



Corporate Performance Report Q3 2022/23

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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 16
- [Communications and Customer Service](#) – page 20
- [Finance](#) – page 23
- [Housing Services](#) – page 26
- [Legal and Democratic Services](#) – page 34
- [Organisational Development](#) – page 36
- [Regeneration and Planning Policy](#) – page 39
(Corporate capital projects and housing delivery)

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

- [Regeneration and Planning Policy](#) – page 39
(Economic development; planning policy, design, conservation, transport; and regeneration)
- [Commercial Services](#) – page 44

- [Community Services](#) - page 48
- [Environmental Services](#) – page 51
- [Planning Development](#) – page 54
- [Regulatory Services](#) – page 58

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 – Q3 2022/23

3.1.1 Q3 2022/23 Chief Executive's summary:

This performance report covers the period October to December 2022.

The new Joint Management Team, shared with Guildford Borough Council, took office on 1 October 2022, following the Full Council decision in 2021. The team has been working hard building new relationships and starting to develop ideas for further collaboration, which will come forward in due course. I have been impressed by the professionalism and enthusiasm with which the team has approached this new venture.

Service detail and narrative can be found within each chapter. This report has been formatted to reflect the new services.

Among the events of this quarter:

- Preparations continued for the all-borough and parish/town council elections to be held on the 4th May, including the new rules on voter ID in polling stations and new ward boundaries
- The council ran a further consultation on Local Plan Part 2 and prepared it for submission to the Planning Inspectorate
- Climate action workshops were hosted in the Council Chamber for students from local schools
- A joint networking and question time event for businesses was run at Charterhouse School with Guildford BC, with speakers from the University of Surrey and local business owners
- The Phillips Memorial Park in Godalming was awarded a gold award in South and South East In Bloom

We were very saddened to learn of the passing of Cllr Roger Blishen (Farnham Bourne) in November. We welcomed Cllr Dave Busby (Chiddingfold and Dunsfold) in a by-election in December.

In Q4, the council was among 17 councils to receive a notification from the Department for Levelling Up, Housing and Communities, concerning Planning performance, particularly relating to speed of decision-making over the last two years and DLUHC's consideration of whether to designate some councils. A full response was provided, recounting how the council's performance has improved in recent quarters and actions in train, as reported in this and previous reports to Overview and Scrutiny. Improvement in Planning performance remains a top corporate priority for the council.

At the end of the Quarter, the Government's annual settlement for local authorities for 2023/24 was received. While a slightly-higher-than expected amount was welcome, we and many councils remain concerned that the Government has not provided an indication of multi-year funding, which would help service planning and future options. A balanced budget for the new financial year was proposed to the Full Council meeting in February 2023, but the medium-term outlook remains deeply concerning. The Budget reports indicated our plans to meet this challenge and further discussions

will be held with the new Council later in 2023 as we develop plans for sustainable local public services.

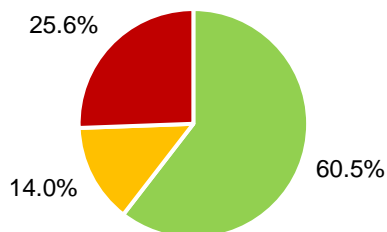
Tom Horwood, Chief Executive

3.2 Summary of All Corporate Key Performance Indicators per status

3.2.1 Table with Q3 2022/23 Summary of all corporate indicators with assigned targets

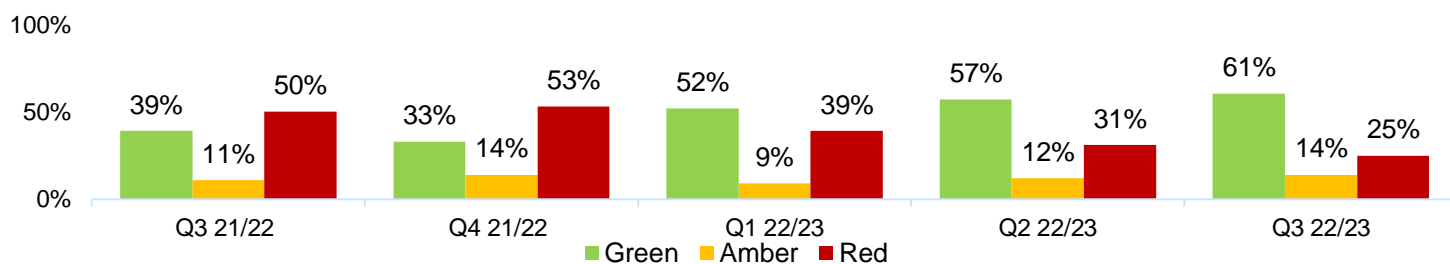
All Corporate KPIs

Total	100%	43
Green on target	60.5%	26
Amber - less than 5% off target	14.0%	6
Red - over 5% off target	25.6%	11



Data only	N/A	26
Data not available or paused	N/A	4

Performance indicators - % per status Q3 2021/22 to Q3 2022/23



3.2.2 Comment:

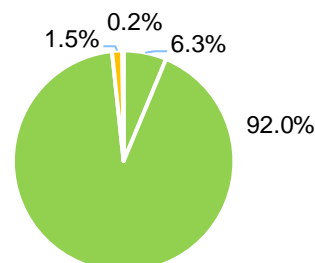
Service specific details can be found in the individual service dashboards.

3.3 Summary of Service Plans Progress Status

3.3.1 Table with the overall Q3 2022/23 Service Plans Progress Status

Q3 update on progress of all Service Plan actions 2022/25

Total	100%	542
Completed	6.3%	34
On track	92.0%	499
Off track - action taken / in hand	1.5%	8
Off track - requires escalation	0.0%	0
Cancelled / Deferred / Transferred	0.2%	1



3.3.2 Comment:

At the end of the third quarter, 98.4% of actions were on track or 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 28 November 2022).

3.5 Summary of All Complaints – Q3 2022/23

Complaints Response Rate per Service - 95% Target								
Level 1 (10 working days)	Complaints Outcome							
	On Time	Exceeded Target	Total	% within target	Upheld	Partially Upheld	Not Upheld	Level 1 Subtotal
Assets & Property	0	0	0	N/A	0	0	0	0
Communication & Customer Services	0	0	0	N/A	0	0	0	0
Commercial Services	0	0	0	N/A	0	0	0	0
Community Services	0	0	0	N/A	0	0	0	0
Environmental Services	2	0	2	100%	2	0	0	2
Finance	0	0	0	N/A	0	0	0	0
Housing Services	19	4	23	83%	14	2	7	23
Legal & Democratic Services	0	0	0	N/A	0	0	0	0
Organisational Development	0	0	0	N/A	0	0	0	0
Planning Development	5	0	5	100%	0	1	4	5
Regeneration & Planning Policy	0	0	0	N/A	0	0	0	0
Regulatory Services	2	0	2	100%	0	0	2	2

Complaints Response Rate per Service - 95% Target								
Level 2 (15 working days)	Complaints Outcome							
	On Time	Exceeded Target	Total	% within target	Upheld	Partially Upheld	Not Upheld	Level 2 Subtotal
Assets & Property	0	0	0	N/A	0	0	0	0
Communication & Customer Services	0	0	0	N/A	0	0	0	0
Commercial Services	0	0	0	N/A	0	0	0	0
Community Services	0	0	0	N/A	0	0	0	0
Environmental Services	1	0	1	100%	0	0	1	1
Finance	0	0	0	N/A	0	0	0	0
Housing Services	18	1	19	95%	7	4	8	19

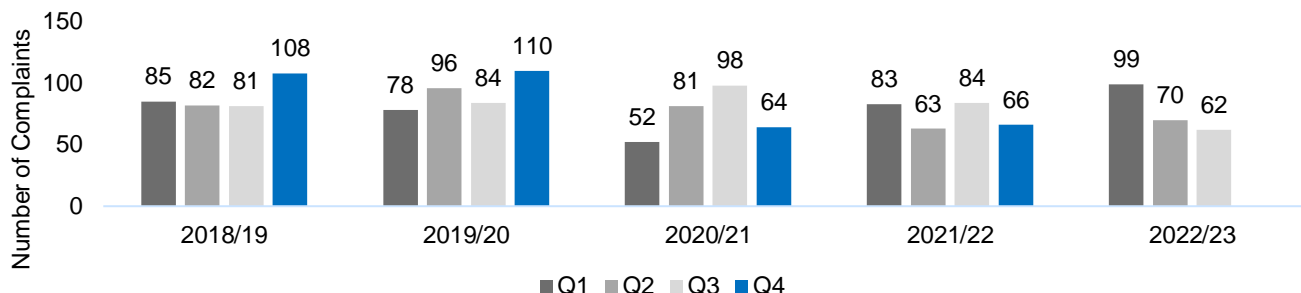
Complaints Response Rate per Service - 95% Target								
Level 2 (15 working days)				Complaints Outcome				
	On Time	Exceeded Target	Total	% within target	Upheld	Partially Upheld	Not Upheld	Level 2 Subtotal
Legal & Democratic Services	0	0	0	N/A	0	0	0	0
Organisational Development	0	0	0	N/A	0	0	0	0
Planning Development	1	0	1	100%	0	0	1	1
Regeneration & Planning Policy	0	0	0	N/A	0	0	0	0
Regulatory Services	3	0	3	100%	1	1	1	3

Complaints Outcome (LGSCO and EHoS)						Per Service Total L1 + L2 + Ombudsman
Ombudsman Escalations	Upheld	Partially Upheld	Not Upheld	Not Investigated	Ombudsman Subtotal	
Assets & Property	1	0	0	0	1	1
Communication & Customer Services	0	0	0	0	0	0
Commercial Services	0	0	0	0	0	0
Community Services	0	0	0	0	0	0
Environmental Services	0	0	0	0	0	3
Finance	1	0	0	0	1	1
Housing Services	2	0	0	1	3	45
Legal & Democratic Services	0	0	0	0	0	0
Organisational Development	0	0	0	0	0	0
Planning Development	0	0	0	0	0	6
Regeneration & Planning Policy	0	0	0	0	0	0
Regulatory Services	0	0	0	1	1	6

	Number	Response Rate %	Target
Level 1 Total	32	87.50%	95%
Level 2 Total	24	96%	95%
Ombudsman Total	6	N/A	
Total Complaints in Q3 22/23	62		

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

Total Number of Complaints (Level 1, Level 2 and Ombudsmen) for the period 1 April 2018 - 31 December 2022)



3.5.1 Comment:

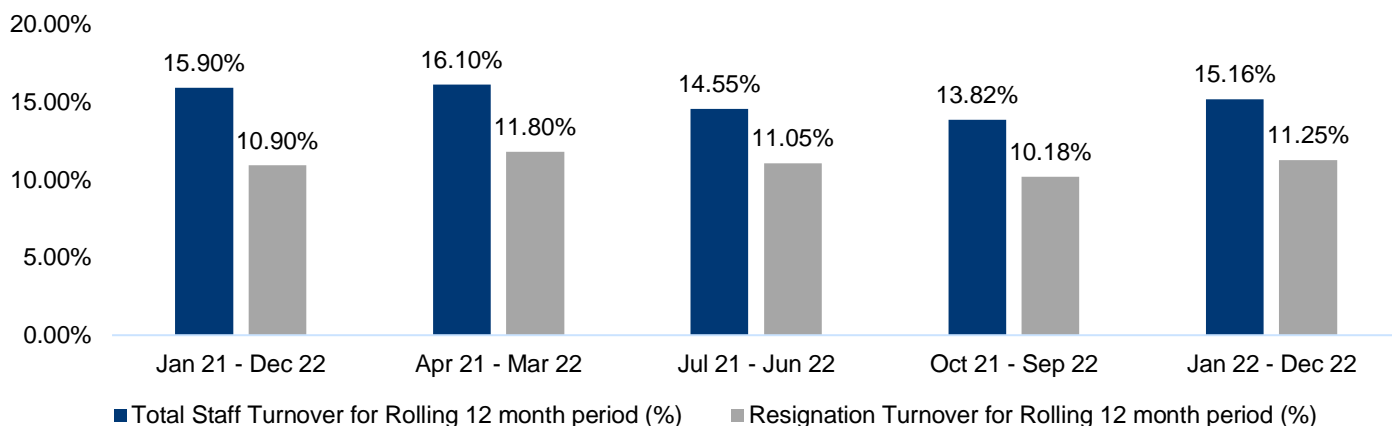
Further details of service specific performance can be found under individual dashboards, with the information on corporate complaints indicator performance included in the Communications and Customer Service Dashboard

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

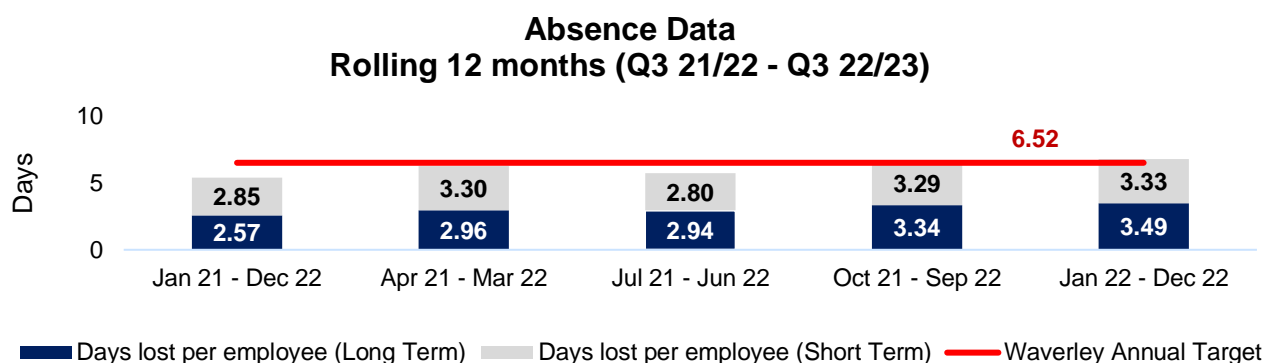
Percentage of Total Staff Turnover (Rolling 12 months) Q3 21/22 - Q3 22/23



Comment: There has been a slight increase in turnover this quarter which can be attributed to numerous retirements and some redundances, with voluntary turnover remaining comparative to other quarters. It is important to note that the figure for voluntary turnover for the rolling 12 months ending June 22 has been corrected to 11.05. Work continues on improving Waverley as an employer of choice by making improvements to the recruitment and performance management processes as part of our recruitment and retention strategy. The approach to the collection of leavers data is also being reviewed as well to help inform where there may be areas for improving retention but pay currently is the main issue given in the latest quarterly figures.

Jon Formby HR Manager

3.6.2 Absence Data



Comment: Sickness absence has continued to rise slightly and now sits slightly above the expected target. This has been impacted by an increase in mental health absences, together with the expected high number of COVID cases and coughs or colds for this time of year. There are a small number of long-term sickness absences related to mental health which are actively being managed by the HR Team in conjunction with the Occupational Health Service to assist the employees with required support and to promote an effective return to the workplace. The Council's employee assistance helpline has recently been promoted to all staff and a pilot of Waverley Wednesday walks has been taking place during January to promote wellbeing. Supporting employees' wellbeing through the cost-of-living crisis will continue to be a focus over the next quarter and the HR Team will be continuing to look at opportunities to provide information and guidance to staff on helping them manage through challenging financial times.

Jon Formby HR Manager

3.7 Finance update on budget position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q3 2022/23

3.7.1 Section 151 Officer summary Q3 2022/2023

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

The forecast shown below shows an overall favourable variance of £486k, an increase from the last quarter favourable variance of £41k on General Fund. This is mainly due to improvement in income from some services that are suffering from reduced usage from customers. HRA revenue budgets shows a £207k adverse variance, an improvement from the £268k adverse variance last quarter, this is due to utility costs. These figures are net positions after allowing for additional forecast income generated from cash investments which have benefited from rising interest rates.

The capital programme forecasts from Heads of Service are currently showing a high level of delivery over the year. Progress on the property development projects have been held back by the additional work created by the materials and labour inflation resulting in additional viability assessment and review. These schemes will come back to members where adjustment is required.

In summary, the Council is in a reasonable position considering the challenges it faced at the start of the financial year.

Peter Vickers, Executive Head of Finance and S151 Officer

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

At the end of Q3, the financial projections are within the overall MTFP agreed by Council in February 2022, but only by taking account of the inflation contingency that was agreed in the budget. Currently the inflation on utilities costs have been contained within the revenue account budget, and it is unlikely that the £1m inflation contingency on the General Fund will need to be utilised to protect services and provide the cushion against cost volatility. At this stage, the various savings and efficiency programmes are on track to deliver. The HRA position has improved and is expected to be back in balance by year end depending on further utilities cost overspends materialising. The Council finished the 21/22 financial year in a strong position against budget on both General Fund and HRA which gives further confidence in the base budget for 22/23.

Peter Vickers, Strategic Head of Finance and S151 Officer

3.7.3 General Fund Account Summary Table

	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
	£'000	£'000	£'000		
Assets & Property					
Expenditure	3,366	3,373	7	Adverse	0%
Income	-4,281	-4,273	8	Adverse	0%
Assets & Property Total	-915	-900	15	Adverse	-2%
Commercial Services					
Expenditure	7,195	7,143	-51	Favourable	-1%
Income	-8,984	-9,125	-141	Favourable	2%
Commercial Services Total	-1,790	-1,982	-193	Favourable	11%
Communication & Customer Services					
Expenditure	3,720	3,732	12	Adverse	0%
Income	-3,395	-3,396	-1	Favourable	0%
Communication & Customer Services Total	325	336	11	Adverse	3%
Community Services					
Expenditure	2,342	2,335	-7	Favourable	0%
Income	-1,240	-1,172	68	Adverse	-6%
Community Services Total	1,102	1,163	62	Adverse	6%
Environmental Services					
Expenditure	11,033	11,006	-27	Favourable	0%
Income	-3,924	-3,771	153	Adverse	-4%
Environmental Services Total	7,109	7,235	126	Adverse	2%
Finance					
Expenditure	26,099	26,398	299	Adverse	1%
Income	-24,351	-25,576	-1,225	Favourable	5%
Finance Total	1,748	822	-926	Favourable	-53%
General Fund Housing					
Expenditure	2,085	2,144	59	Adverse	3%
Income	-1,479	-1,536	-57	Favourable	4%

	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
	£'000	£'000	£'000		
General Fund Housing Total	605	608	3	Adverse	0%
Joint Management Team					
Expenditure	473	454	-19	Favourable	-4%
Income	-538	-538	0	Favourable	0%
Joint Management Team Total	-65	-84	-19	Favourable	29%
Legal & Democratic Services					
Expenditure	3,668	3,734	66	Adverse	2%
Income	-2,350	-2,308	42	Adverse	-2%
Legal & Democratic Services Total	1,318	1,426	108	Adverse	8%
Organisational Development					
Expenditure	3,638	3,456	-183	Favourable	-5%
Income	-1,699	-1,699	0	Favourable	0%
Organisational Development Total	1,939	1,756	-183	Favourable	-9%
Planning Development					
Expenditure	5,146	5,311	165	Adverse	3%
Income	-3,373	-3,288	85	Adverse	-3%
Planning Development Total	1,773	2,023	250	Adverse	14%
Regeneration & Planning Policy					
Expenditure	2,281	2,266	-14	Favourable	-1%
Income	-1,094	-1,094	0	Favourable	0%
Regeneration & Planning Policy total	1,187	1,172	-14	Favourable	-1%
Regulatory Services					
Expenditure	4,405	4,300	-105	Favourable	-2%
Income	-2,223	-2,191	32	Adverse	-1%
Regulatory Services Total	2,183	2,109	-73	Favourable	-3%
Collaboration & Joint working					
Expenditure	115	115	0	Favourable	0%
Income	0	0	0	Favourable	0%
Collaboration & Joint working Total	115	115	0	Favourable	0%
GF Funding					
Expenditure	-132	219	350	Adverse	-264%
Income	-16,501	-16,501	0	Adverse	0%
GF Funding Total	-16,633	-16,281	350	Adverse	-2%
Grand Total	1	-483	-486	Favourable	

Capital

	Approved Budget	Forecast Outturn	Forecast Variance	
	£'000	£'000	£'000	
Capital Assets & Property				
Engineers**#	390	196	194	
Facilities	25	25	0	
Property	5,076	3,008	-2,068	
Capital Communication & Customer Services				
IT	445	445	0	
Business Transformation	36	36	0	
Capital Commercial Services				
Car Parks	634	564	-69	
Culture	26	26	0	
Leisure	412	412	0	
Capital Environmental Services				
Environment	264	264	0	
Parks & Recreation	1,771	1,771	0	
Capital Organisational Development				
Climate Change & Sustainability	306	306	0	
Capital Regeneration & Planning Policy				
Regeneration & Planning Policy	1,663	1,663	0	
Capital Regulatory Services				
Regulatory Services	883	883	0	
Grand Total	11,930	9,600	-2,331	

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

Wey Centre Roof - To be approved in principle - to be reviewed as part of a wider development project for the site

Budget Analysis	£'000
Opening budget	3,409
Carry forwards	3,747
Delayed external funding	1,128
New external funding	1,275
Vired from revenue	39
New approvals:	
- 69 High Street (February 2022)	2,528
- Fairground (March & Oct 2022)	175
- Pump house (March 2022)	50
- Broadwater lease (May 2022)	30
- Godalming Regeneration Project (July 2022)	164

Budget Analysis	£'000
Cancelled project – Broadwater Park Access	-565
Approved budget	11,980

HRA summary - Revenue

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Housing Services					
Expenditure	31,296	31,301	4	Adverse	0%
Income	-35,899	-36,126	-227	Favourable	1%
Housing Services Total	-4,603	-4,826	-223	Favourable	5%
HRA funding					
Expenditure	7,293	7,843	550	Adverse	8%
Income	-2,695	-2,695	0	Favourable	0%
HRA funding Total	4,597	5,148	550	Adverse	12%
Regeneration and Planning Policy					
Expenditure	458	338	-120	Favourable	-26%
Income	-452	-452	0	Favourable	0%
Regeneration and Planning Policy Total	6	-115	-120	Favourable	-2054%
Grand Total	0	207	207	Adverse	

HRA – Core Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Communal & Estate works	131	130	-1
Garage Works	0	0	0
Health & Safety Works	795	795	0
MRA Prog Decent Homes Occupied Properties	700	693	-7
MRA Prog Decent Homes Void Properties	630	630	0
MRA Prog Disabled Adaptations Occupied Properties	472	472	0
MRA Programmed work	3,169	2,860	-309
Roofing & Associated works	776	750	-26
Structural & Damp works	230	230	0
Windows & Doors	450	450	0
Grand Total	7,352	7,010	-342

New Build/Stock Remodelling

	Approved Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
85 Aarons Hill Starter Homes (Land adj)	408	408	0
Badgers Close Modular Homes	10	10	0
Borough Wide Refurbishment	321	321	0
Hartsgrove	88	88	0
Housing Development-Turners Mead	62	62	0
HRA Property Purchase	2,500	400	-2,100
Ladymead	4	4	0
Latent defects contingency	173	173	0
Ockford Ridge	197	197	0
Ockford Ridge - Site A	79	79	0
Ockford Ridge - Site B	1	1	0
Ockford Ridge - Site C	3,147	3,147	0
Pathfield	100	100	0
Pre-development Expenditure	720	400	-320
HRA Feasibility Studies	590	590	0
Queensmead	200	200	0
S106 Affordable Housing Properties	2,469	0	-2,469
Zero carbon retrofit pilot	981	654	-327
Cattershall Lane	900	900	0
Grand Total	12,951	7,735	-5,217

Financial savings from GW Partnership phase 1 (update February 2023)

The 2022/23 Budget included a savings target for WBC's General Fund of £150,000 arising from collaboration with Guildford BC. This figure would be a recurring saving in future years and would not include one-off costs, such as associated with redundancy, which are met by the Invest to Save reserve.

This first phase of the collaboration covers both councils' decision in 2021 to create a single shared Joint Management Team (JMT). As reported to councillors previously, this has included any additional costs or savings resulting from a restructure of executive support, which was necessary to assist the JMT.

This summary looks at financial costs/benefits in three ways:

1. Annual costs of the former and current management teams, based on budget.
2. Actual costs/savings in financial year 2022/23.

3. Year-by-year comparisons of savings, actual and projected.

1. Budgets for management teams

This looks at what roles were in the establishment before the partnership and compares them with the full annual cost of WBC's share of the Joint Management Team. The old structure comprised: 1 Chief Executive, 2 Directors and 8 Heads of Service. As presented to councillors in summer 2022 before the new JMT structure was finalised, the cost of most new roles is split equally, with some weighted toward GBC due to the larger scale of operations in those services. WBC's share of the new structure comprises: 0.5 Chief Executive; 1.4 Strategic Directors; 5.4 Executive Heads; a total of 7.3 out of 16.0 posts. (The roles that have a slightly higher GBC weighting are SD Place, EH Assets & Property, EH Environmental Services, EH Organisational Development, EH Regeneration & Planning Policy.)

To ensure we keep this comparison live, we will update annually a spreadsheet of the 2021 management teams, including pay, pensions, National Insurance, so that we can always compare like with like. Based on 2022/23 costs for the JMT element alone, we see that WBC's cost is £371k lower.

£000s	WBC old	WBC new	WBC diff
MD/CX	179	102	-77
Directors	296	227	-69
Heads	870	645	-225
<i>Total</i>	<i>1,346</i>	<i>975</i>	<i>-371</i>

Investing in appropriate executive support was always part of the plan to enable the new JMT to function properly. As WBC's old business support structure was larger than GBC's and the new costs are shared, there is a net benefit to WBC of £67k.

The **total annual saving** for WBC is, therefore, **£438k**, of which £352k is in the General Fund and the remainder in the Housing Revenue Account. Given that the new JMT took office by 1 October – i.e. at mid-year – it could be considered that the Budget's target was for a half-year and so the annualised General Fund target was £300k, which was exceeded.

2. 2022/23 actual performance

While the above is the ongoing structural saving resulting from the JMT, there have been other costs and savings in this first year due to the partnership. For example:

- The saving from a shared Chief Executive was for the full year and for the three Strategic Directors since August.
- The councils shared a lead solicitor and a S151 Officer for part of the year.
- Some staff members who left employment were eligible for pay during their notice periods beyond 1 October.
- Once the councils agreed the heads of terms for the Inter-Authority Agreement in April 2022, legal advice was procured to complete the agreement.

Taking all these into account, the current indications are that WBC has over-achieved its £150k targets within this year by £80k. This figure will change further during the financial year before a final figure can be reported in the end-of-year outturn.

At present, the WBC share of one-off redundancy/pension costs to be funded from the Invest to save reserve in this year were £188k, The costs in the previous year (2021/22) were £72k which were funded from staff savings achieved in year. Estimated closing balance of the invest to save reserve as at end of March 2023 is £825k.

3. Year-on-year comparisons

The Medium-Term Financial Plan includes targets for the coming four years, leading to a £700k saving in 2025/26 compared with 2021/22. A year-on-year comparison helps us to keep track of overall savings.

	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	Actual	Forecast	Forecast	Forecast	Forecast	Forecast
	£'000	£'000	£'000	£'000	£'000	£'000
Budgeted savings		-150	-200	-200	-150	-700
Cumulative budgeted savings	0	-150	-350	-550	-700	
Joint Chief Exec	-23	-54				-77
JMT		-97	-188			-285
Business Support		-38	-14			-52
Forecast				-200	-150	-350
Total	-23	-189	-202	-200	-150	-764
Cumulative savings	-23	-212	-414	-614	-764	

*above does not include one off change costs of consultancy support or redundancy payments

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

This service area includes property and land assets; engineers and facilities

4.1 Key Lessons Learnt, Areas of Concerns

4.1.1 Summary from Executive Head of Service – Q3 2022-23

As we moved towards the end of Quarter 2 Service Managers began to direct their thoughts to the new structure with Business Transformation functions being transferred to four different service areas (i.e. Communications and Customer Services, Environmental Services, Assets and Organisational Development). The impact on some areas will be more immediate than on others and this has been reflected in our planning towards the end of the quarter.

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 3 the team's performance is summarised below:

Acquisitions

- 69 High Street, Godalming – acquired in May 2022 in support of the Corporate Strategy and to bring regeneration to Godalming High Street
- Wyatts Close, Godalming – negotiated and secured the freehold interest under an enfranchisement Nov 2022

Leases

- Pump House, Farnham – secured a lease to a nursery for a 20-year term
- Farnham Golf Course – new tenant signed up to deliver a much needed, improved offering
- Enterprise Centre – fully let following three new tenants in 2022/23

Easements

- Completed on three major easements bringing in capital receipts of £178,000
- Further easements are under negotiation

Projects brought forward

- Fairground Car Park – mixed use food store and housing as per LPP2
- 69 High Street - mixed use scheme of retail frontage and much needed affordable housing on the high street
- Wey Court East – extra budget approved to be offset by increased rent, procurement exercise undertaken for a fit-out contractor. Lease negotiations progressed.

Other

- The programme for year-end valuations of the Council's assets was well underway at the end of Quarter 3 with the first draft of operational property delivered for review. This is a key process for year-end closure of the accounts.

Engineers

In Quarter 3 it has been very much business as usual for the team in the main with the major work-streams including:

- Working with the Environmental Services Team on this year's car park maintenance programme; most planned projects now completed.
- Working with the Parks and Countryside Team on pavilion improvement work; with Bourne Pavilion completed the focus now is on Weybourne and Broadwater Park.
- Tenders for the drainage and car park works at Farnham Park have been received and are due to start on site.

Our flood prevention work is slightly less predictable, but we have secured agreement with Surrey County Council for them to fund the culvert clearance and replacement work at Elstead, which is now planned to start in the spring.

The flooding incident in Haslemere, which occurred in the last quarter and was unexpected as it is not one of our identified "wet spots", has now been resolved and no further flooding has occurred. Surrey County Council who are the lead flood agency, have investigated the incident and we are waiting on their report. When this is received, we will see what mitigation work might be necessary to prevent any future incidents.

Facilities

Council Chamber - We have now installed the power supply components which had failed and led to problems with the smooth operation of meetings on one or two occasions.

Depot - Farnham Depot has been cleared of documentation and service departments have been asked to properly file/dispose of anything pertaining to their areas.

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

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

Cleaning - Retaining and recruiting cleaners continues to be a major challenge in the current employment climate. We have worked with the Housing Service to enhance the service on our estates assisted by external funding. For a number of years, we have provided cleaning services to Godalming and Farnham Town Councils, but these are proving increasingly difficult to service and we are talking to both Councils about alternative arrangements.

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

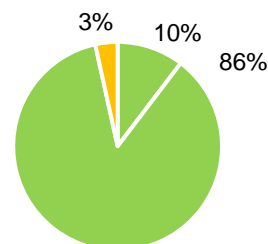
There are currently no Performance Indicators for Assets and Property.

4.3 Service Plans – Progress Status

4.3.1 Summary Table and Pie Chart

Q3 Progress on Assets & Property Service Plans 2022/25

Total	100%	29
Completed	10%	3
On track	86%	25
Off track - action taken / in hand	3%	1
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



4.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP22/25 BT4.1	Continue to provide cost effective cleaning services to the Housing Department and Godalming Town Council. Cease the contract with Farnham Town Council.	30 June 2022	Facilities Manager (SH)	Off track - action taken/ in hand	30 June 2023	Work is continuing on all three areas at present. Farnham Town Council toilet cleaning terminated and currently negotiating the termination of the office cleaning.

4.4 Internal Audit Actions Progress Status

Comment: There were no outstanding actions for this service area at the end of Q3.

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		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95.00%

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

KPI	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95.0%

4.5.3 Summary Comment on the statistics

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	3,366	3,373	7	Adverse	0%
Income	-4,281	-4,273	8	Adverse	0%
Assets and Property Total	-915	-900	15	Adverse	-2%

Capital Assets and Property

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Engineers**#	390	196	194
Facilities	25	25	0
Property	5,076	3,008	-2,068
Total	5,491	3,229	-1,874

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

Wey Centre Roof - To be approved in principle - to be reviewed as part of a wider development project for the site

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. A carry forward request will be made to roll the remaining budget forward. 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; digital services; freedom of information; ICT and business systems

5.1 Key Successes & Lessons Learnt, Areas of Concerns

5.1.1 Summary from Executive Head of Service – Q3 2022-23

Q3 saw the formal start of the new service area with the Executive Heads taking on their roles from 1st of October. This has started well with teams in the service embracing the opportunities this brings. The communications and engagement and digital teams have been meeting with and working closely with colleagues at Guildford to ensure alignment in both internal and external communications related to the collaboration and taking the opportunity to share best practice and ideas with each other across both councils. As the collaboration develops and more understanding of the direction of travel comes forward there is likely to be an impact on the areas within this service, in particular IT, who will be crucial to the delivery of many areas of the collaboration. The impact of this on resource requirements will be closely monitored as the collaboration moves forward.

IT

In Q3 the team completed a full hardware refresh of our server environment (excluding Citrix) replacing our 9 year old storage area network (SAN) and our 3 year old servers. This has provided a supported responsive environment for our systems that are hosted onsite.

In parallel with this infrastructure refresh, Q3 also saw progress on our Disaster Recovery site setup at Farnham Memorial Hall which will enable us to continue to function should The Burys be destroyed or incapacitated for some reason. Once complete, the site will contain a scaled down replica of the infrastructure and data at The Burys so that in the event of a total loss of The Burys site critical systems could continue.

In Q3 the team have worked closely with their counterparts at GBC on the discovery exercise that has been undertaken around the potential delivery of a shared Microsoft tenancy – this covers Office 365 functionality and will make joint working at a practical level much easier for staff working for both Councils. The discovery exercise has resulted in a report and recommendations of the level, type of work, potential investment and changes that would be required to achieve this for the collaboration.

The teams at both Waverley and Guildford are reviewing the report with the view to present its findings to senior managers shortly.

The team also established functionality that allows staff at Waverley to message staff at Guildford from skype to teams directly and vice versa. This means it is much easier for colleagues across the councils to communicate with each other without the need to have access to two systems and in turn reduces the need for email traffic for areas where messages could be sent instead. This is a big positive for the collaboration, making working life easier for all and helps to build communication and relationships across the councils.

Customer Services

This quarter saw the go live of the garden waste low code development for new subscriptions. This will allow our customers to take out a new garden waste subscription on a fully automated system. Currently, to ensure viability of the system we are taking these new subscriptions over the telephone via the customer service centre, prior to pushing this live to our website. This has been a complex build and a challenge to deliver resulting in some delays to go live but the teams have worked closely together to achieve this.

As part of the ongoing resilience plan, the team leaders have now started to work in their new areas of functional responsibility so they can develop expertise in other areas. This has been going well and we will be looking to further cross skill the team also to improve on this resilience.

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		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
CCS1a	The number of complaints received - Level 1 (data only)	No.	71	53	64	47	32	Data only
CCS1b	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	83%	82%	67%	81%	87.5	95%
CCS2a	The number of complaints received - Level 2 (data only)	No.	33	13	31	31	24	Data only
CCS2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	97%	92%	87%	100%	96%	95%
CCS3a	Number of Freedom of Information (FOI) and Environmental Information Regulations Requests (EIR) received.	No.	140	177		108	110	Data only
CCS3b	Percentage of FOI and EIR requests responded to within statutory timescale.	%	75.00%	88.00%		72.22%	93.81	100%
CCS4a	Average time taken to respond to Media Enquiries within the 48h target (excluding weekends and Bank Holidays.)	Hours	New indicator for 2022/23		5.76	16.33	6.81	48 hours
CCS4b	Total Number of Media Enquiries received in a quarter.	No.	New indicator for 2022/23		28	35	29	Data only
CCS4c	Average time taken to respond to social media posts within the 24h target (excluding weekends and Bank Holidays.)	Hours	New indicator for 2022/23		13.42	19.5	7	24 hours

PI reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
CCS4d	Total number of social media posts received in a quarter.	No.	New indicator for 2022/23		966	1010	868	Data only
CCS5	Number of external enquiries received by the Customer Service Centre Team (CSC) in a quarter (including phone calls, online forms and other emails)	No	New PI for 2022/23		38,599	32,816	28,371	Data only
CCS6	Percentage of external enquiries dealt with at first point of contact by CSC team	%	New PI for 2022/23		84.12%	82.26%	84.40%	*

* Target for CCS6 to be introduced once clear trend emerges.

5.2.2 Comment:

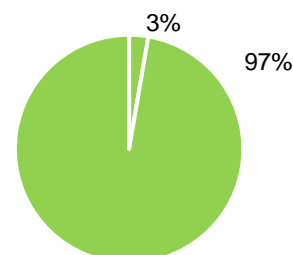
All KPI's are positive with those that are currently below target improving in the right direction. The team continues to work hard to maintain and improve our levels of service.

5.3 Service Plans – Progress Status

5.3.1 Summary Table and Pie Chart

Q3 Progress on Communication & Customer Service Service Plans 2022/25

Total	100%	37
Completed	3%	1
On track	97%	36
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment:

All the outstanding actions are in hand with no serious delays anticipated. There has been a slight delay to the IT work at the Memorial Hall due to supply issues of equipment which has now been resolved and work is progressing well.

5.4 Internal Audit Actions Progress Status

At the end of the second quarter there were two outstanding Internal Audit Actions for this service area:

IA22/15.001.2 Backup Policy

IA22/15.001.3 Critical Application Register

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

5.5 Complaints Statistics

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

KPI	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				0	Data only

KPI	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
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		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%

5.5.3 Summary Comment on the statistics

No complaints were received this quarter.

5.6 Finance Position at the end of the quarter

5.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
Communications and Customer Services					
Expenditure	3,720	3,732	12	Adverse	0%
Income	-3,395	-3,396	-1	Favourable	0%
Communication and Customer Services Total	325	336	11	Adverse	3%

Capital Communications and Customer Services

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
IT	445	445	0
Business Transformation	36	36	0
Total	481	481	0

5.6.2 Summary Comment

The forecast variance has come about due to increased staffing and IT software costs however this is largely offset by savings elsewhere.

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 – Q3 2022/23

The **Housing Benefit** service is performing to plan and within capacity.

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.

Peter Vickers, Executive Head of Finance and Section 151 Officer

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		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	84.9%	98.3%	29.2%	56.5%	84.10%	74.3%
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	71.3%	98.1%	25.5%	49.8%	77.7%	74.3%
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	98.3%	97.4%	93.8%	96.7%	96.4%	98%
F4	Time taken to process Housing Benefit new claims (lower outturn is better)	Days	10	11	11	10	11	Data only
F5	Time taken to process Housing Benefit change events (lower outturn is better)	Days	6	3	5	6	5	Data only

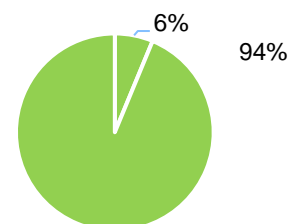
6.2.2 Comment:

F3 –A drop in the performance of percentage of invoices paid within 30 days in Q3 was a result of staff movement and action has been taken to address capacity within the team.

6.3 Service Plans 2022/23

6.3.1 Summary Table and Pie Chart

Total	100%	32
Completed	6%	2
On track	94%	30
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



Comment:

All service plans are complete or on target.

6.4 Internal Audit Actions Progress Status

Comment: At the end of Q3 there were no outstanding Internal Audit Actions for this service area.

6.5 Complaints Statistics

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

KPI	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%

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

KPI	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%

6.5.3 Summary Comment on the statistics

No complaints were received this quarter.

6.6 Finance Position at the end of the quarter

6.6.1 Finance General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
Finance					
Expenditure	26,099	26,398	299	Adverse	1%
Income	-24,351	-25,576	-1,225	Favourable	5%
Finance Total	1,748	822	-926	Favourable	-53%

6.6.2 Summary Comment on General Fund position at the quarter end

Services are performing within budget and capacity. Increases in bank base rate has improved the overall achievement of treasury management investment income against budget.

6.6.3 Treasury management

Treasury management performance is reported in the table below for the period to date.

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%

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
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	£87m	202	£1.655m forecast as at Feb 23	£390,000	1.49%	4.00%
For comparison shown below are the key stats for 22/23 as at June 2022						
22/23	£72m	91	£882k forecast	£390,000	0.98%	1.25%

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

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 – Q3 2022/23

Housing Operations

The third quarter of the year saw a change in the senior management of the housing service from 1 October with the appointment of the Head of Housing Delivery and Communities to Executive Head of Housing Services for Waverley and Guildford Borough Councils.

The Executive Head of Housing attended the Tenants Panel AGM where he heard directly from tenants and shared his commitment to working together.

The Team has continued to embed the Responsive Repairs contract, preparing for and responding to emergencies due to the cold snap in December. An additional focus was placed on damp and mould complaints following the tragic death of Awaab Ishak in Rochdale. This resulted in a review of the health and safety ratings to 70 homes, 88 responsive repair jobs raised, refreshing communications and working with tenants to find sustainable solutions. The team also responded to the Regulator of Social Housing's request for data and information about how social landlords respond and treat damp complaints.

Planned Works programmes have progressed with new contractors starting on windows and doors, with 40 replacements completed and a further 60 due by the end of March 2023. 50% of the kitchen and bathrooms replacements have been completed and are on target to complete the plan for 100 by the end of the financial year.

The carbon monoxide alarms installation programme, to make tenants safer in their homes, is on target, starting in October 2022 and due to be completed summer 2023. Tenants' needs have been reviewed with special alarms fitted for those with a hearing impairment.

The Compliance Team has also been working hard to prepare for the mobilisation of the new gas servicing and repair contractor, Smith & Byford, in February 2023. They will be introduced and presented to the Landlord Services Advisory Board in January 2023.

The Landlord Services Advisory Board celebrated its one-year anniversary with a review of the Board's progress and achievements and a commitment to increase communications and raise awareness of the Board. They responded to the Government's consultation regarding a rent increase ceiling cap and welcomed two new tenant members.

The Tenant Engagement Officer arranged visits for Members and tenants from the Landlord Services Advisory Board to Valiant (a green energy contractor), in Farnborough. The visitors learned more about green energy initiatives, with a hands-on view of air source heat pumps and a range of boilers.

Four open events for tenants, *Warm Winter Welcomes*, were held in November and December. Tenants were able to talk to the new Ian Williams Resident Liaison Officer, representatives from Age UK and Waverley Citizens Advice in addition to housing staff. Those attending received hand warmers and were entered to a prize draw for shopping vouchers. The Team is continually seeking ways to engage with tenants and provide a range of feedback opportunities.

The Team has continued to support and signpost tenants who are experiencing financial hardship. Support has been received from the Household Support fund, discretionary housing benefit, local charities and access to HRA Hardship Fund.

Housing delivery

The HRA Business Plan Strategic Review concluded with consideration and approval of the recommendations within the New Build Delivery Report on 13 December 2022. Full budget approval was given to deliver the following schemes, Ockford Ridge Site C, five development sites at Chiddingfold, Aarons Hill, Riverside Court, Farnham and Catteshall Lane, Godalming.

- Ockford Ridge (Site C): Site set up has been completed and setting out continues with foundations laid for some plots. Delivery and installation of the timber frame panels is due to commence in January 2023.
- Chiddingfold Sites: officers and consultants continue to engage with the administrators for W Stirland Limited and with a potential contractor to take forward the demolition of existing properties and delivery of the 26 new homes.
- Ockford Ridge Deep Retrofit Pilot: the contract administrator and officers concluded the review of the tender returns and issued a tender report making a preferred contractor recommendation. Additional budget allocation is required to deliver the pilot which will be sought in early 2023.
- Riverside Court: the contract administrator concluded the review of the tender returns and issued a tender report making a preferred contractor recommendation.

Development and planning officers continue to engage regarding amendments required to the scheme at Crossway Close, Churt, and the appointed architect for the scheme has submitted information to planning officers for consideration.

Predevelopment works continues to bring forward other sites including Site F Ockford Ridge, Springfield, Elstead and Downhurst Road, Ewhurst. Pre-application advice has been received for Springfield and is awaited for Site F Ockford Ridge. Business cases are being drafted for these schemes.

Strategy and Enabling

Work has progressed in a number of key areas:

- Delivering the action plan for the Affordable Homes Delivery Strategy 2022-2025: *Build More; Build Better; Build for Life*.
- Closer joint working continues with Town and Parish Councils, which is a key objective of the action plan. Officers met this quarter with Thursley Parish Council, Bramley Parish Council, Witley Parish Council, Wonersh Parish Council and Haslemere Town Council to plan together to deliver affordable housing in these areas.
- Officers have 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.
- A public consultation on updates to the Affordable Housing Supplementary Planning Document (SPD) opened on 17 October 2022 and closed 28 November 2022. The consultation version reflects the lower rent levels in the Affordable Homes Delivery Strategy, national policy changes e.g. First Homes, and the preferred tenure split for affordable housing. Officers have gone through the responses received and amended the SPD accordingly, which is planned to go back to Executive on 7 February 2023 and onto Full Council for Adoption on 21 March 2023.
- 'Additional Affordable Housing', funded by Homes England, continues to pose some challenges during discussions with developers and affordable housing providers.
- Planning permission was granted for Barons (Hindhead) and Wheeler Street (Witley.) The Barons development is providing an 11% affordable housing on the basis of viability, which has been scrutinised independently. A clawback clause for the s.106 agreement is currently being drafted, should viability improve in the future.
- An off-site affordable housing contribution (commuted sum) of £189,690 was received in lieu of affordable housing at the Manor House, Godalming.
- Planning consent [WA/2022/02237](#) was approved on 25.11.22 by the Council for 183 Ockford Ridge, Godalming but has not been included in the table as will not result in a net gain of units (erection of a single storey extension and alterations and installation of external air source heat pump.)
- Work started on site for 9 affordable homes at Hambledon (English Rural Housing Association), West Cranleigh Nurseries (A2 Dominion), Sturt Farm (Stonewater) and Firethorn Farm (Aster).
- The Council's affordable housing partners completed 58 affordable homes during this quarter: Metropolitan Thames Valley, Mount Green, Aster, Southern and Heylo.

Homelessness and Housing Options

The Housing Options and HomeChoice Teams continued to prevent homelessness during the quarter. There were 7 households in temporary accommodation at the end of Dec 2022 – a larger number due to severe weather (Cold).

The staff continue to be under pressure due to demands on the service and staff shortage – the Housing Options Co-ordinator vacancy from Sept 2022 and Senior Homechoice Officer from December 2022 following previous post holder moving to the Specialist Housing Options Team. These roles have now been successfully advertised and new postholders will start on 30 January and 13 Feb 2023.

The Homechoice Team has continued to advertise and let social housing tenancies and, along with the Options Team, manage the Council's Housing Register. At the end of Dec 22 there were 1031 applicants on the Housing register – compared to 1087 in Dec 2021. The reduction is largely attributable to a higher than usual number of lettings in 21-22 - particularly Housing Association vacancies.

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		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
H1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	3	3	4	3	7	<5
H2	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	1.18%	0.79%	0.84%	0.88%	0.96%	1%
H3	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	28	26	28	26	31	20
H4	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	99.9%	99.5%	99.9%	99.7%	99.4%	100%
H5a	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	Suspended until April 2022		79%	77%	79%	90%
H5b	Responsive Repairs: Average number of days to complete a repair (lower outturn is better)	Days	15	40	12	20	20	7
H6a	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	Suspended until April 2022		58%	68%	61%	78%
H6b	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better) *	%	15%	32%	39%	14%	13%	10%
H7	% of tenancy audits completed against scheduled appointments in a quarter.	%	Suspended until April 2023					95%

PI Reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
H8	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	0	73	0	7	23	Data only
H9	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	29	39	37	76	69	Data only
H10	Total Number of affordable homes delivered by the Council and other providers (gross) (Data only - higher outturn is better)	No.	32	82	84	104	58	Data only
H10a	Number of affordable homes delivered other providers (gross) (Data only - higher outturn is better)	No.	30	82	63	104	58	Data only
H10b	Number of affordable homes delivered by the Council (gross) (Data only - higher outturn is better)	No.	2	0	21	0	0	Data only

7.2.2 Comment:

Homelessness:

Seven households were in temporary accommodation as at 31 December 2022. This reflected the period of severe bad weather, and people were accommodated under the Severe Weather Emergency Protocol (SWEP). At 31 January 2023, one person was housed in temporary accommodation.

Relets:

The team continues to be challenged by the target with an increase in the number of empty homes, embedding new contracts and increased works to homes. A Relet Review commenced in December 2022 to review the process, standard, target and indicators. The Review aims to balance the conflicting priorities of tenant satisfaction, cost of works, loss of rent payments and condition of homes.

Gas Safety:

The dip in performance is due to exceptionally cold weather, emergency boiler repairs and demobilisation of current contractor. The new contract commenced on 1 February 2023 with focus on ensuring full compliance with safety checks and the team working with tenants to gain access and to complete this work.

Responsive Repairs:

There continues to be challenges with meeting the responsive repairs targets, but the team are working well together and seeing gentle improvement and progress in performance. It is noted that difficulties in the recruitment of operatives for flooring, roofing and groundworks has had an impact on the number of overdue jobs. New operatives have recently been recruited to address the difficulties.

In addition to H9 above, an off-site affordable housing contribution (commuted sum) of **£189,690** was received on the Manor House Site, Godalming on 09.11.22 in lieu of 1 shared equity unit on site.

Planning consent [WA/2022/02237](#) was approved on 25.11.22 by the Council for 183 Ockford Ridge, Godalming but has not been included in the above table as will not result in a net gain of units (erection of a single storey extension and alterations and installation of external air source heat pump.)

10.2.3 Affordable Homes Delivery

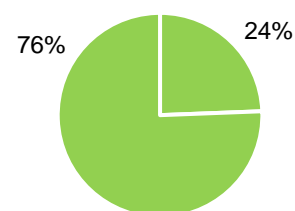
UNITS	TENURE	SCHEME	PROVIDER	COMPLETED
7	7 x 1bf for Shared Ownership	Brightwells, Farnham	MTVH	31.10.22
27	13 x 1bf/ 14 x 2bf for Shared Ownership	Brightwells, Farnham	MTVH	11.11.22
3	2 x 1b for Affordable Rent 1 x 2b for Shared Ownership	Cherry Tree, Ewhurst	Mount Green	25.11.22
10	6 x Affordable Rent (3 x 1b/ 3 x 2b) 4 x Shared Ownership (2 x 2b/ 2 x 3b)	Folly Hill, Farnham	Aster	06.10.22 and 20.10.22
6	6 x 3bh for Shared Ownership	Horsham Road, Cranleigh	Southern	13.10.22 and 17.11.22
5	5 x 1bf for Shared Ownership	Electric Close, Cattershall Court, Godalming	Heylo	14.10.22

7.3 Service Plans – Progress Status

7.3.1 Summary Table and Pie Chart

Q3 Progress on Housing Services Service Plans 2022/25

Total	100%	41
Completed	24%	10
On track	76%	31
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment:

All service plan actions are on track or have been completed. The new Executive Head of Housing is reviewing and reprioritising the Service Plan. The Landlord Service Advisory Board received a mid-year progress review report in October 2022.

7.4 Internal Audit Actions Progress Status

Comment: At the end of Q3 there were no outstanding Internal Audit Actions for this service area.

7.5 Complaints Statistics

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

KPI	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New Service structure effective 1 October 2022				23	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				19	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	83%	95%

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

KPI	Description	Data Type	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New Service structure effective 1 October 2022				19	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				18	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	95%	95%

7.5.3 Summary Comment on the statistics

Only four complaints were not completed on time, due to the complexity of the complaint and the team faced challenging investigations. Tenants were contacted and kept informed of progress.

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	2,085	2,144	59	Adverse	3%
Income	-1,479	-1,536	-57	Favourable	4%
General Fund Housing Services Total	605	605	0	Favourable	0%

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
HRA Housing Services					
Expenditure	31,296	31,301	4	Adverse	0%
Income	-35,899	-36,126	-227	Favourable	1%
HRA Strategy Total	-4,603	-4,826	-223	Favourable	5%

Capital - HRA

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
85 Aarons Hill Starter Homes (Land adj)	408	408	0
Badgers Close Modular Homes	10	10	0
321	321	0	0
Hartsgrove	88	88	0
Housing Development-Turners Mead	62	62	0
HRA Property Purchase	2,500	400	-2,100
Ladymead	4	4	0
Latent defects contingency	173	173	0
Ockford Ridge	197	197	0
Ockford Ridge - Site A	79	79	0
Ockford Ridge - Site B	1	1	0
Ockford Ridge - Site C	3,147	3,147	0
Pathfield	100	100	0
Pre-development Expenditure	720	400	-320
HRA Feasibility Studies	590	590	0
Queensmead	200	200	0
S106 Affordable Housing Properties	2,469	0	-2,469
Zero carbon retrofit pilot	981	654	-327
Catteshall Lane	900	900	0
Grand Total	12,951	7,735	-5,217

HRA Capital Programme	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Communal & Estate works	131	130	-1
Garage works	0	0	0
Health & safety works	795	795	0
MRA Prog Decent Homes Occupied Properties	700	693	-7
MRA Prog Decent Homes Void Properties	630	630	0
MRA Prog Decent Homes Adaptations Occupied Properties	472	472	0
MRA Programmed work	3,169	2,860	-309
Roofing & Associated works	776	750	-26
Structural & Damp works	230	230	0
Windows & Doors	450	450	0
Grand total	7,352	7,010	-342

7.6.2 Summary Comment on revenue position at the quarter end

General Fund income and expenditure as budgeted and forecast.

HRA shows overall favourable variance due to additional interest receipts on investments.

HRA Capital programme shows overall favourable variance from savings in Q3 due to amendments to Stock Condition Survey programme timeframes and other small positive variances.

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 – Q3 2022/23

Work completed during Quarter 3 included:

1. Continuing to support the legal and democratic workstreams of the Guildford and Waverley collaboration initiative. During quarter 3 the focus was on the implementation of the Joint Management Team and advising on proposed temporary staff sharing between the two authorities.
2. A revised Council Constitution was agreed by Full Council on 18 October 2022.
3. Supporting a busy programme of committees, including Overview and Scrutiny Committee meetings and working groups.
4. A briefing for Councillors was held on the Southwest Surrey Domestic Abuse Outreach Service, and refresher training was provided jointly with Guildford on Ethical Standards for Councillors.
5. On 1 December 2022, Dave Busby was elected as Councillor for the Chiddingfold & Dunsfold Ward and joined the Liberal Democrat Group. Sadly, Cllr Roger Blishen (Farnham Bourne Ward) passed away on 8 November 2022.
6. The Democratic Services and Business Support Team Manager and the Policy Officer (Scrutiny) left Waverley at the end of December to take up new posts. Recruitment to fill these important posts is underway.

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

Stephen Rix, Interim 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		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
LD1a	Number of Data Protection Subject Access Requests received.	No.	5	5		14	9	Data only

PI reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
LD1b	Percentage of Data Protection Subject Access Requests responded to within one calendar month.	%	100%	60%		92.86%	100%	100%
LD2a	Number of Local Land Charge searches received.	No.	428	392	435	506	312	Data only
LD2b	Percentage of Local Land Charge searches responded to within 10 working days.	%	98.5%	100.0%	99.50%	100.00%	99.70%	100%

8.2.2 Comment:

Reasonably good performance on land charges turnaround times (LD2b) only 0.3% off the 100% target. We continue to monitor this area of work carefully.

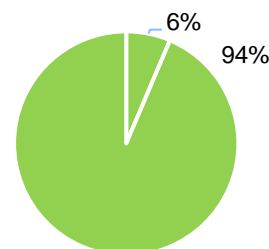
It is good to see that LD1b significantly improved to 100%.

8.3 response Service Plans – Progress Status

8.3.1 Summary Table and Pie Chart

Q3 Progress on Legal & Democratic Service Plans 2022/25

Total	100%	47
Completed	6%	3
On track	94%	44
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 plans are on track or have been completed.

8.4 Internal Audit Actions Progress Status

Comment: At the end of Q3 there were no outstanding Internal Audit Actions for this service area:

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

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		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				0	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%

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

KPI	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%

8.5.3 Summary Comment on the complaints statistics

There were no complaints received about the service.

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	3,668	3,734	66	Adverse	2%
Income	-2,350	-2,308	42	Adverse	-2%
Legal and Democratic Services Total	1,318	1,426	108	Adverse	8%

8.6.2 Summary Comment

The forecast £108,000 (8%) adverse financial variance arises from expenditure on agency staffing where it has not been possible to secure permanent appointments in key roles within the service.

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 – Q3 2022/23

The Joint Management Team structure went live on 1st of October 2022 and this was a key milestone successfully met in terms of the work done by the Council's Human Resources team to support the implementation of the collaboration between Waverley and Guildford Borough Councils. As well as ensuring new Executive Heads of Service were successfully contracted and inducted into their new joint roles (with Waverley as the employing Authority) time was spent implementing the first stages of the Joint Management Team Development Programme

Following the departure of Sally Kipping, I was pleased to welcome Jon Formby as Waverley's Interim HR Manager. One of Jon's initial areas of focus has been to support the annual pay

negotiations process, including consultation and negotiation with the staff representatives on the Joint Negotiating Committee.

The Council's Corporate Policy Team has, amongst other things, continued to support the Council's service planning and corporate performance monitoring processes and during quarter 3 supported new Executive Heads of Service to restructure key reports like this one under the new service structures. It also supported the Council's cost of living working group, liaising with partners across the borough and pulling together key data on the challenges being faced by resident, business and charities living and working in the borough.

Our sustainability team continued to work with colleagues across the organisation to deliver a range of projects, policies and programmes to meet the carbon reduction targets set out within our Carbon Neutrality Action Plan. Time was spent during the quarter supporting a number of key projects, for example: planning for the installation of additional EV chargers within the Borough; investigating the viability and finance options of rooftop solar PV on a number of leisure centres; and exploring options for increasing public engagement in climate change reduction initiatives. The team have continued to take opportunities, as they arise, to bid for local and national climate reduction funds which can support the Council's climate reduction pledges.

The Business Transformation Team (together with colleagues in IT and the Customer Service Centre) started using pre-loaded person and address data from the Citizen Hub and improvements were made to the method of address capture on external forms to ensure that new cases uploaded to the Citizen Hub use only trusted sources of address data. The Waverley Resident Portal underwent a full accessibility audit to identify any improvements required, along with iterative improvements to the branding and user experience.

Further rounds of testing took place to prepare the new Garden Waste subscription service (an end-to-end online system) for launch in early 2023, while further online forms were migrated from Firmstep to Liberty Create – including the Elections staff application form and "Report it" forms for bonfires and Environmental Health complaints. During the quarter, the team also launched the new Information and Data Management Programme which seeks to help colleagues across the organisation understand and do more with their data.

I spent time during the quarter working with Portfolio Holders and the new Joint Management Team to begin discussions about the next phases of business transformation, change and what further collaboration activity at Waverley might look like. I also worked with colleagues to support the review of the Collaboration Risk Register at the Joint Governance Committee and the useful conversations held at that meeting will help to shape what comes next.

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		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
HR1a	Total Staff Turnover for Rolling 12 month period (%) (data only)	%	15.90%	16.10%	14.55%	13.82%	15.16%	Data only
HR2	Total Staff Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	5.42	6.26	5.74	6.63	6.82	6.52

PI reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
HR2a	ref. HR2a - Short term Sickness Absence	Days	2.85	3.30	2.8	3.29	3.33	6.52
HR2b	ref. HR2b - Long term Sickness Absence		2.57	2.96	2.94	3.34	3.49	

9.2.2 Comment:

Staff turnover (HR1a) rose slightly but is slightly lower than it was in the same quarter in the previous financial year. Across Surrey District and Borough Councils, turnover ranges from 14.7% to 20.3% so the Council's rate of turnover remains at the lower end in comparative terms.

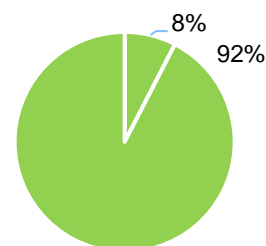
Total staff sickness absence (HR2) remains slightly above target and higher than it was in the same quarter in the previous financial year. Again, Waverley compares fairly favourably within the County (where ranges for this figure range from 3.2 to 11.8).

9.3 response Service Plans – Progress Status

9.3.1 Summary Table and Pie Chart

Q3 Progress on Organisational Development Service Plans 2022/25

Total	100%	66
Completed	8%	5
On track	92%	61
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



9.5.3 Summary Comment on the service plans

All service plans are on track or have been completed.

9.4 Internal Audit Actions Progress Status

Comment: At the end of Q3 there were no outstanding Internal Audit Actions for this service area.

9.5 Complaints Statistics

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

KPI	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				0	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%

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

KPI	Description	Data Type	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%

9.5.3 Summary Comment on the complaints statistics

There were no complaints received about the service during Quarter 3.

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	3,638	3,456	-183	Favourable	-5%
Income	-1,699	-1,699	0	Favourable	0%
Organisational Development Total	1,939	1,756	-183	Favourable	-9%

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000
Capital Organisational Development			
Climate Change & Sustainability	306	306	0%

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 – Q3 2022/23

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

A schedule of Main Modifications to Local Plan Part 2 was prepared to address issues identified during the Examination process. Consultation on this commenced on 9th December to allow responses to be reported to the Inspector early in Q4.

A review of LPP1 was undertaken using the PAS toolkit, ready to report to the Council to enable a decision on updating the plan to be made ahead of the end-of February deadline (when the plan will be 5 years old).

The Climate Change and Sustainability Supplementary Planning Document (SPD) was adopted by the Council on 18th November and checklists finalised for use by applicants. Consultation was undertaken on an update of the Affordable Housing SPD.

The team has continued to respond to planning consultations on behalf of the Council and has assisted Development Management officers, including at appeal hearings.

In addition to the charging, collection and distribution of Community Infrastructure Levy (CIL), work focused on assisting bids for CIL money, ahead of the bidding deadline in October. Funding bids from the 2022/23 bidding cycle were then assessed in advance of decision making in Q4.

The Planning Projects Team has focused on the provision of heritage and design advice on planning applications and pre-app consultations, hearings, and continued input to planning projects including Dunsfold Park. Work also progressed on monitoring s106 agreements and organising the biennial design awards. The judges' site visits were undertaken in October and officers have arranged the awards ceremony, which will take place in Q4.

Capacity across Planning Policy has remained an issue - a senior planning officer, planning officer, and CIL officer post are vacant, and recruitment to the latter two needs to be completed in Q4, or the employment of agency staff considered. An agency worker has been successfully deployed to help deal with the backlog of conservation applications.

Economic Development

The procurement activity for the appointment of consultants to conclude the Economic Development Strategy (evidence base, strategy and action plan) has commenced. It is anticipated that the tender award will be in January 2023.

Waverley's UK Shared Prosperity Fund Investment Plan (which was submitted to the Department for Levelling Up, Housing and Communities in August 2022) has been approved and funding to support the delivery of projects outlined in year 1 has been received. In accordance with the funding requirements, the first Local Economic Advisory Forum, comprising stakeholders from a range of sectors and the MPs, met to consider and endorse the project list submitted to government, with final approval to be sought from Executive in February 2023. In addition, the Council's proposals for use of the Rural England Prosperity Fund (and addendum to the UKSPF) was submitted to DEFRA. This outlined a proposal to work with Surrey County Council, and Tandridge and Guildford Borough Councils to deliver a LEADER-style grant funding scheme supporting rural business and communities.

The team are continuing to support the emerging Business Improvement District proposals in Cranleigh, Farnham and Godalming, with ballots expected between June and September.

The first joint GBC/ WBC business event was held in Q3, with very good turnout. The "Business Question Time" was event was held at Charterhouse School, with a number of panellists and key speakers discussing a range of topics.

The Business website is being updated for a soft relaunch in Qtr 1 summer2023/24.

Corporate projects

Key activity during quarter 3:

Central Godalming Regeneration - Following the public engagement period between August 2022 and October 2022, an update on the outcomes of this was presented at the November 2022 Executive meeting. A project Board is convening at the end January 2023 to confirm next steps.

69 High Street, Godalming - The property was acquired May 2022., with a project now underway to redevelop the site to retain retail frontage in the High Street and optimise housing on the remainder of the site. A Design Team has reviewed the planning permission and has recommended a way forward to develop the site and deliver the commercial and housing outputs as quickly as possible. The next step, seeking approval to progress a planning application, will be coming forward through the WBC governance system in Q4.

Abi Lewis, Executive Head of Regeneration and Planning Policy

10.2 Key Performance Indicators Status

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

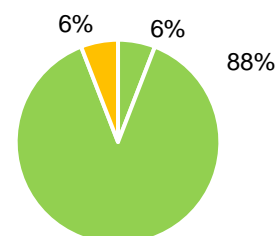
PI reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
RP4	Actual number of dwellings commenced (all housing providers) (higher outturn is better)	No	60	37	77	103	41	147
		No						Backlog
RP5	Actual number of dwellings completed (all housing providers) (higher outturn is better)	No	119	137	202	214	140	147
		No						Backlog

10.3 Service Plans – Progress Status

10.3.1 Summary Table and Pie Chart

Q3 Progress on Regeneration & Planning Policy Service Plans 2022/25

Total	100%	68
Completed	6%	4
On track	88%	60
Off track - action taken / in hand	6%	4
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



10.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP22/25 RPP1.5	Undertake a formal review our contracts with Enterprise First, Business South, Visit Surrey and Click It Local and seek to establish more robust Service Level Agreements to maximise the value of	30-06-2022	Economic Development Team	Off track - action taken / in hand		New business support contract with IncuHive via tender process March 2022.

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
	support to new and existing business and ensure VFM from the Council's financial contributions					Click It Local contract and Enterprise First ended. Will review pre-March 2023 Business South contract
SP22/25 RPP2.2	Monitor delivery and success of agreed projects funded through the Additional Restrictions Grant (ARG)	30-09-2022	Economic Development Team	Off track - action taken / in hand		Delayed due to UKSPF project
SP22/25 RPP14.1	Local Plan Part 2 submitted to Government, examined and adopted	31-10-2022	Planning Policy Manager	Off track - action taken / in hand		LPP2 Examination complete and consultation on Main Modifications underway from 9 December 2022 – 27 January 2023. Adoption dependent on number of consultation responses received and Inspector's timeframe for review.
SP22/25 RPP17.1	Oversee the successful relocation of key community groups such as St John & Cadets to free the site for development and improve facilities for community groups.	31-12/2022	Development Programme Manager	Off track - action taken / in hand		Ongoing work to consider options available for relocation and liaison with relevant stakeholder groups.

10.4 Internal Audit Actions Progress Status

Comment: At the end of Q3 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		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				0	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	Data Type	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%

10.5.3 Summary Comment on the statistics

No complaints were received in Q3.

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	2,281	2,266	-14	Favourable	-1%
Income	-1,094	-1,094	0	Favourable	0%
Regeneration & Planning Policy Total	1,187	1,172	-14	Favourable	-1%

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Regeneration & Planning Policy HRA					
Expenditure	458	338	-120	Favourable	-26%
Income	-452	-452	0	Favourable	0%
Regeneration & Planning Policy HRA Total	6	-115	-120	Favourable	-2054%

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Capital Regeneration & Planning Policy			
Regeneration & Planning Policy	1,663	1,663	0
Total	1,663	1,663	0

10.6.2 Summary Comment on revenue position at the quarter end

The forecast spend for Economic Development to end of financial year is within budget

The forecast spend for Planning Policy service revenue is within budget. It is anticipated that there will be a carry forward of Local Plan Reserve into next financial year of c.£170k.

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 – Q3 2022/23

Leisure

Usage of our leisure centres continues to improve, although slowly, however the membership sales have continued to be positive throughout this quarter.

Energy costs are now impacting the performance of the contract. Places Leisure are struggling to maintain profitability and have met with us to understand if there is any further support we can give.

In this quarter we went out to tender for architects, energy and cost consultants for the new Cranleigh Leisure Centre. An exciting step that brings the project ever closer. The 'Brief' included carbon neutrality at its heart but also made a very clear reference as to how the new Centre should act as a place shaping project. The size of investment and the location make it the perfect catalyst for wider partnership working in the village. To that end work continues with Well North Enterprises who are looking to bring partners together from health, public, education and the voluntary sector to understand the potential for a 'Hub' using the Centre as a central point. Stakeholder meetings are scheduled for next quarter where the wider group can start to formalise their thoughts.

We are in the final phase of the leisure management contract re-tender with final submissions being evaluated by the team at the start of quarter 4. We will be announcing the successful operator within the next couple of months.

Work has started on the new 3G pitch at Woolmer Hill with the work expected to be completed in the summer of this year. This will be another great sporting addition to the facilities in Haslemere and we are excited to work with local stakeholders on the delivery and future management of the site. This will inevitably link to the new operator of The Edge leisure centre, where Waverley is working closely with Surrey County Council to ensure a smooth transition.

Parking

We monitor performance of our car parks closely and it is pleasing to see usage figures nearing that of the pre-pandemic levels. Our shopper car parks have fared very well in this quarter with November and December being extremely strong months.

During this quarter our Parking Manger left for pastures new, and we wish him well. This has created a gap in management cover, and I would like to thank the team for their support over this period, without which the service would have struggled.

A proposal on management options for the future are currently being developed for discussion, where we will be looking to create greater resilience to this vital service for our residents and businesses.

Building Control & Street naming

This quarter continued to be a challenging one with Building Control being impacted by the wider economic situation. However, plan checking remained positive and there are signs that work was picking up towards the end of the quarter. The sector continues to change as building regulations are updated following the Grenfell disaster. The Team will be proving their competency against these new regulations through Local Authority Building Control training courses. These will take place over the next six months which will demonstrate the skills possessed within the team.

Waverley Training Services (WTS)

This has been a quarter of great change for WTS as our Teaching & Learning Manager left after nearly 30 years of service, and we wish her well in her new ventures. This meant the arrival of Krystal Rajewski who brings a wealth of experience from the sector and who has already become an invaluable member of the management team.

Although this is a positive quarter for learner achievements, we are beginning to see the aftereffects of the pandemic where learners have fallen behind in their studies and added to this recruitment has proven extremely difficult for key tutor roles, making the achievement of next quarters targets difficult.

Arts & Culture

During this quarter Gavin Stride left his post a CEO of The Maltings and we would like to thank him for his vision, commitment to partnership working and drive that has made The Maltings such an integral part of the Farnham landscape under his stewardship. We wish him every success in his new ventures!

January therefore saw the start of a new chapter for the Maltings as we welcomed Peter Glanville as the new CEO, we look forward to continuing our positive working relationship.

We also saw a changing of the guard at Cranleigh Arts Centre as Bob Wild passed the baton on to Brian Belcher who became the new Chair of Trustees. We wish Bob well in his new ventures and thank him for all the work he put into the Arts Centre, it has flourished under his guidance. We have already met Brian and look forward to working with him and his trustees.

Another busy quarter and one of great change and I thank my colleagues for all their support.

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		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	282,963	333,920	370,120	373,127	386,293	370,993
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	No.	No service	No service	2,415	2,920	2390	Data only

PI reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
C3	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	98%	94%	73%	93%	93%	80%
C4	Apprentice overall success rate per quarter (higher outturn is better)	%	75%	75%	75%	75%	75%	75%
C5	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	80%	70%	70%	70%	70%	70%
C6	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	25	28	18	18	19	Data only

11.2.2 Comment:

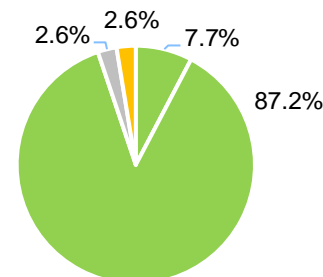
All KPI's are positive, and the teams continue to work hard to maintain this level.

11.3 Service Plans – Progress Status

11.3.1 Summary Table and Pie Chart

Q3 Progress on Commercial Services Service Plans 2022/25

Total	100%	39
Completed	7.7%	3
On track	87.2%	34
Off track - action taken / in hand	2.6%	1
Off track - requires escalation	0.0%	0
Cancelled / Deferred / Transferred	2.6%	1



11.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action Taken to Rectify
SP22/25 CS4.1	Deliver the Brightwells Public Art Commissions in alignment with the phases of the scheme. Provide engaging and accessible interpretation which connects the art to Farnham.	01-11-2022	Community Development Officer - Arts	Off track – action taken/ in hand	June 2023	Delayed as a result of the delays in construction of the main site. A date for delivery and installation has been agreed for June.

11.4 Internal Audit Actions Progress Status

Comment:

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

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		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				0	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%

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

KPI	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%

11.5.3 Summary Comment on the statistics

No complaints were received this quarter.

11.6 Finance Position at the end of the quarter

11.6.1 Service's General Fund Account Table

Services	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
Commercial Services					
Expenditure	7,195	7,143	-51	Favourable	-1%
Income	-8,984	-9,125	-141	Favourable	2%
Commercial Services Total	-1,790	-1,982	-193	Favourable	11%

Capital Commercial

	Approved Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
Car Parks	634	564	-69
Culture	26	26	0
Leisure	412	412	0
Capital Commercial	1,072	1,002	-69

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

The strong performance of the car parking service largely underpins the favourable financial outcome for this quarter.

Capital expenditure is on target with one significant car project being delivered for less than budgeted. The other areas are expected to be on target.

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 – Q3 2022/23

Community Challenges

The Cost-of-Living Crisis continues to impact many of our residents in Waverley. Our voluntary sector partners and town and parish councils continue to support those in need and are seeing a rise in household debt resulting in increased use of foodbanks, community pantries and fuel vouchers. Our NHS and Adult Social Care colleagues are reporting the impact on the decline in mental health and emotional wellbeing associated with the affects this crisis is having on those struggling.

To help address these issues at a local level, the Government has continued to deliver the Household Support Fund. Tranche 3 of this fund is for October 2022- to 31 March 2023 and Waverley was allocated £198,000.

Our spend to 31st December 2022 is £63,000 and has been slower to distribute due to a delay in receiving the funds, but we anticipate all funds being spent by 31 March 2023. Tranche 3 is being distributed through Haslemere Town Council, Farnham Town Council, Hale Community Cupboard, Godalming Community Store, Three Counties Money Advice and Southwest Surrey Domestic Abuse Outreach Services to continue the support to families who are struggling.

Wider challenges affecting our communities also rest within increasing pressures experienced by the NHS and Social Care services. These unprecedented challenges have encouraged a greater focus on the collaboration needed between statutory agencies under the Integrated Care Partnerships (ICP). Our council is a valued partner within the Surrey Heartlands ICP and Frimley ICP and particularly add values to the independence and prevention workstreams that enable people to live well more independently for longer through our Careline, Care and Repair and Disabled Facilities Grants services.

Requests for careline services have increased this quarter, but there have been problems with the equipment supply from our provider Tunstall and this has impacted on our installation rate. To alleviate this challenge, we have bought equipment from another supplier to ensure continuity of service as much as possible.

Due to a combination of our vulnerable people needing more support and the pressures Adult Social Care are facing, we have seen a significant increase in safeguarding cases. We are working hard to 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.

Community Safety

In November 2022, the Overview and Scrutiny Services Committee reviewed the The Safer Waverley Partnership (SWP) 3-year annual rolling plan for 2022/25 and our team continues to work with partners to deliver the plan. In partnership with Southwest Surrey Domestic Abuse Outreach Services and Guildford Borough Council two webinars were delivered to a wide range of

organisations to raise awareness of Domestic Abuse. ASBHelp also delivered an Antisocial Behaviour Learning Event to the partners of the Safer Waverley Partnership

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 also continuing to support Ukrainian families who have come to Waverley under the Homes For Ukraine Scheme. Many of our families continue to live with their hosts, but we anticipate that there will continue to be a steady request for help to access independent housing and our team have rehoused several families in the private sector.

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		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
CU1	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	1598	1552	1541	1512	1476	Data only
CU2	Total number of Careline calls per quarter (data only, no target set)	Calls	6734	7250	5733	5359	6334	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:

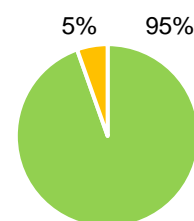
The KPIs remain positive.

12.3 Service Plans – Progress Status

12.3.1 Summary Table and Pie Chart

Q3 Progress on Community Services Service Plans 2022/25

Total	100%	37
Completed	0%	0
On track	95%	35
Off track - action taken / in hand	5%	2
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP22/25 CU2.2	Work with Partners to seek opportunities to promote health and wellbeing and address health inequalities. All staff to attend Safeguarding and Mental Health training to	31-12-2022	Service Improvement Manager (AH)	Off track - action taken/ in hand		This work is ongoing and many of our frontline teams have had updated safeguarding training in light of the increased risk associated with higher thresholds of intervention. Our work with Surrey

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
	support residents in accessing support to live best life.					Heartlands ICP has ensured that community engagement is happening via our partners amongst communities.
SP22/25 CU3.1	Review Ageing Well Action Plan 2020 - 2024; co-ordinate the delivery of the Ageing Well Action Plan in any new Waverley Safe and Healthy Communities Strategy and Action plan ensuring current and future services and activities reflect and meet the need of the borough's older residents in the light of the pandemic. Focus on addressing loneliness and social isolation	01-11-2022	Community Services Manager/ Community Partnerships Officer	Off track - action taken/ in hand		We are working to ensure all our strategies and work plans for health and wellbeing – including the Ageing well action plan integrate with the wider partnership work of the Surrey Health and Wellbeing Board and Independence and Prevention NHS workstreams.

12.4 Internal Audit Actions Progress Status

Comment: At the end of Q3 there was one outstanding Internal Audit Action for this service area around the Safeguarding audit and this has now been completed.

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		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				0	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	Data Type	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%

12.5.3 Summary Comment on the statistics

No complaints were received this quarter.

12.6 Finance Position at the end of the quarter

12.6.1 Community Service's General Fund Account Table

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
Community Services					
Expenditure	2,342	2,335	-7	Favourable	0%
Income	-1,240	-1,172	68	Adverse	-6%
Community Services Total	1,102	1,163	62	Adverse	6%

12.6.2 Summary Comment on revenue position at the quarter end

Due to the problems with our careline equipment supply, we were unable to install equipment in December 2022 and this will have impacted the careline income. Our client count as of the end of January is 1510 which is up 34 on the end of Q3 client count so the numbers are going 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 – Q3 2022/23

Quarter 3 is a very busy time of year for key parts of environmental services with Christmas and leaf fall impacting on waste and street cleaning services respectively. This period also saw a strike occur for our contractors. The other key change was the introduction of the collaboration model and Joint Executive Heads of Service. I have received a warm welcome from all parts of the organisation and would like to put on record my thanks for the welcome and the support given to me by colleagues and councillors.

Environmental Services

The Environmental Services Team has continued to work with our waste contractor to improve services around waste and recycling and street cleansing, as the recovery from covid continues. The national shortage of HGV drivers is reducing in impact, but the general availability of staff, from administrative to loading staff continues to cause challenges and has led to a small number of disruptions delaying collections.

We had strike action for a total of two days in the quarter. Our officer and communication teams worked closely with Biffa to understand and disseminate the impacts from the strike action. The net impact was some limited delays to normal household collections, with recovery by the Monday following the strike action. Garden waste services were cancelled for 2 days, which represented around 10 % of collection in a two-week cycle. Those collections that were not undertaken were attended to on the next scheduled collection and any extra material presented was collected as a one off. We were pleased that Biffa were able to reach a settlement swiftly that resulted in minimal impact from the action.

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

Although the defined missed bin numbers are low, repeat disruption in some locations has continued to be an issue for a small number of properties; as previously reported, caused by unfamiliar drivers and crews being deployed to collection rounds due to the issues raised above. We continue to work closely with Biffa to put in place appropriate action plans where needed to resolve those issues on a case-by-case basis.

Chris Wheeler, Executive Head of Environmental Services

13.2 Key Performance Indicators Status

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

PI reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
E1*	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	4.80%	4.77%	4.33%	4.02%	Received Quarter in Arrears	5.00%
E2	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	Monitoring on pause					90%
E3a	Number of refuse and recycling missed bins out of 100,000 collections per week (lower outturn is better)		68	42	tbc	60	63	40
E3b	Number of food waste missed bins out of 100,000 collections per week (lower outturn is better)		48	66	tbc	69	61	40
E NI191*	Residual household waste per household (lower outturn is better)	kg	96	93	82.4	82	Received Quarter in Arrears	90.00
E NI192*	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	57.20%	56.10%	60%	58%	Received Quarter in Arrears	54.0%
E4	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	45%	100%	100%	98%	98%	95%

13.2.2 Comment:

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

The MRF rejection rate for Qtr 2, now available, has shown further improvement against a target of less than 5%. Residual Waste per household in Qtr 2 has decreased significantly and is now on target and is below the target of 90kg per household. The recycling rate in Qtr 2 has decreased slightly but remains well ahead of our target.

E2 – Environmental Cleanliness monitoring remains suspended and street cleaning is currently on a reactive service as opposed to scheduled cleaning basis as the service continues to prioritise refuse and recycling collections. We are in discussion with the contractor with a view to refocussing on street cleaning issues.

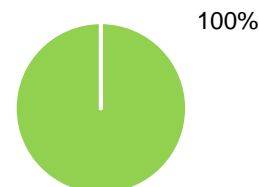
E3a, E3b – Missed bin figures for Qtr 3 are provided but must be viewed with caution due to issues with the customer reporting software which is letting residents report a missed bin before the lorry turns up to empty it, even if the lorry is just an hour later than normal, so the figures include reports of missed bins that were not missed but simply picked up later than usual. We are in discussions with Biffa to bring the relevant reporting restrictions back into use as soon as possible to prevent inaccurate missed collection reporting.

13.3 Service Plans – Progress Status

13.3.1 Summary Table and Pie Chart

Q3 Progress on Environmental Services Service Plans 2022/25

Total	100%	45
Completed	0%	0
On track	100%	45
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



13.3.2 Comment:

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

13.4 Internal Audit Actions Progress Status

Comment: At the end of Q3 there were 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		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New Service structure effective 1 October 2022				2	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				2	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	100%	95%

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

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

13.5.3 Summary Comment on the statistics

The service has seen a low level of formal complaint in Q3.

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	11,033	11,006	-27	Favourable	0%
Income	-3,924	-3,771	153	Adverse	-4%
Environment Services Total	7,109	7,235	126	Adverse	2%

Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Environment	264	264	0
Parks & Recreation	1,771	1,771	0
Capital Environment	2,035	2,035	0

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

The lower than anticipated number of garden waste customers, as highlighted in the Q2 dashboard 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 – Q3 2022/23

Development Management

Performance has continued to improve through Q1, Q2 and Q3 for major, and non-major (including householder and other) applications with all categories exceeding the performance threshold. This is very encouraging news for the 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.

The Council has received a letter from DLUHC indicating that they face potential designation for non-major applications in the two years to the end of Q2 (September 2022). A response has been sent to DLUHC setting out the circumstances that resulted in performance below the Government threshold of 70% (Covid, including the increase in applications, implementation of IT system, staff shortages/recruitment and retention issues). The response also set out the improvements that have been undertaken, and those yet to take place but set out in the updated Improvement Action Plan, and requested that the Council not be designated at this time as it would be counterproductive.

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

The Major and Non major applications performance for these last three quarters illustrate a very significant improvement, which if maintained should ensure that the Council is not at risk of designation in the two years to September 2023.

There are planning officer vacancies in this quarter, and these have, or are going to be, filled.

Development Management (DM), working closely with the Business Support Team, is very much on an improved path of performance, as can be seen with the last 3 quarters performance statistics, with many of the required targets being exceeded. Following on from the Planning Advisory Service (PAS) independent consultant review during Q1, a written review offered 10 recommendations for improvement, all of which have been actioned and implemented and we continue the work in progress with the PAS DM Challenge Toolkit.

Gilian Macinnes

Joint Interim 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		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	87%	89.6%	90.4%	80.95%	95.81%	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)	%	40%	55.6%	100%	92.86%	91.30%	80%
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	28%	59%	93.1%	82.8%	92.17%	80%
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	%	46%	60%	91.5%	89.32%	97.64%	90%
P2	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	%	53%	65%	88.1%	81.82%	92.47%	80%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) (lower outturn is better)	%	29.5%	34.3%	37.5%	20.7%	22.2%	30%
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	%	5.7%	8%	0%	0%	1.75%	10%

PI reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	0.7%	0.96%	0.65%	1.38%	1.51%	10%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	78.8%	80%	82.4%	57.14%	91.18%	75%
P5	Percentage of "Bronze Service Level" pre-application advice provided within 21 days (3 wks) target (higher outturn is better)	%	41%	10%	0%	11.43%	18.18%	Data only

14.2.2 Comment:

P1 (Total planning applications determined within 26 weeks) – There has been a recovery from the dip in performance in Q2, due to the decision over the covid period not to seek extensions of time. Extensions of time are now sought where required and this change is positively impacting on the performance.

P151 (Processing of major applications) –the continued very good performance (over 90%) 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 92.13% determined either in 8 weeks or within an agreed extension of time represents a huge improvement over last year's performance.

P123 (Processing of other applications) – The performance against this target is exceptionally good at 97.64%, and illustrates the step change in performance in the service.

P2 – (Processing of residual applications) – Exceeded target with 92.47%

P3, LP152, LP154 – (Appeals performance) – Continued improvement in appeal performance over Q1 and Q2

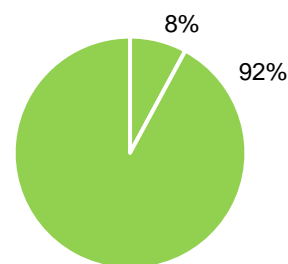
P4 -Enforcement - There has been a very notable improvement in Enforcement performance following the Enforcement Officer vacancy for some months and the complex and significant cases coming to a head (mostly involving applications to the High Court), that have required a great deal of officer attention in Q 2.

14.3 Service Plans – Progress Status

14.3.1 Summary Table and Pie Chart

Q3 Progress on Planning Development Service Plans 2022/25

Total	100%	38
Completed	8%	3
On track	92%	35
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



14.3.2 Comment:

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

14.4 Internal Audit Actions Progress Status

Comment: At the end of Q3 there were three outstanding Internal Audit Actions for this service area:

IA20/08.001 Target Response Times

IA22/14.001.1 Service Level Agreement

IA22/14.001.2 Up to date contract/Memorandum of understanding

For further details please refer to the latest Review of Progress in the implementation of Internal Audit Actions (from the Audit Committee 28 November 2022)

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		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New Service structure effective 1 October 2022				5	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				5	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	100%	95%

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

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

14.5.3 Summary Comment on the statistics

All complaints were handled on target in Q3.

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	5,146	5,311	165	Adverse	3%
Income	-3,373	-3,288	85	Adverse	-3%
Planning Development Total	1,773	2,023	250	Adverse	14%

14.6.2 Summary Comment on revenue position at the quarter end

The Planning Service budget overspend shown is primarily attributed to the suspension of the pre-app service earlier in the financial year. As the service journey is improving and planning applications are reaching determination in a more appropriate timescale, the Planning income has increased and is over forecasted budget. Although the redesigned Pre-App service has successfully launched and is well received, the disparity in the income from the pre-app service due to suspension has yet to be made up.

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

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 – Q3 2022/23

Quarter 3 saw a general increase in activity across all of the Regulatory Teams including a busy period supporting the community during water outages affecting both Waverley and Guildford residents. Getting businesses back on track continues to be extremely challenging, and we have had to deal with further significant incidents and accidents as well during this quarter. I have to thank all of team 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 Q3

The Food and Safety team has continued to work in accordance with the Food Standards Agency timetable to recover its full food hygiene inspection service before the end of March 2023. As a result, 150 inspections of food business have been undertaken during Q3. The standards of food hygiene within businesses have been reported by officers as generally satisfactory. Small catering businesses still report they are struggling to employ a stable workforce and deliver necessary training to support good food hygiene practices, as well as a quieter festive period. This is against the backdrop of an increase in the number of new food businesses opening within Waverley with 63 new food business registrations being received during Q3. Of the 150 food businesses inspected, 13 were rated as unsatisfactory (FHRS rating of 0,1,2), 94 received written warnings and 9 hygiene improvement notices were issued to 5 food businesses. A reduced number of food businesses (4) have made requests for a Food Hygiene Rating Scheme revisit to reassess standards and re-score their business.

The number of complaints from the public about hygiene standards observed within food businesses remains stable at 13, but there has been a reduction in complaints about alleged food poisoning to 5. Official notifications of confirmed infectious disease cases have dipped slightly, however a number of those notified have resulted in significant health impact and hospitalisation of cases including cases of Legionella and STEC E.coli.

In regard to health and safety enforcement, inspections as part of the 'Gas Safety in Catering Premises Project' have continued during Q3. These have resulted in the service of 3 formal improvement notices to deal with unsafe gas appliances in catering businesses.

The service has received 22 workplace accident notifications during Q3, and is currently pursuing two Health and Safety legal cases.

Environmental Protection Team

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

Complaint type	2021/22 full year	Qtr. 1 2022/23	Qtr. 2 2022/23	Qtr. 3 2022/23
Noise complaints	426	133	167	105
Planning consultations	907	183	192	198
Requests for information	521	97	106	57
Temporary Event Notice Consultations	559	286	143	200
Premise License Consultations	59	20	18	16
Bonfire Complaints	120	32	21	13
St Trading requests for service	119	16	21	35
Pest control complaints	100	13	18	18
Various other requests for service	498	114	142	133
Total	3309	894	828	775

The Environmental Protection Team have also:

- Dealt with 21 more complex cases, including those detailed below.
- Progressed a second prosecution regarding a dog barking case in Farnham and an appeal against the sentence for the first prosecution, including a Criminal Behaviour Order. The appeal was dismissed, and the CBO varied so the dogs cannot be at the offending premises from 5pm on 1 March 23.
- Progressed a second prosecution regarding odour from a fish and chip shop in Farnham. A further fine was issued. The owner of the premises has now changed hands. The new owner is cooperative, and we are working with him to resolve the problem.
- Progressed a prosecution for noise and odour from a restaurant in Godalming. We also resolved a similar long running case without going to court regarding a takeaway in Farncombe.
- Been working to update the Air Quality Action Plan for our Air Quality Management Areas and develop new Clean Air Strategy for Waverley. We have worked with an Air Quality Steering Group and facilitated the consultation and reports going through the governance process.
- Tendered and awarded a new contract to manage WBC's air quality stations and automatic air quality data.
- Worked with planning colleagues, WBC's consultant, the Environment Agency and Dunsfold Airport Ltd to find a way to deal with contamination on part of the site so works can start. This has been a challenge requiring significant officer resources.
- Worked to secure the appropriate remediation of soils associated with the Green Lane development in Farnham, to make sure soils were suitable for use. This was a challenge given soils had already been placed on site and turfed in some cases.

- Covered work associated with the contaminated land officer's role (0.8 FTE) since the beginning of November when the current post holder departed WBC.
- Worked with Guildford BC to take forward joint tenders for the pest control and stray dog service. Considerable work was completed in assessing bids for the pest control service.
- Issued numbers of scrap metal dealer licences as they needed to be renewed.
- Completed the annual Drinking Water Inspectorate return for Private Water Supplies.
- Continued work to deal with street trading consents and animal welfare licences.
- Worked with (and ongoing) Network Rail on an application to agree methods to try and minimise noise and vibration associated with upgrading signalling on the line between Farncombe and Petersfield.
- Worked with Surrey authorities, including SCC Public Health, Highways and Trading Standards at the Surrey Air Alliance, Surrey Planning and Heath Forum, and Surrey Health Protection Board on joint initiatives to try and improve health and wellbeing of people in Surrey.

Private Sector Housing

The total number of new Disabled Facilities Grant enquiries this year (144) is higher than last year, which in itself was higher than in any previous year. Grant approvals have also risen steeply (72) and have nearly reached last year's annual figure of 75. Grant spend has also increased correspondingly and is on course to exceed all previous annual figures.

21 Houses in Multiple Occupation have been inspected this year and 8 licences issued.

There were 45 complaints about housing conditions in Q3, which is the highest quarterly figure on record. Complaints about illegal evictions and landlord harassment are also higher than the annual figure in most years. Three formal Notices were served in Q3.

There were 6 requests for public health funerals in Q3, bringing the total for the year to 13.

Licensing

A Liaison meeting was held with the Taxi Trade to discuss a range of issues, but feedback was that trade continues to recover assisted by the fare increase agreed in June 2022 but cost of living and fuel costs continue to impact the trade. 17 new applicants took knowledge tests in Qtr. 3 a further increase on Quarters 1 and 2 (6 and 10 respectively). Routine driver and vehicle checks were also carried out over the quarter and 15 new taxi complaints were investigated (up from 9 in Qtr. 2).

43 DBS interviews were conducted with new or existing drivers and 230 drivers (88%) are now registered with the DBS update service which 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 12 local driver refusals or revocations (which includes historic ones) have been added to NR3 database.

2 Committee hearings were held during Qtr. 2 regarding driver issues.

Licensing Act 2003 applications have remained constant with 5 new premises licence applications (4 in Qtr. 2). 2 applications were received for variations of licence conditions (2 in Qtr. 2), 5 applications for minor variations, 2 transfers of premises licence, 18 variations of designated premises supervisor (DPS) and 3 joint transfer and vary DP's applications were processed.

208 Temporary Event Notices were received (135 in Qtr. 2). 39 of these were late notifications which had to be processed quickly to ensure there would be no adverse impacts.

The licensing team also carried out 38 routine inspections of licensed premise (14 in Qtr. 2) and 7 were joint inspections with the Police following complaints from residents (15 in Qtr. 2).

3 Committee hearings were held regarding issues with Licensed premises.

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

12 House to House Collections (5 in Qtr. 2) and 12 Street Collections (12 in Qtr. 2) were approved. 24 Small Society Lottery licences were renewed, and 7 New Small Society Lottery licences were granted.

Emergency Planning:

Our Emergency Planning and Business Continuity response plans have continued to be tested throughout this quarter in supporting the community and running business as usual in parallel. Overall, we feel the council working with partner agencies has performed extremely well in Q3.

The council's resilience was tested in this quarter, primarily during the response to the Ladymead water outage, impacting properties in both Guildford and Waverley. The team worked closely with Guildford Borough Council colleagues and other agencies to ensure we were ready to effectively respond when requested by the SLRF. Work is also continuing between colleagues at Waverley BC, Guildford BC and Applied Resilience to review, combine and integrate emergency and business continuity plans and procedures to ease the transition period moving forwards.

Event safety has continued to be a key focus during Q3, with emphasis on improving the organisation and multi-agency communication with regards to high-risk events requiring a Safety Advisory Group. Plans have been put in place to introduce a recurring SAG group meeting, involving partner agencies and Emergency Services, alongside further documentation to ease work around the SAG process.

The team has continued to complete their corporate Health and Safety responsibilities. The overarching Health and Safety policy has been signed off after review, and a plan has been put in place to begin the review process for the remaining Health and Safety policies. This review process will involve consideration of the GBC Health and Safety policies and how we can further the integration process with Guildford BC. In the background, the team has continued to work with Housing colleagues to achieve safety compliance across WBC housing stock.

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		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
R1a	Average number of days to remove fly-tips (lower outturn is better)	Days	2	3	3	2	2	2
R1b	Number of fly tipping incidents in a quarter (Data only)		169	244	182	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)	%	78.57%	81.25%	88.89%	100%	100%	100%
R3	Food businesses with a 'Scores on the door' of 3 or over (higher outturn is better)	%	90.43%	89.40%	89.87%	90.16%	90.95%	Data only

15.2.2 Comment:

R1a, R1b – Performance on clearing fly tips has been maintained on target in Qtr 3 but fly tip numbers have increased compared to the same quarter last year. Enforcement activity on fly tipping and abandoned vehicles is a priority but the Environmental Enforcement Team is currently affected by a vacancy and sickness absence.

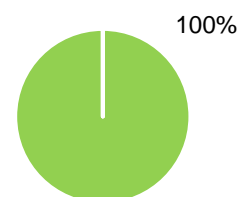
R2, R3 – As food inspections get back on track (100% for the second quarter in a row) standards in food businesses are starting to improve and the number of food businesses with a score of 3 or over continues to rise.

15.3 Service Plans – Progress Status

15.3.1 Summary Table and Pie Chart

Q3 Progress on Regulatory Services Service Plans 2022/25

Total	100%	63
Completed	0%	0
On track	100%	63
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 third quarter.

15.4 Internal Audit Actions Progress Status

Comment: At the end Q3 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		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New Service structure effective 1 October 2022				2	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				2	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	100.00%	95%

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

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

15.5.3 Summary Comment on the statistics

Responding to complaints has been a priority during Qtr. 3 and this has shown an improvement in performance.

15.6 Finance Position at the end of the quarter

15.6.1 Regulatory Services General Fund Account Table

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Regulatory Services					
Expenditure	4,405	4,300	-105	Favourable	-2%
Income	-2,223	-2,191	32	Adverse	-1%
Regulatory Services Total	2,183	2,109	-73	Favourable	-3%

Capital Regulatory Services

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Regulatory Services	883	883	0
Capital Environmental Services	883	883	0

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 after effects of Covid. Capital expenditure is anticipated to be on target by the end of the financial year.