley and 63 by our affordable housing partners, A2, Aster, Clarion, Landspeed, Southern and VIVID.

Work started on site on 37 affordable homes at Sturt Farm, Haslemere (Stonewater). There were no new planning permissions for affordable housing this quarter.

Private Sector Housing

Housing regulatory work has remained steady in quarter 1, with a drop in complaints about living conditions but an increase in complaints about harassment and illegal evictions and also HMOs. Two formal notices have been served in Quarter 1.

There were only two requests for public health funerals.

There was a drop in grant enquires compared to the previous quarter, but the level is still higher than in Q1 2021/22. There has been a steep rise in grant approvals, from 21 to 34.

The online caravan site register has been completed and privacy notices updated.

Homelessness and Housing Options

The Housing Options and HomeChoice Teams continued to prevent homelessness during the quarter (there were 4 households in temporary accommodation at the end of June 2022).

The staff continue to be under pressure due to demands on the service and staff shortage. The team is currently advertising a vacant Specialist Housing Options Officer post and although appointing an additional Housing Options Officer, the successful candidate pulled out. Recruitment is proving increasingly difficult.

The work with rough sleepers is developing well and Officers were successful in a bid to the Department of Levelling Up, Housing and Communities submitted in February 2022 for a further 3 years funding for the Rough Sleeping Support Officer role and other services targeted at rough sleepers.

The Homechoice Team has continued to advertise and let social housing tenancies and, along with the Options Team, manage the Council's Housing Register. At the end of June 22 there were 1066 applicants on the Housing register – compared to 1034 in June 2021.

The Homechoice Team will be implementing an IT upgrade in July 2022 and are 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.

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	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22/23	Q4 Target
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	1	2	3	3	4	5.0
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	105	4	0	73	0	Data only

HD3	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	4	0	29	39	37	Data only
HD4	Total Number of affordable homes delivered by the Council and other providers (gross) (Data only - higher outturn is better)	No.	48	30	32	82	84	Data only
HD4a	Number of affordable homes delivered other providers (gross) (Data only - higher outturn is better)	No.	45	30	30	82	63	Data only
HD4b	Number of affordable homes delivered by the Council (gross) (Data only - higher outturn is better)	No.	3	0	2	0	21	Data only

8.2.2 Comment:

The Council completed 17 homes at Laurel Close, Ockford Ridge and acquired four homes from Brookworth Homes at The Green, Ewhurst.

8.2.3 Affordable Homes Delivery

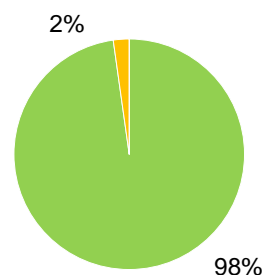
The details on all affordable homes delivered during Q1 2022-23 (ref. HD4) are listed below, including information on units, tenure, location and provider

UNITS	TENURE	SCHEME	PROVIDER	COMPLETED
21	Affordable rent	Lorimer Avenue (Berkeleys), Cranleigh	VIVID	29.04.22 & 11.05.22
2	Affordable rent	Hewitts, Cranleigh	Clarion	17.05.22
13	4 AR; 9 SO	Ockford Park, Godalming	Southern	25.05.22 - 15.06.22
4	Shared ownership	Horsham Rd, Cranleigh	Southern	14.04.22
3	Shared ownership	Cranleigh Nurseries (Knowle Park)	A2	May / June 2022
7	Shared ownership	Battershall Green, Farnham	Aster	13.04.22
11	7 AR; 4 SO	Folly Hill, Farnham	Aster	20.05.22 - 30.06.22
2	Shared equity	Chanrossa, Ewhurst	Landspeed	20.05.22
17	14 AR; 3 SO	Ockford Ridge	WBC	Phased April - June
4	Affordable rent TBC	Chanrossa, Ewhurst	WBC	19.05.22

8.3 Service Plans – Progress Status

8.3.1 Summary Table and Pie Chart

Total	100%	49
Completed	0%	0
On track	98%	48
Off track - action taken / in hand	2%	1
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



8.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP22/25 HDC7.2	Update Affordable Housing Supplementary Planning Document (SPD) for new affordable housing	30-Jun-2022	Housing Strategy and Enabling Manager	Off track - action taken / in hand	Spring 2023	It is proposed the SPD will be out for consultation from 19 September-31 October 2022

8.4 Internal Audit Actions Progress Status

Comment: There were no outstanding Internal Audit actions for this service area at the end of the first quarter of 2022/23.

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	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	1	0	2	0	3	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	0	2	0	2	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	N/A	100%	N/A	67%	95%

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

KPI	Description	Data Type	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	5	0	2	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	5	0	2	Data only

Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	N/A	N/A	100%	N/A	100%	95%
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8.5.3 Summary Comment on the statistics

One Level I complaint was delayed by two days, due to the time taken to gather all information required.

8.6 Finance Position at the end of the quarter

8.6.1 Housing Delivery & Communities Service's General Fund Account Table

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
Housing Delivery & Communities					
Expenditure	4,540	4,539	-1	Favourable	0%
Income	-2,203	-2,204	-1	Favourable	0%
General Fund Housing Ops Total	2,337	2,336	-2	Favourable	0%

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
HRA Strategy					
Expenditure	1,445	1,334	-111	Favourable	-8%
Income	-805	-805	0	-	0%
HRA Strategy Total	640	529	-111	Favourable	-17%

Capital – General Fund

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Private Sector Housing	850	850	-
Capital GF Housing	850	850	-

Capital - HRA

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
85 Aarons Hill Starter Homes (Land adj)	666	666	-
Badgers Close Modular Homes	5	5	-

Borough Wide Refurbishment	216	216	-
Hartsgrove	88	88	-
Housing Development-Turners Mead	62	62	-
HRA Property Purchase	2,500	2,500	-
Ladymead	4	4	-
Latent defects contingency	83	83	-
Ockford Ridge	197	197	-
Ockford Ridge - Site A	79	79	-
Ockford Ridge - Site B	1	1	-
Ockford Ridge - Site C	4,063	4,063	-
Pathfield	195	195	-
Pre-development Expenditure	816	816	-
Queensmead	1,256	1,256	-
S106 Affordable Housing Properties	2,469	2,469	-
Zero carbon retrofit pilot	981	981	-
Grand Total	14,271	14,271	-

8.6.2 Summary Comment on revenue position at the quarter end

For General Fund the favourable variance on expenditure is due to a forecast saving on establishment in relation to vacancy savings. The favourable variance on income relates to a forecast overachievement on income on HMO license income.

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

8.6.3 Summary Comment on capital position at the quarter end

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

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 – Q1 2022/23

Leisure

Usage of our leisure centres continues to improve, although slowly, however the membership sales have continued to be positive throughout this quarter. The greatest operational challenge being faced by the service now is the increase in energy costs that are way above business projections, we will be meeting the contractor later this year to work through options.

The final elements of the leisure contract tender were also completed to allow the works to be tendered in the second quarter. This included a market testing day that showed some significant interest in the Contract. This has been a major piece of work that has been delivered on schedule to allow tender award late 2022 / early 2023 giving enough time for contractors to start July 2023. Discussions between Surrey County Council, Woolmer Hill School and ourselves continued regarding The Edge with all requested information sent to the school and SCC.

Greenspaces Team

This first quarter has been extremely busy 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. This increased usage creates greater work levels as wear and tear of play equipment, machinery, landscaped areas and pitches and the team have handled the workload impressively. At Frensham Ponds we have had to use external enforcement and parking teams to support the rangers on hot days and help reduce anti-social behaviour and the risk of wildfires. We would like to thank the communications team for their support as the messaging and press releases have helped immensely.

It was also pleasing to see the launch of Film Waverley at the University of Creative Arts, it was the result of some positive collaborative working with colleagues in economic development and Creative England. Managed well this can create an income stream for our greenspaces and raise the profile of the area.

Building Control & Street naming

This has been a very strong first quarter income wise for the team with application numbers increasing to beat the change in regulations. On the flipside this has created a challenging workload for the team at a time of annual leave and they have struggled to hit the plan check target of 80% achieving 73%. I would like to thank the team for their efforts. We expect this to only be a blip with performance rising in the next quarter.

In this quarter I am pleased to report we appointed a new Building Control Team Leader to replace the Principal Surveyor, who is retiring. This appointment brings additional resource and knowledge to the team and will focus on increasing our market share, line management and covering our more complex applications.

Projects

The projects team have continued to press forward with key corporate projects. However, we are now experiencing the results of construction inflation and uncertainty in the market. Tender prices are

coming back significantly higher than forecast and the team will work closely with Finance in the coming months to analyse and prioritise projects reflecting the current market conditions.

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		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22/23	Q1 Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	205,308	297,147	282,963	333,920	370,120	370,993
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	No.	No service	No service	No service	No service	2,415	Data only
C4	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	67%	92%	98%	94%	73%	80%
C5	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	1629	1625	1598	1552	1541	Data only
C6	Total number of Careline calls per quarter (data only, no target set)	Calls	5484	5660	6734	7250	5733	Data only
C7	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	100%	100%	100%	100%	100%	95%
C8	Apprentice overall success rate per quarter (higher outturn is better)	%	75%	75%	75%	75%	75%	75%
C9	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	70%	75%	80%	70%	70%	70%
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	33	25	25	28	18	Data only
P5	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	91%	80%	45%	100%	100%	95%

9.2.2 Comment:

C1 - It is positive to see an increase in usage of the leisure centres post Covid closures and social distancing measures being removed. The position in Waverley is reflective of the leisure industry nationwide and we hope to see continued gain in memberships and attendance figures.

C4 - Performance on the plan checks is lower than anticipated due to high workload as a result of the influx of full plan applications being submitted before the regulations (FLOS – F = Ventilation L = Energy efficiency O = overheating S = Infrastructure for electric vehicles) came into force from June to allow them to work to the old regulations, which are less costly.

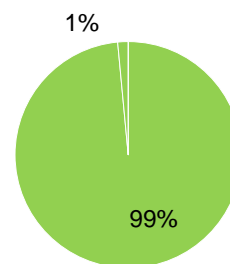
C8/C9 – It is pleasing to see that success rates are being achieved on time however the next two quarters will be challenging as we enter the final months of the academic year. We hope to have mitigated the impact of Covid, however across the industry achievement rates have dropped.

9.3 Service Plans – Progress Status

9.3.1 Summary Table and Pie Chart

Q1 Progress on Commercial Services Service Plans 2022/23

Total	100%	67
Completed	1%	1
On track	99%	66
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



Comment:

All service plan actions are completed or on target.

9.4 Internal Audit Actions Progress Status

Comment: At the end of the first 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	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	2	1	2	4	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	2	1	1	4	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	50%	100%	100%	95%

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

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

Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	2	0	1	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	N/A	100%	N/A	N/A	95%

9.6 Finance Position at the end of the quarter

9.6.1 Service's General Fund Account Table

Services	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
Commercial					
Expenditure	8,758	8,713	-45	Favourable	1%
Income	-5,964	-5,870	94	Adverse	2%
Commercial Total	2,795	2,843	48	Adverse	2%

Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Culture	8	8	-
Leisure	402	402	-
Parks & Countryside	1,142	1,142	-
Projects	1,017	1,017	-
Capital Commercial	2,569	2,569	-

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

There is a small adverse financial performance based on elements across the service, however Careline is currently struggling membership wise and we are looking to market harder over the coming months, staffing levels have been controlled to reflect the drop in income.

Capital expenditure over the coming year will become clearer in quarter 2.

10 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.

10.1 Key Successes & Lessons Learnt, Areas of Concerns

10.1.1 Summary from Head of Service – Q1 2022/23

There have been early signs of a gradual return to ‘normality’ during the first quarter of 2022/23. The arrival of a new variant and increasing infection rates did however further impact on a number of areas of the teams work as can be seen from the reports below. Whilst it has been an extremely challenging start to the year, I have to thank all of team for their enthusiasm and commitment to maintaining and delivering quality services in spite of the additional pressures they have been under, and I am sure Members would wish to do the same.

Environmental Health Food and Safety Team

The Environmental Health and Safety team has continued to work during Q1 on the recovery of the food inspection service in accordance with the Food Standards Agency timetable.

125 routine food hygiene inspections have been conducted in Q1 and there has been a general improvement noted in standards. A reduced number of businesses have been awarded a food hygiene rating of unsatisfactory (7). Four hygiene improvement notices have been issued to two premises failing to improve. The service has introduced a Poor Performer mentoring scheme during the quarter to target previously poor performing food businesses, offering advice on how to improve standards. This has played a part in reducing the number of low Food Hygiene Rating Scores issued.

The increase in foot fall across food businesses post Covid has resulted in notable increase in allegations of food poisoning (10) in the period and increased complaints from the public and customers relating to hygiene and premises standards in food business. The increase is largely unsupported by investigations and may be due to increase in non-food related community infections which mimic food poisoning, such as norovirus. In respect of infectious diseases, the service has received 72 (non-Covid) notifications.

The number of new food businesses registering with the food service is still significant with 37 registrations in Q1.

There has also been a significant number of event consultations requiring input on Public Safety measures. This increase is a reflection on the desire for public events such as Guilfest, Staycation, Chidfest and the like being reintroduced post Covid controls.

From a health and safety perspective, 30 accidents were notified to the service. One ongoing serious accident investigation is being taken forward for prosecution.

Environmental Protection Team

During Quarter 1 of 2022/3 the Environmental Protection Team dealt with the following requests for service:

Complaint type	2021/22 full year	Qtr 1 2022/23
Noise complaints	426	133
Planning consultations	907	183

Requests for information	521	97
Temporary Event Notice Consultations	559	286
Premise Licence Consultations	59	20
Bonfire Complaints	120	32
St Trading requests for service	119	16
Pest control complaints	100	13
Various other requests for service	498	114
Total	3309	894

- During Q1 the Environmental Protection Team have also been dealing with 37 more complex cases since the beginning of April
- Been in court on several occasions and secured separate convictions in respect of an odour nuisance from a takeaway and noise nuisance involving a barking dog (this is the first time we have used the Noise App to corroborate evidence). A Criminal Behaviour Order was also gained to control noise, another first. Additionally, 2 formal notices were served.
- Been to Licensing Committee ~~four~~ two times regarding applications for street trading consents
- Negotiated noise management plans for 4 bigger events where concerns were raised about noise
- Provided advice and led an investigation regarding an oil leak from a council house contaminating the garden and nearby ponds/wildlife.
- Worked on the Air Quality Annual Status Report which was published on 8 August and submitted to Defra
- Held initial meetings with consultants and agreed a timetable and actions to take forward a review of the Council's Air Quality Action Plan and to develop a Clean Air Strategy. The first stakeholder meeting will take place on 13 September.
- Reviewed and gave advice on further remediation reports for the Dunsfold development.
- Have started work to review of the Council's contaminated land strategy.

Licensing

Licensed premises and the taxi and private hire trade were two of the worst hit business areas during the covid pandemic.

The taxi trade has been slow to recover and has been impacted by rising fuel costs and a shortage of drivers since the relaxation of Covid restrictions with only 6 new applicant staking knowledge tests in Q1. Following consultation during Q1, a taxi fare increase was agreed by the Executive at its meeting on 7 June. Routine driver and vehicle checks were also carried out over the quarter and 11 House to House Collections and 14 Street Collections were approved.

The relaxation of Covid restrictions saw an unprecedented rise in Temporary Event Notices with over 250 applications during the quarter and 214 events actually taking place. This upsurge put considerable pressure on the team, which also had to deal with 14 new premises licence applications, 5 applications for variations of licence conditions and 6 applications for minor variations.

The licensing team is a small team (equivalent to approximately four full time posts) and they also carried out 42 routine inspections of licensed premise out of office hours and 7 joint inspections with the Police following complaints from residents nearby.

Joint enforcement initiatives with Trading Standards officers also found alcohol, sweets and toys with non-compliant foreign language labelling at 5 premises and food with non-approved additives at one of the premises.

Pavement Licensing which was transferred to the Borough Council during Covid to help support businesses, is to remain with borough and district councils going forward and slight amendments to the current policy approved by the council will need to be made to reflect the change from a temporary to a permanent arrangement.

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 has been tested further with heathland fires and water and power outages and with the current very dry summer the team has been liaising closely with other agencies to ensure it is ready to respond should the emergency services require the council's support. Procedures for communicating with other agencies and with local communities are also under review to ensure residents are better informed in the event of a major incident.

Events safety has become a key focus during Q1 as restrictions were relaxed and there was an upsurge in requests for events. The team participated in assessing the safety risks at over 50 large events with colleagues on the local Events Safety Advisory Group, including as Guilfest, Staycation, Chidfest

In the background the team has also continued to work away quietly reviewing 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 has continued to focus on returning the refuse and recycling services to some form of normality. The contractor does however continue to be hit by Covid sickness absences, the impact of the national driver shortage and increasing fuel and labour costs.

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 one there were around 1.5m collections due of which 99.9% were made successfully with most of the 0.1% missed rectified within the required time scale. Repeat missed bins have continued to be an issue mainly caused by unfamiliar drivers and crews being deployed to rounds due to sickness absence and the use of agency drivers.

The contract also provides for cleansing of streets, litter picking, emptying of street litter bins, as well as clearing fly tips across the Borough. 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 and this is likely to continue for at least another year.

Tonnages of dry mixed recycling, food waste and residual waste are showing a slight reduction but continue to be much higher than normal due to more people working from 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. It is planned to move to a better response to reported issues and spent less resource on cleaning what are effectively already clean streets.

In addition to these services the team has also had to deal with 182 fly tips including a significant number of asbestos fly tips during quarter 1. There have been a number of successful investigations resulting in penalties being imposed.

The team also investigated our first case relating to litter thrown from a vehicle, where on the basis of video evidence provided by a following motorist, a fixed penalty notice was served on the offender who paid up promptly rather than appear in court.

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 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.

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. Work on the lift refurbishment and the new staircase to improve access to the lower level of the car park is now underway.

Sustainability Team

Work on the second annual update of the Carbon Neutrality Action Plan was started in Q1 and will be presented to the Executive and the Overview and Scrutiny Committee later this year. 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 has almost been completed. 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 and officers are actively pursuing external funding opportunities.

Officers are also working with our waste contractor to examine the potential options for decarbonising the waste collection fleet.

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. The Local Cycling and Walking Infrastructure Plan for Waverley are nearing completion after extensive consultation. The Guildford and Godalming Greenway, including the section of the Greenway that will run through the Philips Memorial park has also at an advanced stage.

Richard Homewood, Head of Environmental & Regulatory Services

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		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22/23	Q1 Target
E1*	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	4.74%	5.16	4.80%	4.77%	Received Quarter in Arrears	5.00%
E2a	Average number of days to remove fly-tips (lower outturn is better)	Days	2	3	2	3	3	2
E2b	Number of fly tipping incidents in a quarter (Data only)		180	162	169	244	182	Data only
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	Monitoring on pause	Monitoring on pause	Monitoring on pause	Monitoring on pause	Monitoring on pause	90%
E4a	Number of refuse and recycling missed bins out of 100,000 collections per week (lower outturn is better) - New from Q1 20/21		28	34	68	42	tbc	40
E4b	Number of food waste missed bins out of 100,000 collections per week (lower outturn is better) - New from Q1 20/21		41	54	48	66	tbc	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)	%	78%	100%	78.57%	81.25%	88.89%	100%
E6	Food businesses with a 'Scores on the door' of 3 or over (higher outturn is better)	%	N/A	91.05%	90.43%	89.40%	89.87%	Data only
E NI191*	Residual household waste per household (lower outturn is better)	kg	92	89.5	96	93	Received Quarter in Arrears	90.00
E NI192*	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	59.80%	60.50%	57.20%	56.1	Received Quarter in Arrears	54.0%

10.2.2 Comment:

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

The MRF rejection rate for Qtr 4, now available has again achieved the target of less than 5% and is better than Qtr3, Residual Waste per household had decreased slightly in Qtr 4 but still exceeds the target, but this may have been due to the Xmas period. The recycling rate in Qtr 4 exceeded the target once again although it has dropped slightly compared to Qtr3 of last year.

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 have dropped significantly during this quarter which is the normal trend after the post-Christmas peak during Qtr4 each year.

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 are in discussion with the contractor with a view to refocussing on street cleaning issues.

E4a, E4b – Missed bin figures for Qtr 1 are not available due to issues with the customer reporting software which is letting residents report a missed bin before the lorry turns up to empty it, even if the lorry is just an hour later than normal, so the figures include reports of missed bins that were not missed but simply picked up later than usual.

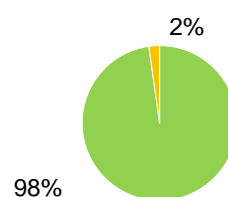
E5 – Performance on inspection of high-risk food premises improved as the team refocussed its energies after Covid enforcement activity was scaled down.

E6 - Percentages of Food Businesses with a score on the doors rating of 3 or more for Waverley continues to improve as the food inspection service implements it's recovery plan in accordance with the Food Standards Agency timetable.

10.3 Service Plans – Progress Status

10.3.1 Summary Table and Pie Chart

Total	100%	90
Completed	0%	0
On track	98%	88
Off track - action taken / in hand	2%	2
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



10.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP22/25 ES 7.4	Carry out a business process review to improve customer focus across all areas of the Council's Parking functions,	31-Mar-2022	Environmental & Parking Services	Off track - action taken / in hand	31 March 2023	The review of parking services was suspended whilst the Business Transformation Team

	introducing online and self service facilities where appropriate to improve efficiency and customer journeys.		Manager			focused on other higher priority projects.
SP22/25 ES 17.7	Work with SCC and other partners to develop proposals for a network of cycle routes across Waverley, to try to ensure that by 2030 all towns and population centres are connected by dedicated cycle routes. Seek funding opportunities to facilitate their implementation. CNAP - T4	31-Mar-2022	Sustainability Manager	Off track - action taken / in hand	30 Sept 2022	Significant progress has been made on the Local Cycling Walking Infrastructure Plans by the newly appointed Sustainable Transport Planner who has been working with consultants and Surrey CC. Some of these plans will shortly be adopted.

10.4 Internal Audit Actions Progress Status

Comment: There were two outstanding actions for this service area at the end of Q1. These outstanding actions have now been completed.

IA22/08.004.1 Relationship management

IA22/08.004.2 Exchange of letters

For further details, please refer to the most recent [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 13 June 2022)

10.5 Complaints Statistics

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

KPI	Description	Data Type	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	1	3	6	6	13	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	1	3	4	8	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	33%	50%	67%	62%	95%

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

KPI	Description	Data Type	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	4	0	2	3	Data only

KPI	Description	Data Type	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	3	0	2	2	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	N/A	75%	N/A	100%	67%	95%

10.5.3 Summary Comment on the statistics

Responding to several complaints has involved a significant level of investigation across several departments before a substantive response can be provided. Efforts are being made to improve performance on responses.

10.6 Finance Position at the end of the quarter

10.6.1 Service's General Fund Account Table

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Environment					
Expenditure	13,361	13,370	9	Adverse	0%
Income	-9,210	-9,144	66	Adverse	1%
Environment Total	4,151	4,225	75	Adverse	2%

Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Car Parks	634	570	-64
Climate Change & Sustainability	253	253	-
Environment	273	273	-
Environmental Health	33	33	-
Capital Environment	1,129	1,129	-

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

The financial position at the end of quarter 1 is favourable mainly due to improved parking income figures combined with some salary savings from vacancies whilst recruitment is underway.

11 Service Dashboard – Planning and Economic Development (remit of Services O&S)

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

11.1 Key Successes & Lessons Learnt, Areas of Concerns

11.1.1 Summary from Head of Service – Q1 2022/23

Development Management

Following a very challenging and torrid 2021/22, it is very encouraging to see such a marked improvement in DM performance across the board at the start of the new financial year, with our targets for the three statutory national KPIs for the speed in determining Major, Non-Major and Other applications all having been exceeded.

We are now very much on the right trajectory and our marked improvement in the speed of registering and validating applications has been maintained during Q1 2022/23, with the vast majority of applications having been validated within 5 working days of receipt and no meaningful backlog of new applications awaiting attention. Furthermore, our new, bespoke software system is now well integrated and is working effectively and improvements to assist performance are being rolled out.

The speed of decision making has clearly showed a marked improvement in this past quarter, including, notably also, in terms of those applications where an extension of time has not been sought, and the applications backlog is steadily being reduced with a total of around 800 applications on hand with officers at the time of writing (August), but we must not be complacent and overall officer caseloads still remain high, requiring careful resource management and resulting in the need for continued support from agency staff. A 'Planning Improvement Action Plan' is in place and various strands are being implemented and we have been liaising closely with the national Planning Advisory Service (PAS), with particular focus on our performance in response to non-major applications, which dipped dramatically in 2021. PAS provided us with four days of specific support from an independent planning expert that has culminated in a written review from them based on the application of the PAS Development Management (DM) Challenge Toolkit with particular emphasis on the sections on Performance Management, Workload Management, Team Management, Receipt and Validation, Consultation and Allocation, and The Officer Report. The toolkit aims to provide a 'health check' for Planning Authorities and act as a simple way to develop an action plan for improvements to their Development Management service. A further, more focused 'DM Action Plan' is now under development that picks up and builds on the various recommendations in this independent review.

The Service is still experiencing significant difficulty in filling vacant establishment posts, either with permanent or temporary staff, which inevitably impacts on performance and although we have been actively looking at creative ways to address this issue – including considering placing our advertisements on alternative job websites and direct approaches to potential candidates through LinkedIn - this is by no means a problem that is unique to Waverley. Our neighbouring authorities are experiencing similar issues due to a current national shortage of available planners.

Appeals performance in Q1 was off target with 37.5% (3 out of 8 appeals) being allowed contrary to the Council decision and this is an area that will need to be closely monitored. However, it was reassuring to note that no appeals relating to Major development were allowed during the quarter.

Performance in undertaking enforcement investigations remained strong, despite the Team having been an officer down since January.

Focus for Q2 2022/23 is on further 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 (including Neighbourhood Plans). Recruitment is a key area for attention also, with a number of existing key posts currently being vacant.

Planning Policy

The permanent Planning Policy Manager retired during the quarter and an experienced interim manager has been brought in for an initial period of six months to lead the Policy Team.

The main workstream within the Planning Policy Team during Q1 was in preparing the council for the Examination in Public on Local Plan Part 2 (LPP2), with public hearings having taken place in July.

A robust review of our Five-Year Housing Land Supply (5YHLS) data and assumptions on deliverability has been undertaken and the findings/data is now being double checked for accuracy. The initial intention had been to publish the 2022 5YHLS Position Statement (base date 1 April 2022) by mid-July, but work pressures from the LPP2 hearings have, regrettably, delayed this and the final Position Statement will now be published in August/September of this year.

Following the formal adoption of the Dunsfold Park SPD earlier this year, discussions are ongoing with the landowners and Rutland DAL to bring forward the necessary infrastructure to unlock housing delivery, including the new vehicular access from the A281, which is due to commence construction from September 2022.

Focus for Q2 2022/23 is on the LPP2 EIP arrangements for the additional hearing session on housing supply and Habitats Regulations Assessment (HRA) scheduled for 6 September and responding to the Inspector's further questions. We will make further progress with supporting communities in bringing forward their Neighbourhood Plans, including the Ewhurst & Ellen's Green and Elstead NPs. Work will also begin on assessing the policies in Local Plan 1 and our spatial strategy to see if it requires updating via a Local Plan Review and further support and engagement on Dunsfold Garden Village will take place.

Economic Development

With huge support from the council's Business Transformation Team work was taken forward to put together a bid for the UK Shared Prosperity Fund (UKSPF). In addition, work continued on developing the new Economic Development Strategy for Waverley.

Focus for Q2 2022/23 is to consult on and further develop the ED Strategy and to continue engagement with Cranleigh, Farnham and Godalming to develop Business Improvement Districts (BIDs). The Project Initiation Documents for the various initiatives identified within the UKSPF bid will also be developed and the projects will start to be delivered.

Planning Business Support Team

Focus for Q2 2022/23 is on maintaining the positive validation position; reviewing and streamlining planning processes and procedures and improving the customer experience and communication. Improvements to the front-end (customer facing) part of our planning applications portal are being developed and the planning appeals process is being streamlined and standardised for the purposes of accountability and traceability and to assist auditing.

Zac Ellwood, Head of Planning & Economic Development

11.2 Key Performance Indicators Status

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

Planning - Zac Ellwood								
KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22/23	Q1 Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	57%	81%	87%	89.6%	90.4%	100%
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks or with an agreed extension of time (NI157a) cumulative figure) (higher outturn is better)	%	80%	72%	40%	55.6%	100%	80%
P151a	Processing of planning applications: Major applications - % determined within 13 weeks, not including those applications where a time extension has been agreed - cumulative figure (higher outturn is better)	%	27%	0%	33%	33.3%	25%	Data only
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	90%	23%	28%	59%	93.1%	80%
P153a	Processing of planning applications: Non-major applications - % determined within 8 weeks, not including those applications where a time extension has been agreed (higher outturn is better)	%	16%	5%	14.7%	43.1%	74.5%	Data only
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	%	90%	16%	46%	60%	91.5%	90%

P123a	Processing of planning applications: Other applications - % determined within 8 weeks, not including those applications where a time extension has been agreed (higher outturn is better)	%	10%	5%	40%	34.2%	57.10%	Data only
P2	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	%	62%	Data Not Available	53%	65%	88.10%	80%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) (lower outturn is better)	%	Data Not Available	Data Not Available	29.5%	34.3%	37.5%	30%
LP15 2	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	%	Data Not Available	Data Not Available	5.7%	8.0%	0.0%	10%
LP15 4	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	Data Not Available	37.5%	0.7%	0.96%	0.65%	10%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	Data Not Available	75.0%	78.8%	80.0%	82.4%	75%
P6	Percentage of pre-application advice provided within 28 days target (higher outturn is better)	%	Data Not Available	Data Not Available	41%	10%	0%	Data only
P7	Actual number of dwellings commenced (all housing providers) (higher outturn is better)	No	141	70	60	37	77	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No						Backlog
P8	Actual number of dwellings completed (all housing providers) (higher outturn is better)	No	175	226	119	137	202	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No						Backlog

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

11.2.2 Comment:

Quarter 1 performance

P1 (Total planning applications determined within 26 weeks) – Some improvement was seen against this target in Q1, reflective of the overall upward trajectory.

P151 (Processing of major applications) – 20 out of 20 Major applications were determined within 13 weeks or with an agreed extension of time, which represents a massive improvement over the final

three quarters of the 2021/22 financial year. Of these, fifteen applications were the subject of an agreed extension of time in writing.

P153 (Processing of non-major applications) – Again, the figure of 93.1% (515 out of 553) determined either in 8 weeks or within an agreed extension of time represents a huge improvement over the previous quarter.

P123 (Processing of other applications) – Target met for the first time since Q1 2021/22

P2 – (Processing of residual applications) – Performance significantly improved in Q1 2022/23

P3, LP152, LP154 – (Appeals performance) – Overall appeals performance in Q1 was off target with 37.5% (3 out of 8 appeals) being allowed contrary to the Council decision. No appeals relating to Major development were allowed during the quarter.

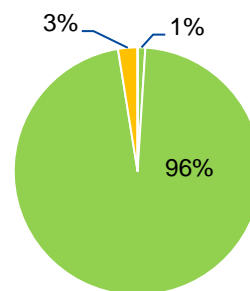
P7 & P8 (Housing delivery) – The data on completions (202 dwellings within Q1) is encouraging and exceeds the quarterly target of 147 by some way, but this must be seen in the context of an existing delivery backlog. The commencement figure for Q1 is disappointing and may be reflective of the current economic situation and the significant increase in the cost of materials. The trends will be monitored very closely within the Service. It is also acknowledged that our methodology of collecting data on commencements may not be as robust as it could be. We are seeking to directly address this going forward and will provide a further update and cumulative backlog figures in the Q2 reporting.

11.3 Service Plans – Progress Status

11.3.1 Summary Table and Pie Chart

Q1 Progress on Planning & ED Service Plans 2022/25

Total	100%	79
Completed	1%	1
On track	96%	76
Off track - action taken / in hand	3%	2
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



11.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP22/25P5.4	Planning Enforcement Plan reviewed, scrutinised, adopted, published and implemented in compliance with NPPF, legal framework and new Local Plan.	31 Mar-2022	Development Manager (BHS)	Off track - action taken / in hand	30-Nov-2022	Draft Local Planning Enforcement Plan (LPEP due to be considered by Services O&S on 20/09/2022 and then referred on with any resultant changes to

						Executive on 01/11/2022. Completion date may change again dependent on whether the Executive wish for the LPEP to be publicly consulted on prior to its adoption.
SP22/25 P16.5	Undertake a formal review our contracts with Enterprise First, Business South, Visit Surrey and Click It Local and seek to establish more robust Service Level Agreements to maximise the value of support to new and existing business and ensure VFM from the Council's financial contributions	30-Jun-2022	Economic Development Team	Off track - action taken / in hand	31-Dec-2022	To be reviewed and taken forward under new JMT and associated Service Plan(s)

11.4 Internal Audit Actions Progress Status

Comment: There were no outstanding Internal Audit Actions for this service area at the end of this quarter.

11.5 Complaints Statistics

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

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	26	9	11	10	10	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	14	7	9	9	4	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	54%	78%	82%	90.00%	40.00%	95%

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

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-2	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	19	11	19	4	13	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	17	10	18	3	11	Data only

Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	89%	90.9%	94.7%	75.0%	84.6%	95%
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11.5.3 Summary Comment on the statistics

Level 1 – Our performance against the Level 1 response time target was very poor and is a matter of concern, particularly in view of our clear focus within Planning & Economic Development on improving communications and the overall customer experience. The less than satisfactory performance can be partially attributed to our main priority being on getting planning applications through the system and formally determined, but it is imperative that this is not at the expense of other important workstreams, including dealing with corporate complaints. This has been discussed with the Development Leads within Development Management and the expectations in this regard have been made clear.

Level 2 – The number of Level 2 complaints received in the Service was significantly higher than in Q4 of 2021/22 but this is believed to be reflective of the large number of Level 1 complaints dealt with during Q3 of the last financial year and the latency between a Level 1 reply being sent and a follow up complaint under Level 2 being received. Two out of the thirteen Level 2 complaints were responded to shortly outside the internally set timeframe, which is naturally disappointing but was as the result of a misunderstanding over the target dates.

In view of the substandard performance in this area of work, we are introducing a system of new internal checks and balances within the Planning & Economic Development to ensure that the Corporate Complaints response deadlines are clearly recorded in our own processes and alerts are automatically generated – thereby reducing the risk of human oversight or error. This will be overseen by the Business & Performance Manager, going forward.

11.6 Finance Position at the end of the quarter

11.6.1 Service's General Fund Account Table

Service	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
Planning & Economic Development					
Expenditure	7,208	7,251	44	Adverse	1%
Income	-4,468	-4,373	94	Adverse	2%
Planning & Economic Development Total	2,740	2,878	138	Adverse	5%

11.6.2 Summary Comment on General Fund position at the quarter end

Budgets within Planning & Economic Development have been prudently managed from the start of the financial year, albeit there was a slight overspend within Q1, mainly as the result of our continued enforced reliance on agency staff on high hourly/daily rates, including bringing in an interim Development Lead and an interim Planning Policy Manager, who put in necessary additional hours in the run up to the public examination into Local Plan Part 2. The interim Development Lead left at the beginning of July and now the LPP2 hearings have ended, the high level of expenditure on agency support is reducing accordingly and should be reflected in the Q2 figures.

Income is still not keeping pace with our approved budget estimates, despite overall planning submissions remaining relatively high. However, we have recently received, or are anticipating, some larger applications generating bigger submission fees during Q2, which should assist in this regard. Furthermore, the new pre-application advice service was launched in July creating an enhanced income stream to the Service which will be reflected in the Q2 financial reporting.

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

Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Economic Development	30	30	-
Planning Policy	117	117	-
Capital Planning	147	147	-