



Corporate Performance Report Q3 2023/24

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Lead Officer: Jenny Sturgess

Title: Policy and Performance Officer

Telephone: 01483 523 465

Email: jennifer.sturgess@waverley.gov.uk

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

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

1.1 Performance Indicators RAG Rating per Status Type

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

1.2 Service Plans, Internal Audit, Project Management

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

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

Reporting periods

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

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

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

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

- **Corporate Dashboard** – page 4
- [Assets and Property](#) – page 12
- [Communication and Customer Service](#) – page 16
- [Finance](#) – page 19
- [Housing Services](#) – page 22
- [Legal and Democratic Services](#) – page 29
- [Organisational Development](#) – page 32
- [Regeneration and Planning Policy](#) – page 35
(Corporate capital projects and housing delivery)

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

- [Regeneration and Planning Policy](#) – page 35
(Economic development; planning policy, design, conservation, transport; and regeneration)
- [Commercial Services](#) – page 40
- [Community Services](#) – page 43
- [Environmental Services](#) – page 48

- [Planning Development](#) – page 52
- [Regulatory Services](#) - page 56

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 2023/24

3.1.1 Q2 2023/24 Chief Executive’s summary:

This is the Q3 performance report covering October to December 2023.

Each chapter provides a highlight report of achievement and challenges during the quarter followed by detail and commentary on how Waverley Borough Council services have performed.

Waverley Training Services were inspected by Ofsted in December, and we are very proud of their achievement of ‘Good’.

During Q3 Waverley experienced significant disruption to water supply causing disruption and discomfort to our communities. Although we have no formal responsibility for water supply, both officers and councillors represented our residents and businesses in seeking reassurance that future problems are less likely to occur.

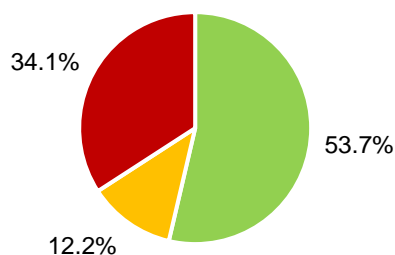
Annie Righton, Interim Joint Chief Executive

3.2 Summary of All Corporate Key Performance Indicators per status

3.2.1 Table with Q3 2023/24 Summary of all corporate indicators with assigned targets

All Corporate KPIs

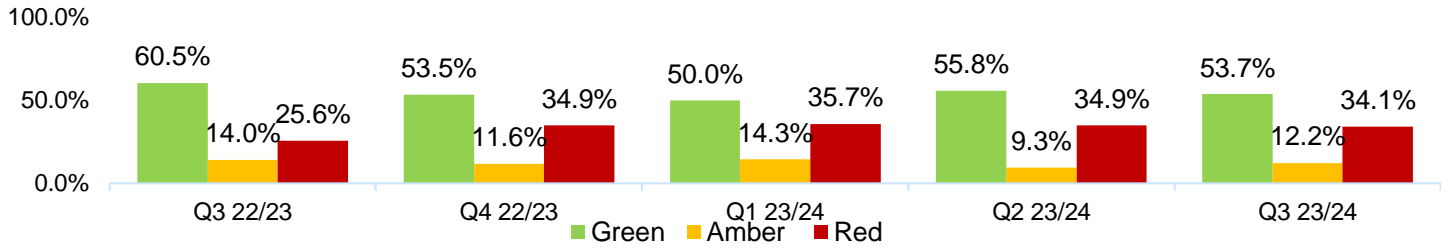
Total	100%	41
Green on target	53.7%	22
Amber - less than 5% off target	12.2%	5
Red - over 5% off target	34.1%	14
Data only	N/A	26
Data not available or paused	N/A	0



3.2.2 Comment:

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

Performance indicators - % per status Q3 2022/23 to Q3 2023/24

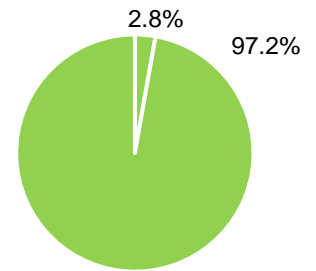


3.3 Summary of Service Plans Progress Status

3.3.1 Table with the overall Q3 2023/24 Service Plans Progress Status

Q3 update on progress of all Service Plan actions 2023/26

Total	100%	502
Completed	7.2%	36
On track	92.8%	466
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



3.3.2 Comment:

At the end of the first quarter, 92.8% of actions were on track and 7.2% had been completed.

3.4 Summary of All Internal Audit Recommendations

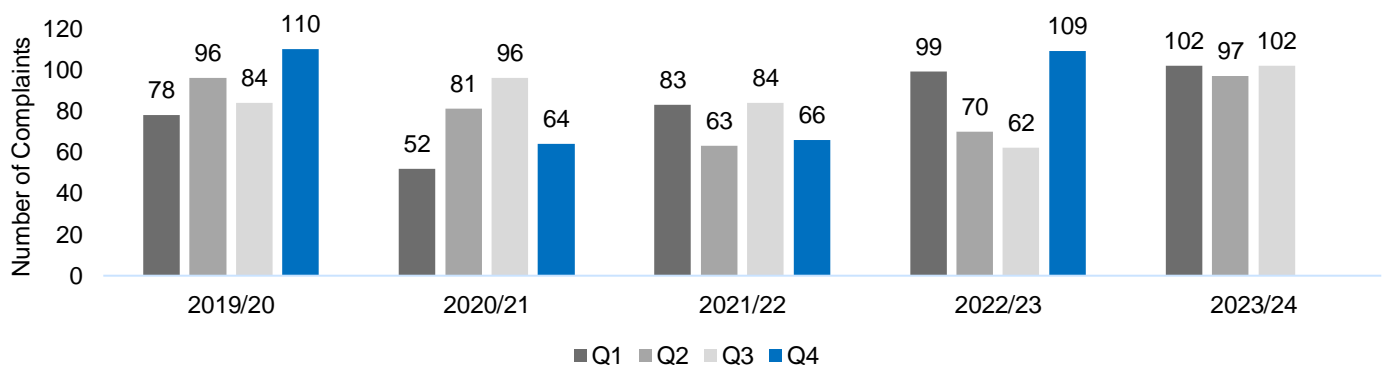
3.4.1 Comment:

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

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 27 November 2023)

3.5 Summary of All Complaints – Q3 2023/24

Total Number of Complaints
(Level 1, Level 2 and Ombudsmen)
for the period 1 April 2019 - 31 December 2023)



Q3 Complaints Summary Table

	Number of complaints	Number responded to within target timeframe	Percentage responded to within target timeframe	Target
Total complaints	102			
Level 1 Total	84	48	57.1%	95%
Level 2 Total	18	16	88.9%	95%
Ombudsman Total	0		N/A	

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

3.5.1 Comment:

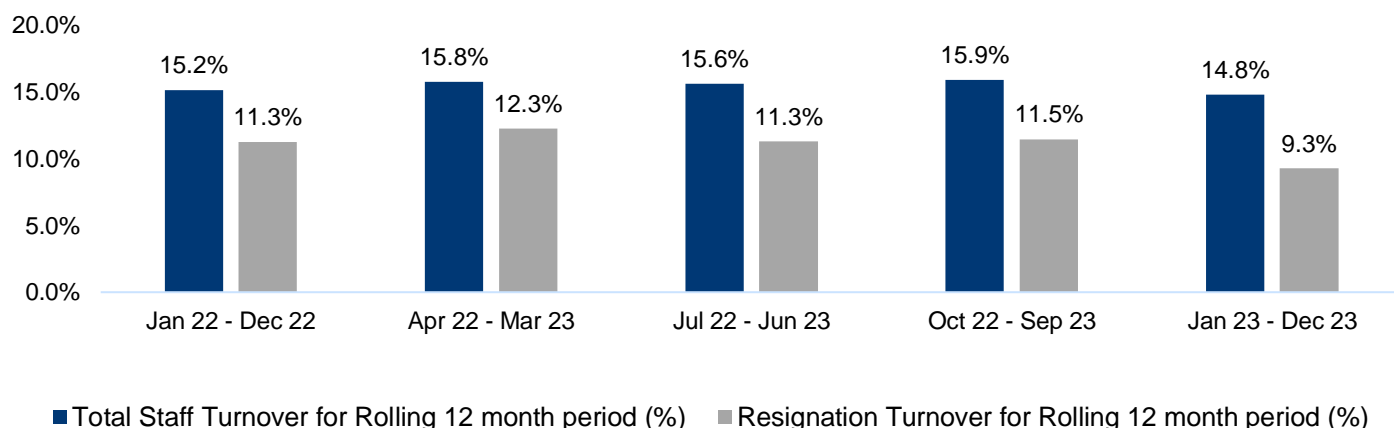
Further details of service specific performance can be found under individual dashboards, with the information on corporate complaints indicators performance included in the Communications and Customer Service Dashboard.

3.6 Summary of Workforce Data – Corporate Overview

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

3.6.1 Staff Turnover

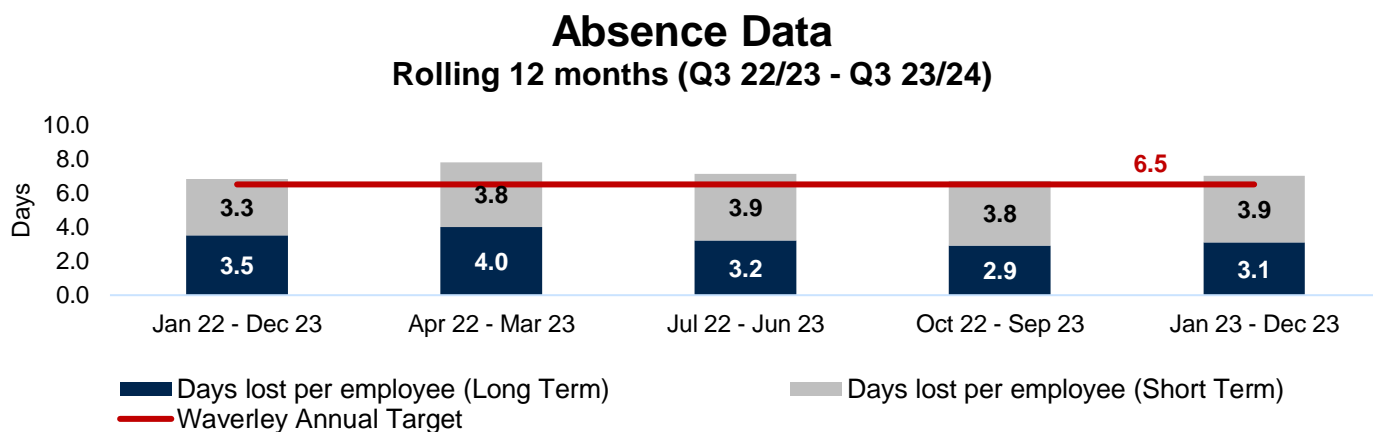
Percentage of Total Staff Turnover
(Rolling 12 months) Q3 22/23 - Q3 23/24



Comment: Total staff turnover reduced slightly, down from 15.9% to 14.8% over the rolling 12 month period. It was also the first time under the 15% turnover figure over the last 12 months. The turnover rate in the U.K. remains high. According to a recent Xpert HR Survey the average turnover rate in the U.K. was 19.9% and the figure in the public services stood at 18.7%. These higher figures than previously are indicative of a really tight employment market, with increased opportunity for candidates and movement between roles being high. In some positive news for the local government sector a three month trial is taking place in the North East of England spearheaded by the Local Government Association to highlight careers within the local government arena and target particular groups in regard to careers and opportunities using national style branding campaign. Subject to the successful trial these templates and branding will be made available to a wider group and we will be able to access the material as part of our local branding to tie in with the national campaign later in 2024.

Jon Formby HR Manager

3.6.2 Absence Data



Comment: Days lost to overall sickness has stayed fairly static over the last 12 months and is currently at 7 days lost per employee per year. As a comparison in the most recent Xpert HR survey across all sectors sickness was running at an average of 6 days per year, however, it was running considerable higher at a median of 8.7 days within the public sector and at a median of 8 days for organisations across all industries with similar size workforces to Waverley. On both the measures of comparable sector and size our current figures place us below the median figure of days lost. We continue to work hard with Managers and teams to look to take a more proactive approach, particularly towards stress management and the usage of tools such as stress risk assessments and early direction towards our Employee Assistance Programme or referral to our Occupational Health Provider to reduce the risk of absence and shorten absence periods.

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 2023/24

3.7.1 Section 151 Officer summary Q3 2023/2024

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

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

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

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

Richard Bates, Interim Executive Head of Finance and S151 Officer

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

The 2022/23 financial outturn was within the overall MTFP agreed by Council in February 2023 and returned a surplus to reserves.

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

At this stage, the various savings and efficiency programmes are on track to deliver the MTFP savings targets and will continue to be closely monitored. The MTFP and HRA business plan have been reviewed mid-year and will be travelling through the committee process.

Richard Bates, Interim Executive Head of Finance and S151 Officer

3.7.3 General Fund Account Summary Table

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Assets & Property					
Expenditure	3,716	3,619	-97	Favourable	-3%
Income	-4,726	-4,770	-44	Favourable	1%
Assets & Property Total	-1,010	-1,151	-141	Favourable	14%
Commercial Services					
Expenditure	7,417	7,233	-184	Favourable	-2%
Income	-10,733	-9,678	1055	Adverse	-10%
Commercial Services Total	-3,316	-2,445	871	Adverse	-26%
Communication & Customer Services					
Expenditure	4,162	4,142	-20	Favourable	0%
Income	-3,777	-3,777	0	Adverse	0%
Communication & Customer Services Total	385	365	-20	Favourable	-5%
Community Services					
Expenditure	2,754	2,515	-38	Favourable	-1%
Income	-1,546	-1,494	52	Adverse	-3%
Community Services Total	1,208	1,222	14	Adverse	1%
Environmental Services					
Expenditure	11,844	11,804	-40	Favourable	0%
Income	-4,153	-4,051	102	Adverse	-2%
Environmental Services Total	7,690	7,752	62	Adverse	1%
Finance					
Expenditure	25,857	26,255	398	Adverse	2%
Income	-24,884	-26,476	-1,592	Favourable	6%
Finance Total	973	-221	-1,194	Favourable	-123%
General Fund Housing					

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Expenditure	2,378	2,387	9	Adverse	0%
Income	-2,104	-2,104	0	Adverse	0%
General Fund Housing Total	274	283	9	Adverse	3%
Joint Management					
Expenditure	2,320	2,383	62	Adverse	3%
Income	-2,316	-2,311	5	Adverse	0%
Joint Management Total	4	72	68	Adverse	1813%
Legal & Democratic Services					
Expenditure	4,097	4,160	63	Adverse	2%
Income	-2,418	-2,413	5	Adverse	0%
Legal & Democratic Services Total	1,679	1,746	68	Adverse	4%
Organisational Development					
Expenditure	5,131	4,923	-208	Favourable	-4%
Income	-2,342	-2,342	0	Adverse	0%
Organisational Development Total	2,789	2,582	-208	Favourable	-7%
Planning Development					
Expenditure	6,506	6,790	284	Adverse	4%
Income	-4,136	-3,910	226	Adverse	-5%
Planning Development Total	2,370	2,880	511	Adverse	22%
Regeneration & Planning Policy					
Expenditure	2,720	2,730	10	Adverse	0%
Income	-1,508	-1,508	0	Adverse	0%
Regeneration & Planning Policy total	1,213	1,222	10	Adverse	1%
Regulatory Services					
Expenditure	4,037	3,978	-59	Favourable	-1%
Income	-3,200	-3,145	55	Adverse	-2%
Regulatory Services Total	837	834	-4	Favourable	0%
GF Funding					
Expenditure	2,198	1,982	-216	Favourable	-10%
Income	-17,298	-17,298	0	Adverse	0%
GF Funding Total	-15,101	-15,317	-216	Favourable	1%
Grand Total	-4	-175	-171	Favourable	

Capital

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'000	Sum of Carry forward £'000
Capital Assets & Property				
Assets	7,664	2,832	-	-4,443
Capital Communication & Customer Services				
Communication and Customer Services	505	531	26	-
Capital Commercial Services				
Commercial Services	32,919	2,832	-	-30,087
Capital Community Services				
Community Services	905	905	-	-
Capital Environmental Services				
Environmental Services	2,404	1,879	-141	-384
Capital Finance Services				
Finance	161	161	-	-
Capital Organisational Development				
Organisational Development	557	488	-68	-
Capital Regeneration & Planning Policy				
Regeneration and Planning Policy	614	609	-4	-
Capital Regulatory Services				
Regulatory Services	109	109	-	-
Grand Total	84,017	18,254	-376	-65,386

HRA summary - Revenue

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Housing Services					
Expenditure	30,859	31,152	293	Adverse	1%
Income	-37,300	-37,564	-264	Favourable	1%
Housing Services Total	-6,441	-6,413	29	Adverse	0%
HRA funding					
Expenditure	11,586	11,584	-2	Favourable	0%
Income	-5,136	-5,136	-	Adverse	0%
HRA funding Total	6,450	6,449	-2	Favourable	0%
Regeneration and Planning Policy					
Expenditure	456	371	-85	Favourable	-19%

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Income				Adverse	0%
Regeneration and Planning Policy Total	-9	-94	-85	Favourable	921%
Grand Total	0	-59	-59	Favourable	

HRA – Core Capital

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'000	Carry forward £'000
Communal & Estate works	207	207		
Health & Safety Works	1,238	1,238		
MRA Prog Decent Homes Occupied Properties	981	981		
MRA Prog Decent Homes Void Properties	695	695		
MRA Prog Disabled Adaptations Occupied Properties	419	419		
MRA Programmed work	3,862	3,946	84	
Roofing & Associated works	1,345	967	-227	-150
St James Court	140	140		
Structural & Damp works	179	133	-46	
Windows & Doors	580	580		
Grand Total	9,649	9,309	-189	-150

New Build/Stock Remodelling

	Approved Budget £'000	Forecast Outturn £'000	Sum of Carry forward £'000
Chiddingfold schemes	7,525	1,750	-5,775
HRA Feasibility Studies	511	511	-
Latent defects	189	189	-
Ockford Ridge schemes	4,614	4,614	-
Pre-development Expenditure	160	170	10
Zero carbon retrofit pilot	1,739	1,494	-245
85 Aarons Hill Starter Homes (Land adj)	819	250	-569
Borough Wide Refurbishment	339	339	-
Catteshall Lane	2,845	700	-2,145
Grand Total	18,351	10,017	-8,724

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

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

4.1 Key Lessons Learnt, Areas of Concerns

4.1.1 Summary from Executive Head of Service – Q3 2023/24

Assets

Business as usual for the Asset Team managing the Council's asset base of operational and commercial properties (excluding the housing stock) which includes lease renewals and negotiations, rent reviews, licences and access requests. The team also supports the Asset Investment Strategy which it has been actively working towards by bringing in a corporate approach to asset management and pursuing asset investment which, under the current Government guidelines, means working the Council's current asset base to achieve best value and initiating projects to improve the Borough.

To the end of Quarter 3 the team's performance is summarised below:

Acquisitions

- There were no acquisitions being actively pursued. Acquisitions will be in support of the Corporate Strategy objectives and comply with the Council's Asset Investment Strategy, the Chartered Institute of Public Finance and Accountancy's Prudential Code of Practice and the Government's guidance on allowable spend with the emphasis on affordability, prudence and sustainability.

Leases

- The Burys top floor – leases to Ethical Lettings (to gain rental stream and collaborative working with Waverley's Homelessness team) and Ian Williams (housing contractor) with legal for completion.
- 3 Langham Park Godalming – current tenant surrendered first floor office but retained ground floor from 1 August 2023 on a 10-year term at Market rent and in solicitors' hands. First floor office has been marketed and is also under offer. With legal for completion.
- Currently working on numerous sports/community leases: Holloway Hill Sports Association (pavilion), Godalming Cricket Club, Godalming Tennis Club, Frensham Sailing Club, Frensham Pond Angling Club, Haslemere Rugby Club, Football Club at Coxcombe Rec, Garden Close Community Room, Gorselands Community Room
- Completion: Lease renewal for part of central car park Farnham leased in from NatWest.
- Completion - Haslemere Youth Hub temporary licence
- Lease renewal Age UK at Wey Court community room (Meadrow Farncombe),
- Lease Scouts Haslemere on going,
- Broadwater Golf Club settlement completed. Team will open discussions with Car Wash.

Easements

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

Projects brought forward

- Fairground Car Park – proposal for mixed use food store and housing as per LPP2 – working with property experts to finalise tender documents for procurement Q4. CMB 16 Jan 2024 and Executive 23 Jan 2024
- Weydown Road – enabling project. Haslemere Hub relocation and upgrade of car park linked to above
- 69 High Street – proposal for mixed use scheme of much needed affordable housing on Godalming high street with retail frontage. Project progressing AFL due to be signed. Design consultation with retailer progressing well. Project, QS and Planning support tendered and instructed. Final sign off on shell and core drawings imminent.
- Wey Court East – AFL signed. Contractor on site September 2023. Expected completion date of May 2024 has been delayed to end August 2024. Concerns highlighted and action taken
- UCA projects to be progressed meeting Jan 2024 and further site meeting March 2024
- Broadwater Project
- Wey Hill – in negotiations with Scouts and Homewoods to regulate lease terms to allow for development

Other

- Reports prepared for two new policies to strengthen governance and transparency around management of the Council's assets - Asset Transfer Policy and Assets at Less than Best Consideration – further information required from legal re governance. Progressing and March 2024 proposed Executive.
- Updating EPCs on 14 properties completed
- SANG land negotiations at Farnham Park and Milford
- Rent reviews on trading estates progressing.
- Terrier Audit first internal meeting Jan 2024
- Insurance valuations progressed and with accounts for recharging to tenants
- Asset valuations HRA and General Fund audit complete on 2023 and initial meeting had for 2024. Progressing with external valuers Montagu Evans (due to re procure next year)
- Leisure Centre Operating contract – property support. Charity report
- Dilapidation claim The Edge – progressing
- Brightwells – ongoing support re development and car park
- Haslemere Key Site – revisit offer
- Community leases ongoing support
- Infrastructure easement – Farnham SCC

JDs and adverts completed for Senior Asset Manager and Asset Manager posts within the team. Existing Asset Manager and Assistant Asset manager re graded and confirmed.

Engineers

In Quarter 3 of this year work has progressed as usual, our main work-streams including:

- Working with the Environmental Services Team with this year's maintenance programme as well as assisting them with their day-to-day maintenance in the absence of their own staff.

Programme work is being undertaken on the specification of the Lower Hart car park tree root protection, also resurfacing to Central Car Park, Farnham and Croft Road, Godalming have been completed.

- Working with the Parks and Countryside Team on pavilion improvement works and maintenance, with Broadwater Park Pavilion refurbishment the main project, which is progressing well, with the internal works completed and the external refurbishment work soon to start.
- The Engineers have also carried out surveys and prepared tenders for drainage and car park / footpath projects for the Parks team on their Car Parks, with most of these works now completed.
- In this last quarter the Engineers have carried out several maintenance projects for the Housing sections which involved road/ footpath repairs and condition surveys. As well as acquiring prices for budget purposes for possible works in the coming year.
- The Engineers have also assisted the Assets team with their development projects as well as making sure that all council non-housing properties are fully compliant under Health & Safety regulations.

All though this year we have seen very few flooding issues; we have been working closely with other flood risk authorities and our regular liaison meetings are continuing to take place. Through these meetings we have secured an agreement with Surrey County Council for them to fund the culvert clearance and drainage replacement work at Elstead, although this has been delayed by matters out of our control, it is now planned to start in April. The Engineers have also been working with Surrey County Council on a 'Property Level Protection' programme they are running. We have also assisted the Alfold Parish with updating of their ditch maintenance records.

Facilities

Fleet - A business case has been submitted for additional fleet for the Building Control Team. Have ordered 4 cars on a Lease for 2 years. Update: ordered and awaiting their arrival

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

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

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

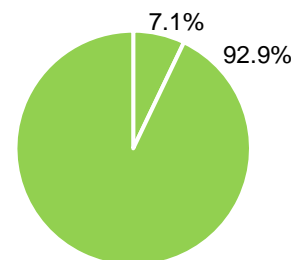
There are currently no Performance Indicators for Assets and Property.

4.3 Service Plans – Progress Status

4.3.1 Summary Table and Pie Chart

Q3 Progress on Assets & Property Service Plans 2023/26

Total	100%	28
Completed	7.1%	2
On track	92.9%	26
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



4.3.2 Summary comment on the service plans

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

4.4 Internal Audit Actions Progress Status

Comment: There were no outstanding actions for this service area at the end of 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 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	0	0	0	1	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	0%	95%

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

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

4.5.3 Summary Comment on the statistics

The Level 1 complaint required consultation with legal and therefore the response was slightly delayed.

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	3,716	3,619	-97	Favourable	-3%
Income	-4,726	-4,770	-44	Favourable	1%
Assets and Property Total	-1,010	-1,151	-141	Favourable	14%

Capital Assets and Property

	Approved Budget £'000	Forecast Outturn £'000	Sum of Carry forward £'000
Assets	7,664	3,220	-4,443

4.6.2 Summary Comment

The forecast variance has come about due to:

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

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

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

5.1 Key Successes & Lessons Learnt, Areas of Concerns

5.1.1 Summary from Executive Head of Service – Q3 2023-24

Customer Services and Digital

We were pleased to welcome our new apprentice to the team during this quarter in Customer Services. They have settled in really well. We appreciate the opportunity to have apprentices within the service and to be able to “grow our own” talent within the team.

Work continues to move our online forms to our CRM system, improving the customer experience but also providing valuable insight into customer online interactions with us, that can help shape our digital offering in the future. The team are on track to have this work completed by April.

ICT

This quarter was a challenging time for the team following a supplier going into administration without warning. The team worked hard to put a new provision in place to support our phone lines as quickly as possible and were successful in preventing any disruption to our customers from this unexpected change.

The team have also successfully rolled out teams across the council, allowing staff to be able to use this useful tool as a means of communication and providing flexibility to work with partners and across the collaboration on both teams and zoom platforms as required.

Complaints

This quarter has seen a slight increase in the response rate to stage 1s but there is still work to do to improve. Individual services will provide commentary in their service dashboards as to the performance in their own areas. Corporately we have now completed the training for service complaint administrators and regular reminder emails are being sent to services for outstanding complaints. This quarter also saw a slight drop in stage 2 response times. This was due to key staff being on leave and work pressures within the services. We are still planning to raise awareness of complaint handling at the managers group and across the organisation but this has been delayed as we await the final guidance from the ombudsmen on the joint complaints code that they are publishing to allow us to share this with managers and staff as it will shape our approach moving forward. It is expected in Q4.

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 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Target
CC1a	The number of complaints received - Level 1 (data only)	No.	32	64	76	67	84	Data only
CC1b	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	87.5%	56.3%	59.2%	47.8%	57.1%	95%
CC2a	The number of complaints received - Level 2 (data only)	No.	24	39	25	30	18	Data only
CC2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	96%	95%	100%	86.7%	88.9%	95%
CC4a	Average time taken to respond to Media Enquiries within the 48h target (excluding weekends and Bank Holidays.)	Hours	6.8	10.2	5.3	3.3	3.6	48 hours
CC4b	Total Number of Media Enquiries received in a quarter.	No.	29	43	43	52	33	Data only
CC4c	Average time taken to respond to social media posts within the 24h target (excluding weekends and Bank Holidays.)	Hours	7	49 minutes	3.55	14.2	11.7	24 hours
CC4d	Total number of social media posts received in a quarter.	No.	868	911	925	1105	870	Data only
CC5	Number of external enquiries received by the Customer Service Centre Team (CSC) in a quarter (including phone calls, online forms and other emails)	No	28,371	33,416	24,886	34,442	28,147	Data only

5.2.2 Comment:

The majority of KPIs are positive however the complaints response times are not at the level they should be. Individual services will provide detail regarding the performance of complaints and

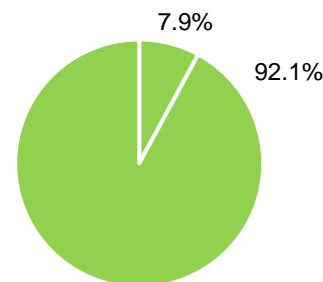
reasons for delays in their service dashboards, however corporately we continue to take steps to improve and provide as much support to services as we can to respond to these complaints. Further details of this can be found in 5.1.1

5.3 Service Plans – Progress Status

5.3.1 Summary Table and Pie Chart

Q3 Progress on Communication & Customer Service Service Plans 2023/26

Total	100%	38
Completed	7.9%	3
On track	92.1%	35
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



5.3.2 Summary comment on the service plans

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

5.4 Internal Audit Actions Progress Status

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

IA23/06.010.1 Out of Hours Service

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 27 November 2023)

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

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

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

5.5.3 Summary Comment on the statistics

No complaints were received this quarter.

5.6 Finance Position at the end of the quarter

5.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
Communications and Customer Services					
Expenditure	4,162	4,142	-20	Favourable	0%
Income	-3,777	-3,777	0	Adverse	0%
Communication and Customer Services Total	385	365	-20	Favourable	-5%

Capital Communications and Customer Services

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
IT	505	531	26

5.6.2 Summary Comment

Forecast variance is due to an accountancy correction to the current financial year. This year's capital budget spend is on track within budget.

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 2023/24

The Housing Benefit: The Housing Benefit Service are performing to plan and within capacity. Regular DWP partnership liaison meetings and data return confirm we continue to perform well within the DWP guidelines of processing times for both New Claims and Change of Circumstances. Discretionary Housing Payments (DHP) continue to be paid to customers affected by key welfare changes.

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

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

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

The Finance team are performing to usual timetables, have made good progress with the 2022/23 financial statements audit and have worked across the Council to produce a balanced budget which will be presented to Full Council on 20/02/24 for approval.

Richard Bates, Interim Executive Head of Finance

6.2 Key Performance Indicators Status

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

PI reference	Description		Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Target
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	84.1%	97.7%	29.1%	55.3%	83.9%	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)	%	77.7%	96.6%	27.3%	50.2%	73.6%	74.3%
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	96.4%	95.7%	94.5%	92.5%	96.1%	98%
F4	Time taken to process Housing Benefit new claims (lower outturn is better)	Days	11	11	11	10	11	Data only
F5	Time taken to process Housing Benefit change events (lower outturn is better)	Days	5	3	4	3	5	Data only

6.2.2 Comment:

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

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

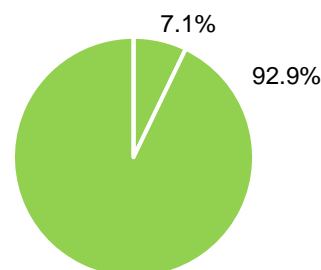
F3 is now back on target, having dealt with a significant volume of delayed invoices for agency staff in planning which has now been resolved.

6.3 Service Plans – Progress Status

6.3.1 Summary Table and Pie Chart

Q3 Progress on Finance Service Plans 2023/26

Total	100%	28
Completed	7.1%	2
On track	92.9%	26
Off track - action taken / in hand	0.0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



6.3.2 Comment:

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

6.4 Internal Audit Actions Progress Status

Comment: At the end 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 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	1	5	3	3	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	1	5	0	3	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	100%	100%	0%	100%	95%

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

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

6.5.3 Summary Comment on the statistics

All complaints received during Q3 were responded to within the required timeframe.

6.6 Finance Position at the end of the quarter

6.6.1 Finance General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
Finance					
Expenditure	25,857	26,255	398	Adverse	2%
Income	-24,884	-26,476	-1,592	Favourable	6%
Finance Total	973	-221	-1,194	Favourable	-123%

Capital Finance

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Finance	161	161	-

6.6.2 Summary Comment on General Fund position at the quarter end

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

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

6.6.3 Treasury management

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

Year	Average External Daily Investment	Average days invested in year	Annual interest receipts (ext)	Ext. Budget (excl.£170k HRA)	Rate of return%	Bank base rate
14/15	£57m	79	£374,229	£330,000	0.65%	0.50%
15/16	£60m	93	£473,981	£330,000	0.77%	0.50%
16/17	£66m	93	£489,461	£430,000	0.73%	0.25%
17/18	£68m	92	£448,907	£285,000	0.65%	0.50%
18/19	£70m	117	£667,617	£463,146	0.92%	0.75%
19/20	£77m	177	£906,000	£630,000	1.12%	0.10%
20/21	£77.5m	156	£660,137	£630,000	0.86%	0.10%
21/22	£79m	176	£502,657	£220,000	0.60%	0.75%
22/23	£86.4m	200	£1.703m	£390,000	1.64%	4.25%
23/24	£88m	138	£3.39m forecast	£1.83m	3.45%	5.25%

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

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

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

7.1 Key Successes & Lessons Learnt, Areas of Concerns

7.1.1 Summary from Executive Head of Service – Q3 2023/24

During Quarter Three the team focused on preparing and supporting the HRA budget setting process. The budget has to balance competing priorities for health and safety, energy efficiency, regulatory consumer standards and inflation costs. The EWG: Landlord Services Advisory Board (LSAB) will have the opportunity to feedback on the proposals at their January meeting.

The team have been busy with recruitment, successfully appointment a range of officers to start in January inc Housing Graduate Management Trainee, Energy Officer, Income Officers and Damp and Mould Officer.

All the teams were requested to complete cybercrime training to reduce the risk of cyber-attacks.

Landlord Services

The Property Services Team members completed training on gas safety, water hygiene training and all property service managers and inspectors completed Housing Health and Safety Rating System (HHSRS) training.

With the change in weather the team continued ongoing focus on compliance, ensuring emergency provisions were in place.

The Senior Living team prepared for Christmas period by arranging welfare calls to be completed by the careline provider. The team have been promoting tenants' independence through advice and signposting. Only six tenants requested a check in call over the holiday period and no issues were identified whilst the Council office were closed.

All tenants in senior living schemes were invited to complete the annual tenant consultation during November. Tenants could respond in writing, online, over the phone or in person. Drop in sessions were held to assist any tenants give feedback. The majority of tenants gave positive feedback, results to be shared at February EWG:LSAB

Fire Safety works were completed at Falkner Court to ensure compartmentation to prevent any fire spreading. Work has also at Rolston House, Blunden Court and Moat Lodge.

The Housing Management Team have responded to internal audit recommendations on succession, use & occupation and antisocial behaviour. Actions have been progressed and operational processes have been refined to ensure proactive action is taken and improvements have been made in record keeping to support performance reporting. The team have also worked closely with Communities and the Police on Safeguarding and ASB cases to support tenants live independently and safely.

The Service Improvement Team supported the Tenants Panel AGM in October to share their achievements, treasurer report and future aspirations. During November and December the team held a series of tenant drop in sessions (Housing Hellos) across the borough. It was great to meet tenants in person to gain their views, respond to queries and share details of wider social housing initiative.

Strategy and Enabling

Work has progressed in a number of key areas:

- 41 affordable homes were completed by the Council's affordable housing partners; Legal & General, VIVID, Metropolitan Thames Valley, Aster and A2 Dominion. Planning permission was granted for 23 affordable homes, at Bindon/ Monkton which has 40% affordable housing.
- The team continues to provide support to the Planning Policy team on the new evidence base for the forthcoming Local Plan update and have had an inception meeting with Icen who will be carrying out a Housing and Economic Development Needs Assessment (HEDNA) on

behalf of the Council. of work, which will become our latest evidence of affordable housing need and they have so far produced a Demographic Report.

- The team have provided expert advice and presented evidence at appeal hearings for Scotland Park and Knowle Lane and launched a Rightsizing Project with providers at our Registered Providers Forum.
- The team visited new homes being developed at Sturt Farm with Stonewater, Alfold with HSPG, and arranged a visit for Parish Councillors and Ward Members on English Rural's rural exception site in development at Hambledon.
- The team continue to work with our affordable providers, developers, local residents, our community safety/ enforcement team and ward member to resolve an issue on a new housing association development.
- The team have developed an Enabling Hub on sharepoint, as a one stop shop for affordable housing information for officers.
- The team are active members of the corporate equalities group and currently undertaking Autism Champion Training.
- The team continue to progress our actions in year 2 of our Affordable Homes Delivery Strategy 2022-2025: *Build More; Build Better; Build for Life.*

Homelessness and Housing Options

The team reviewed and refreshed the Homelessness strategy which was adopted this quarter. The strategy outlines the steps the Council and its partners will take to help prevent or relieve homelessness in the Borough

The Housing Options and HomeChoice Teams continued to prevent homelessness and are seeing an increase in approaches. The team initiated the Severe Weather Emergency Protocol for rough sleepers during November and December when temperatures were forecast to be zero degrees Celsius for three nights. Nine households were provided with emergency accommodation in November and eight in December.

After challenges in recruiting to the team, two trainee Housing Options Officers have been appointed. As the post holders are trained they will increasingly provide much needed additional capacity in the busy Housing Options Team

The HomeChoice Team has continued to advertise and let, over 113 social housing tenancies in Quarter three.

Annalisa Howson, Service Improvement Manager

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 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Target
H1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	7	8	2	3	5	<5
H2	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	1.0%	0.9%	1.0%	1.2%	1.3%	1%
H3	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	31	30	39	39	42	25
H4	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	99.4%	99.3%	99.9%	99%	97.7%	100%
H5a	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	79%	74%	74%	81%	74.3%	90%
H5b	Responsive Repairs: Average number of days to complete a repair (lower outturn is better)	Days	20	22	27	12	10.6	7
H6a	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	61%	64%	62%	68%	80%	78%
H6b	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better) *	%	13.0%	22.0%	39.0%	13.0%	16.7%	10%
H7	% of tenancy audits completed against scheduled appointments in a quarter.	%	Suspended until April 2023		100%	80%	97.3%	95%
H8	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	9	33	0	119	23	Data only
H9	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	69	99	3	3	0	Data only
H10	Total Number of affordable homes delivered by the Council and other providers (gross) (Data only - higher outturn is better)	No.	58	84	3	27	41	Data only
H10a	Number of affordable homes delivered other providers (gross) (Data only - higher outturn is better)	No.	58	84	3	27	41	Data only
H10b	Number of affordable homes delivered by the Council (gross) (Data only - higher outturn is better)	No.	0	0	0	0	0	Data only

7.2.2 Comment:

Rents:

The Rents Team have failed to maintain the target for the second quarter. This is due to a number of complex cases, the Christmas period, and the teams aim to avoid evictions.

The total arrears are £406k as at 31 December. 90% of tenants in arrears are engaged with their Rent Accounts officer and have repayment plans in place. The team also remain under resourced with one staff vacancy and another on long term absence. New officers to start January 2024.

Relets:

The Team continues to be challenged by the target with an increase in the number of empty homes and increase in works required to homes.

Gas Safety:

Following the challenges with the previous contract and embedding of new contractor the team pleased to see the continued improvement in performance. As at the end of December 99.9% of homes had a valid gas safety certificate.

Responsive Repairs and Voids:

There continues to be challenges with meeting the responsive repairs and voids targets, but the team are seeing a small level of improvement and progress in performance.

On average 760 repairs are raised per month, As at 31 December there were 685 works in progress remaining similar to the August figure and an improvement from 1,280 in April.

7.2.3 Affordable Homes Delivery

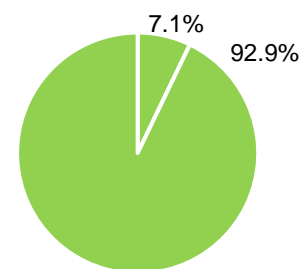
UNITS	TENURE	SCHEME	PROVIDER	COMPLETED
17	6 Affordable Rent: 5 x 1 bedroom, 1 x 2 bedroom 11 Shared Ownership: 2 x 1 bedroom 9 x 2 bedroom	Stillwater House, Woodside Park, Godalming	L&G	14.12.2023
5	5 Affordable Rent: 3 x 1 bedroom 2 x 2 bedroom	Goslings House/ Waverley Folly, Farnham	VIVID	23.11.2023
11	7 Affordable Rent: 2 x 2 bedroom 5 x 3 bedroom 4 Shared Ownership 4 x 1 bedroom	Leighwood Fields, Cranleigh	Metropolitan Thames Valley	30.11.2023 11.12.2023
3	3 Shared Ownership 1 x 2 bedroom 2 x 3 bedroom	Firethorn Farm, Ewhurst	Aster	12.12.2023
5	3 Affordable Rent: 3 x 1 bedroom 2 Shared Ownership 2 x 3 bedroom	Cranleigh Nurseries	A2 Dominion	TBC

7.3 Service Plans – Progress Status

7.3.1 Summary Table and Pie Chart

Q3 Progress on Housing Services Service Plans 2023/26

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



7.3.2 Summary comment on the service plans

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

7.4 Internal Audit Actions Progress Status

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

IA23/08.001.3 Local Policy

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 27 November 2023)

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 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	23	34	44	32	51	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	19	26	26	18	29	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	82.6%	76.5%	59.1%	56.3%	56.9%	95%

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

KPI	Description		Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Target
Level 2	Total number of Level 1 complaints received in a quarter	Number	0	23	12	14	12	Data only
Level 2	Number of Level 1 complaints dealt with on time in a quarter	Number	0	22	12	12	11	Data only
Level 2	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	95.7%	100%	85.7%	91.7%	95%

7.5.3 Summary Comment on the statistics

Due to an increase in complexity of complaints the Team continue to have challenges in investigating and responding to tenants within the timescales. Additional resources have been requested through

the budget setting process and officers are keeping tenants up to date with progress of complaint. Team to be reminded that all complaint issues do not have to be completed for the case to be closed, provided assurance given and timescales provided on outcome and resolution.

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	2,378	2,387	9	Adverse	0%
Income	-2,104	-2,104	-	Adverse	0%
General Fund Housing Services Total	274	283	9	Adverse	3%

HRA					
	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Housing Services					
Expenditure	30,859	31,152	293	Adverse	1%
Income	-37,300	-37,564	-264	Favourable	1%
Housing Services Total	-6,441	-6,413	29	Adverse	0%

HRA – Core Capital

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'000	Carry forward £'000
Communal & Estate works	207	207		
Health & Safety Works	1,238	1,238		
MRA Prog Decent Homes Occupied Properties	981	981		
MRA Prog Decent Homes Void Properties	695	695		
MRA Prog Disabled Adaptations Occupied Properties	419	419		
MRA Programmed work	3,862	3,946	84	
Roofing & Associated works	1,345	967	-227	-150
St James Court	140	140		
Structural & Damp works	179	133	-46	
Windows & Doors	580	580		
Grand Total	9,649	9,309	-189	-150

New Build/Stock Remodelling

	Approved Budget £'000	Forecast Outturn £'000	Sum of Carry forward £'000
Chiddingfold schemes	7,525	1,750	-5,775
HRA Feasibility Studies	511	511	-
Latent defects	189	189	-
Ockford Ridge schemes	4,614	4,614	-
Pre-development Expenditure	160	170	10
Zero carbon retrofit pilot	1,739	1,494	-245
85 Aarons Hill Starter Homes (Land adj)	819	250	-569
Borough Wide Refurbishment	339	339	-
Catteshall Lane	2,845	700	-2,145
Grand Total	18,351	10,017	-8,724

7.6.2 Summary Comment on revenue position at the quarter end

General Fund income and expenditure has a currently adverse forecast due to staff overspends.

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

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

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

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 2023/24

Work completed in Q3 23/24 included:

- Successful delivery of the Farnham & Godalming Business Improvement District Ballots and the Alford Neighbourhood Planning Referendum;
- Annual Canvass conducted to ensure electoral register is accurate and complete;
- New ways of working implemented in the elections team to ensure legislative changes relating to postal, proxy and overseas voters are executed;

- Polling District and Polling Place Review completed to ensure they are suitable for future polls;
- Critical logistical support provided by the executive support team to the Independent Governance Review team at GBC;
- Logistical support provided for the Corporate Peer Challenge work proposed for WBC & GBC;
- Successful recruitment of an additional Project Support Officer to support housing matters at GBC;
- Significant funds raised for the Mayoral charities through various fundraising events;
- Several revisions to the Constitution of the Council have been made to improve the efficiency of decision making, including some amended council procedure rules, new officer employment procedure rules, a new monitoring officer protocol and an amended pre-election period publicity protocol;
- An intranet page has been provided for staff to access report templates, deadline information and associated materials for effective and timely decision making;
- A State of the Borough debate was organised on Water Issues in Waverley.

Concerns remain in Q3 23/24 around:

- Staffing levels and recruitment and retention in legal services;
- Resourcing, compliance and resilience in information governance;
- Risk associated with lack of procedures and compliance around decision making;
- Lack of resourcing in respect of governance, lack of support for and capacity of the Monitoring Officer function.

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

Susan Sale, Executive Head of Legal and Democratic Services

8.2 Key Performance Indicators Status

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

PI reference	Description		Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Q2 23-24	Target
LD1a	Number of Data Protection Subject Access Requests received.	No.	9	12	18	13	18	Data only
LD1b	Percentage of Data Protection Subject Access Requests responded to within statutory timeframe	%	100%	75%	100%	100%	94%	100%
LD2a	Number of Freedom of Information (FOI) and Environmental Information Regulations Requests (EIR) received.	No.	110	179	180	179	170	Data only
LD2b	Percentage of FOI and EIR requests responded to within statutory timescale (target of 95% up to Q4 22/23)	%	93.8%	94.8%	89.8%	88.7%	76.8%	90%
			Target 95%					

8.2.2 Comment:

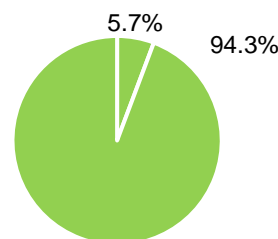
The compliance rate for responding to both FOI requests and Subject Access requests has dropped during Q3 due to a lack of resource and resilience in staffing this function, exacerbated by annual leave and sickness absence. A growth bid for additional resources has now been approved and a restructure is in progress likely to result in a structure comprising 3 officers in this area rather than 2. The service has been affected by long term sickness on one of the 2 existing postholders and the resignation of the other. Temporary resource has now been secured and permanent recruitment is about to commence. It is likely that compliance figures will improve in Q4 of 23/24, but this remains an area of high risk for the Council who are currently failing to comply with statutory compliance in this area. There is a risk of intervention from the Information Commissioner’s officer as well as reputational damage to the Council.

8.3 Service Plans – Progress Status

8.3.1 Summary Table and Pie Chart

Q3 Progress on Legal & Democratic Service Plans 2023/26

Total	100%	35
Completed	5.7%	2
On track	94.3%	33
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



8.3.2 Comment:

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

8.4 Internal Audit Actions Progress Status

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

IA22/SP/04.003.1 Training

IA22/SP/04.007.3 Backup cover

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 27 November 2023)

8.5 Complaints Statistics

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

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

8.5.3 Summary Comment on the complaints statistics

No complaints were received this quarter.

8.6 Finance Position at the end of the quarter

8.6.1 Legal and Democratic Service General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Legal and Democratic Services					
Expenditure	4,097	4,160	63	Adverse	2%
Income	-2,418	-2,413	5	Adverse	0%
Legal and Democratic Services Total	1,679	1,746	68	Adverse	4%

8.6.2 Summary Comment

The adverse variance on the expenditure budgets of £63k is predominantly a result of forecast overspends on the establishment budget. Salary costs in legal services have been high due to the reliance on locum resource which is expensive, and this has had an impact on the budget. However permanent recruitment for existing and growth roles is now commencing and it is hoped the service will be fully resourced in due course.

The adverse variance of £5k on income was due to a forecast underachievement of income on legal (services supplied). However it should be noticed that since Q3 there has been an improved performance in this area and the income is not expected to meet budget.

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 2023/24

Quarter 3 highlights:

- The Transformation and Collaboration Programme vision, structure and initiation document were agreed at both Waverley and Guildford councils in November 2023.

- The Collaboration risk register was reviewed by the Joint Governance Committee which agreed to set up a Task and Finish Group (the Group). The Group met twice in December and proposed an amended register to the Joint Governance Committee in quarter 4.
- New officer governance arrangements for IT, Digital and Data were agreed, with regular meetings with services and quarterly board meetings designed to support services with change and improvement in these areas.
- Version 4 of the Climate Neutrality Action Plan was developed and agreed by the Council's Executive, who noted the 39% reduction in organisational greenhouse gases since the adoption of the plan in 2020.
- The Council's Human Resources Team coordinated the recruitment processes for a new Chief Executive.

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 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Target
OD1	Total Staff Turnover for Rolling 12 month period (%) (data only)	%	15.2%	15.8%	15.6%	15.9%	14.8%	Data only
OD2	Total Staff Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	6.8	7.8	7.1	6.6	7.0	6.52
OD2a	Short term Sickness Absence	Days	3.3	3.8	3.9	3.8	3.9	6.52
OD2b	Long term Sickness Absence		3.5	4.0	3.2	2.9	3.1	

9.2.2 Comment:

OD1

Total staff turnover reduced slightly, down from 15.2% to 14.8% over the rolling 12 month period. It was also the first time under the 15% turnover figure over the last 12 months. The turnover rate in the U.K. remains high. According to a recent Xpert HR Survey the average turnover rate in the U.K. was 19.9% and the figure in the public services stood at 18.7%. These higher figures than previously are indicative of a really tight employment market, with increased opportunity for candidates and movement between roles being high. In some positive news for the local government sector a three-month trial is taking place in the North East of England spearheaded by the Local Government Association to highlight careers within the local government arena and target particular groups in regard to careers and opportunities using national style branding campaign. Subject to the successful trial these templates and branding will be made available to a wider group, and we will be able to access the material as part of our local branding to tie in with the national campaign later in 2024.

Benchmarking. 10 of the 11 District Authorities in Surrey shared their staff turnover figures for quarter 3. Of that comparison group, Waverley's figure of 14.8% compared to a mean average of 14.1%.

OD2

Days lost to overall sickness has stayed fairly static over the last 12 months and is currently at 7 days lost per employee per year. As a comparison in the most recent Xpert HR survey across all sectors sickness was running at an average of 6 days per year, however, it was running considerably higher at a median of 8.7 days within the public sector and at a median of 8 days for organisations across all industries with similar size workforces to Waverley. On both the measures of comparable sector and size our current figures place us below the median figure of days lost. We continue to work hard with Managers and teams to look to take a more proactive approach, particularly towards stress management and the usage of tools such as stress risk assessments and early direction towards our Employee Assistance Programme or referral to our Occupational Health Provider to reduce the risk of absence and shorten absence periods.

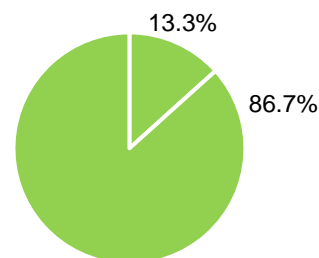
Benchmarking. 10 of the 11 District Authorities in Surrey shared their sickness figures for quarter 3. Of that comparison group, Waverley’s figure of 7 days compared to a mean average of 7.8 days.

9.3 Service Plans – Progress Status

9.3.1 Summary Table and Pie Chart

Q3 Progress on Organisational Development Service Plans 2023/26

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



9.3.2 Summary Comment on the service plans

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

9.4 Internal Audit Actions Progress Status

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

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

9.5.3 Summary Comment on the complaints statistics

No complaints were received during Q3.

9.6 Finance Position at the end of the quarter

9.6.1 Organisational Development General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Organisational Development					
Expenditure	5,131	4,923	-208	Favourable	-4%
Income	-2,342	-2,342	0	Adverse	0%
Organisational Development Total	2,789	2,582	-208	Favourable	-7%

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000
Capital Organisational Development			
Organisational Development	557	488	-69

9.6.2 Summary Comment

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

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

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

10.1 Key Successes & Lessons Learnt, Areas of Concerns

10.1.1 Summary from Executive Head of Service – Q3 2023/24

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

The Council was successful in defending against a challenge to the adoption of LPP2 in the High Court in November and has been awarded costs.

An updated Local Development Scheme has been published setting out the ambitious timetable for preparing the new Local Plan. Meetings of the Local Plan Executive Working Group (LPEWG) have continued to take place during Q3.

Work on gathering the evidence to support the new Local Plan has continued. A Housing and Economic Development Needs Assessment has been commissioned and briefs prepared for other technical work

including Gypsy & Traveller Accommodation Assessment, Sustainability Appraisal and Habitats Regulations Assessment. The 'call for sites' as part of the Land Availability Assessment was launched in December.

Initial advice has been commissioned on the preparation of Borough-wide design codes. This is a collaborative piece of work that is the precursor to procurement for the wider project.

The Alfold Neighbourhood Plan (NP) went to referendum in December and a large majority said yes to it being "made". The examinations of the Elstead & Weyburn NP and Cranleigh NP concluded with the receipt of the Examiner's reports for both recommending that subject to modifications, the neighbourhood plans should go to referendum.

CIL has continued to be collected at a high level, with over £6.4m in receipts (April-December 2023). The second tranche of neighbourhood funding was distributed to the relevant parish and town councils in Q3, bringing the total to over £900k since April 2023. The 2022/23 Infrastructure Funding Statement (IFS) was published in December, providing information on CIL and s106 funded projects across the Borough.

The Strategic CIL bidding process resulted in 22 bids for funding. These were assessed by the CIL team ready for consideration by the CIL Advisory Board in January.

The projects team has completed phase 1 of the Heritage Features review and will be involving Parish and Town Councils in 2024.

Officers have supported the Council's position at planning inquiries, including in relation to 5-year housing land supply and heritage matters (the latter playing a key role in the dismissal of an appeal at Knowle Land, Cranleigh).

Bids have been made for external funding including 'PropTech' bids to support the Local Plan and for engagement and digitisation of Design Codes (decision expected in February 2024).

Economic Development

Work has been continuing to finalise the Draft Economic Development Strategy 2024-32 and accompanying Action Plan ahead of review by Executive Briefing and Overview & Scrutiny Committee ahead of further engagement with stakeholders in Q4. Targeting Executive and Council meetings in April 2024 for adoption of the Strategy.

The team is working with legal and business rates teams to establish an operating agreement with the Business Improvement Districts. The agreement sets out the proposed arrangements between the BID and the local billing authority, particularly in relation to levy collection. Once in signed, the BIDs will then be able to open bank accounts. Work is also ongoing to coordinate meetings with the BIDS and the Community Safety team and Police to support a new business crime reduction partnership in Waverley.

Promotion of the Rural England Prosperity Fund is continuing, with eleven Expressions of Interest received to January 2024 for the grants available. Any applications received will be reviewed by Surrey County Council who are administering the fund on behalf of the Council (and Guildford and Tandridge), before being assessed by a panel.

Work has been underway to encourage owners of vacant premises across the town centres to improve shop frontages which are in a poor state of repair. Three empty shops in Godalming were fitted with professional vinyl ahead of the Christmas shopping period.

WBC and GBC have been discussing the opportunity to host joint events, with a Business Question Time session being proposed for June 2024 at the University of Surrey.

Corporate projects

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

- Preparation for demolition and refurbishment works at 69 High Street Godalming started with the removal of asbestos and submission of a planning pre-application for the commercial regeneration.
- Wey Court East remodelling and refurbishment continues on site. There have been some delays due to design issues that are being managed with the contractor and in liaison with the future tenant.
- The Brightwells development is making some progress but delays to overall scheme are causing some issues, being resolved through the project manager in liaison with external Parties and final elements of the scheme are seeking LPA approval.
- An Outline Business Cases for Fairground Car Park and the enabling project for the Youth Hub has been drafted and reviewed ready for submission to Executive and Council.
- Procurement activity for a consultant to support in works required for starting up of the project at Broadwater Park is underway.

Housing delivery

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

- **Ockford Ridge (Site C), Godalming:** Programme delay on site caused by utility companies. Phase 1 handover of 8 houses scheduled from March, remaining phases scheduled through to May 2024. View home expected to be available in February 2024.
- **Ockford Ridge, Godalming Deep Retrofit Pilot:** Niblock Building Contractors Limited have begun works which are progressing well and are scheduled for completion in Spring 2024.
- **Downhurst Road, Ewhurst:** Waverley Building Control have assessed the existing buildings as Dangerous Structures under the Building Act 1984. Buildings continue to be monitored. Final disconnection of gas by SGN scheduled for February followed further ecological surveys and then demolition. Buy back of leasehold property expected in early January 2024.
- **Riverside Court, Farnham:** Fowler Building Contractors Ltd commenced on site on Monday September 11 September and the two new homes expected to be completed by the end of March 2024.
- **Catteshall Lane, Woodside Park:** Full Council approval for additional budget and delegations obtained on 12 December 2023. Officers engaging with the developer and have commenced procurement of consultant services to support the acquisition and delivery of the 12 new homes.
- **Crossway Close, Churt:** Way forward with the proposed site agreed working with planning and appointed architect to prepare a revised scheme.
- **Parkhurst Fields, Churt:** Approval of budget for demolition works in progress. Staff accommodation due to be vacant by mid-January. It is intended to commence the tender process for the demolition works in early 2024 to keep planning consent in place.
- **Phase II Wheeler Street, Witley:** Business case and budget approved by Full Council on 12 December 2023. Officers to commence procurement of consultant and legal services to support the acquisition and delivery of the three new homes.

- **Local Authority Housing Fund (LAHF):** Four homes for acquisition identified and conveyancing underway. Construction of four homes on Site C Ockford Ridge to be allocated with first phase of handover due before 31 March 2024. Three further properties to be identified for purchase.
- **Chiddingfold (5 sites):** Contract signed. Mobilisation delayed by slow response by utility companies – now expected to commence from April 2024. Resident engagement continues through the Resident Liaison Officer, in consultation with the Council Communications and Development Teams.
- **13-22, Springfield, Elstead:** Business case and budget approved by Full Council on 12 December; informal public engagement will precede a formal application for planning permission expected to be made in May / August 2024.
- **Ockford Ridge (Site E).** Full Council approval obtained on 12 December for an additional and specific budget of £150k to facilitate the design of Site E Ockford Ridge by the appointed contractor for Site F.

Predevelopment work continues to bring forward other sites:

- Engagement with developers delivering affordable homes through S106 agreements.
- Engagement with the Corporate Projects Team to help inform the housing element of the projects at 69 High Street and the Fairground site.
- Engagement with the Housing Asset Management and Property Services team regarding regeneration opportunities.

Abi Lewis, Executive Head of Regeneration and Planning Policy

10.2 Key Performance Indicators Status

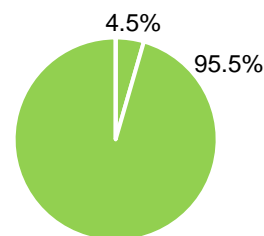
RP1 – Actual number of dwellings commenced and RP2 – Actual number of dwellings completed will be reported on an annual basis.

10.3 Service Plans – Progress Status

10.3.1 Summary Table and Pie Chart

Q3 Progress on Regeneration & Planning Policy Service Plans 2023/26

Total	100%	67
Completed	4.5%	3
On track	95.5%	64
Off track - action taken / in hand	0.0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



10.3.2 Summary comment on the service plans

All actions remain on track at present.

10.4 Internal Audit Actions Progress Status

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

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

KPI	Description		Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Target
Level 2	Total number of Level 1 complaints received in a quarter	Number	0	1	1	2	0	Data only
Level 2	Number of Level 1 complaints dealt with on time in a quarter	Number	0	1	1	2	0	Data only
Level 2	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	100%	100%	100%	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	2,720	2,730	10	Adverse	0%
Income	-1,508	-1,508	-	Adverse	0%
Regeneration & Planning Policy Total	1,213	1,222	10	Adverse	1%

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Regeneration & Planning Policy HRA					
Expenditure	456	371	-85	Favourable	-19%
Income	-465	-465	-	Adverse	0%
Regeneration & Planning Policy Total	-9	-94	-85	Favourable	921%

10.6.2 Regeneration & Planning Policy Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Capital Regeneration & Planning Policy			
Regeneration & Planning Policy	614	610	-4

10.6.3 Summary Comment on revenue position at the quarter end

General Fund: There is a small overspend forecast which relates to staffing. Income is currently forecast in line with budget.

Housing Revenue Account: There is a forecast saving of £85k which relates to the forecast underspend of staffing in the housing development team.

10.6.4 Summary Comment on capital position at the quarter end

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

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

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

11.1 Key Successes & Lessons Learnt, Areas of Concerns

11.1.1 Summary from Executive Head of Service – Q3 2023/24

Leisure

Throughout this quarter our leisure contractor Everyone Active invested heavily in the gym offering across all the leisure centres. Each gym received a revamp with new gym equipment installed in each centre, the results are amazing, and residents have voted with their feet with membership numbers increasing across the board.

An agreement was reached between Waverley and Surrey County Council to reopen the sports hall for community use on weekday evenings and at the weekends. Waverley has extended its arrangement with Woolmer Hill Sports Association from operational management of the new 3G pitch and ATP2 to include the sports hall and ATP1 for the next year. This is an interim arrangement to allow Surrey to develop a longer-term arrangement to serve the school and the community beyond the next 12 months. The introduction of the new 3G pitch has increased usage across the board but the area has seen a significant growth in girls' football with over 135 girls now training on the pitch weekly. In summary the pitch, with ATP2, is being used by 11 clubs with 1672 players; there are 5 veteran teams (40+) and pan disability football sessions are held weekly. Throughout the week the pitches are used by 8 schools (Woomer Hill, Royal School St Edmunds, Jamiah Islamic School, Churchers, Collyers, One Global School and Amesbury).

Parking

This has been a challenging quarter for car parking with no discernible increase for the Christmas period.

This quarter saw the appointment of the new Car Parking Manager which will be vital to maintaining standards and growing usage in our car parks. This appointment will assist with setting the strategic direction for our car parks and the car parking team to improve our offer for residents and visitors to Waverley.

Brightwells Yard was a focus for the team this quarter with the car park nearing completion. As handover nears it is prudent for Waverley to ensure the 'building' we receive is fit for purpose. To mitigate this risk, we have appointed car park specialists to assist with the hand over process. A report detailing areas of work that needs to be carried out prior to opening been shared with Crest.

Building Control & Street naming

This quarter has seen the team begin to take their competency exams that are part of the new Building Regulations coming into full force in April. These legislative changes are significant creating a large additional amount of work for the surveyors, the business support team and our IT team. The changes require a lot of additional reporting requirements and increased statutory responsibilities these will be worked on throughout the last quarter of this year.

Waverley Training Services (WTS)

In this quarter Waverley Training Services had an Ofsted Inspection. As has been widely reported this is an extremely challenging and pressurised time for the team. The team led by Adele O Sullivan, Centre Manager, and Krystel Rajewski, Teaching & Learning Manager, managed the process brilliantly and I am pleased to report we achieved a 'GOOD' result for the inspection. This is a testament to the whole team and an endorsement of the positive approach taken by WTS to learner achievement. A great way to end 2023!

Arts & Culture

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

Kelvin Mills, Executive Head of Commercial Services

11.2 Key Performance Indicators Status

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

PI reference	Description		Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	386,293	439,645	377,587	242,437	237,754	Data only
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	No.	2,390	5,273	3,016	966	2,097	Data only
C3	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	92.5%	91.4%	77.7%	81.6%	82.4%	80%

PI reference	Description		Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Target
C4	Apprentice overall success rate per quarter (higher outturn is better)	%	75.0%	76.1%	64.0%	72.4%	67.2%	65%
C5	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	70.0%	74.6%	56.0%	72.4%	67.2%	60%
C6	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	19	19	19	6	6	Data only

11.2.2 Comment:

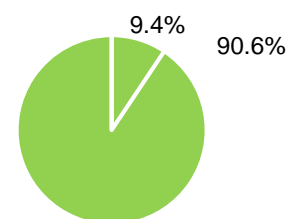
C1 and C2 - These figures, as they stand, cannot be compared to previous quarters as the data collection is not comparable with Places Leisure. Areas that have been identified already include the omission of club usage and any sports hall (group) booking data, and therefore do not provide a true reflection of current usage. We will be working through data collection and reporting with EA to understand their systems and to ensure that all usage is accurately reported moving forwards. Targets will need to be adjusted to reflect the new process for 2024/25. C4 & C5 remain above target but reflect the impact of the pandemic which will be felt for the remainder of this financial year. We expect performance to improve throughout 2024/25.

11.3 Service Plans – Progress Status

11.3.1 Summary Table and Pie Chart

Q3 Progress on Commercial Services Service Plans 2023/26

Total	100%	32
Completed	9.4%	3
On track	90.6%	29
Off track - action taken / in hand	0.0%	0
Off track - requires escalation	0.0%	0
Cancelled / Deferred / Transferred	2.6%	0



11.3.2 Summary comment on the service plans

All service plans are complete or on target.

11.4 Internal Audit Actions Progress Status

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

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

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

11.5.3 Summary Comment on the statistics

Complaints received were responded to within the required timeframe.

11.6 Finance Position at the end of the quarter

11.6.1 Service's General Fund Account Table

Services	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
Commercial Services					
Expenditure	7,417	7,233	-184	Favourable	-2%
Income	-10,733	-9,678	1,055	Adverse	-10%
Commercial Services Total	-3,316	-2,445	871	Adverse	-26%

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

Capital Commercial

	Approved Budget £'000	Forecast Outturn £'000	Carry forward £'000
Commercial Services	32,919	2,832	-30,087

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

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

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 2023/24

Community Challenges

Over the Christmas and New Year period our communities continued to face challenges due to the cost of living crisis and difficulties accessing support services provided through our statutory and voluntary sector partners. The struggles around access to GP services, Adult Social Care and mental health support remain significant and our voluntary sector partners continue to struggle with financial and staffing pressures.

To support those impacted by the cost of living crisis we delivered Tranche 4 of the Household Support Fund in two ways.

- £95,000 was given to voluntary organisations such as Southwest Surrey Domestic Abuse Outreach Service / Three Counties Money Advice / Home Start Waverley and Community Food Banks to support residents
- £212,320 was administered by the Communities Team through a simple application process. We have directly supported **343** applicants and all funds are now spent and the scheme is closed.

There has been no indication from central government to date about whether there will be a tranche 5 from 1 April 2024.

Community Safety and Anti-Social Behaviour

We have held one Anti-social Behaviour Case Review application (formerly known as Community Trigger) in Q3 and we are currently working with Police and Housing Association partners. The two previous Case Reviews opened in Q1 and Q2 have been the subject of independently chaired panels - with one concluded in Q3 and one due to be concluded in Q4.

We are reviewing the Public Spaces Protection Order for Godalming and Farncombe that is to expire on 20 April 2024 and engaging with stakeholders and residents with a view to a conclusion in Q4.

Work has commenced on reviewing existing WBC anti-social behaviour policies, procedures, and processes and this will be completed, and a new corporate approach implemented during Q2 2024/25.

This quarter we have begun updating our Safer Waverley Partnership plan for 2024 – 2027. The plan will focus on what can be achieved as a partnership and does seek to replicate individual partners' own strategies or statutory duties.

On Tuesday 26 March, Waverley's Overview and Scrutiny Committee undertake an annual review of the work of the Partnership 2022 to 2023 and the updated partnership plan.

Community Health and Wellbeing

Guildford and Waverley Councils have established a joint Health and Wellbeing Board in quarter 3 to work in partnership with our Health, Statutory and Voluntary Organisations to help address health inequalities across the borough. The Board has initially agreed 3 priorities to focus on that are based on health intelligence insights and data analysis.

- Frailty in older people
- Self-harm and mental health
- Social Isolation and Loneliness.

Projects to support people affected by these three areas will be coordinated and delivered through operational groups for Guildford and for Waverley. The Waverley operational group has met and begun and the new area of work will be reported to Overview and Scrutiny Resources on 26 March 2024.

Refugee Resettlement

We continue to support the resettlement of refugee families from Ukraine and Afghanistan ensuring that access to education, health and financial support can help the families achieve independence.

We are working on ensuring that our pledge to home 10 Afghan families under the resettlement scheme is achieved and this will align with the government initiative to move Afghan families under the ARAP resettlement schemes from bridging hotels and temporary accommodation into more secure housing. We have 5 families from Afghanistan currently living in Waverley.

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

As a council, we are also utilising government funding to source additional social housing which would be ringfenced to house refugees either under the ARAP scheme or Ukrainians facing homelessness. We are currently aiming to secure 8 properties by the 31st March 2024.

Family Support

The South West Surrey Family Support Programme continues to offer Level 3 targeted support to families living across the boroughs of Waverley and Guildford. Due to the pressures on Surrey County Council Childrens Services, thresholds continue to increase meaning that the team are dealing with more complex families and challenging situations. The service is continually holding a waiting list due to the increased pressures within social care and the increased adversity affecting our local communities. Surrey County Council are currently designing a new Family Support offer that we will be consulted upon before the end of the current contract in March 2025.

- Numbers of open cases for Waverley - 40 families
- Number of families on waiting list for Waverley - 7 families

Disabled Facilities Grants

As part of the Disabled Facilities Grants programme we administer grants to help the elderly and vulnerable remain in their own homes. We also ensure Safe and Warm grants are given to carry out energy efficiency and home improvement measures that directly improve the health, safety and wellbeing of vulnerable households and help reduce fuel poverty. We also carry out handyperson jobs to ensure small works happen quickly in a household to help with falls prevention.

The details for our grant work are as follows

- DFG adaptations - 29 a total cost of £172,900.99
- Safe & Warm – 7 grants at a total cost of £17,145.67

Careline

Our careline services remain important to our NHS and Adult Social Care partners to ensure a safer care plan at home and a swift hospital discharge process. We currently have 1457 customers on the system. 154 have a digital alarm and 1303 have an analogue alarm.

We are still experiencing difficulties with our analogue stock and our provider is slow in returning equipment that has been cleaned and tested - on average this is taking 4 months. Digital alarms are becoming increasingly popular and are probably going to be the way forward for our customers in the next year.

Our communications team has set up social media posts and a careline video on our website to increase awareness about the service.

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 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Target
CU1	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	1476	1510	1500	1485	1455	Data only
CU2	Total number of Careline calls per quarter (data only, no target set)	Calls	6334	6219	6059	5864	6263	Data only
CU3	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	100%	100%	100%	100%	100%	95%

12.2.2 Comment:

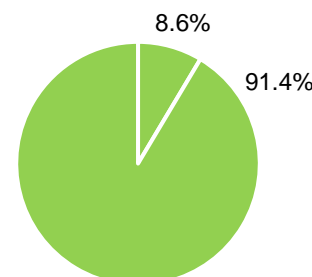
The total Careline customers for this quarter are 1455 and reflects the normal fluctuations we have with customer take up. The issues around analogue equipment supply and possible connectivity issues around digital provision also impact this number.

12.3 Service Plans – Progress Status

12.3.1 Summary Table and Pie Chart

Q3 Progress on Community Services Service Plans 2023/26

Total	100%	35
Completed	8.6%	3
On track	91.4%	32
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



12.3.2 Summary comment on the service plans

All service plans are complete or on target.

12.4 Internal Audit Actions Progress Status

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

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

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

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

12.5.3 Summary Comment on the statistics

No complaints were received this quarter.

12.6 Finance Position at the end of the quarter

12.6.1 Community Service's General Fund Account Table

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
Community Services					
Expenditure	2,754	2,715	-38	Favourable	-1%
Income	-1,546	-1,494	52	Adverse	-3%
Community Services Total	1,208	1,222	14	Adverse	1%

Capital Community Services

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

12.6.2 Summary Comment on revenue position at the quarter end

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

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

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

13.1 Key Successes & Lessons Learnt, Areas of Concerns

13.1.1 Summary from Executive Head of Service – Q3 2023/24

Waste Services -The Environmental Services Team has continued to work with our waste contractor to improve services around Waste and recycling and street cleansing, our field officer team has continued to build and maintain relationships with key Biffa staff members, which has led to a better understanding of issues on both sides of the contract and further embedding of good relationships between our two teams.

A new Operations Manager, Duncan Swain commenced working for Biffa during Q3 (November) and there has been a high focus on comms between Biffa office staff and WBC CSC and Environmental Service teams by way of daily AM and PM updates. AM updates stating that rounds have been deployed successfully and forewarning of any potential route or crew issues. PM updates stating that round vehicles have completed daily routes and highlighting any issues that may have arisen.

This has enabled WBC CSC & Environmental Services teams to better inform Councillors and Waverley residents of potential delayed collections.

Escalated missed collections, being missed collections that have been escalated from CSC to the Environmental Services team have also greatly improved during Q3 with December 2023 being the lowest number over a 12-month period.

Biffa vehicles across all commodities have now been fitted with updated in-truck technology in Q3. Once again this has improved the speed of information and comms from Biffa office staff to waste crews. This has allowed for quicker issue resolution and real time updates on round progression via the Whitespace system.

There is also now a dedicated missed collection vehicle that deals solely with reported misses and the collection of waste from those reports. This has had a positive impact on resolution of missed collections as also highlighted above with the downturn in “escalated missed collection” numbers.

Missed collections for Q3 remain under 60 per 100k collections.

Greenspaces - Green Flag and In Bloom Awards - Ten of the councils’ green spaces have, once again, been recognised by the Green Flag Award Scheme as some of the best in the world. Blackheath Common, Frensham Great Pond & Common, Mare Hill Common, Bealeswood Common, Summerlands Estate, Lammas Lands, Broadwater Park, Phillips Memorial Park, Farnham Park and Weybourne Nature Reserve have all received green flags for a further year. Farnham Park is also a recipient, once again, of a Green Heritage Site Accreditation supported by Historic England, for the management of its historic features. The council has also received another In Bloom in the Large Park category of South & Southeast in Bloom for the tenth year in a row. These awards recognise

that the sites are well maintained and provide safe facilities for the local community, supporting not only health and wellbeing but also biodiversity.

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

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

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

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

Tree & Woodland Team – The Tree & Woodland Officer has decided to take early retirement following a period of long-term sick leave. We have recruited to fill this position already internally and we have also appointed a tree inspector who will start in Q3. Due to the internal appointed to the Tree & Woodland Officer position we now need to fill the vacant Tree officer role. Capacity issues have been a long standing for the team and will continue for some time until the vacant position is filled and new officers settle in. Support is being given by the Tree & Landscape team and we are having to really focus on essential works.

Events/Filming/Bookings - Bookings for fetes, fairs, fitness licences etc. continue this year. We have had no big budget film requests as of yet so far this year due to writers' strike and overall income is markedly down on budget expectations.

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

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

Mark Allen, Interim 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 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Target
E1*	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	5.3%	9.1%	7.3%	6.30%	Received Quarter in Arrears	5.00%
E3a	Number of refuse and recycling missed bins out of 100,000 collections per week (lower outturn is better)		63	63	80	58	51	40
	Achievement rate for refuse and recycling bin collections	%	99.94%	99.94%	99.92%	99.94%	99.95%	
E3b	Number of food waste missed bins out of 100,000 collections per week (lower outturn is better)		61	64	78	59	53	40
	Achievement rate for food waste bin collections	%	99.94%	99.94%	99.92%	99.94%	99.95%	
E NI191*	Residual household waste per household (lower outturn is better)	kg	87	94.9	90	87.5	Received Quarter in Arrears	90.00
E NI192*	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	57.9%	55.0%	58.9%	57.4%	Received Quarter in Arrears	54.0%
E4	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	98.2%	96.2%	93.5%	95.5%	94.9%	95%

13.2.2 Comment:

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

The MRF rejection rate for Q2, has shown some improvement on Q1. Officers have examined previous values for this indicator and there doesn't appear to be any evident trend although there have been occasional higher levels of rejected material.

Residual Waste per household in Q2 remains lower than targets. A leaflet is planned to send out with Council Tax letters to promote putting the right items in the right container.

E3a, E3b: Missed bin figures have improved again and are moving towards the target.

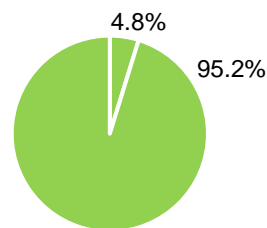
E4: Tree application determination is almost exactly on target for Q3.

13.3 Service Plans – Progress Status

13.3.1 Summary Table and Pie Chart

Q3 Progress on Environmental Services Service Plans 2023/26

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



13.3.2 Comment:

All service plan actions are on track or complete.

13.4 Internal Audit Actions Progress Status

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

13.5 Complaints Statistics

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

KPI	Description		Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	2	19	13	19	12	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	2	4	2	3	8	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	21%	15%	15.8%	66.7%	95%

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

KPI	Description		Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Target
Level 2	Total number of Level 1 complaints received in a quarter	Number	1	2	3	3	2	Data only
Level 2	Number of Level 1 complaints dealt with on time in a quarter	Number	1	2	3	2	2	Data only
Level 2	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	100%	66.7%	100%	95%

13.5.3 Summary Comment on the statistics

Complaint responses to Level 1 complaints have significantly improved but are not likely to achieve the annual target. Complaint response rates for Level 2 complaints are now back on target for Q3 following a significant drop in Q2.

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	11,844	11,804	-40	Favourable	0%
Income	-4,153	-4,051	102	Adverse	-2%
Environmental Services Total	7,690	7,752	62	Adverse	1%

Capital

	Approved Budget £'000	Forecast Outturn £'000	Sum of Savings £'000	Sum of Carry Forward £'000
Environmental services	2,404	1,879	-141	-384

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

The lower than anticipated number of garden waste customers is reflected in the adverse revenue position set out in 13.6.1. but have shown a slight rise in January 24.

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 2023/24

Development Management

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

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

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

I will continue to closely monitor the authority's performance. Should the authority not continue to demonstrate good performance in determining non-major applications at a level above the required average threshold, I will review whether to designate your authority for poor performance at a point in the future. 'The Council achieved the Governments major planning application threshold (60%) with 62.7% of Major application in time or an extension of time over the 2-year period to Q2 (September 2022) avoiding designation. Achieving this target has enabled the Council to now focus on reducing the overall number of planning applications on hand.

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

Officer vacancies are temporarily being filled by contract staff, recruiting and on boarding these staff has taken considerable time. Given the positive news about not being designated a further recruitment campaign will now commence to recruit permanent staff.

Development Management (DM), which includes the Business Support team, is very much on an improved path of performance, as can be seen from the performance statistics, with many of the required targets being exceeded. Following on from the Planning Advisory Service (PAS) independent consultant review during Q1, a written review offered 10 recommendations for improvement, all of which have been actioned and implemented and we continue the work in progress with the PAS DM Challenge Toolkit. A workshop was held with staff (permanent and contractors) in Q3 to identify further service improvements and develop a revised Action Plan. The current contractors are sharing learning from other authorities which is also supporting service improvements.

Claire Upton-Brown, Executive Head of Planning Development

14.2 Key Performance Indicators Status

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

PI reference	Description		Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	95.8%	97.8%	93.1%	95.1%	84.7%	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)	%	91.3%	100%	100%	100%	100%	80%
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	92.2%	96.4%	97.2%	93.6%	86.8%	80%
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	%	97.6%	98.2%	97.3%	93.1%	85.9%	90%

PI reference	Description		Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Target
P2	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	%	92.5%	92.9%	91.8%	81.7%	94.5%	80%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) (lower outturn is better)	%	22.2%	25.0%	40.0%	27.7%	25.3%	30%
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	%	1.8%	6.3%	0%	5.6%	7.7%	10%
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	1.5%	1.9%	5.6%	2.7%	1.8%	10%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	91.2%	82.9%	47.5%	100%	98%	75%
P6	Percentage of "Bronze Service Level" pre-application advice provided within 21 days (3 wks) target (higher outturn is better)	%	18.2%	11.8%	25.0%	6.3%	3.9%	Data only
P7a	Number of Local Land Charge searches received.	No.	312	328	377	357	258	Data only
P7b	Percentage of Local Land Charge searches responded to within 10 working days.	%	99.7%	100%	100%	100%	100%	100%

14.2.2 Comment:

P1 (Total planning applications determined within 26 weeks) – The team has worked hard towards processing the application backlog which has resulted in a drop in the performance of current applications.

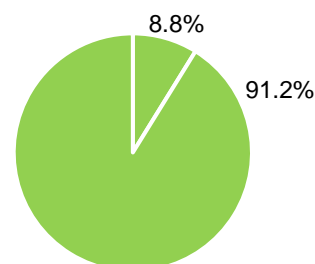
P123 (Processing of other applications) – The team has worked hard towards processing the application backlog which has resulted in a drop in the performance of current applications.

14.3 Service Plans – Progress Status

14.3.1 Summary Table and Pie Chart

Q3 Progress on Planning Development Service Plans 2023/26

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



14.3.2 Comment:

All service plan actions are complete or on track.

14.4 Internal Audit Actions Progress Status

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

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 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	5	8	10	7	13	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	5	4	9	6	4	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	50%	90%	85.7%	31%	95%

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

KPI	Description		Q3 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Target
Level 2	Total number of Level 1 complaints received in a quarter	Number	1	9	4	7	1	Data only
Level 2	Number of Level 1 complaints dealt with on time in a quarter	Number	1	8	4	6	0	Data only
Level 2	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	89%	100%	85.7%	0%	95%

14.5.3 Summary Comment on the statistics

Staff turnover early in Q3 and new staff being unfamiliar with processes led to a delay in response to complaints.

14.6 Finance Position at the end of the quarter

14.6.1 Planning Development General Fund Account Table

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
Planning Development					
Expenditure	6,506	6,5790	284	Adverse	4%
Income	-4,136	-3,910	226	Adverse	-5%
Planning Development Total	2,370	2,880	511	Adverse	22%

14.6.2 Summary Comment on General Fund position at the quarter end

The overspend of £284k shown in Q3 is related to an overspend forecast on the establishment budget for planning. Action has been done following this and the overspend is now forecast at £100k. The overspend is due to a number of posts being covered by agency staff.

The forecast adverse variance on income of £226k includes a £148k underachievement of planning fee and pre app income. The land charges income is also forecast to underachieve, by £77k. There

has been a fall in the number of planning applications received in the last quarter in line with national trends and reflective of the impact of increased borrowing rates and cost of living.

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

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

15.1 Key Successes & Lessons Learnt, Areas of Concerns

15.1.1 Summary from Executive Head of Service – Q3 2023/24

Activity across all of the Regulatory Services Teams remains at a high level and saw a busy Emergency Planning response supporting the community during further significant water outages affecting both Waverley and Guildford residents. Raising hygiene standards and compliance in businesses continues to be a priority for the food and safety and licensing teams and complaint levels remain high.

The Environmental Protection team continues to tackle a number of complex and time consuming cases. The Environmental Enforcement Team has also been kept busy with a number of significant fly tips and increasing numbers of abandoned vehicles.

I have to thank all of the teams for their continued enthusiasm and commitment to maintaining and delivering quality services in spite of the additional pressures they have been under, and I am sure Members would wish to do the same.

Environmental Health Food and Safety Team Q3

A total of 103 (265 in Q2) inspections of food business have been undertaken during Q3. This reduction on previous performance was due to a reduction in staff numbers due to ill health. The standards of food hygiene reported by officers seen in businesses were reduced with a larger proportion of those inspections carried out demonstrating non-compliance, 18 (15 in Q2). 38 (10 in Q2) compliance inspections have been undertaken to these poorly compliant businesses. All demonstrated improvement; however, it is notable that multiple revisits to the same premises were required to deal with non-compliance, i.e. the pace at which compliance was achieved was slow. Of those food businesses inspected, 64 received written warnings and 2 business were issued with multiple formal notices requiring compliance. Two businesses voluntarily closed until hygiene issues could be resolved. A low number of food businesses (4) have made requests for a Food Hygiene Rating Scheme revisit to reassess standards and provide a new Food Hygiene Rating. Three official food samples were sent for analysis during the period, focussed on biltong and dry aged meat production. The number of requests received to register new food businesses within Waverley dipped at 35 (54 from Q2 and 63 from Q1 2022/23). This would suggest a downward trend in Waverley's new food business activity.

The number of complaints from the public about hygiene standards observed within food businesses remained fairly stable at 12 (from 15 in Q2), and the number of food poisoning allegations reduced back down to pre-summer levels at 8 (11 in Q2, 8 in Q1). Similarly, official notifications of confirmed infectious disease cases also reduced to pre-summer levels during the period at 59 (82 in Q2, 68 in Q1). The service led the investigation of a major food poisoning investigation involving a wedding attended by 130 guests at a Farnham venue, many exhibiting post event gastrointestinal

symptoms. The investigation involved three UK Health Security Regions and multiple Local Authorities due to the widespread distribution of the guest list.

The team conducted 5 inspections relating to health and safety complaints which identified contraventions relating to defective flooring and unsafe systems of work.

The service has received 21 workplace accident notifications during Q3 (24 in Q2). One involved a food manager who sustained significant burns to their feet after dropping hot cooking oil onto them. One ongoing health and safety investigation has been referred for prosecution for health and safety offences leading to injuries including a double open leg fracture in an 83-year-old due to the collapse of a temporary structure at an entertainment event.

Environmental Protection Team

During Quarter 3 of 2023/4 the Environmental Protection Team dealt with the following requests for service:

Complaint type	2022/23 full year	Qtr. 1 2023/24 <i>(updated)</i>	Qtr. 2 2023/24	Qtr. 3 2023/24	2023/24 full year (to date)
Noise complaints	532	180	202	112	494
Planning consultations	733	110	145	113	368
Requests for information	344	84	62	55	201
Temporary Event Consultations	791	231	154	201	586
Premise License Consultations	61	16	26	16	58
Bonfire Complaints	103	22	38	19	79
St Trading requests for service	98	32	22	25	79
Pest control complaints	57	19	13	5	37
Other requests for service	525	130	95	80	308
Total	3244	824	757	626	2207

The Team have also:

- Been dealing with 38 more complex cases.
- Served six prior approval notices under the Control of Pollution Act 1974 to control out of hours noisy construction works. They all related to signals being upgraded on the line between Farncombe and Petersfield.
- Served three notices to control rats on land. Works in default of the notices are being undertaken.
- Put together evidence to take forward a prosecution relating to a noisy cockerel and defend an appeal against notice regarding barking dogs.
- Spent significant time dealing with the impact of an historic petrol leak from a petrol filling station with contamination causing odours, pollution in a stream and impacting on 2 Thames Water supplies.

- Given evidence at a licence hearing regarding the prevention of public nuisance.
- Fed back to SCC on the proposed noise mitigation scheme for Loxley Well.
- Mobilised the contract to undertake the provision of a 'Feasibility Study on Formal or Informal Low Emissions Zone(s) that could be adopted in Waverley'. ANPR surveys will be carried out soon.
- Actively worked to take forward the Defra funded EV taxi project liaising with partners of the Surrey Air Alliance.
- Supported the Clean Air Night (solid fuel burning) campaign, in line with priorities identified in the Waverley's Clean Air Strategy.
- Started a project on schools' cycle/scooter provision to try and help schools remove barriers to active travel.
- Supported a project to monitor indoor air quality in schools, SAMHE.
- Worked with the Project team regarding contaminated land matters to support investigations for Weydon Lane and Broadwater.
- Continued work to deal with street trading consents, animal activity licences and scrap metal dealer licences.
- Supported work to deliver a replacement for the M3 database.

Private Sector Housing

Disabled Facilities Grant enquiries continue at a high level in Quarter 3. Part of the reason for this has to be greater awareness of grant availability as we continue to see referrals from private Occupational Therapists (OT) and also hospital OTs who are trying to arrange works to allow patients to return home.

The team has been impacted this quarter by sickness absence and the resignation of the grants officer. Steps are in progress to recruit a temporary replacement.

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

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

The overall number of complaints about living conditions for the quarter was similar to pre-covid levels with a number of current and/or ongoing cases with formal notices served. Damp and mould complaints naturally increase during Autumn and winter. There are also works planned in relation to publishing the damp and mould action plan for private sector housing. This action plan and recent directions from DLUHC have resulted in additional resources being earmarked for the work with an additional private sector housing enforcement officer proposed in the 2024/25 budget, alongside an empty properties officer post to be shared with Guildford Borough Council. The private sector housing team have also received training from an external provider in Housing Health and Safety Rating System (HHSRS) to ensure continuous professional development in assessing housing hazards, including damp and mould.

Complaints about illegal eviction and landlord harassment continue to be at a higher level than before probably due to the pressure on the private rented sector due to a shortage of rented accommodation. A number of formal housing enforcement notices have been served in relation to significant disrepair and facilities.

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

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

Licensing

20 joint inspections of Licensed Premises were carried out with the Police along with 28 routine inspections. A significant increase on the previous quarter (1 and 17 respectively).

The Licensing Team has continued with a high volume of work and 4 Committee hearings were held in this quarter.

The CCTV policy has been reviewed and updated.

The Licensing policy went to Council on 17th October for approval.

The Taxi and Private Hire trade continues to generate significant activity. Complaints about trade activity remained at the same level as Quarter 2 (7).

- 23 DBS interviews were conducted with new or existing drivers, up from 16 last quarter.
- All drivers are checked against (NR3) National database of refusals and revocations and 15 local drivers have been added to the database (7 refusals and 8 revocations). We have conducted 478 searches of the database relating to new and existing drivers.
- 18 knowledge tests were taken this quarter, up from 9 last quarter.
- 22 new driver licences and driver renewals were issued (up from 15 last quarter) and 100 vehicle licences were processed over the quarter (down from 103 last quarter).

Pavement licensing

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

Street collections

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

Small society lotteries

30 small society lottery licences were renewed this quarter, and 5 new licence was granted.

Environmental Enforcement & Contract Monitoring

The Environmental Enforcement team is now back to full strength having recruited a fourth Environmental Enforcement and Monitoring Officer (EEMO).

With the leafing season underway in Quarter 3, both Biffa and Waverley prioritised hot spots, schools, doctors, bus stops etc. to ensure they are more were regularly swept.

The team proactively investigated fly tips and abandoned vehicles and worked with developers to resolve queries over bin provision and presentation.

The recently revised process for dealing with abandoned vehicles has bedded in in Qtr 3 and is currently being audited which will help confirm that the process is robust, efficient, and wherever possible recovers the costs of action taken.. Once the audit is concluded any recommendations and good practice identified will be shared with our counterparts at Guildford Borough Council as part of the collaboration programme.

In this quarter, the team have completed 23 investigations into abandoned vehicles, 3 which have resulted in Fixed Penalty Notices (FPN) being issued.

166 fly tips were investigated, with some evidence of the offenders being found in some cases, resulting in 1 FPN for Duty of Care issued and 1 FPN for Fly tipping.

EEMO officers have taken on responsibility for car parking inspections to help support the Parking Manager and to help reduce unnecessary journeys/visits by other officers helping to promote the council's green agenda. In doing so a further EEMO post will be created within the team.

This is as well as the regular support they currently offer throughout the council with recent activities including – working with the Environmental Protection team to support monitoring for dog noise, checking licence notices for Licensing, investigating fly tipping on Parks and Countryside Land, abandoned vehicles on housing land and supporting Planning with an unauthorised encampment, is continuing to show the flexibility and value of the team in support of other services. The Team will continue to explore their potential to assist other teams across the council and to work with other agencies, to provide an efficient area based team going forward.

Emergency Planning:

Our Emergency Planning and Business Continuity response plans have once again been tested during this quarter in supporting the community and running business as usual in parallel. Overall, we feel the council working with partner agencies has performed very well in Q3.

The Council's resilience was tested again in this quarter, due to further water outages at Thames Water again impacting properties in both Guildford and Waverley. The team worked closely with Guildford Borough Council colleagues and partner agencies to ensure we were ready to effectively respond when requested by the SLRF providing necessary aid to vulnerable members of the community. Work is also continuing between colleagues at Waverley BC, Guildford BC and Applied Resilience to review, combine and integrate emergency and business continuity plans and procedures. This is making good progress, and plans are currently being finalised. A number of Emergency Response roles across the council have now been recruited to, however we are still looking to recruit further to strengthen our resilience.

Event safety has continued to be a key focus during Q3, with debriefs being held for some of the major bonfire and other events so that organisers and the agencies can learn and improve their management in future years.

This period saw the departure of the Emergency Planning and Resilience Officer which gave the opportunity to review the arrangements for Emergency Planning and Corporate Health and Safety. This resulted in the creation of a joint Emergency Planning Role across Waverley and Guildford Borough Councils, recognising that emergency incidents rarely respect borough boundaries and the benefits of pooling resources and expertise in responding to emergencies.

Recognising the importance of Corporate Health and Safety, the Council has increased the resource for this function and separated it from the Emergency Planning role so that both roles can be given a greater focus. Recruitment of the Corporate Health and Safety Officer is underway.

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 22-23	Q4 22-23	Q1 23-24	Q2 23-24	Q3 23-24	Target
R1a	Average number of days to remove fly-tips (lower outturn is better)	Days	2	3	2	2	2	2
R1b	Number of fly tipping incidents in a quarter (Data only)		195	210	163	195	166	Data only
R2	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)	%	100%	100%	100%	100%	100%	100%
R3	Food businesses with a 'Scores on the door' of 3 or over (higher outturn is better)	%	91.3%	91.3%	96.6%	96.3%	96.1%	Data only

15.2.2 Comment:

R1a, R1b – Performance on clearing fly tips has been maintained as we continue to work closely with Biffa. Numbers of fly tips reported has reduced compared to Qtr 3. Enforcement activity on fly tipping and abandoned vehicles remained a priority for the team.

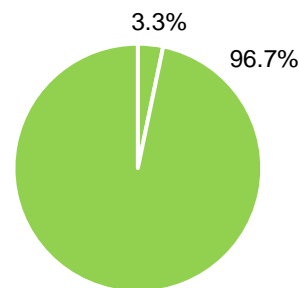
R2, R3 – As food inspections get back on track (100% for the fifth quarter in a row) standards in food businesses continue to improve and the number of food businesses with a score of 3 or over remains relatively stable.

15.3 Service Plans – Progress Status

15.3.1 Summary Table and Pie Chart

Q3 Progress on Regulatory Services Service Plans 2023/26

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



15.3.2 Comment:

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

15.4 Internal Audit Actions Progress Status

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

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

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

15.5.3 Summary Comment on the statistics

All complaints received were responded to within the required timeframe.

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	4,037	3,978	-59	Favourable	-1%
Income	-3,200	-3,145	55	Adverse	-2%
Regulatory Services Total	837	834	-4	Favourable	0%

Capital Regulatory Services

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Regulatory Services	109	109	-

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

The general fund budgets show a satisfactory position due to salary savings from vacancies. The shortfall in income relates to licensing where activity is still influenced by the aftereffects of Covid and rising costs on businesses.