



Corporate

Performance Report

Q1 2023/24

Document Version: Final

Last update: 08/09/2023 11:54

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

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

1.1 Performance Indicators RAG Rating per Status Type

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

1.2 Service Plans, Internal Audit, Project Management

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

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

1.3 Reporting periods

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

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

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

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

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

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

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

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

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

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

3.1.1 Q1 2023/24 Chief Executive's summary:

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

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

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

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

Other headlines from this quarter include:

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

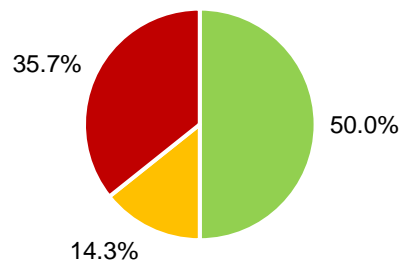
Tom Horwood, Chief Executive

3.2 Summary of All Corporate Key Performance Indicators per status

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

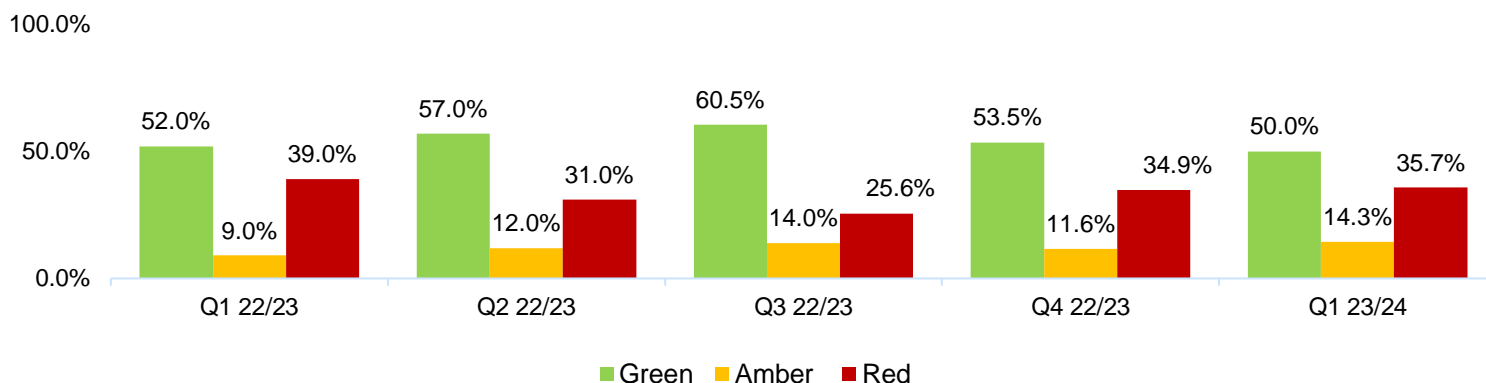
All Corporate KPIs

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



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

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



3.2.2 Comment:

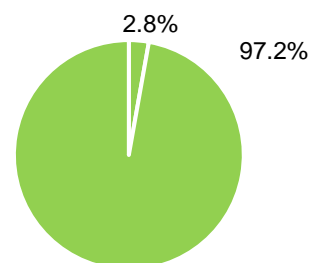
Further service specific details can be found in the individual service dashboards.

3.3 Summary of Service Plans Progress Status

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

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

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



3.3.2 Comment:

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

3.4 Summary of All Internal Audit Recommendations

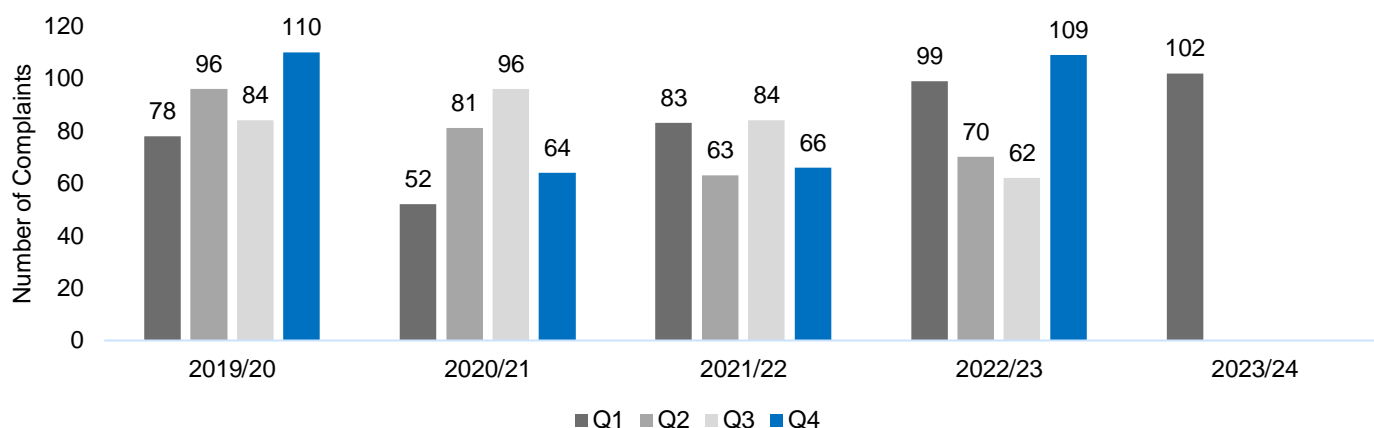
3.4.1 Comment:

The Internal Audit section is included for information only as the scrutiny function for this area falls under the remit of the Audit Committee, which monitors the delivery of Internal Audit recommendations at their quarterly meetings.

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

3.5 Summary of All Complaints – Q1 2023/24

Total Number of Complaints
(Level 1, Level 2 and Ombudsmen)
for the period 1 April 2019 - 30 June 2023)



Q1 Complaints Summary Table

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

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

3.5.1 Comment:

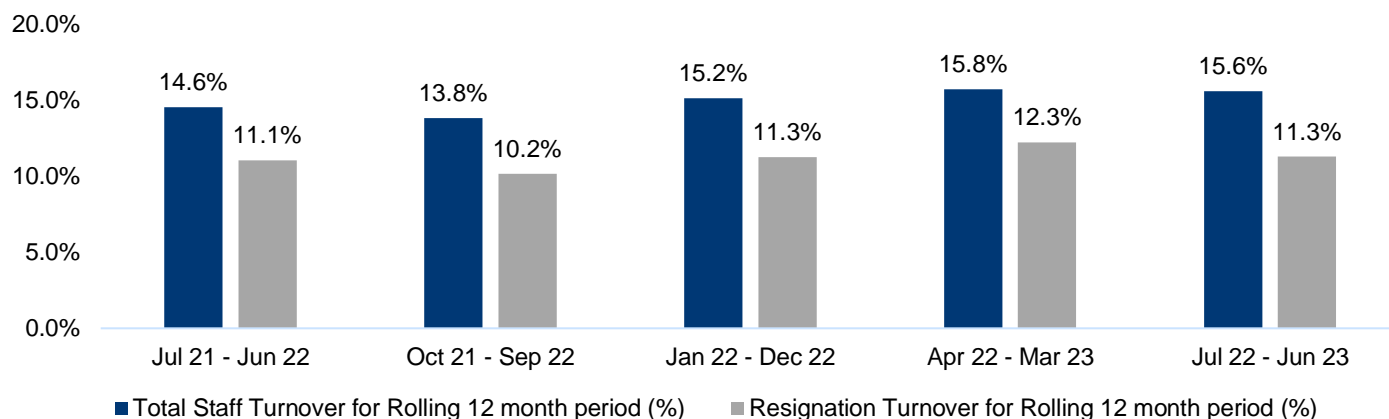
Further details of service specific performance can be found under individual dashboards, with the information on corporate complaints indicators performance included in the Communications and Customer Service Dashboard.

3.6 Summary of Workforce Data – Corporate Overview

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

3.6.1 Staff Turnover

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

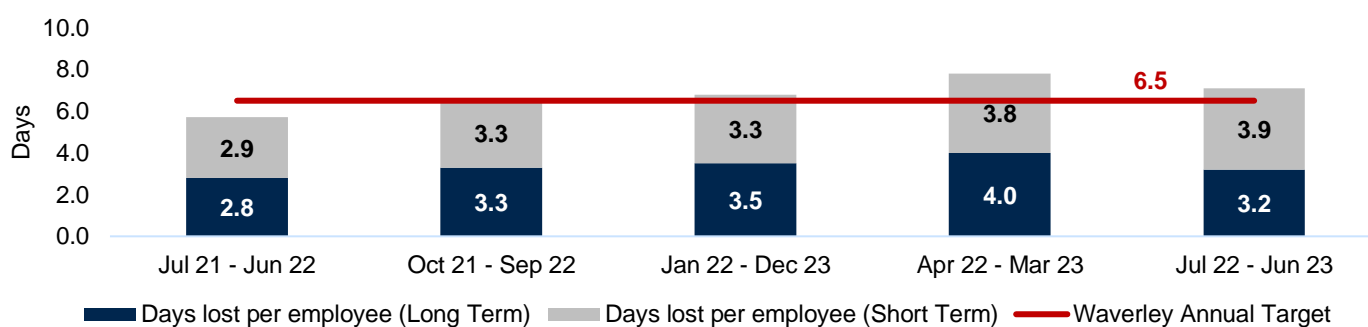


Comment: The overall turnover figure in the rolling year July 2022 to June 2023 is slightly higher than the comparable rolling year from July 2021 to June 2022. This indicates a slight increase in resignations of 0.2% but there has been a number of long-term staff retiring this year reflected in the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

Jon Formby HR Manager

3.6.2 Absence Data

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



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

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

Jon Formby HR Manager

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

3.7.1 Section 151 Officer summary Q1 2023/2024

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

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

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

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

Peter Vickers, Executive Head of Finance and S151 Officer

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

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

Peter Vickers, Executive Head of Finance and S151 Officer

3.7.3 General Fund Account Summary Table

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

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

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

Capital

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

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

HRA summary - Revenue

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

HRA – Core Capital

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

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

New Build/Stock Remodelling

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

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

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

4.1 Key Lessons Learnt, Areas of Concerns

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

Assets

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

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

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

Acquisitions

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

Leases

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

Easements

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

Projects brought forward

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

Other

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

Engineers

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

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

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

Facilities

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

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

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

Marieke van der Reijden, Executive Head of Assets and Property

4.2 Key Performance Indicators Status

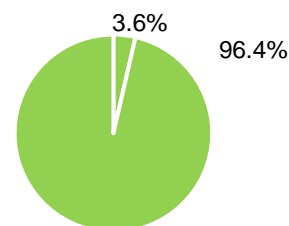
4.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

There are currently no Performance Indicators for Assets and Property.

4.3 Service Plans – Progress Status

4.3.1 Summary Table and Pie Chart

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



4.3.2 Summary comment on the service plans

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

4.4 Internal Audit Actions Progress Status

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

4.5 Complaints Statistics

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

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

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

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

4.5.3 Summary Comment on the statistics

No complaints were received this quarter.

4.6 Finance Position at the end of the quarter

4.6.1 Service's General Fund Account Table

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

Capital Assets and Property

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

4.6.2 Summary Comment

The forecast variance has come about due to:

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

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

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

5.1 Key Successes & Lessons Learnt, Areas of Concerns

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

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

Complaints

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

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

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

ICT and Communications team

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

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

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

Nicola Haymes, Executive Head of Communications and Customer Service

5.2 Key Performance Indicators Status

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

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

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

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

5.2.2 Comment:

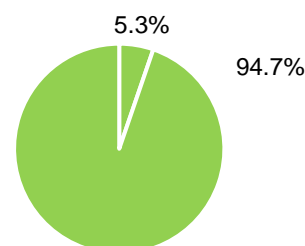
The majority of KPIs are positive however the complaints response times, although improving, are not at the level they should be. Individual services will provide detail regarding the performance of complaints and reasons for delays in their service dashboards, however corporately we have taken steps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

5.3 Service Plans – Progress Status

5.3.1 Summary Table and Pie Chart

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

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



5.3.2 Summary comment on the service plans

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

5.4 Internal Audit Actions Progress Status

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

5.5 Complaints Statistics

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

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

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

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

5.5.3 Summary Comment on the statistics

No complaints were received this quarter.

5.6 Finance Position at the end of the quarter

5.6.1 Service's General Fund Account Table

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

Capital Communications and Customer Services

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

5.6.2 Summary Comment

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

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

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

6.1 Key Successes & Lessons Learnt, Areas of Concerns

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

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

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

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

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

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

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

Richard Bates, Interim Executive Head of Finance

6.2 Key Performance Indicators Status

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

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

6.2.2 Comment:

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

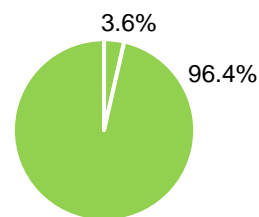
Cost of Living Grants have been paid to many Taxpayers to help with the ongoing cost of living crisis.

6.3 Service Plans 2022/23

6.3.1 Summary Table and Pie Chart

Q1 Progress on Finance Service Plans 2023/26

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



6.3.2 Comment:

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

6.4 Internal Audit Actions Progress Status

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

IA22/16.001.01 Procedure notes

IA22/16.001.02 Version control

IA23/02.001.2 Automated work items

IA23/02.002.1 Inbox review

IA23/02.003.1 Remove response times of 14 days

IA23/05.002.1 Procedure notes

IA23/05.003.1 Verification of Bank details

IA23/05.004.1 Target Days

IA23/05.004.2 Review report for target days

IA23/05.005.1 Documenting Refund Actions and Authorisations

IA23/05.006.1 Procedure review dates

IA23/05.007.1 Policy review

IA23/05.007.2 Procedures published on the website

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

6.5 Complaints Statistics

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

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

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

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

6.5.3 Summary Comment on the statistics

All complaints were resolved within target times this quarter.

6.6 Finance Position at the end of the quarter

6.6.1 Finance General Fund Account Table

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

Capital Finance

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

6.6.2 Summary Comment on General Fund position at the quarter end

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

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

6.6.3 Treasury management

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

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

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

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

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

7.1 Key Successes & Lessons Learnt, Areas of Concerns

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

Landlord Services

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

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

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

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

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

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

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

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

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

Housing Delivery

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

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

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

Predevelopment work continues to bring forward other sites:

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

Strategy and Enabling

Work has progressed in a number of key areas:

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

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

Homelessness and Housing Options

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

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

Andrew Smith, Executive Head of Housing

7.2 Key Performance Indicators Status

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

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

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

7.2.2 Comment:

Relets:

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

Gas Safety:

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

Responsive Repairs:

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

7.2.3 Affordable Homes Delivery

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

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

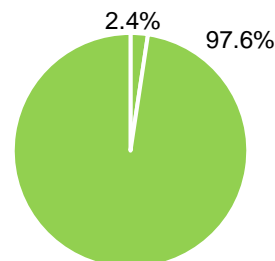
Estimated 50 affordable homes expected to complete Q2.

7.3 Service Plans – Progress Status

7.3.1 Summary Table and Pie Chart

Q1 Progress on Housing Services Service Plans 2023/26

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



7.3.2 Summary comment on the service plans

Comment: No comment.

7.4 Internal Audit Actions Progress Status

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

7.5 Complaints Statistics

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

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

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

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

7.5.3 Summary Comment on the statistics

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

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

7.6 Finance Position at the end of the quarter

7.6.1 Housing Services General Fund Account Table

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

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

HRA – Core Capital

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

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

New Build/Stock Remodelling

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

7.6.2 Summary Comment on revenue position at the quarter end

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

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

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

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

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

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

8.1 Key Successes & Lessons Learnt, Areas of Concerns

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

Work completed in Q1 23/24 included:

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

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

Susan Sale, Executive Head of Legal and Democratic Services

8.2 Key Performance Indicators Status

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

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

8.2.2 Comment:

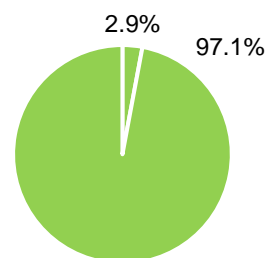
The compliance rate for responding to FOI requests dropped a little in Q1 due to a lack of resource and resilience in staffing this function. A growth bid for additional resources is currently being proposed and is likely to come before the Executive in due course for their consideration.

8.3 Service Plans – Progress Status

8.3.1 Summary Table and Pie Chart

Q1 Progress on Legal & Democratic Service Plans 2023/26

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



8.3.2 Comment:

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

8.4 Internal Audit Actions Progress Status

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

8.5 Complaints Statistics

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

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

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

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

8.5.3 Summary Comment on the complaints statistics

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

8.6 Finance Position at the end of the quarter

8.6.1 Legal and Democratic Service General Fund Account Table

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

8.6.2 Summary Comment

The budget position is favourable.

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

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

9.1 Key Successes & Lessons Learnt, Areas of Concerns

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

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

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

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

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

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

Robin Taylor

Executive Head of Organisational Development

9.2 Key Performance Indicators Status

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

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

9.2.2 Comment:

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

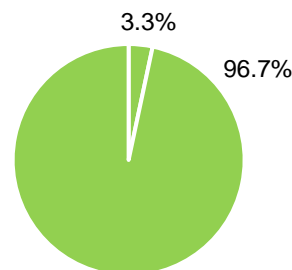
Total staff sickness absence (OD2) remains more than 5% off target but has decreased slightly since the previous quarter. Waverley continues to compare favourably within the County (where ranges for this figure range from 5.8 to 13.5) although not all authorities returned benchmarking data for this quarter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

9.3 Service Plans – Progress Status

9.3.1 Summary Table and Pie Chart

Q1 Progress on Organisational Development Service Plans 2023/26

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



9.3.2 Summary Comment on the service plans

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

9.4 Internal Audit Actions Progress Status

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

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

NB: this action has subsequently been completed.

9.5 Complaints Statistics

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

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

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

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

9.5.3 Summary Comment on the complaints statistics

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

9.6 Finance Position at the end of the quarter

9.6.1 Organisational Development General Fund Account Table

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

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

Climate Change	358	358	-
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9.6.2 Summary Comment

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

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

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

10.1 Key Successes & Lessons Learnt, Areas of Concerns

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

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

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

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

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

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

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

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

Economic Development

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

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

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

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

Corporate projects

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

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

Housing delivery

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

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

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

Abi Lewis, Executive Head of Regeneration and Planning Policy

10.2 Key Performance Indicators Status

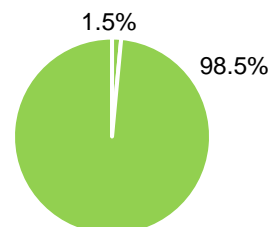
RP1 – Actual number of dwellings commenced and RP2 – Actual number of dwellings completed will be reported on an annual basis.

10.3 Service Plans – Progress Status

10.3.1 Summary Table and Pie Chart

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

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



10.3.2 Summary comment on the service plans

All actions remain on track at present.

10.4 Internal Audit Actions Progress Status

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

10.5 Complaints Statistics

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

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

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

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

10.5.3 Summary Comment on the statistics

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

10.6 Finance Position at the end of the quarter

10.6.1 Regeneration & Planning Policy General Fund Account Table

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

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

10.6.2 Regeneration & Planning Policy Capital

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

10.6.3 Summary Comment on revenue position at the quarter end

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

10.6.4 Summary Comment on capital position at the quarter end

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

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

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

11.1 Key Successes & Lessons Learnt, Areas of Concerns

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

Leisure

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

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

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

Parking

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

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

Building Control & Street naming

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

Waverley Training Services (WTS)

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

Arts & Culture

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

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

Kelvin Mills, Executive Head of Commercial Services

11.2 Key Performance Indicators Status

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

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

11.2.2 Comment:

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

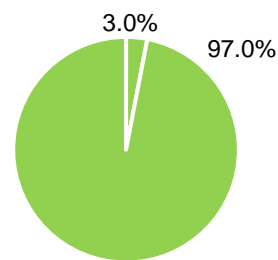
Building Control is still ahead of its annual target although slightly below the quarterly performance expectation.

11.3 Service Plans – Progress Status

11.3.1 Summary Table and Pie Chart

Q1 Progress on Commercial Services Service Plans 2023/26

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



11.3.2 Summary comment on the service plans

All service plans are complete or on target.

11.4 Internal Audit Actions Progress Status

Comment:

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

11.5 Complaints Statistics

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

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

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

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

11.5.3 Summary Comment on the statistics

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

11.6 Finance Position at the end of the quarter

11.6.1 Service’s General Fund Account Table

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

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

Capital Commercial

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

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

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

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

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

12.1 Key Successes & Lessons Learnt, Areas of Concerns

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

Community Challenges

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

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

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

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

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

Community Safety and Safeguarding

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

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

Refugee Resettlement

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

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

Samantha Hutchison – Executive Head for Communities

12.2 Key Performance Indicators Status

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

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

12.2.2 Comment:

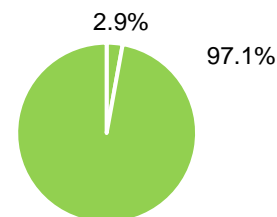
The total Careline customers for this quarter are 1500 and reflects the normal fluctuations we have with customer take up. The issues around equipment supply also impact this number.

12.3 Service Plans – Progress Status

12.3.1 Summary Table and Pie Chart

Q1 Progress on Organisational Development Service Plans 2023/26

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



12.3.2 Summary comment on the service plans

All service plans are complete or on target.

12.4 Internal Audit Actions Progress Status

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

12.5 Complaints Statistics

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

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

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

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

12.5.3 Summary Comment on the statistics

No complaints were received this quarter.

12.6 Finance Position at the end of the quarter

12.6.1 Community Service's General Fund Account Table

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

Capital Community Services

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

12.6.2 Summary Comment on revenue position at the quarter end

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

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

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

13.1 Key Successes & Lessons Learnt, Areas of Concerns

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

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

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

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

Greenspaces –

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

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

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

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

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

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

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

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

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

Chris Wheeler, Executive Head of Environmental Services

13.2 Key Performance Indicators Status

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

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

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

13.2.2 Comment:

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

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

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

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

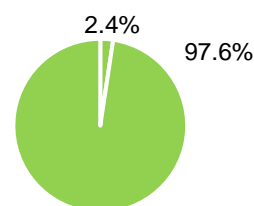
In addition to the above, Biffa reported significant vehicle breakdown issues in June, exacerbated by parts availability that led to additional service disruption In June. Appropriate steps have been taken by Biffa, including a temporary increase in spare vehicle cover, to minimise the risk of repeats.

13.3 Service Plans – Progress Status

13.3.1 Summary Table and Pie Chart

Q1 Progress on Environmental Services Service Plans 2023/26

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



13.3.2 Comment:

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

13.4 Internal Audit Actions Progress Status

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

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

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

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

13.5 Complaints Statistics

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

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

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

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

13.5.3 Summary Comment on the statistics

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

13.6 Finance Position at the end of the quarter

13.6.1 Environmental Services General Fund Account Table

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

Capital

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

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

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

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

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

14.1 Key Successes & Lessons Learnt, Areas of Concerns

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

Development Management

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

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

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

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

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

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

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

Claire Upton-Brown, Executive Head of Planning Development

14.2 Key Performance Indicators Status

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

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

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

14.2.2 Comment:

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

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

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

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

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

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

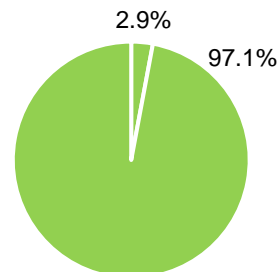
P4 -Enforcement - Various factors around resourcing issues have affected the performance in this quarter, however in July we have already seen an improvement in performance to 100%.

14.3 Service Plans – Progress Status

14.3.1 Summary Table and Pie Chart

Q1 Progress on Planning Development Service Plans 2023/26

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



14.3.2 Comment:

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

14.4 Internal Audit Actions Progress Status

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

14.5 Complaints Statistics

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

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

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

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

14.5.3 Summary Comment on the statistics

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

14.6 Finance Position at the end of the quarter

14.6.1 Planning Development General Fund Account Table

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

14.6.2 Summary Comment on General Fund position at the quarter end

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

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

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

15.1 Key Successes & Lessons Learnt, Areas of Concerns

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

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

Environmental Health Food and Safety Team Q1

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

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

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

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

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

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

Environmental Protection Team

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

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

The Environmental Protection Team have also dealt with :

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

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

Ongoing cases.

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

Private Sector Housing

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

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

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

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

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

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

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

Licensing

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

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

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

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

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

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

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

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

Environmental Enforcement

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

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

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

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

Emergency Planning:

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

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

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

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

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

Richard Homewood, Executive Head of Regulatory Services

15.2 Key Performance Indicators Status

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

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

15.2.2 Comment:

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

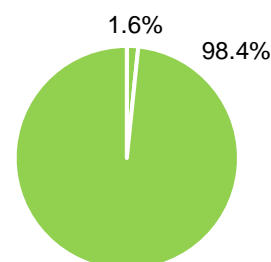
R2, R3 – As food inspections get back on track (100% for the fourth quarter in a row) standards in food businesses are starting to improve and the number of food businesses with a score of 3 or over continues to rise.

15.3 Service Plans – Progress Status

15.3.1 Summary Table and Pie Chart

Q1 Progress on Regulatory Services Service Plans 2023/26

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



15.3.2 Comment:

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

15.4 Internal Audit Actions Progress Status

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

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

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

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

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

15.5.3 Summary Comment on the statistics

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

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

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

Capital Regulatory Services

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

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

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