

LANDLORD SERVICES EXECUTIVE WORKING GROUP

Thursday, 29 June 2023 - 10.30 am

Committee Room 3, Council Offices, The Burys, Godalming

A G E N D A

Circulation:

Members:	Officers:
Cllr Paul Rivers (Chair)	
Terry Daubney, Waverley Tenants' Panel	
(Vice Chair)	
Cllr Jacquie Keen	
Cllr John Robini	
Chris Austin, Lucas Field Residents Group	
(Co-Optee)	
Robert Stratford, Waverley Tenants Panel	
(Co-Optee)	
Cllr Alan Morrison	
<i>Member Vacancy</i>	
Sally Purcell, Waverley Tenants Panel	

1 Apologies for absence

To receive apologies for absence.

2 Notes of the previous meeting (Pages 3 - 8)

To agree the notes of the meeting held on the 30th March 2023.

3 Declarations of interest

To receive any declarations of interests under the Waverley Members' Code of Conduct.

4 Questions from Members of Public

The Group to receive questions from Members of the Public.

5 Questions from Members

The Group to receive questions from Members of the Council.

6 Terms of Reference (Pages 9 - 10)

The Group to agree to the Terms of Reference and propose any changes regarding the make-up of the group, frequency of meetings, time and location of meetings.

7 **Q4 Performance Report** (Pages 11 - 26)

The Q4 Corporate Performance Report, Annexe 1, provides an analysis of the Council's performance for the fourth quarter of 2022/23 including the end of year outturn.

The Housing Service performance information has been extracted for the Landlord Services Executive Working Group. The full performance report can be found on the council website.

The report to be presented to the Group for comment and recommendations to be made to the Executive or Joint Management Team.

8 **Housing Delivery Presentation**

Louisa Blundell (Housing Development Manager) to deliver Housing Delivery Presentation to the Group.

9 **Executive Head of Service Update**

The Group to receive a verbal update from the Executive Head of Housing Service.

10 **Work programme**

Andrew Smith (Executive Head of Housing) to discuss the Work Programme with the Group and discuss suggestions for items going forward.

11 **Date of next meeting**

LANDLORD SERVICES EXECUTIVE WORKING GROUP

30 March 2023

NOTES

Present:

Cllr Paul Rivers (Chair)
Terry Daubney, Waverley Tenants' Panel
(Vice Chair)
Cllr Jacquie Keen
Cllr Stephen Mulliner
Cllr Michaela Wicks
Chris Austin, Lucas Field Residents Group
Robert Stratford, Waverley Tenants Panel

Apologies:

Councillor John Robini and Danielle Sleighholme

13 Notes of the previous meeting

The Board agreed to the notes of the meeting held on the 23rd of February 2023.

12 Apologies for absence

13 Notes of the previous meeting

The Board agreed to the notes of the meeting held on the 23rd of February 2023.

14 Declarations of interest

No declarations were received.

15 Questions from Members of the Public

Councillor Follows invited Ms. Karen Lankester to speak at the meeting. Karen Lankester introduced the Nationwide Empty Homes Strategy ([New government must act on empty homes as 85,000 families will be homeless this Christmas \(nationwidemediacentre.co.uk\)](#)) and Action for Empty Homes ([Action on Empty Homes](#)) to the Board. Karen explained that according to recent data there are around 1,063 empty homes in Waverley ([Download.ashx \(actiononemptyhomes.org\)](#)), and explained that there has been a Nationwide campaign to bring empty homes into the affordable renting sector; this has been showcased by other councils such as those in Suffolk and Oxford. She questioned Waverley's Homelessness strategy and pointed out that the metrics are out of date and suggested that a renewed strategy might show a more acute need for affordable accommodation.

The Board resolved to pass this issue to the Executive and add this to the Executive Committee Work Programme for the new Administration to look at. Officers noted that the Landlord Services Advisory Board deals with social housing issues and it is more appropriate for the Executive to look at this under the category of the acquisition of more housing through other means. The Board also recommended a review of the Council's Empty Homes Strategy.

16 Questions from Members

No questions from Members were received.

17 Customer Experience Group Presentation

Joseph Warriner, Housing Management Graduate Trainee, introduced the Customer Experience Group to the Board. He explained that this would be an evolution of the designated persons panel but it would deal with more systemic issues within the housing service. The Group would consist of 7 Members and tenants would be able to apply to join the Group through officers. The Group would aim to use their knowledge, experience, and contacts to work with the housing service examining performance data and complaints in order to scrutinise the customer experience. The Group would also examine performance data and communications to evaluate Service delivery and identify issues in poor practice, which means that they would be able to look at data on complaints, time to respond, lessons learned, etc. Conclusions drawn up by the Group would then be passed to the LSAB and recommendations can be made for service improvements.

The Board agreed to the premise set out in the presentation and agreed to proceed.

18 Tenant Satisfaction Measures Project update

Joseph Warriner, Housing Graduate Management Trainee, introduced the Tenant Satisfaction Measures project update to the Board. He explained that following the Charter for Social Housing Residents White Paper and a consultation on the introduction of these measures, the Regulator had introduced Tenant Satisfaction Measures; a series of 12 questions to gauge tenant satisfaction with the social housing provider. The main objectives were to meet the requirements of the Regulator and to identify key areas for improvement and to gain actionable insights through having statistically accurate and up-to-date information on the satisfaction of tenants. He noted that the Council had outsourced this to Acuity, a company that provides survey services to the social housing sector and have access to benchmarking services to measure rates against other Authorities and Associations. He further noted that along with the statutory requirement for 12 questions on each survey, an extra 4 questions were to be added which would rely on guidance and input from the director of Acuity and housing managers within the service to see what drives service needs and then also the tenants panel will take the questions too to identify if there are any issues or any other areas where they feel that service improvement needs lie.

Joseph Warriner, Housing Graduate Management Trainee, explained that the survey would go to around 560 tenants who would be selected at random. He noted that Acuity would analyse data and work out measures that were to be taken to improve tenant satisfaction. It was also confirmed that tenants will have a section to provide written feedback on the survey. Annalisa Howson, Housing Service Improvement Manager, further noted that the tenant satisfaction data would need to be reported back to the Regulator for Social Housing by April 2024 to be reviewed

and published. Joseph Warriner stated there were also another 10-12 measures focused on the management of the housing service which aim to provide a comprehensive view of the service.

In response to Councillor Mulliner's question officers confirmed that item 4.3 on page 9 is meant to say 1,000 homes.

The Board resolved to agree to the recommendations in the report.

19 Housing Operations Service Plan 2022/24

Andrew Smith, Executive Head of Housing, introduced the Housing Operations Service Plan 2022/24. It was noted that his is a 3 year rolling document which is updated every year. It is an operation tool which aims to help officers manage the service and the Board can use this to hold the service to account. Annalisa Howson, Service Improvement Manager, noted that when the Board discusses agenda planning, a discussion around reporting service plan actions should take place. As these are currently reported in the Quarterly Performance Report, the Board may require more detail going forward as to how the service plan options are progressing.

Councillor Mulliner commented on the Service Plan, noting that an indication would be needed to show what has changed since the previous service plans and the reasons for change. Officers took these comments on board.

The Board recommended that the Housing Strategy is to be presented to the Board on an annual basis to discuss objectives and action plan. Andrew Smith, Executive Head of Housing, agreed to this recommendation.

20 Q3 Performance report

Annalisa Howson presented the Q3 Quarterly Performance Report, including a summary of information from the Executive Head of Service, the change in senior management, damp and mould, the LSAB 1 year anniversary review, information on performance through KPIs, information about complaints and the financial information.

The Chair noted that Danielle Sleighthome, Tenants Panel Co-optee, had sent a question regarding item 4.3 which indicated that the target for reletting normal void properties had been changed to 25 days. Danielle Sleighthome asked whether this target is achievable. Annalisa Howson, Service Improvement Manager, responded by telling the Board that officers hope the target is attainable however the Relet Review Process focuses on the quality of the void and the tenant experience rather than the speed. Financial analysis focuses more on creating a positive relationship with tenants, however officers are hopeful that this is achievable. She further explained that the statistics show that the 20 day target was unattainable as this has not been reached in at least 3 years and 25 days is believed to be more reasonable. The relet review aims to look at the overall experience for tenants rather than void loss. Hugh Wagstaff, Head of Housing Operations, further explained that some properties are being returned after very long tenancies and need a lot more work including new bathrooms and kitchens being fitted, which prolongs this relet period. He stated that it is preferable to finish necessary works on

the property before reletting, to improve tenant satisfaction with the quality of the relet.

Councillor Keen commented on neglected properties that required a lot of extra work. Members linked this to the knock on effect from flexible tenancies that had been fixed for 5 years and suggested that tenants may not have been invested in maintaining the property for this reason. Councillor Mulliner expanded on this by questioning if there were any measures in place to ensure that tenants maintained their properties well. Annalisa Howson explained that there was a Tenancy Audit Programme in place which would soon be reviewed as well as the responsive repair programme and stock condition surveys which would identify these issues. Issues such as neglect can also be reported when annual gas safety checks take place. Andrew Smith, Executive Head of Housing, stated that officers should have more engagement with tenants on the ground to deal with issues in social housing such as vulnerable tenants and antisocial behaviour, however staffing difficulties and resourcing have hindered this. He explained that officers could signpost to other services if issues are identified. Tanielle Wellenger (on behalf of EM Williams) noted that there was not an efficient reporting system in cases that warrants concern during gas boiler inspections. Inspectors are often directed to the website but this is generally complicated and long winded for staff with limited time.

Andrew Smith, Executive Head of Housing, actioned that this would be looked into and an easier more efficient reporting system should be put in place as well as safeguarding training for staff involved in visits.

The Board noted the Q3 Performance report and had no further comments or recommendations to make to the Executive.

21 **Housing Asset Management Strategy Implementation Progress report**

Hugh Wagstaff, Head of Housing Operations, discussed key updates highlighted in the report.

Councillor Keen raised a case of a tenant who contacted her about a delayed response time for damp/mould in the roof of her property. Hugh Wagstaff, Head of Housing Operations, noted that timeline targets need to be reviewed within policy and resources must be identified to deliver that. Jeanette Englefield, Tenant Involvement Officer, further noted that roofing and other large repair works for mould would not be a quick fix, especially if it is to be dealt with properly. She stated that it is advised not to hurry the process of asbestos and mould removal but temporary solutions should be applied where necessary within a certain timeframe. Tenants Panel members also raised a case of a tenant with suspected damp and mould and identified a design issue with insulation and extractor fans. Hugh Wagstaff, Head of Housing Operations, commented that staff will be provided with technical and non-technical training programmes so housing officers and inspectors can better identify damp and mould. Hugh Wagstaff, Head of Housing Operations, requested further details of these cases after the meeting so they can be dealt with appropriately.

Tenant's Panel Members raised a point about pumped in and cavity wall insulation and how these link to damp and mould. Hugh Wagstaff, Head of Housing Operations, responded by informing the Board that 4 years ago a programme to

remove cavity wall insulation was carried out for this reason and further checks will be carried out by the Energy Efficiency Project Officer.

The Board resolved to agree to the recommendations in the report.

22 Decant Policy

The Board agreed to defer this item to a later date to allow for further discussion and review of the Policy and to incorporate more tenant experience.

23 Executive Head of Service Update incl. Heating complaints

The Executive Head of Housing, Andrew Smith, updated the Board on staffing changes and shortages and how this is being dealt with by the Housing Department. He thanked staff, councillors and officer for their continued participation and efforts.

Andrew Smith, Executive Head of Housing, introduced the Heating Complaints report requested by the Executive following an increase in complaints. Councillor Mulliner and Councillor Follows raised concerns about missed boiler repair appointments that had been reported to them by tenants. Annalisa Howson responded by reminding Members to report missed appointments. She noted that the Customer Service Group will be reviewing the process of reporting complaints as one their first reviews.

In response to concerns raised, Officers agreed to set up a new programme for Smith and Byford to come back and speak to the Board.

24 Executive Feedback on LSAB comments

Paul Rivers, Vice Chair and Co-PFH for Housing commented on the link between the Executive and the LSAB. He commended the Board Members for their participation in the rent increase discussion and noted that the 4% rent increase was passed with consideration to comments made by the Board. Councillor Follows, Leader of the Council, thanked the Board for dealing with many important issues such as changes in Policy, rent discussions, flexible tenancies and quarterly reports. He further noted that the feedback by this Board had been invaluable to decisions made by the Executive.

25 Review Work programme

Annalisa Howson, Service Improvement Manager, noted that the new work programme is to be confirmed by the new Board.

26 Date of next meeting

Annalisa Howson, Service Improvement Manager, proposed Tenant's Panel meeting on the 27th of April to discuss meeting format and agenda items going forward. This will be with officer and Tenant's Panel Members.

Annalisa Howson, Service Improvement Manager, proposed an introductory session on the 25th of May 2023 for new Councillors to understand what the purposes and functions of the Board and to meet the Panel Members.

Agenda Item 6

January 2023

Landlord Services Advisory Board Terms of Reference

The Council established a Landlord Services Advisory Board in October 2021, under the Executive Working Group protocol, to promote tenant and leaseholder engagement in decisions relating to the Council's housing stock and to provide assurance of the Council's commitment to the Charter for Social Housing Residents.

The Board will consist of:

- The Executive Co-Portfolio Holder with responsibility for Housing (Operations) (Chair)
- Four Waverley tenant members (one may be a leaseholder) including the Tenants Panel Chair (Vice-Chair)
- Four non-Executive members

Tenant members of the Board will be selected from existing engaged tenants and leaseholders (via an application and interview process on an annual basis or as vacancies arise). If there are more volunteers than positions the Chair and Vice-Chair of the Board will select members.

Non-Executive members of the Board will be appointed by Co-Portfolio Holder for Housing and/or Leader of the Council.

Substitutes are permitted for Tenant and non-Executive Board members

The Board will normally meet once a month, except the months of August and December, and will be held in Surrey school term time. The Chairman may reschedule or call ad hoc meetings as required.

Meetings of the Board will normally meet in public and attendance by tenants, leaseholders and members is encouraged.

Specific terms of reference

The Landlord Services Advisory Board will receive reports on matters relating to the Council's landlord functions. These will include:

- The HRA Business Plan and budget, the Housing Delivery Programme, and the Housing Service Plan
- Other matters relating to the delivery of the housing landlord function, with an emphasis on meeting the requirements of the Charter for Social Housing Residents
- Reviews of existing policies or the introduction of new policies relating to or affecting Council's tenancies
- Matters relating to tenant scrutiny and challenge as part of delivering co-regulation of the housing landlord service
- Performance of the housing landlord function

The scheme of delegation identifies the decision-making remit and responsibilities of the Co-Portfolio Holder for Housing and the Board.

Where those reports relate to items which will be submitted to the Council's Executive or to the Co-Portfolio Holders for Housing exercising their delegated authority, the comments and recommendations of the Landlord Services Advisory

Board will be submitted to the Executive or Co-Portfolio Holders for Housing with the officer report.

Revision	Date	Originator	Comments	Approved
1	September 2021	Fiona Cameron	First draft	Council 19 Oct 2021
2	July 2022	Louise Fleming	Updated to reflect changes to membership and frequency	Cllr Rivers 28 July 2022
3	December 2022	Annalisa Howson	Updated to reflect the confirmation of Vice Chairman, appointment of non-Executive members, timing of meetings and proposed amendments to decision making.	Executive, 17 January 2023.

Waverley Borough Council

Report to: Landlord Services Executive Working Group

Date: 20 July 2023

Ward(s) affected: All

Report of Director: Executive Heads of Housing

Author: Jenny Sturgess, Policy and Performance Officer

Tel: 01483 523 465

Email: jennifer.sturgess@waverley.gov.uk

Executive Portfolio Holder responsible: Cllr Paul Rivers, Co Portfolio Holder for Housing

Report Status: Open

Corporate Performance Report Q4 2022-23 & End of Year Outturn (January 2023 – March 2023)

1. Executive Summary

The Corporate Performance Report, Annex 1, provides an analysis of the Council's performance for the fourth quarter of 2022/23 including the end of year outturn.

The Housing Service performance information has been extracted for the Landlord Services Advisory Board. The full performance report can be found on the [council website](#).

The report is being presented to each of the Overview and Scrutiny Committees and the Landlord Services Executive Working Group for comment and any recommendations they may wish to make to the Joint Management Team or the Executive.

2. Recommendation to Overview & Scrutiny Committee:

It is recommended that the Landlord Services Executive Working Group:

- considers the performance as set out in Annex 1 to this report and
- identifies any areas for comment or further exploration, and
- makes any recommendations to the Joint Management Team or the Executive, as appropriate.

3. Reason(s) for Recommendation:

The quarterly review of the Council's performance is subject to internal as well as external scrutiny. This approach allows for a transparent assessment on how each service performs against its set goals and targets. It also allows the Group members to raise any areas of concern to the Joint Management Team or the Executive, which in turn drives service improvement.

4. Purpose of Report

The focus of this comprehensive report is the corporate level performance analysis. The data is collated at the end of each quarter and a broad range of measures have been included to provide a comprehensive picture, and these are:

- Key performance indicators
- Progress of Internal Audit recommendations
- Complaints monitoring
- Workforce data
- Financial forecasting
- Housing Delivery monitoring

5. Strategic Priorities

Review of the Council's performance in all service areas is central to delivering all of the strategic priorities.

6. Background

- 6.1 The Council's Performance Management Framework provides the governance structure to enable the delivery of the Council's objectives. Performance monitoring is conducted at all levels of the organisation, from the strategic corporate level, through the operational/team level, leading to individual staff performance targets.
- 6.2 The report is comprised of the corporate overview section with the Chief Executive's and Section 151 Officer's (Executive Head of Finance) comments, followed by service specific sections with Executive Heads of Service feedback on the performance in their area. The report is used as a performance management tool by senior management.
- 6.3 Annexe One has been edited to provide performance related to the landlord service.

7. Consultations

The report goes through an internal sign off process by the Joint Management Team. The external scrutiny stage starts with the Overview and Scrutiny Committees at the quarterly committee cycle and monthly Landlord Services Executive Working Group. Any recommendations made travel to the Executive for consideration and response.

8. Key Risks

The scrutiny process of key performance indicators, goals and targets, laid out in this report, allows for an ongoing assessment of potential risks arising from underperformance and the monitoring of improvement or mitigation actions put in place to address potential issues.

9. Financial Implications

The report presents the performance status of a wide range of measures from across the Council, including the quarterly update on the budget position.

10. Legal Implications

There are no legal implications arising directly from this report, however some indicators are based on statutory returns, which the council must make to the Government.

11. Human Resource Implications

The report presents the performance status of a wide range of measures from across the Council, including the quarterly update on the staffing situation.

12. Equality and Diversity Implications

There are no direct equality, diversity or inclusion implications resulting from this report. Equality impact assessments are carried out when necessary, across the council to ensure service delivery meets the requirements of the Public Sector Equality Duty under the Equality Act 2010.

13. Climate Change/Sustainability Implications

The report does not have direct climate change implications. Service Plans, which are monitored in this report, take into consideration new environmental and sustainability objectives arising from the [Corporate Strategy 2020-2025](#) in light of the [Climate Emergency](#) introduced by the Council in September 2019.

14. Suggested issues for Landlord Services Executive Working Group

Feedback is sought on the performance of the service as set out in Annex 1 to this report and any recommendations made to the Joint Management Team or the Executive, as appropriate.

15. Background Papers

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

16. Appendices

Annexe 1: Corporate Performance Report Q4 2022/23 and end of Year Outturn – Landlord Services Extract

Please ensure the following service areas have signed off your report.
Please complete this box, and do not delete.

Service	Sign off date
Finance / S.151 Officer	23/05/2023
Legal / Governance	23/05/2023
HR	23/05/2023
Equalities	23/05/2023
Lead Councillor	06/06/2023
CMB	23/05/2023

Executive Briefing/Liaison	06/06/2023
Committee Services	



Corporate

Performance Report

Q4 2022/23 and

End of Year Outturn

Document Version: Final

Last update: 22/06/2023 10:13

LANDLORD SERVICES EXTRACT: 14 JUNE 2023

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

1.3 Reporting periods

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

2. Corporate Dashboards – Summary of All Services

2.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q4 2022/23 and End of Year

2.1.1 Q4 2022/23 and End of Year Chief Executive's summary:

This report is the Quarter 4 and end-of-year performance report for 2022/23.

While the financial position for the year has been managed very well, the medium-term financial position of the council remains exceedingly uncertain, due to economic factors and national funding policy.

The quarter saw intense preparations for full borough council and town/parish council elections, which were conducted successfully in May. This was the first elections since the boundary review reduced the number of borough councillors from 57 to 50. We were pleased to welcome returning and new councillors, and the officer team looks forward to working well with them as part of the one Waverley team.

Performance in most areas of the council has been robust and is detailed in each chapter. Planning performance over the last two years has been a concern and has been noted by the Secretary of State who wrote to Waverley and other councils about the percentage of non-major applications resolved in time. Waverley's performance throughout the year has been consistently above the Government's target of 70%: i.e., over 96% in quarter 4. However, Planning services across the Southeast are vulnerable with fewer Planners in local authorities and high demand.

The Council adopted part 2 of the Local Plan, following years of preparation, consultation and inspection.

Our senior management collaboration with Guildford Borough Council exceeded the financial targets set by both councils, as reported in Q3. We will now seek clarity from the two new political administrations on the future strategy for collaboration.

Tom Horwood, Chief Executive

3. Service Dashboard – Housing Services

This service area includes; Housing maintenance and repairs; Landlord services and Housing Development.

3.1 Key Successes & Lessons Learnt, Areas of Concerns

3.1.1 Summary from Executive Head of Service – Q4 2022/23

Landlord Services

The Team has experienced a challenging year. There has been an increased focus on tenant satisfaction and the Regulator of Social Housing regarding fire safety, damp and mould and tenant involvement. The Team has also adapted to a change in senior management and continued to adjust to hybrid working.

The Team has delivered a full range of services and responded to challenges. The Service reached the end of the year with a positive rent collection performance figure, a solid programme of new homes delivery, contractors mobilising to deliver the stock condition surveys and full preparation is underway to collect data for the Tenant Satisfaction Measures.

Throughout the year officers have supported the monthly Landlord Services Advisory Board and provided reports to review performance data, budget information, service reviews and consultations. The Board has advised the Portfolio Holder on a range of topics including types of tenancy, rent levels, senior living services and asset management strategy. In February 2023 a Tenant and Councillor Briefing was arranged to hear from the Regulator of Social Housing on the changes to standards and regulation drafted in the Social Housing (Regulation) Bill. The independent Tenants' Panel has had a significant impact this year with raising individual cases, identifying areas of service failure and working with officers to resolve issues and prevent them reoccurring.

Health and Safety and Compliance have been key areas of work this quarter with senior managers attending a Building Safety Course in January. The Compliance Team has mobilised a new gas contract for safety checks and gas repairs, procured and commenced contracts for asbestos surveys and works and fire remediation and a door replacement programme.

The damp and mould project team continues to work through the 22 recommendations of good practice issued by the Housing Ombudsman Service and has implemented new processes to assess, mitigate and monitor damp issues. Work is underway on communications and a policy statement.

With the demobilisation of the outgoing gas contractor, and mobilisation of the new contractor it was recognised that there were problems with the data regarding the number of gas safety certificates. A review resulted in identifying that 60 homes did not have a certificate as of 29 March 2023. A new auditing system was also introduced to check all certificates held, rather than samples, which resulted in identifying 74 invalid gas certificates due to errors in the paperwork. Both issues compromise the safety of tenants. The focus for the team is to ensure the safety of tenants by promptly rectifying the issues and implementing robust procedures to maintain compliance. On 30 March 2023, the council notified the Regulator of Social Housing of the poor performance of the council's previous contractor in ensuring all council homes have a valid gas safety certificate. All social housing landlords have a co-regulatory arrangement with the regulator and have a responsibility to identify and refer any potential breaches in regulatory standards. The Regulator of Social Housing encourages landlords to report before cases become a serious issue, rather than the Regulator being informed by independent reports or following an emergency. In May, the Regulator informed the council that it considered that no breach of regulations had occurred. The council continues to act robustly to ensure that it remains compliant and that tenants' safety is prioritised.

The spring edition of the Tenant's newsletter [Homes and People](#) was published in March. This "green" edition was full of information on decarbonisation, biodiversity and gardening tips, together with practical advice on tackling damp and mould, financial support and fire safety.

The team has continued to support tenants impacted by the cost-of-living crisis, helping tenants to maximise their income and gain financial assistance through the available schemes. Tenants in financial hardship are having challenges in balancing day to day essentials such as rent, heating, water, food and transport. They are often reluctant to seek help or wait until circumstances are dire. Therefore, consideration was given on ways to use the HRA hardship fund to proactively support tenants. In January 100 tenants received a one-off £200 rent credit to assist with energy bills. Payments were made to those whose homes had been identified as harder to keep warm due to poor energy performance ratings.

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). Foundations have been laid for all plots and the timber frames have been erected to form the 18 houses and first fix works (for example constructing floors, ceilings and walls, inserting electrical cables and adding pipes for water supply) are progressing. Scaffolding is due to be erected shortly awaiting delivery of the timber frames for the flat block, which is expected to follow in April. The next 'My Ockford' Newsletter will include update related to progress on site but also delivery of the community benefit programme and will be issued in May 2023.
- Chiddingfold Sites: Waverley entered into a pre-construction services agreement with Feltham Construction Limited (FCL) in late March 2023. This will enable FCL to progress with pre-construction matters ahead of entering into a JCT Design and Build Contract. For example, consultant appointments to progress with construction design work, commissioning of surveys, site ground clearance and demolition of some garage blocks. Officers also revisited the communications plan for the project and plan to arrange a meeting with the Parish Council and Ward Members in April followed by a Meet the Contractor event in May.
- Ockford Ridge Deep Retrofit Pilot: A report seeking additional budget allocation and the appointment of Niblock Building Contractors Limited as the preferred contractor to deliver the retrofit of seven homes at Ockford Ridge was approved at Full Council on 21 March 2023. An early kick off meeting has been arranged with Niblock (subject to contract) which is due to take place in April, ahead of the issue of the JCT Intermediate Contract. The communications plan for this project is being revisited now that the project has been approved and a meet the contractor event will be arranged in early May.
- Riverside Court: Fowler Construction Limited were identified as the preferred contractor to deliver the two new homes at the senior living scheme. As anticipated Fowler Construction sought additional sums to reflect the inflationary uplift in costs since submitting their tender and these additional costs are being assessed by our contract administrator.
- Crossway Close, Churt: Officers from Planning and Regeneration and Policy Teams met to discuss the revised proposals for the site and a further meeting is due to be arranged with the new Executive Head of Planning.
- Predevelopment work continues to bring forward other sites. Pre-application advice has been received for Site F Ockford Ridge which officers and the appointed architect will review, and a meeting will be arranged with the planning officer in April to discuss. It is expected that officers will be able to bring business cases for three schemes forward for member consideration in the next quarter. Engagement with developers delivering affordable homes through S106 agreements continue.

- The Development Team has also been engaging with the Corporate Projects Team to help inform the housing element of the projects at 69 High Street and the Fairground site, Haslemere
- The Council has been allocated £2.039m from the Government's Local Authority Housing Fund to support refugee accommodation which is split £1.67m to deliver a total of 10 homes under the main element of the funding and £369,531 to deliver one 4 bed home under the bridging element. An officer working group has been set up to deliver the homes using these funds. A Memorandum of Understanding has been signed by the Executive Head of Finance and there is a requirement to report progress on delivery to the DLUHC. The first report is due in early April.

Andrew Smith, Executive Head of Housing

3.2 Key Performance Indicators Status

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

PI reference	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
H2	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.8%	0.8%	0.9%	1%	0.9%	1%
H3	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	26	28	26	31	30	20
H4	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	99.5%	99.9%	99.7%	99.4%	99.3%	100%
H5a	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	Suspended until April 2023	79.0%	77.0%	79.0%	74.0%	90%
H5b	Responsive Repairs: Average number of days to complete a repair (lower outturn is better)	Days	40	12	20	20	22	7
H6a	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	Suspended until April 2023	58.0%	68.0%	61.0%	64.0%	78%
H6b	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better) *	%	32.0%	39.0%	14.0%	13.0%	22.0%	10%
H7	% of tenancy audits completed against scheduled appointments in a quarter.	%	Suspended until April 2023					
H10b	Number of affordable homes delivered by the Council (gross) (Data only - higher outturn is better)	No.	0	21	0	0	0	Data only

3.2.2 Comment:

Relets:

The Team continues to be challenged by the target with an increase in the number of empty homes, embedding new contracts and increase in works required to homes. A total of 269 normal voids were relet during 2022/23, compared with 241 for 2021/22. It took on average of 28 days to relet the homes and 40% were relet within 20 working days.

A Relet Review commenced in December 2022 with a scoping day, to review the process, standard, target and indicators. The Review aims to balance the conflicting priorities of tenant satisfaction, cost of works, loss of rent payments and condition of homes. The target for 2023/24 has been increased to 25 days as a more realistic target given works required and the need to ensure homes are completely ready for letting, with no requirement for contractors to return.

Gas Safety:

As identified in the commentary section there have been numerous challenges meeting the expected performance for gas safety. The dip in performance was partly due to exceptionally cold weather, emergency boiler repairs and demobilisation of the former contractor. The new contract commenced on 1 February 2023 with focus on ensuring full compliance with safety checks and the team working with tenants to gain access and to complete this work. As at 2 May 2023, the number of overdue certificates had reduced to 15, resulting in 99.67% gas compliance.

Responsive Repairs:

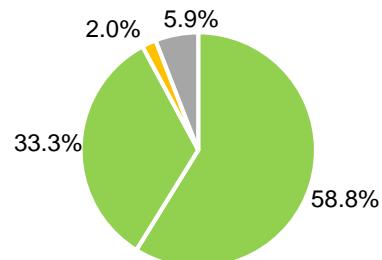
There continues to be challenges with meeting the responsive repairs targets, but the team are working well together and seeing gentle fluctuations in improvement and progress in performance. Waverley and the responsive repairs contractor jointly reviewed the tenant satisfaction data and identified barriers to good customer service. A joint action plan has been created to improve training, communication and information sharing. It is noted that are continued difficulties in the recruitment of operatives for roofing, groundwork and electrical repairs, which has had an impact on the number of overdue jobs. New operatives have recently been recruited to address the difficulties.

3.3 Service Plans – Progress Status

3.3.1 Summary Table and Pie Chart

Q4 Progress on Housing Services Service Plans 2022/25

Total	100%	51
Completed	58.8%	30
On track	33.3%	17
Off track - action taken / in hand	2.0%	1
Off track - requires escalation	0.0%	0
Cancelled / Deferred /Transferred	5.9%	3



3.3.2 Summary comment on the service plans

26 of 30 operational service plan actions have been completed. The new Executive Head of Housing reviewed and reprioritised the Service Plan, in October, cancelling three actions and carrying forward one other. The Landlord Service Advisory Board considered the 2023/26 Service Plan in March 2023.

3.4 Internal Audit Actions Progress Status

Comment: At the end of Q4 there were no outstanding Internal Audit Actions for this service area.

3.5 Complaints Statistics

3.5.1 Table presenting Level 1 complaints for this service area for the past 5 quarters

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022	0	34		Data only	
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022	0	26		Data only	
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	76.4%	95%

3.5.2 Table presenting Level 2 complaints for this service area for the past 5 quarters

KPI	Description	Data Type	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022	0	23		Data only	
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022	0	22		Data only	
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	95.7%	95%

3.5.3 Summary Comment on the statistics

Due to an increase in complaints the Team has had challenges in investigating and responding to tenants within the timescales. The Service closed 161 complaints in 2022/23 compared to 109 in 2021/22. The Team recognises the pockets of poor service delivery during the gas contract mobilisation and ongoing challenges with responsive repairs.

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

3.6 Finance Position at the end of the quarter

3.6.1 Housing Services General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/Favourable	% variance
Housing Services					
Expenditure	26,628	26,225	-403	Favourable	-2%
Income	-31894	-31,949	-54	Favourable	0%
Housing Services Total	-5,267	-5,724	-457	Favourable	9%

HRA – Core Capital

	Approved Budget	Forecast Outturn	Forecast Variance	Carry Forward
	£'000	£'000	£'000	£'000
Communal & Estate works	116	75	-41	0
Health & Safety Works	795	669	-126	172
MRA Prog Decent Homes Occupied Properties	687	463	-224	139
MRA Prog Decent Homes Void Properties	630	658	28	0
MRA Prog Disabled Adaptations Occupied Properties	472	580	108	0
MRA Programmed work	2,775	1,776	-999	301
Roofing & Associated works	776	766	-10	0
St James Court		5	5	0
Structural & Damp works	215	234	19	22
Windows & Doors	450	497	47	0
Grand Total	6,916	5,723	-1,193	634

New Build/Stock Remodelling

	Approved Budget	Forecast Outturn	Forecast Variance	Carry Forward
	£'000	£'000	£'000	£'000
85 Aarons Hill Starter Homes (Land adj)	419	62	-357	357
Badgers Close Modular Homes	17	17	0	0
Borough Wide Refurbishment	336	21	-315	315
Catteshall Lane	902	2	-900	900
Hartsgrove	112	125	13	0
HRA Property Purchase	2,509	19	-2490	0
Ladymead	4	4	0	0
Latent defects contingency	176	4	-172	169
Ockford Ridge	138	12	-126	0
Ockford Ridge - Site A	85	-28	-113	0
Ockford Ridge - Site B	78	77	-1	0
Ockford Ridge - Site C	3,198	3,230	32	0
Ockford Ridge – Site Future Phases				
Pathfield	126	213	87	0
Queensmead	221	130	-91	91
Station Road Redevelopment	9	0	-9	0
Turners Mead	83	65	-18	18

Zero carbon retrofit pilot	1,786	46	-1740	1,740
Pre-Development Expenditure	784	178	-606	0
HRA Feasibility Studies	281	0	-281	0
S106 Affordable Housing Properties	2,474	5	-2469	0
Grand Total	13,738	4,184	-9,554	3,590

3.6.2 Summary Comment on revenue position at the quarter end

The above are draft outturn figures, the year-end report was not finalised at the time of writing.

General Fund income and expenditure balanced as forecast, with small staffing savings.

HRA shows overall favourable variance due to additional interest receipts on investments, and savings from expenditure for cyclical repairs, revenue contribution to capital and staffing costs. However, there was an overspend on the void budget due to increased number of vacant homes and level of works required.

It should be noted that the above HRA Housing Service revenue budget savings are offset due to inflation costs of c£0.5m to the HRA.

HRA Capital programme shows overall favourable variance from savings in procurement and delays in programme timeframes. Funds will be carried forward and issues with contract timescales have been resolved to deliver programmes in 2023/24.

The New Build budgets were updated following the strategic review on the Housing Revenue Account. The generic future property purchase budget was closed and future purchases will be reviewed on a business case basis. All development schemes have been re-costed and funds will be carried forward to 2023/24.