



Corporate

Performance Report

Q2 2023/24

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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.

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 32
- [Regeneration and Planning Policy](#) – page 35
(Corporate capital projects and housing delivery)

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

- [Regeneration and Planning Policy](#) – page 35
(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 – Q2 2023/24

3.1.1 Q2 2023/24 Chief Executive’s summary:

This is the Q2 performance report covering July to September 2023.

Each chapter provides detail and commentary on how Waverley Borough Council services have performed. As they illustrate, speed in determining Planning applications – which had been a concern since a decline in 2021 – has recovered and the Department for Levelling Up, Housing and Communities has written to the Council to confirm that it is not minded to intervene.

Other notable events of this quarter were:

- Winning a national Local Authority Building Control ‘excellence award’.
- A Green Flag award for Badshot Lea Pond and Orchard, in addition to the other ten parks and open spaces that have been recognised in this way.
- Cranleigh businesses voting in favour of the planned Cranleigh Business Improvement District.
- The Mayor’s charity gala concert raising funds for The Meath Epilepsy Charity and Skillway.

Tom Horwood, Chief Executive

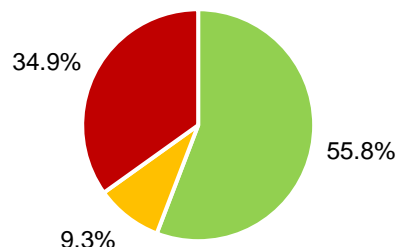
3.2 Summary of All Corporate Key Performance Indicators per status

3.2.1 Table with Q2 2023/24 Summary of all corporate indicators with assigned targets

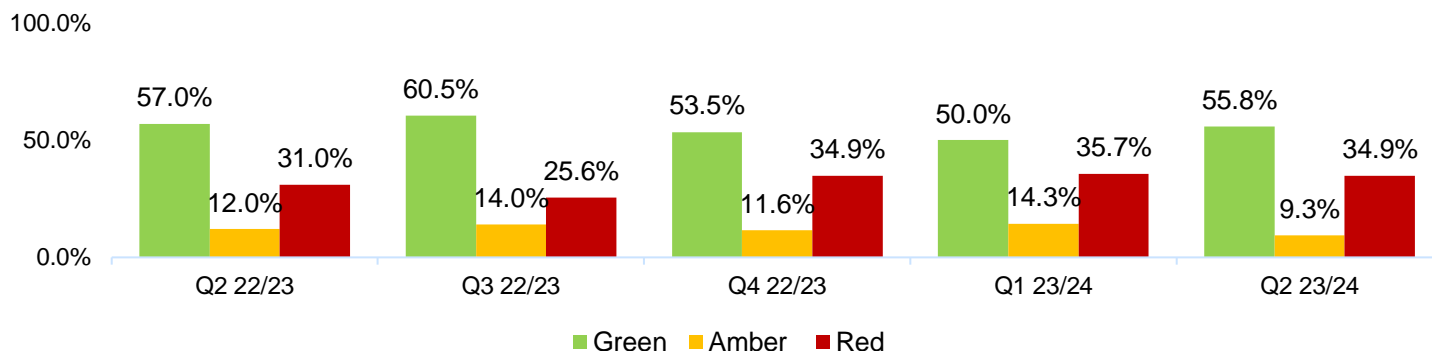
All Corporate KPIs

Total	100%	43
Green on target	55.8%	24
Amber - less than 5% off target	9.3%	4
Red - over 5% off target	34.9%	15

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



Performance indicators - % per status Q2 2022/23 to Q2 2023/24



3.2.2 Comment:

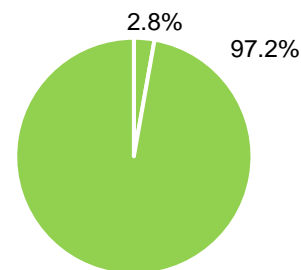
Further service specific details can be found in the individual service dashboards.

3.3 Summary of Service Plans Progress Status

3.3.1 Table with the overall Q2 2023/24 Service Plans Progress Status

Q2 update on progress of all Service Plan actions 2023/26

Total	100%	502
Completed	7.2%	36
On track	92.8%	466
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, 92.8% of actions were on track and 7.2% had been completed.

3.4 Summary of All Internal Audit Recommendations

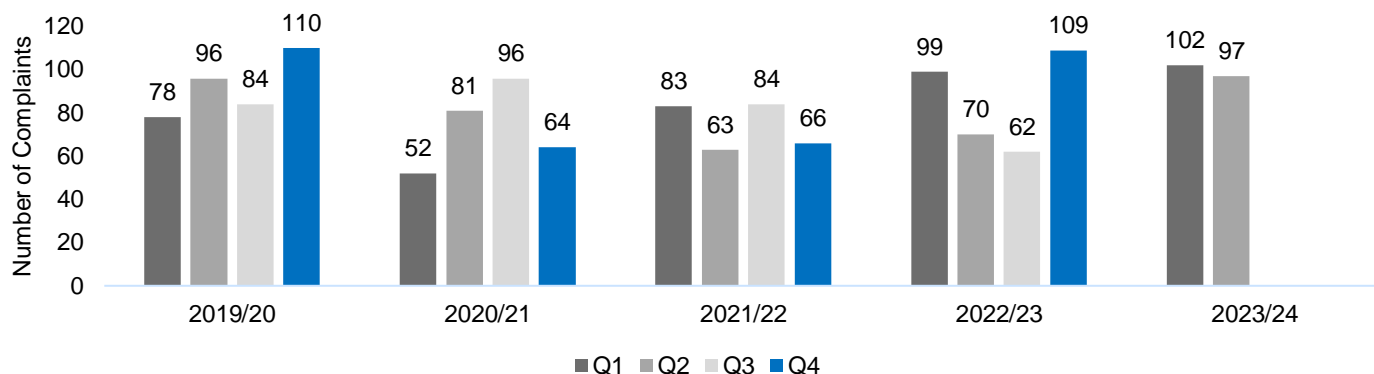
3.4.1 Comment:

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 11 September 2023)

3.5 Summary of All Complaints – Q2 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	97			
Level 1 Total	67	32	47.8%	95%
Level 2 Total	30	26	86.7%	95%
Ombudsman Total	0		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:

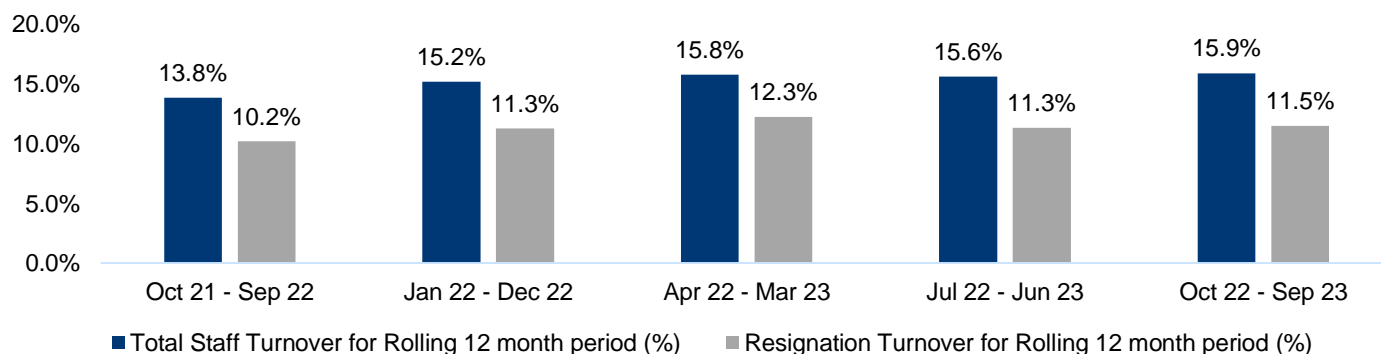
Further details of service specific performance can be found under individual dashboards, with the information on corporate complaints indicators performance included in the Communications and Customer Service Dashboard.

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) Q2 22/23 - Q2 23/24

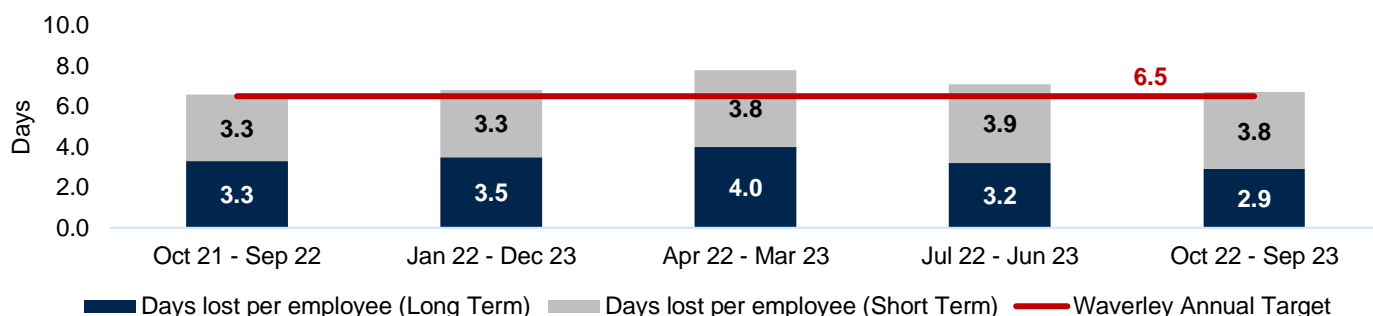


Comment: The overall turnover figure and resignation turnover for the rolling period to October 2022 to September 2023 continues to remain higher than the comparable position of 12 months ago. Local authorities across the board are seeing a general increase in staff turnover as in certain areas as pools of suitable candidates are very low and it is a very candidate driven market creating opportunities for staff to move on. In certain areas, such as Finance staff are being targeted fairly aggressively by head-hunters to prise them from one organisation to another and challenging areas such as Planning continue nationally and locally. We have a challenging situation as we manage our way through the collaboration with Guildford which creates more instability and makes us more vulnerable to staff movements as they may look to seek stability in other organisations. This is compounded by a cross societal change post Covid of employees looking at and considering other working options and mobility increases not just within professions but also career changes. We have recently restarted the Waverley Wellbeing Group and are now actively working on different interventions to improve team cohesion and a feeling of belonging at Waverley as well as encouraging Managers to hold regular team meeting and training events.

Jon Formby HR Manager

3.6.2 Absence Data

Absence Data Rolling 12 months (Q2 22/23 - Q2 23/24)



Comment: Overall sickness levels in this most recent quarter have reduced, primarily due to the resolution of some longer-term sickness cases. Short term sickness levels continue to be higher than they were in the rolling period 12 months ago and remain a concern. There are a number of factors behind these figures which continue to create a challenging situation, such as a recent increase in Covid cases, which is likely to develop further in the Winter months. This was seen nationally due to a new variant. We are also currently looking at how we can change the focus of the fit to work policy towards a more supportive document, in terms of language and practice and then how we can skill up the managers to be more supportive and preventative in terms of their approach to absence. We have also stressed the importance to the Managers Group that it important to report in a timely fashion to Human Resource any potential absence cases so we can bring forward interventions such as support for mental health or Occupational health Assessments at the earliest opportunity to reduce absence length and allow us to bring forward earlier, plans for staged return to work processes.

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 Q2 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 but overall is currently being contained.

The finance summary table below shows an overall favourable variance for the first quarter of £234k, on General Fund revenue, the biggest single item being increased treasury deposit interest received due to increases in the bank base rate.

The HRA outturn is a net £65k favourable, with an under achievement of rent income due to an increase in void levels above the assumed 1%. This reduced void performance impacts both income and costs negatively. Similarly to the General Fund, treasury deposit interest income above the level anticipated is supporting the HRA.

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.

Richard Bates, Interim 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 higher than anticipated inflation on costs experienced in year have been contained within the net revenue account budget. There are some signs that income is struggling in many areas and expected recovery from Covid-19 is slowing which may carry into future years. The offset of these issues is partially due to the improved position of treasury investment income with higher than expected interest rates however is also anticipated to continue.

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 have been reviewed mid-year and will be travelling through the committee process.

Richard Bates, Interim 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	3,712	3,664	-48	Favourable	-1%
Income	-4,715	-4,727	-12	Favourable	0%
Assets & Property Total	-1,003	-1,063	-60	Favourable	6%
Commercial Services					
Expenditure	7,395	7,204	-192	Favourable	-3%

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Income	-10,716	-10,147	569	Adverse	-5%
Commercial Services Total	-3,321	-2,943	377	Adverse	-11%
Communication & Customer Services					
Expenditure	4,132	4,126	-6	Favourable	0%
Income	-3,766	-3,766	0	Adverse	0%
Communication & Customer Services Total	366	359	-6	Favourable	-2%
Community Services					
Expenditure	2,536	2,527	-9	Favourable	0%
Income	-1,328	-1,276	52	Adverse	-4%
Community Services Total	1,208	1,251	43	Adverse	4%
Environmental Services					
Expenditure	11,853	11,801	-52	Favourable	0%
Income	-4,168	-4,088	80	Adverse	-2%
Environmental Services Total	7,686	7,713	28	Adverse	0%
Finance					
Expenditure	25,854	26,116	262	Adverse	1%
Income	-24,878	-26,017	-1,139	Favourable	5%
Finance Total	976	99	-877	Favourable	-90%
General Fund Housing					
Expenditure	2,407	2,389	-18	Favourable	-1%
Income	-2,103	-2,103	0	Adverse	0%
General Fund Housing Total	304	286	-18	Favourable	-6%
Joint Management					
Expenditure	2,315	2,331	16	Adverse	1%
Income	-2,311	-2,311	0	Adverse	0%
Joint Management Total	4	20	16	Adverse	449%
Legal & Democratic Services					
Expenditure	4,072	4,035	-37	Favourable	-1%
Income	-2,406	-2,406	-	Adverse	0%
Legal & Democratic Services Total	1,666	1,629	-37	Favourable	-2%
Organisational Development					
Expenditure	5,117	4,948	-168	Favourable	-3%
Income	-2,327	-2,327	0	Adverse	0%
Organisational Development Total	2,790	2,622	-168	Favourable	-6%
Planning Development					
Expenditure	6,492	6,559	67	Adverse	1%
Income	-4,129	-3,938	191	Adverse	-5%
Planning Development Total	2,362	2,621	258	Adverse	11%

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Regeneration & Planning Policy					
Expenditure	2,656	2,638	-19	Favourable	-1%
Income	-1,478	-1,478	0	Adverse	0%
Regeneration & Planning Policy total	1,178	1,160	-19	Favourable	-2%
Regulatory Services					
Expenditure	4,041	3,968	-73	Favourable	-2%
Income	-3,202	-3,138	64	Adverse	-2%
Regulatory Services Total	840	831	-9	Favourable	-1%
GF Funding					
Expenditure	2,230	2,468	238	Adverse	11%
Income	-17,287	-17,287	0	Adverse	0%
GF Funding Total	-15,056	-14,819	238	Adverse	-2%
Grand Total	-2	-235	-234	Favourable	

Capital

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'000	Sum of Carry forward £'000
Capital Assets & Property				
Assets	7,646	3,173	-	-4,473
Capital Communication & Customer Services				
Communication and Customer Services	447	447	-	-
Capital Commercial Services				
Commercial Services	2,034	2,034	-	-
Capital Community Services				
Community Services	905	905	-	-
Capital Environmental Services				
Environmental Services	2,380	1,995	-41	-344
Capital Finance Services				
Finance	168	168	-	-
Capital Organisational Development				
Organisational Development	537	468	-68	-
Capital Regeneration & Planning Policy				
Regeneration and Planning Policy	605	601	-4	-
Capital Regulatory Services				
Regulatory Services	65	65	-	-
Grand Total	14,792	9,860	-114	-4,817

HRA summary - Revenue

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Housing Services					
Expenditure	30,184	30,399	215	Adverse	1%
Income	-37,300	-37,479	-179	Favourable	0%
Housing Services Total	-7,116	-7,080	36	Adverse	-1%
HRA funding					
Expenditure	12,261	12,222	-38	Favourable	0%
Income	-5,136	-5,136	-	Adverse	0%
HRA funding Total	7,125	7,086	-38	Favourable	-1%
Regeneration and Planning Policy					
Expenditure	456	394	-62	Favourable	-14%
Income	-465	-465	-	Adverse	0%
Regeneration and Planning Policy Total	-9	-71	-62	Favourable	670%
Grand Total	0	-65	-65	Favourable	

HRA – Core Capital

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'000	Sum of Carry forward £'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	3,716	3,504	-212	-
Roofing & Associated works	1,230	980	-250	-
St James Court	140	140	-	-
Structural & Damp works	247	247	-	-
Windows & Doors	450	45		
Grand Total	8,925	8,463	-462	-

New Build/Stock Remodelling

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'000	Sum of Carry forward £'000
Chiddingfold schemes	7,525	2,900	-	-4,625
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	400	-	-419
Borough Wide Refurbishment	339	339	-	-
Catteshall Lane	2,845	700	-	-2,145
Grand Total	18,753	11,563	-	7,190

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 – Q2 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 2 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 Governments 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. Acquisition completed for HRA colleagues.

Leases

- Citizens Advice Guildford – new lease granted 1 June 23 for 36 Bridge St, Godalming and Montrose House, Farnham (extended to whole building) completed.

- 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) with legal.
- 3 Langham Park Godalming – current tenant surrendered first floor office but retained ground floor from 1 August 2023 on a 10 year term at Market rent and in solicitors hands. First floor office has been marketed and is also under offer.
- 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 (Meadrow Farncombe), lease Scouts Haslemere, Haslemere Youth Hub temporary licence,
- Broadwater Golf Club settlement completed.

Easements

- Temporary access licence capital receipts of £24,000
- Further easements are under negotiation throughout the borough but mainly in Alfold and Cranleigh areas

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 Q4
- Weydown Road – enabling project. Haslemere Hub relocation and upgrade of car park
- 69 High Street – proposal for mixed use scheme of much needed affordable housing on Godalming high street with retail frontage. Project progressing AFL due to be signed. Design consultation with retailer progressing well. Project, QS and Planning support tendered and instructed
- Wey Court East –AFL signed. Contractor on site September 23 Expected completion date of May 24.
- UCA projects to be progressed
- Broadwater Project
- Wey Hill – in negotiations with Scouts and Homewoods to regulate lease terms to allow for development

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 completed
- SANG land negotiations at Farnham Park
- Rent reviews on trading estates progressing.
- Terrier Audit
- Insurance valuations
- Asset valuations progressing
- Leisure Centre Operating contract – property support

- Dilapidation claim The Edge

Engineers

In Quarter 2 of this year work has progressed as usual, our main work-streams including:

- Working with the Environmental Services Team progress is being made in undertaking this year's maintenance programme. Work is being undertaken on the specification of the Lower Hart car park tree root protection, also resurfacing to Central Car Park, Farnham and Croft Road, Godalming are being undertaken this month.
- Working with the Parks and Countryside Team on pavilion improvement works and maintenance, with Broadwater Park Pavilion refurbishment the main project and is progressing well, and further works are being tendered for external improvements.
- The Engineers have also carried out surveys and prepared tenders for drainage and car park / footpath for the Parks team on their Car Parks, with most of these works completed.
- 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. Have ordered 4 cars on a Lease for 2 years

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

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

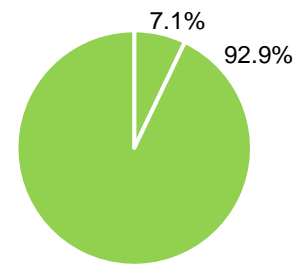
There are currently no Performance Indicators for Assets and Property.

4.3 Service Plans – Progress Status

4.3.1 Summary Table and Pie Chart

Q2 Progress on Assets & Property Service Plans 2023/26

Total	100%	28
Completed	7.1%	2
On track	92.9%	26
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 Q2.

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

4.5.3 Summary Comment on the statistics

No complaints were received this quarter.

4.6 Finance Position at the end of the quarter

4.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/Favourable	% Variance
Assets and Property					

Expenditure	3,712	3,664	-48	Favourable	-1%
Income	-4,715	-4,727	-12	Favourable	0%
Assets and Property Total	-1,003	-1,063	-60	Favourable	6%

Capital Assets and Property

	Approved Budget	Forecast Outturn	Sum of Carry forward
	£'000	£'000	£'000
Assets	7,646	3,173	-4,473

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 – Q2 2023-24

Following the successful appointment of our previous apprentice to a role within the team, we are pleased to be able to welcome our new apprentice to the ICT service desk. We appreciate the opportunity to have apprentices within the service and to be able to “grow our own” talent within the team. We also successfully recruited to a new assistant communications and social media officer and are looking forward to welcoming them shortly.

Work has also been ongoing to continue to move our online forms to our CRM system, improving the customer experience but also providing valuable insight into customer online interactions with us, that can help shape our digital offering in the future. We have also held two workshops this quarter for staff to support with writing for the web in an accessible way that were well attended, and internal comms have also started to raise awareness of the new Web content accessibility guidelines that we are expecting next year.

Complaints

This quarter there has unfortunately been a drop in response times to complaints. This is mainly due to work pressures within the services. We have worked closely with the service with the lowest response rate to reconfirm and support them with the process for complaints, so we expect to see a change in these stats next quarter. Corporately we continue to work with all services to help improve

response times. Training has now begun for complaints administrators to help support them in using the system and the complaints process, for some this is refresher training, for others they are new to the role of complaints administrators. We will also be attending the next managers group to provide an update on complaints and reshare the complaints process. The changes that were made to the website and online form for customers to log a complaint are also seeing benefits with less service requests accidentally being logged via this route. This means that customers are getting to the right support faster.

We have also received a consultation from the LGSCO regarding changes to their guidance on managing and responding to complaints that we will be required to adhere to. We are currently reviewing the proposed changes and will be responding to the consultation in Q3.

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		Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Target
CC1a	The number of complaints received - Level 1 (data only)	No.	47	32	64	76	67	Data only
CC1b	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	80.9%	87.5%	56.3%	59.2%	47.8%	95%
CC2a	The number of complaints received - Level 2 (data only)	No.	31	24	39	25	30	Data only
CC2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	100%	96%	95%	100%	86.7%	95%
CC4a	Average time taken to respond to Media Enquiries within the 48h target (excluding weekends and Bank Holidays.)	Hours	16.33	6.81	10.24	5.29	3.25	48 hours
CC4b	Total Number of Media Enquiries received in a quarter.	No.	35	29	43	43	52	Data only
CC4c	Average time taken to respond to social media posts within the 24h target (excluding weekends and Bank Holidays.)	Hours	19.5	7	49 minutes	3.55	14.2	24 hours
CC4d	Total number of social media posts received in a quarter.	No.	1010	868	911	925	1105	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	32,816	28,371	33,416	35,525	34,442	Data only

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

5.2.2 Comment:

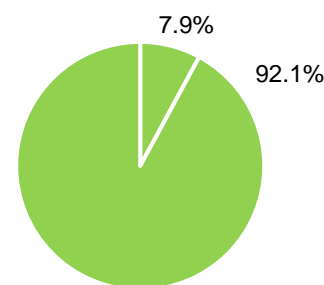
The majority of KPIs are positive however the complaints response times are not at the level they should be. Individual services will provide detail regarding the performance of complaints and reasons for delays in their service dashboards, however corporately we continue to take steps to improve and 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

Q2 Progress on Communication & Customer Service Service Plans 2023/26

Total	100%	38
Completed	7.9%	3
On track	92.1%	35
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 Q2.

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

5.5.3 Summary Comment on the statistics

No complaints were received this quarter.

5.6 Finance Position at the end of the quarter

5.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
Communications and Customer Services					
Expenditure	4,132	4,126	6	Favourable	0%
Income	-3,766	-3,766	-	Adverse	0%

Communication and Customer Services Total	366	359	6	Favourable	-2%
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Capital Communications and Customer Services

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
IT	447	447	-

5.6.2 Summary Comment

There is no forecast variance for this area.

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 – Q2 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 are performing to usual timetables and are awaiting the 2022/23 financial statements audit to begin in the Autumn.

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	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Target
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F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	56.5%	84.1%	97.7%	29.1%	55.3%	49.5%
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	49.8%	77.7%	96.6%	27.3%	50.2%	49.5%
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	96.7%	96.4%	95.7%	94.5%	92.5%	98%
F4	Time taken to process Housing Benefit new claims (lower outturn is better)	Days	10	11	11	11	10	Data only
F5	Time taken to process Housing Benefit change events (lower outturn is better)	Days	6	5	3	4	3	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.

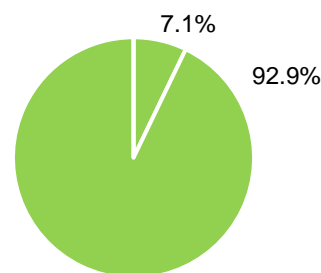
F3 off target mostly due to a significant volume of invoices for agency staff in planning that were delayed in payment following a change of officers in planning responsible for reviewing these invoices and has now been resolved.

6.3 Service Plans 2022/23

6.3.1 Summary Table and Pie Chart

Q2 Progress on Finance Service Plans 2023/26

Total	100%	28
Completed	7.1%	2
On track	92.9%	26
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 Q2 the following Internal Audit Actions were outstanding for this service area:

IA23/10.005 Debt Recovery Policy and Procedure

IA23/10.006 Procedure Documents

IA23/10.007 System Access

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 11 September 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		Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 Oct 2022	0	1	5	3	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number		0	1	5	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	100%	100%	0%	95%

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

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

6.5.3 Summary Comment on the statistics

We have a number of challenging people that are going through all levels of complaints, mainly about the reason why they do not need to pay Council Tax. The responses needed take a long time to prepare and often a coordinated response which other services, such as legal. We do our best to get responses out as soon as we can but will look to improve this.

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	25,854	26,116	262	Adverse	1%
Income	-24,878	-26,017	-1,139	Favourable	5%
Finance Total	976	99	-877	Favourable	-90%

Capital Finance

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Finance	168	168	-

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 September 2023.

Year	Average External Daily Investment	Average days invested in year	Annual interest receipts (ext)	Ext. Budget (excl.£170k HRA)	Rate of return%	Bank base rate
14/15	£57m	79	£374,229	£330,000	0.65%	0.50%
15/16	£60m	93	£473,981	£330,000	0.77%	0.50%
16/17	£66m	93	£489,461	£430,000	0.73%	0.25%
17/18	£68m	92	£448,907	£285,000	0.65%	0.50%
18/19	£70m	117	£667,617	£463,146	0.92%	0.75%
19/20	£77m	177	£906,000	£630,000	1.12%	0.10%
20/21	£77.5m	156	£660,137	£630,000	0.86%	0.10%
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	£88m	138	£3.39m forecast	£1.83m	3.45%	5.25%
For comparison shown below are the key stats for 22/23 as at September 2022.						
22/23	£79m	134	£1.408k forecast	£390,000	1.11%	1.75%

The Treasury Management Strategy contains several Treasury Management Parameters (TMPs) that set out the framework with for all treasury management investments and are reported on quarterly by exception as required by the Treasury Management Code of Practice. There are no exceptions to report, and all investment activity is within the parameters approved by Council in February 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 – Q2 2023/24

Landlord Services

Over the summer the Teams continued to focus on priorities to address and improve compliance, damp and mould and responsive repairs services.

Following a period of vacancies and employment of interim staff the Compliance Team is now fully staffed, including a Compliance Manager, Compliance Gas and Electrical Safety Officer and Mechanical and Electrical Manager. The new postholders have made a positive start.

The Asset Team successfully recruited to new posts: a Land Officer and Assistant Housing Asset Data Analyst. These officers will ensure the service maintains robust accurate records on housing property and land.

The Property Services Team have worked on an Aids and Adaptations review, following the Housing Ombudsman's finding of maladministration due to extensive delays in a particular case. A comprehensive action plan has been developed to assess the performance and identify areas of improvement within the service, which was presented to the Landlord Service Advisory Board – Executive Working Group in October.

Progress was made on procurement projects for the Asset Management IT system, fire equipment servicing, aids and adaptations works and buy back of former council properties.

During the quarter the Fire Safety Policy and the Damp and Mould Policy were approved providing clear guidance on the responsibilities and aims of the Landlord Service to ensure tenants are safe in their homes.

The Service Improvement Team shared reflections and learning following the summer housing conferences at the July Landlord Services Advisory Board. The Team also worked with the Board to provide feedback to the Regulator of Social Housing proposed consumer standards consultation.

Partnership working has been the focus for the Housing Management Team. Close working with the Police and other agencies has led to the successful resolution and closure of some longer term cases. The Team also prioritises vulnerable tenants to help sustain their tenancies and address issues such as hoarding and exploitation. The Resettlement Team are working with refugees in council homes, providing practical advice and assistance to support integration.

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*.
- The Team has focused on securing lower rents at planning stage, meeting the new definition of Locally Affordable Homes set out in the Strategy. Social rents and lower affordable rents are much needed in Waverley in the context of very high house prices and a national cost-of-living crisis. Officers have successfully negotiated social rents (the lowest rents of all, equivalent to around 55% of market rent) and secured in s.106 agreements.
- Twenty seven affordable homes were completed by the Council's affordable housing partners, A2 Dominion, Aster, Metropolitan Thames Valley Housing, Southern and VIVID. A further 17 homes with Legal and General affordable homes at Woodside Park, Catteshall Lane, have been built and are awaiting planning conditions signoff before they can be occupied. Works

started on site on 3 affordable homes at Sturt Farm in Haslemere. Planning permission was granted for 119 affordable homes, including 33 of the 65 affordable homes at Hurst Farm, Milford, to be provided at social rents.

- The Team supported the Planning Policy team on the new evidence base for the forthcoming Local Plan update, contributing to the consultant's brief for the Housing and Economic Development Needs Assessment (HEDNA). A financial contribution will be made from Housing towards this important piece of work, which will become our latest evidence of affordable housing need.
- Officers worked closely with the Rural Housing Enabler to support Parish Councils with affordable housing, including obtaining advice from national rural networks on Designated Rural Areas, to support a Parish Council interested in applying for additional designations to stop rural affordable homes being lost to the Right to Buy. Discussions on affordable housing need continued with Wonerish Parish Council, which is considering a housing needs survey.
- Officers worked with the Community Safety team to address anti-social behaviour on a new housing association development.
- '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 Housing Strategy & Enabling Team worked 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.

Homelessness and Housing Options

The Housing Options and HomeChoice Teams continued to prevent homelessness during the summer. There were three households in temporary accommodation at the end of September 2023 compared with 8 in March 2023 which is welcome but homeless demand continues to be high. There were 198 new homeless approaches this quarter compared to 214 last quarter. The team continue to see an increase in caseload year on year. There are currently two vacancies within the team which is impacting caseload and staff wellbeing.

The Homechoice Team has continued to advertise and let social housing tenancies and, along with the Options Team, manage the Council's Housing Register.

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		Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Target
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H1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	3	7	8	2	3	<5
H2	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.9%	1.0%	0.9%	1.0%	1.2%	1%
H3	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	26	31	30	39	39	25
H4	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	99.7%	99.4%	99.3%	99.9%	99%	100%
H5a	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	77%	79%	74%	74%	81%	90%
H5b	Responsive Repairs: Average number of days to complete a repair (lower outturn is better)	Days	20	20	22	27	12	7
H6a	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	68%	61%	64%	62%	68%	78%
H6b	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better) *	%	14.0%	13.0%	22.0%	39.0%	13%	10%
H7	% of tenancy audits completed against scheduled appointments in a quarter.	%	Suspended until April 2023			100%	80%	95%
H8	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	7	9	33	0	119	Data only
H9	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	76	69	99	3	3	Data only
H10	Total Number of affordable homes delivered by the Council and other providers (gross) (Data only - higher outturn is better)	No.	78	58	84	3	27	Data only
H10a	Number of affordable homes delivered other providers (gross) (Data only - higher outturn is better)	No.	78	58	84	3	27	Data only
H10b	Number of affordable homes delivered by the Council (gross) (Data only - higher outturn is better)	No.	0	0	0	0	0	Data only

7.2.2 Comment:

Rents:

The Rents Team have failed to maintain the target for the first time since covid. This is due to a number of complex cases, that are nearing solutions, and the teams aim to avoid evictions. 1,600 tenants are in arrears, with 1,000 owing less than £100 and 25 tenants owing over £2,000. 90% of tenants in arrears are engaged with their Rent Accounts officer and have repayment plans in place. The team also remain under resourced with one staff vacancy and another on long term absence.

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. A Relet Review is underway, with the introduction of dedicated officer for tenancy end and starts to support tenants through the process. The findings of the Relet Review will be presented to the Landlord Services Advisory Board on 30 November 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 the continued improvement in performance. As at the end of September 11 homes were without a valid gas safety certificate, due to issues with access and appointments. Two have since been completed at the start of October. Of the nine remaining the majority are overdue by less than a month and two were due in August.

Responsive Repairs and Voids:

There continues to be challenges with meeting the responsive repairs and voids targets, but the team are working well together and seeing a level of improvement and progress in performance. Consideration is also being given to strengthening the team in terms of contract management. The Housing Operations Manager and Responsive Repairs Contract Manager presented to Landlord Services Advisory Board on 28 September to give an update on progress and plans to improve performance. They advised that they have reviewed their operational management structure to provide more clarity on roles and responsibilities, reviewed the supply chain, recruited seven new operatives and completed a performance review leading to the departure of underperforming operatives. Performance data shared identified:

1. between 1,100 and 1,200 repair jobs per month,
2. the reduction in work in progress as a backlog in jobs is addressed, from 1,280 in April to 668 in August, and
3. an improvement in performance with 100% emergency, 98% urgent and 84% jobs completed in timescale in August, compared to 85%, 63% and 57% in April.

Tenancy Audits:

The audit target was not fully met due to a significant increase in caseload for the Housing Management team in recent months. The team are prioritising their cases by category in order to reduce numbers and have a target through to March.

7.2.3 Affordable Homes Delivery

UNITS	TENURE	SCHEME	PROVIDER	COMPLETED
6	4 X 3 bedroom Shared ownership; 2 X 3 bedroom Affordable rent	Amber Waterside/ Cranleigh Nurseries	A2	25.09.2023
7	4 x 2 bedroom 2 x 3 bedroom Affordable rent; 1 x 3 bedroom	Firethorn Farm, Plough Lane, Ewhurst	Aster	24.08.2023

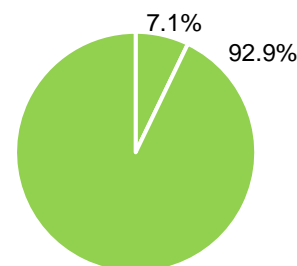
	Shared ownership			
8	8 x 1 bedroom flat Shared ownership	Brightwells, Farnham	Metropolitan Thames Valley Housing	18.08.2023
4	4 x 3 bedroom Shared ownership	Ockford Park Godalming	Southern	27.07.2023
2	2 x 3 bedroom Shared ownership	Waverley Folly/Goslings Place	VIVID	11.08.2023

7.3 Service Plans – Progress Status

7.3.1 Summary Table and Pie Chart

Q2 Progress on Housing Services Service Plans 2023/26

Total	100%	42
Completed	7.1%	3
On track	92.9%	39
Off track - action taken / in hand	0.0%	0
Off track - requires escalation	0.0%	0
Cancelled / Deferred / Transferred	0.0%	0



7.3.2 Summary comment on the service plans

Comment: All service plan actions are completed or on track.

7.4 Internal Audit Actions Progress Status

Comment: At the end of Q2 the following Internal Audit Actions, from the Use and Occupation charges audit, were outstanding for this service area as they were due end of September:

IA23/08.001.1 Training

IA23/08.001.3 Local Policy (due end Oct)

IA23/08.002.1 Tenancy Audits

IA23/08.003.1 Staff Training

IA23/08.004.1 Performance Management

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 11 September 2023). Please note the outstanding actions were completed the first week of October.

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		Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 Oct 2022	23	34	44	32	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number		19	26	26	18	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	82.6%	76.5%	59.1%	56.3%	95%

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

KPI	Description		Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Target
Level 2	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 Oct 2022	0	23	12	14	Data only
Level 2	Number of Level 1 complaints dealt with on time in a quarter	Number		0	22	12	12	Data only
Level 2	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	95.7%	100%	85.7%	95%

7.5.3 Summary Comment on the statistics

Due to an increase in complexity of complaints the Team has had challenges in investigating and responding to tenants within the timescales.

Overall there has been a decrease in complaints however, the level of complaints related to damp and mould has increased, following the tragic death of Awaab Ishak in Rochdale and the national campaign 'Make Things Right' The Executive Head of Housing is reviewing resources to improve capacity to respond to complaints. The Make Things Right campaign has been relaunched this autumn.

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	2,407	2,389	-18	Favourable	-1%
Income	-2,103	-2,103	-	Adverse	0%
General Fund Housing Services Total	304	286	-18	Favourable	-6%

HRA					
	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Housing Services					

Expenditure	30,184	30,399	215	Adverse	1%
Income	-37,300	-37,479	-179	Favourable	0%
Housing Services Total	-7,116	-7,080	36	Adverse	-1%

HRA – Core Capital

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'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	3,716	3,504	-212
Roofing & Associated works	1,230	980	-250
St James Court	140	140	
Structural & Damp works	247	247	
Windows & Doors	450	45	
Grand Total	8,925	8,463	-462

New Build/Stock Remodelling

	Approved Budget £'000	Forecast Outturn £'000	Sum of Carry forward £'000
Chiddingfold schemes	7,525	2,900	-4,625
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	-419
Borough Wide Refurbishment	339	339	-
Catteshall Lane	2,845	700	-2,145
Grand Total	18,753	11,563	-7,190

7.6.2 Summary Comment on revenue position at the quarter end

General Fund income and expenditure has a currently favourable forecast due to staff savings.

HRA shows overall adverse variance due to additional costs due to number and works of voids. However, the HRA including regeneration is overall favourable.

HRA Capital programme shows overall favourable variance from savings in procurement and delays in programme timeframes. The team are looking to increase other programmes to use the forecasted saving.

The New Build budgets were updated following the strategic review on the Housing Revenue Account in 2022/23. Seven million will be carried forward to 2024/5 due to delays in planning, procurement and contract negotiation.

NB Further details can be found in the HRA Business Plan mid-year review.

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 – Q2 2023/24

Work completed in Q2 23/24 included:

- The Democratic Services Manager and Senior Democratic Services Officer (Scrutiny) have started their roles;
- An Interim Senior Governance Officer has returned to the Council to support and energise governance change and constitution projects;
- Systems and processes have been improved to better enable the administration and publication of portfolio holder decisions and delegated decisions made by senior officers;
- Successful delivery of the Cranleigh BID ballot;
- Recruiting a Finance Administrator to support the newly created Financial Control Panel;
- Organising successful fundraising events for the Mayoral charities;
- Continuing to monitor and review the efficiency of the business support provided to the JMT, Leaders and Mayor and write business cases for growth and improvement;
- Executive support assuming responsibility for the administration of key officer meetings, notably CMB and JMT;
- Sealing process now rolled out for officers;
- Exploring the staff sharing opportunities with Guildford in the spirit of Council's collaboration plans;
- Recruited an interim Legal Business Manager to bolster admin support in legal services;
- Working on plans introduce increased resilience re processing of access to information requests

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		Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Target
LD1a	Number of Data Protection Subject Access Requests received.	No.	14	9	12	18	13	Data only
LD1b	Percentage of Data Protection Subject Access Requests responded to within statutory timeframe	%	92.86%	100%	75%	100%	100%	100%
LD2a	Number of Freedom of Information (FOI) and Environmental Information Regulations Requests (EIR) received.	No.	108	110	179	180	179	Data only
LD2b	Percentage of FOI and EIR requests responded to within statutory timescale (target of 95% up to Q4 22/23)	%	72.2%	93.8%	94.8%	89.8%	88.7%	90%
			Target 95%					

8.2.2 Comment:

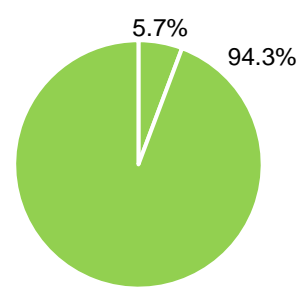
The compliance rate for responding to FOI requests has dropped during both Q1 and Q2 due to a lack of resource and resilience in staffing this function, exacerbated by annual leave and sickness absence. A growth bid for additional resources is currently being proposed and is likely to come before the Executive in November 2023.

8.3 Service Plans – Progress Status

8.3.1 Summary Table and Pie Chart

Q2 Progress on Legal & Democratic Service Plans 2023/26

Total	100%	35
Completed	5.7%	2
On track	94.3%	33
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 Q2 the following Internal Audit Actions were outstanding for this service area:

- IA22/SP/04.003.1 Training
- IA22/SP/04.007.1 Job descriptions
- IA22/SP/04.007.3 Backup cover

For further details please refer to the latest Review of Progress in the implementation of Internal Audit Actions (from the Audit Committee 11 September 2023)

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

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

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

8.5.3 Summary Comment on the complaints statistics

No complaints were received this quarter.

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 as a result of savings on staffing, members allowances and travel costs.

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 – Q2 2023/24

Quarter 2 highlights:

- I was very pleased to appoint Delma Bryant as the Council's new Sustainability Manager;
- Annual review and refresh of the Climate Neutrality Action Plan;
- First Annual Data Management report submitted to Audit and Risk Committee (in line with Information and Data Management Programme);
- Research and development of key workforce development approaches including agile working and gender pay gap action plan;
- 0.5 days reduction per employee in total staff sickness absence (KPI OD2), moving the indicator from red to amber.
- Continuing progress of the Waverley/Guildford Transformation and Collaboration programme work in advance of Executive report scheduled for consideration later this calendar year (recommendations will include the involvement of both authorities' overview and scrutiny functions).

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		Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Target
OD1	Total Staff Turnover for Rolling 12 month period (%) (data only)	%	13.8%	15.2%	15.8%	15.6%	15.9%	Data only
OD2	Total Staff Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	6.6	6.8	7.8	7.1	6.6	6.52
OD2a	Short term Sickness Absence	Days	3.3	3.3	3.8	3.9	3.8	6.52
OD2b	Long term Sickness Absence		3.3	3.5	4.0	3.2	2.9	

9.2.2 Comment:

OD1

The overall turnover figure and resignation turnover for the rolling period to October 2022 to September 2023 continues to remain higher than the comparable position of 12 months ago. Local authorities across the board are seeing a general increase in staff turnover as in certain areas as pools of suitable candidates are very low and it is a very candidate driven market creating opportunities for staff to move on. In certain areas, such as Finance staff are being targeted fairly aggressively by head-hunters to prise them from one organisation to another and challenging areas such as Planning continue nationally and locally. We have a challenging situation as we manage our way through the collaboration with Guildford which creates more instability and makes us more vulnerable to staff movements as they may look to seek stability in other organisations. This is compounded by a cross societal change post Covid of employees looking at and considering other working options and mobility increases not just within professions but also career changes. We have recently restarted the Waverley Wellbeing Group and are now actively working on different

interventions to improve team cohesion and a feeling of belonging at Waverley as well as encouraging Managers to hold regular team meeting and training events.

Benchmarking. 9 of the 11 District Authorities in Surrey shared their staff turnover figures for quarter 2. Of that comparison group, Waverley’s figure of 15.9% compared to a mean average of 14.9% and a modal average of 15.6%.

OD2

Overall sickness levels in this most recent quarter have reduced, primarily due to the resolution of some longer-term sickness cases. Short term sickness levels continue to be higher than they were in the rolling period 12 months ago and remain a concern. There are a number of factors behind these figures which continue to create a challenging situation, such as a recent increase in Covid cases, which is likely to develop further in the Winter months. This was seen nationally due to a new variant. We are also currently looking at how we can change the focus of the fit to work policy towards a more supportive document, in terms of language and practice and then how we can skill up the managers to be more supportive and preventative in terms of their approach to absence. We have also stressed the importance to the Managers Group that it important to report in a timely fashion to Human Resource any potential absence cases so we can bring forward interventions such as support for mental health or Occupational health Assessments at the earliest opportunity to reduce absence length and allow us to bring forward earlier, plans for staged return to work processes.

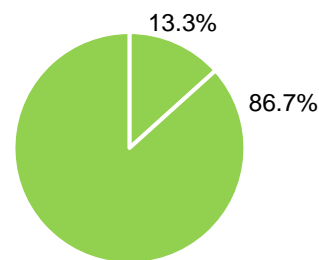
Benchmarking. 9 of the 11 District Authorities in Surrey shared their sickness figures for quarter 2. Of that comparison group, Waverley’s figure of 6.6 days compared to a mean average of 8.2 days and a modal average of 8.2 days.

9.3 Service Plans – Progress Status

9.3.1 Summary Table and Pie Chart

Q2 Progress on Organisational Development Service Plans 2023/26

Total	100%	60
Completed	13.3%	8
On track	86.7%	52
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



9.3.2 Summary Comment on the service plans

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

9.4 Internal Audit Actions Progress Status

Comment: There were no outstanding actions for this service area at the end of Q2.

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		Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 Oct 2022	0	0	1	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number		0	0	1	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	100%	N/A	95%

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

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

9.5.3 Summary Comment on the complaints statistics

One complaint received during Quarter 2 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	5,117	4,948	-168	Favourable	-3%
Income	-2,327	-2,327	0	Adverse	0%
Organisational Development Total	2,790	2,622	-168	Favourable	-6%

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000
Capital Organisational Development			
Organisational Development	537	468	69

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 – Q2 2023/24

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

A paper regarding the scope of the new Local Plan was reported to the Executive and Overview & Scrutiny Committees during September. The Local Plan Executive Working Group has met in Q2 and has been considering the scope of the vision in the new Local Plan.

The tender for appointing consultants to prepare the Housing and Economic Development Needs Assessment is currently open and the Planning Policy team are working to prepare briefs for other evidence base documents.

The Local Plan Officer Working Group has met and considered themes for inclusion in the vision for the new Local Plan and the team are planning to meet with the group within the next few weeks to discuss evidence base documents.

The date for LPP2 Hearings has been confirmed for 7th and 8th November 2023.

The Alfold Neighbourhood Plan has been independently examined and found to be sound subject to some minor changes. The Parish Council are happy with the suggested changes from the Examiner and the Referendum is scheduled for 7 December.

The Cranleigh Neighbourhood Plan has been submitted to the Council for independent examination and an examiner has been appointed. The Elstead and Weyburn Neighbourhood Plan is at examination and a hearing date has been set for Thursday 16 November.

Recruitment activity has been ongoing for a vacant planning technician and planning policy officer roles, as well as a CIL officer post.

Economic Development

The business plans for Farnham and Godalming BIDs were presented at September Overview and Scrutiny Committee, with the Executive subsequently agreeing that WBC vote “yes” in the respective ballots in October 2023. Results of the ballots will be announced on 1st November. Behind the scenes, work is underway to make arrangements to administer the levy collection for Cranleigh BID which was formed earlier this year.

Work has been progressing to finalise the new Economic Development Strategy and action plan, which it is anticipated will be shared with stakeholders for comment before progressing through the Council governance route in Quarter 3.

The team has been working with Guildford Borough Council, Tandridge and SCC to launch the Rural England Prosperity Fund grant programme, which forms part of the UK Shared Prosperity Fund (UKSPF) levelling up monies. This will provide the opportunity for businesses and community groups to bid for capital grants of between £2,500 and £50,000 to support rural development, jobs, growth and community enterprise. In parallel, the 15 projects supported by the Council’s broader UKSPF allocation have funding agreements in place with the Council and are starting to deliver against the outcomes and outputs anticipated – for example the Creative Business Programme, based at The Maltings, will launch in October 2023.

The refreshed Business Waverley website was soft launched in this quarter, featuring an enhanced business directory. Monthly e-newsletters continue to be issued, with articles linking to the website to generate traffic. This includes reports providing information on vacancy rates and footfall in the eight

high streets: [Health of our high streets \(businesswaverley.co.uk\)](http://businesswaverley.co.uk) and promotion of the Council's business support contract with IncuHive.

Corporate projects

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

- Full Council approved the business case and various recommendations for 69 High Street, Godalming, enabling the design work to continue towards submission of a planning application later in the year. The procurement of a multi-disciplinary team to support this work progressed with appointments scheduled in October.
- Wey Court East received unanimous grant of planning permission at Committee, following which the contractor has started on site with early strip-out works initially.
- The new 3G pitch at Woolmer Hill has been completed and is in use with a temporary arrangement for bookings and maintenance works.
- Work is underway with Crest and SCC to understand the timelines for anticipated handover of the car park back to Waverley, and discussions are progressing to consider the options to deliver a wider foot and cycle bridge linked to the development.
- An Outline Business Cases for Fairground Car Park and enabling project for the Youth Hub is being drafted.

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, Godalming Deep Retrofit Pilot: Niblock Building Contractors Limited have begun works which are progressing well and are scheduled for completion in Spring 2024.
- Downhurst Road, Ewhurst: Waverley Building Control have assessed the properties concerned as Dangerous Structures under the Building Act 1984. Disconnections continue ahead of demolition later this year.
- Aarons Hill, Godalming: Extension to Pre-Construction Services Agreement issued, with main works set to commence in November 2023.
- Riverside Court, Farnham: Fowler Building Contractors Ltd commenced on site in September and the two new homes should be completed by mid-January 2024.
- Parkhurst Fields, Churt: Updated costs are being sought for demolition, building works, and consultants fees. Former staff accommodation currently in use under licence, with demolition works anticipated to commence in early 2024 (end of February/ March) so as to implement the planning consent.
- Chiddingfold (5 sites): Contract documents are being prepared for issue to the contractor.

Predevelopment work continues to bring forward other sites for business case approval, and the team is supporting several corporate projects which incorporate housing delivery.

Abi Lewis, Executive Head of Regeneration and Planning Policy

10.2 Key Performance Indicators Status

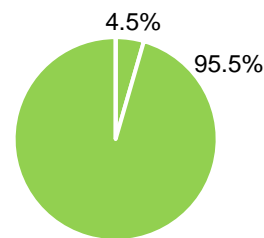
RP1 – Actual number of dwellings commenced and RP2 – Actual number of dwellings completed will be reported on an annual basis.

10.3 Service Plans – Progress Status

10.3.1 Summary Table and Pie Chart

Q2 Progress on Regeneration & Planning Policy Service Plans 2023/26

Total	100%	67
Completed	4.5%	3
On track	95.5%	64
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 Q2 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		Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 Oct 2022	0	0	0	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number		0	0	0	0	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		Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Target
Level 2	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 Oct 2022	0	1	1	2	Data only
Level 2	Number of Level 1 complaints dealt with on time in a quarter	Number		0	1	1	2	Data only
Level 2	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	100%	100%	100%	95%

10.5.3 Summary Comment on the statistics

Two level 2 complaints were received in Quarter 2, both of which related to Planning Policy (specifically Community Infrastructure Levy) and responses 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	2,656	2,638	-19	Favourable	-1%
Income	-1,478	-1,478	-	Adverse	0%
Regeneration & Planning Policy Total	1,178	1,160	-19	Favourable	-2%

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Regeneration & Planning Policy HRA					
Expenditure	456	394	-62	Favourable	-14%
Income	-465	-465	-	Adverse	0%
Regeneration & Planning Policy Total	-9	-71	-62	Favourable	670%

10.6.2 Regeneration & Planning Policy Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Capital Regeneration & Planning Policy			
Regeneration & Planning Policy	605	601	-4

10.6.3 Summary Comment on revenue position at the quarter end

The favourable forecast on general fund Regeneration and Planning Policy mainly relates to a £20k savings within the Economic Development service due to the budget for the EM3 LEP contribution no longer being required. The savings within the HRA relates to forecast vacancy savings within the Development Management team.

10.6.4 Summary Comment on capital position at the quarter end

The £4,000 variance is related to Waggon Yard – it is the balance of funds from previous years that are no longer required following receipt of Surrey Empty Homes funds.

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 – Q2 2023/24

Leisure

Cranleigh leisure centre moved to the next crucial phase of the project, the detailed design stage which will start in the next quarter. Throughout this quarter stakeholder engagement took place with key groups in the area where the timelines, setting and facility mix were explained. Feedback was sought on each of these elements and on how their 'business' could be affected during the build phase and beyond. This is merely the start, further stakeholder engagement which will take place throughout the remainder of the year. All of which will feed into concept designs and ultimately a fixed design. It is at this stage we will be able to test the market, as the construction field has experienced challenges over the last year and prices are fluctuating, we hope that with an increased budget to reflect these challenges that we can deliver this fantastic project.

The Edge has been a more frustrating workstream. Waverley has worked hard with Surrey County Council (SCC) to help find a solution to reopen the Hall. We believe a solution has been found and are working hard to make this happen as quickly as possible. During this period the Leaders of Surrey and Waverley committed to opening the facilities and committed funds to help achieve an interim arrangement whilst Surrey decide the best way forward. Waverley would like to thank Woolmer Hill Sports Association for their work through this period overseeing the operation of the new 3G pitch and ATP2. It was also pleasing to see that SCC were able to grant a license to the Hockey Club to use ATP1 throughout this period ensuring league fixtures and training could continue.

Parking

Usage of car parks have somewhat stalled during this quarter and Waverley is now showing projected figures below pre-covid levels. This usage will help inform discussions around budgeting for the next financial year.

This quarter saw the advertising of a new Car Parking Manager role which will be vital to maintaining standards and growing usage in our car parks. Two long standing employees retired during this period, and we wish them every success in their next chapter. Once the new manager is in place, we will look to re-structure the service as we are now holding three vacant posts which is significant in a team of six.

Brightwells Yard was a focus for the team this quarter with the car park nearing completion. As handover nears it is prudent for Waverley to ensure the 'building' we receive is fit for purpose. To mitigate this risk, we have appointed car park specialists to assist with the hand over process. Brightwells Yard will be Waverley's first multi-storey car park and that brings different management requirements.

Building Control & Street naming

This has been a much busier quarter for the service with application numbers increasing. This has been challenging for the team as we have been one surveyor down. This has meant prioritising of site visits over plan checking; hence we are slightly behind target. We have successfully recruited to the vacant surveyor position and will be back to full strength in the next quarter. Our Addressing Team won two LABC awards this period with the manager winning an individual award. This is a testament to the professionalism of the team.

Waverley Training Services (WTS)

Now we are back to a near full strength tutor team we are confident that performance for learners will improve over the coming months. The newly appointed Teaching and Learning Manager has introduced new efficient ways of working that we are confident will positively impact on achievements.

Arts & Culture

The Memorial Hall is operating well and is achieving the initial targets set and the Borough Hall performance has increased considerably this year adjusting to a venue to hire as opposed to putting on events itself.

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

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		Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	373,127	386,293	439,645	377,587	242,437	Data only
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	No.	2,920	2,390	5,273	3,016	966	Data only
C3	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	92.5%	92.5%	91.4%	77.7%	81.6%	80%
C4	Apprentice overall success rate per quarter (higher outturn is better)	%	75.0%	75.0%	76.1%	64.0%	72.4%	65%
C5	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	70.0%	70.0%	74.6%	56.0%	72.4%	60%
C6	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	18	19	19	19	6	Data only

11.2.2 Comment:

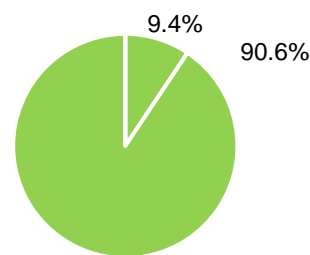
C1 and C2 - These figures, as they stand, cannot be compared to previous quarters as the data collection is not comparable with Places Leisure. Areas that have been identified already include the omission of club usage and any sports hall (group) booking data, and therefore do not provide a true reflection of current usage. We will be working through data collection and reporting with EA to understand their systems and to ensure that all usage is accurately reported moving forwards.

11.3 Service Plans – Progress Status

11.3.1 Summary Table and Pie Chart

Q2 Progress on Commercial Services Service Plans 2023/26

Total	100%	32
Completed	9.4%	3
On track	90.6%	29
Off track - action taken / in hand	0.0%	0
Off track - requires escalation	0.0%	0
Cancelled / Deferred /Transferred	2.6%	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 Q2 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		Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 Oct 2022	0	1	1	3	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 Oct 2022	0	0	1	3	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	0%	N/A	100%	95%

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

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

11.5.3 Summary Comment on the statistics

Complaints received were 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	7,395	7,204	-192	Favourable	-3%
Income	-10,716	-10,147	569	Adverse	-5%
Commercial Services Total	-3,321	-2,943	377	Adverse	-11%

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

Capital Commercial

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Commercial Services	2,034	2,034	-

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

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

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 – Q2 2023/24

Community Challenges

As part of our continued work to support vulnerable people through the cost-of-living crisis in tandem with our voluntary sector partners and town and parish councils, we have helped 460 households through the Household Support Fund. We have allocated £98,000 from the fund to seven community groups and voluntary sector partners who link in with our communities directly.

Funding and staffing pressures continue to affect our statutory and community partnerships, and this is impacting on the delivery of services to our communities. Under our leadership we are progressing well with the collaboration work with statutory agencies to support our communities and have developed a health and wellbeing partnership with a focus on the wider determinants of health within the NHS Integrated Care Partnerships (ICP). We are helping to ensure that the health and wellbeing of our residents is not only determined and perceived through a clinical lens and that wider funding and community experience is utilised in the best way to meet the social and emotional needs of our communities.

Our Careline services continue to be 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. We have 81 users on digital alarm packages and 1485 users with the traditional Tunstall live package. However, we lost 26

users in August as they were telecare only clients who paid one off fees for kit which is now out of warranty. This will be seen in our figures despite there being no monthly charge as they are still counted.

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. To help with this work we are hoping to recruit a corporate safeguarding officer.

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. We are seeing a rise in community triggers amongst our tenants that the Communities and Housing teams work together to resolve.

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. We have 7 families with us currently and are linking in with the Home Office to receive a further 3.

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

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		Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Target
CU1	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	1512	1476	1510	1500	1485	Data only
CU2	Total number of Careline calls per quarter (data only, no target set)	Calls	5359	6334	6219	6059	5864	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:

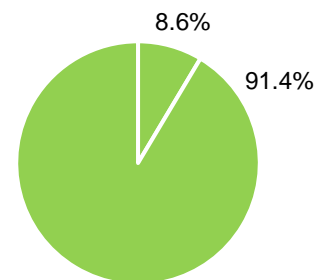
The total Careline customers for this quarter are 1485 and reflects the normal fluctuations we have with customer take up. The issues around equipment supply also impact this number.

12.3 Service Plans – Progress Status

12.3.1 Summary Table and Pie Chart

Q2 Progress on Community Services Service Plans 2023/26

Total	100%	35
Completed	8.6%	3
On track	91.4%	32
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 Q2.

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

12.5.3 Summary Comment on the statistics

No complaints were received this quarter.

12.6 Finance Position at the end of the quarter

12.6.1 Community Service’s General Fund Account Table

General Fund Account

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
Community Services					
Expenditure	2,536	2,527	-9	Favourable	0%
Income	-1,328	-1,276	52	Adverse	-4%
Community Services Total	1,208	1,251	43	Adverse	4%

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 – Q2 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.

The operational issues affecting performance in Q1 have been resolved and performance on missed collections has returned to under 60 per 100 collections.

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

Grounds maintenance contract - the Contract 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 are now completed for sites; Lashmere Recreation Ground, Cranleigh, Wentworth Close, Weybourne and Combe Road Recreation Ground, Godalming. Tenders for these sites have been advertised and we hope to appoint the suppliers in Q3. The intention is to have these sites fully refurbished for Easter next year. Other consultation on playgrounds sites that are to be funded subject to a successful CIL application in Q3, are Border Road and Oak Cottages, Haslemere, Sandyhill, Farnham.

Countryside Rangers - Another busy year for the rangers managing the Frensham Great Pond and Common site, delivering the Higher-Level Stewardship schemes on the key SSSI sites and managing many other sites. Numbers visiting Frensham have been lower this year, which has impacted carparking income. So far to date in the first two quarters of the year, the invaluable volunteer workforce who are key to managing many sites have provided 2177 hours of hard work to the council.

Tree & Woodland Team – The Tree & Woodland Officer has decided to take early retirement following a period of long-term sick leave. We have recruited to fill this position already internally and we have also appointed a tree inspector who will start in Q3. Due to the internal appointed to the Tree & Woodland Officer position we now need to fill the vacant Tree officer role. Capacity issues have been a long standing for the team and will continue for some time until the vacant position is filled and new officers settle in. 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 due to writers' strike and overall income is markedly down on budget expectations.

Tree Protection and Planning Consults - Conservation Area tree applications – 97.96% completed within 6wks period. The combined quarter average is 96.42% compared to the target of 95%.

Tree Management works applications – 95.52% completed with 8wk period The combined quarter average is 94.5% which is just below the target of 95%. This is due waiting for supporting documentation to be supplied, seeking of clarifications and delayed responses from Arboricultural contractors.

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

13.2.2 Comment:

PI reference	Description		Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Target
E1*	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	4.0%	5.3%	9.1%	7.3%	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)		60	63	63	80	58	40
	Achievement rate for refuse and recycling bin collections	%	99.94%	99.94%	99.94%	99.92%	99.94%	
E3b	Number of food waste missed bins out of 100,000 collections per week (lower outturn is better)		69	61	64	78	59	40
	Achievement rate for food waste bin collections	%	99.93%	99.94%	99.94%	99.92%	99.94%	
E NI191*	Residual household waste per household (lower outturn is better)	kg	82	87	94.9	90	Received Quarter in Arrears	90.00
E NI192*	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	58.0%	57.9%	55.0%	58.9%	Received Quarter in Arrears	54.0%
E4	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	97.6%	98.2%	96.2%	93.5%	95.5%	95%

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 Q1, has shown some improvement on Q4. 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 Q1 is in line with targets after the normally heavier Q4.

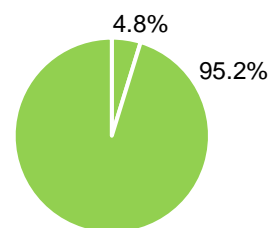
E3a, E3b – Missed bin figures for Q2 are provided but must be viewed with caution due to issues with the Council's customer reporting software, which is letting residents report a missed bin before the lorry turns up to empty it, even if the lorry is just an hour later than normal, so the figures include reports of missed bins that were not missed but simply picked up later than usual. Biffa expect to bring devices into use during Q3 and this will see the reporting software amended on the Council side and allow a faster reporting and response for genuine issues.

13.3 Service Plans – Progress Status

13.3.1 Summary Table and Pie Chart

Q2 Progress on Environmental Services Service Plans 2023/26

Total	100%	42
Completed	4.8%	2
On track	95.2%	40
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



13.3.2 Comment:

All service plan actions are on track or complete.

13.4 Internal Audit Actions Progress Status

Comment: At the end of Q2 there are no outstanding Internal Audit Actions for this service area.

13.5 Complaints Statistics

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

KPI	Description		Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 Oct 2022	2	19	13	19	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number		2	4	2	3	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	100%	21%	15%	15.8%	95%

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

KPI	Description		Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Target
Level 2	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 Oct 2022	1	2	3	3	Data only
Level 2	Number of Level 1 complaints dealt with on time in a quarter	Number		1	2	3	2	Data only
Level 2	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	100%	100%	100%	66.7%	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	11,853	11,801	-52	Favourable	0%
Income	-4,168	-4,088	80	Adverse	-2%
Environmental Services Total	7,686	7,713	28	Adverse	0%

Capital

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'000	Sum of Carry Forward £'000
Environmental services	2,380	1,995	-41	-344

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 – Q2 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.

The Council has now received a response from DLUHC confirming that 'On 12 April 2023, the Secretary of State for Levelling Up, Housing and Communities wrote to you to express concern about the performance of Waverley Borough Council for the speed of decision-making for planning applications for non-major development. The Secretary of State advised that he expected the performance of your planning service to exceed our performance thresholds by June 2023 or he would use his powers to designate the authority later this year.

I have reviewed the actions your authority has taken to improve performance over consecutive quarters from October 2022 to June 2023 and am pleased to note that your performance on a rolling two-year average (71%), and your performance for the most recent quarter April to June 2023 (97%) is above the required threshold. I am therefore content not to designate your authority for poor performance at this time. I recognise that to do so may undermine the work your authority has already commenced and I wish to support your performance improvement.

I will continue to closely monitor the authority's performance. Should the authority not continue to demonstrate good performance in determining non-major applications at a level above the required average threshold, I will review whether to designate your authority for poor performance at a point in the future. '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. Achieving this target has enabled the Council to now focus on reducing the overall number of planning applications on hand.

The Major and Non major applications performance for the last five quarters illustrating a very significant improvement which has placed performance figures in a healthy place for the two years rolling period to September 2023.

Officer vacancies have been temporarily been filled by contract staff given the positive news about not being designated a further recruitment campaign will now commence to recruit permanent staff.

Development Management (DM), which includes the Business Support team, is very much on an improved path of performance, as can be seen from the performance statistics, with many of the required targets being exceeded. 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. Over the next quarter a workshop will be held with staff (permanent and contractors) to identify further service improvements and develop a revised Action Plan.

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		Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	81.0%	95.8%	97.8%	93.1%	95.1%	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)	%	92.9%	91.3%	100%	100%	100%	80%
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	82.8%	92.2%	96.4%	97.2%	93.6%	80%
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	%	89.3%	97.6%	98.2%	97.3%	93.1%	90%
P2	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	%	81.8%	92.5%	92.9%	91.8%	81.7%	80%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) (lower outturn is better)	%	20.7%	22.2%	25.0%	40.0%	27.7%	30%
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	%	0%	1.8%	6.3%	0%	5.6%	10%
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	1.4%	1.5%	1.9%	5.6%	2.7%	10%

PI reference	Description		Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Target
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	57.1%	91.2%	82.9%	47.5%	100%	75%
P6	Percentage of "Bronze Service Level" pre-application advice provided within 21 days (3 wks) target (higher outturn is better)	%	11.4%	18.2%	11.8%	25.0%	6.3%	Data only
P7a	Number of Local Land Charge searches received.	No.	506	312	328	377	357	Data only
P7b	Percentage of Local Land Charge searches responded to within 10 working days.	%	100%	99.7%	100%	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 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 93.6% 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 93.1% and illustrates the step change in performance in the service.

P2 – (Processing of residual applications) – Exceeded target with 81.7%

P3, LP152, LP154 – (Appeals performance) – All the appeals KPIs have exceeded target

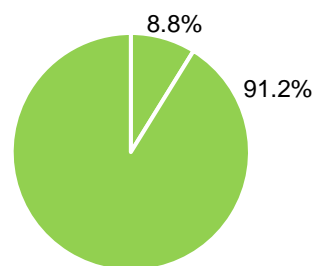
P4 -Enforcement - An improvement in performance to 100%.

14.3 Service Plans – Progress Status

14.3.1 Summary Table and Pie Chart

Q2 Progress on Planning Development Service Plans 2023/26

Total	100%	34
Completed	8.8%	3
On track	91.2%	31
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



14.3.2 Comment:

All service plan actions are complete or on track.

14.4 Internal Audit Actions Progress Status

Comment: There were no outstanding actions for this service area at the end of Q2.

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		Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 Oct 2022	5	8	10	7	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number		5	4	9	6	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	100%	50%	90%	85.7%	95%

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

KPI	Description		Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Target
Level 2	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 Oct 2022	1	9	4	7	Data only
Level 2	Number of Level 1 complaints dealt with on time in a quarter	Number		1	8	4	6	Data only
Level 2	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	100%	89%	100%	85.7%	95%

14.5.3 Summary Comment on the statistics

One Stage 1 complaint and one Stage 2 complaint were sent out late in this quarter. Late responses in both cases were due to capacity issues, more focus will be given to ensure all complaints are responded to within the agreed timelines.

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	6,492	6,559	67	Adverse	1%
Income	-4,129	-3,938	191	Adverse	-5%
Planning Development Total	2,362	2,621	258	Adverse	11%

14.6.2 Summary Comment on General Fund position at the quarter end

The general fund budgets show a satisfactory position however a close focus will need to be maintained on the number of posts that are being covered by contract staff. 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. This will need to be closely monitored over the quarter to ensure that there is not budgetary pressure.

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 – Q2 2023/24

Activity across all of the Regulatory Services 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 a priority for the food and safety and licensing teams and complaint levels remain high. The Environmental Enforcement Team has been kept busy with a significant investigation into the fly tipping of tyres.

Most notable this quarter was the conclusion of the Health & Safety prosecution of PGL at Hindhead which resulted in a £1m fine and costs of over £18,000 awarded to the Council.

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 Q2

A total of 265 inspections of food business have been undertaken during Q2. The standards of food hygiene within businesses have been reported by officers as improved with only 15 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 10 of these, which have confirmed improvement. Of the remaining 5, 3 are awaiting compliance checks and 2 are cricket clubs who will recommence food service and be reinspected at the start of the 2024 season. Of those food businesses inspected, 157 received written warnings and 1 business was issued with two formal notices requiring compliance. A low 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. 2 official food samples were sent for analysis during the period, focussed on cider production. The number of requests received to register new food businesses within Waverley remained high at 54 (63 from Q1 and 35 from Q4 2022/23). This would suggest a positive continued growth in Waverley's food business sector.

The number of complaints from the public about hygiene standards observed within food businesses remained stable at 15 (from 17 in Q1), but the number of food poisoning allegations increased to 11 (8 in Q1). Official notifications of confirmed infectious disease cases also rose during the period to 82 (68 in Q1).

With regard to health and safety enforcement, inspections as part of the 'Gas Safety in Catering Premises Project' have continued during Q2. 25 food businesses who use gas appliances have been contacted to ensure that their gas safety inspection is up to date, and appliances are operating safely.

The team conducted 5 inspections relating to health and safety complaints which identified contraventions relating to defective lift equipment, unsatisfactory welfare provisions for staff and electrical hazards.

The service has received 24 workplace accident notifications during Q2 (18 in Q1). A total of 1 prohibition notice to prevent the use of an unsafe tractor at a golf club was issued. This tractor had resulted in the amputation of a driver's finger during seat adjustment. The sentencing hearing took place for the case Waverley vs PGL Travel Ltd in respect of two children being previously injured at

the PGL Marchants Hill Activity Centre in Hindhead. This resulted in a £1 million fine being issued and payment of full council costs. The case involved immense effort on the part of the Environmental Health (Food & Safety) Team, as well as the Council's Legal Team.

A total of 13 (10 in Q1) new special treatment licence applications were received.

Environmental Protection Team

During Quarter 2 of 2023/4 the Environmental Protection Team dealt with the following requests for service:

Complaint type	2022/23 full year	Qtr. 1 2023/24 <i>(updated)</i>	Qtr. 2 2023/24	2023/234 full year <i>(to date)</i>
Noise complaints	532	180	202	382
Planning consultations	733	110	145	255
Requests for information	344	84	62	146
Temporary Event Consultations	791	231	154	385
Premise License Consultations	61	16	26	42
Bonfire Complaints	103	22	38	60
St Trading requests for service	98	32	22	54
Pest control complaints	57	19	13	32
Other requests for service	525	130	95	225
Total	3244	824	757	1581

The Team have also:

- Been dealing with 37 more complex cases.
- Served five prior approval notices under the Control of Pollution Act 1974 to control out of hours noisy construction works. Five were served on Network Rail (signals being upgraded on the line between Farncombe and Petersfield) and two on Thames Water.
- Served three noise nuisance notices. Two notices concerned barking dogs (potential appeals pending) and one notice concerned crowing cockerels.
- Served one notice requiring information about land occupation regarding commercial bonfires giving rise to dark smoke.
- Led on a complaint about a property causing nuisance and ASB impacting on neighbours. Actions were taken and now Private Sector Housing is leading on investigations under the Housing Act.
- Worked with Housing and Community Safety on a complex neighbour dispute including noise complaints, with both parties raising Community Triggers, and corporate complaints.
- Worked with the owner of a petrol filling station, their contaminated land consultants, the Petroleum Officer, and Environment Agency to investigate and identify remedial actions to deal with gross contamination (petrol) under the petrol station and impacts off site.
- Continued to work with planning colleagues, WBC's consultant, the Environment Agency and Dunsfold Airport Ltd to find a way to deal with contamination on their site.
- Liaised with the Event Holder following Slade Fest to assess noise from the event and if any actions are required for further events. Few complaints despite the 5:00 hours finish time.

- Completed the Annual Air Quality Status Report 2023 and submitted it to Defra.
- Went out to tender for the provision of a 'Feasibility Study on Formal or Informal Low Emissions Zone(s) that could be adopted in Waverley'.
- Actively worked with the Surrey Air Alliance and SCC to take forward the Defra funded EV taxi project. Public Health secured a £25k grant to that end too.
- Worked with the Surrey Air Alliance to support the proposed Clean Air Night (solid fuel burning) campaign in January 2024. Public Health secured a £5k grant to take this project forward.
- Continued work to deal with street trading consents, animal activity licences and scrap metal dealer licences.
- Made joint visits with the Police to a premises where concerns were raised about dog breeding and conditions there. Note previously a dog breeding licence here was revoked.
- Renewed the stray dog control contract on 1 August 2023.
- Supported a new starter from mid-July who will lead on contamination issues.
- Supported work to deliver a replacement for the M3 database.

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 temporary replacement for 20hrs per week from a contractor.

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 with a number of current and/or ongoing cases with formal notices served. Damp and mould complaints naturally increase during Autumn and winter. There are also works planned in relation to publishing the damp and mould action plan for private sector housing. The private sector housing team have also received training from an external provider in Housing Health and Safety Rating System (HHSRS) to ensure continuous professional development in assessing housing hazards, including damp and mould.

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.

There were 4 Committee hearings held this quarter (2 licensing applications, 1 licensing review hearing and 1 taxi driver hearing).

The Pavement Licence policy has been reviewed and updated.

The Licensing policy has been reviewed/consulted on and is going to Council on 17th October for final sign off.

The Taxi and Private Hire trade continues to generate significant activity. Complaints about trade activity rose from 14 in Qtr 1 to 24 in Qtr 2

- 16 DBS interviews were conducted with new or existing drivers, down from 22 last quarter. 97% of our current drivers are now registered with the DBS update service. 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 15 local drivers have been added to the database (7 refusals and 8 revocations). We have conducted 478 searches of the database relating to new and existing drivers.
- 9 knowledge tests were taken this quarter, slightly down on last quarter (14).
- 15 new driver licences and driver renewals were issued (down from 23 last quarter) and 103 vehicle licences were processed over the quarter (down from 108 last quarter).

Pavement licensing

9 new applications were received this quarter, of which 1 was refused due to lack of available pavement width were it approved.

Street collections

14 street collections and 10 house to house collections took place in the quarter, compared to 11 and 11 respectively last quarter.

Small society lotteries

9 small society lottery licences were renewed this quarter, and 1 new licence was granted.

Environmental Enforcement

Staff development has been a priority during quarter 2 with the two new members of the team enthusiastically embracing their new roles. The appointment one of the team as Waste Contracts Manager and the return of the Deputy Environmental Enforcement Officer from maternity leave heralded a period of change and consolidation. Recruitment to the vacant post is underway.

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 6 Fixed Penalty Notices being issued during Q2 and 23 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 Q1 have now desisted in previous behaviours.

Fly tipping has remained at a high level although geographically seems to have changed significantly. There have been a series of large tyre fly tips in recent weeks and Officers have identified all local tyre fitting businesses and have started to visit them to check their waste transfer notices and waste duty of care documentation to see if potential offenders can be identified. Officers are now liaising with neighbouring authorities to continue to try to track down the offenders. The team have also started to regularly sign fly tipped areas with a view to using covert CCTV to identify offenders.

The 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 once again been 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 very well in Q2.

The Council's resilience was tested in this quarter, primarily during another water outage at Thames Water in August, 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 providing necessary aid to vulnerable members of the community. 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 currently 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 Q2, particularly with multiple upcoming bonfire events to be prepared for. Safety Advisory Group meetings took place for the major bonfire events, with colleagues from partner agencies attending these meetings to discuss and advise on improving their safety year on year. These meetings have been successful, with necessary changes being made to event plans and partners approaching these events with confidence that they will run as safely as possible.

The team has continued to complete their corporate Health and Safety responsibilities. The review process is continuing 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 building inspections took place throughout all corporate buildings during Q2 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 also continued to also be a focus during Q2. Working alongside the Sustainability team, we have worked closely with SCC and various Boroughs across Surrey to begin creation of 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		Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Target
R1a	Average number of days to remove fly-tips (lower outturn is better)	Days	2	2	3	2	2	2
R1b	Number of fly tipping incidents in a quarter (Data only)		163	195	210	163	195	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)	%	100%	100%	100%	100%	100%	100%
R3	Food businesses with a 'Scores on the door' of 3 or over (higher outturn is better)	%	90.2%	91.3%	91.3%	96.6%	96.3%	Data only

15.2.2 Comment:

R1a, R1b – Performance on clearing fly tips has been maintained as we continue to work closely with Biffa. Numbers of fly tips reported has however risen compared to Qtr 1. Enforcement activity on fly tipping and abandoned vehicles remained a priority for the team.

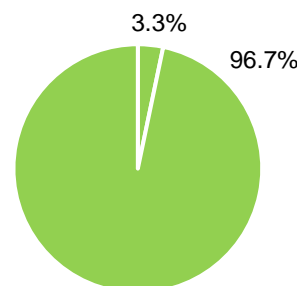
R2, R3 – As food inspections get back on track (100% for the fifth quarter in a row) standards in food businesses continue to improve and the number of food businesses with a score of 3 or over remains relatively stable.

15.3 Service Plans – Progress Status

15.3.1 Summary Table and Pie Chart

Q2 Progress on Regulatory Services Service Plans 2023/26

Total	100%	61
Completed	3.3%	2
On track	96.7%	59
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



15.3.2 Comment:

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

15.4 Internal Audit Actions Progress Status

Comment: At the end Q2 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		Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 Oct 2022	2	1	1	3	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number		2	1	1	2	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	100%	100%	100%	67%	95%

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

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

15.5.3 Summary Comment on the statistics

Responding to complaints has remained a priority during Qtr. 2 but one of the level 1 complaints took longer to resolve than we would have liked in order to investigate it fully.

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	4,041	3,968	-73	Favourable	-2%
Income	-3,202	-3,138	64	Adverse	-2%
Regulatory Services Total	840	831	-9	Favourable	-1%

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 and rising costs on businesses.