

LANDLORD SERVICES ADVISORY BOARD (EXECUTIVE WORKING GROUP)

Thursday, 28 March 2024 - 10.00 am

Council Chamber, Council Offices, The Burys, Godalming

A G E N D A

Circulation:

Members:

Cllr Paul Rivers (Chair)

Terry Daubney, Waverley Tenants' Panel
(Vice Chair)

Cllr Jacquie Keen

Cllr Alan Morrison

Cllr John Robini

Cllr Janet Crowe

Robert Stratford, Waverley Tenants Panel

Rod Blackmore, Waverley Tenant's Panel
(Substitute)

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 on 29 February 2024, published on the Council's website.

3 DECLARATIONS OF INTEREST

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

4 QUESTIONS FROM MEMBERS OF PUBLIC

5 QUESTIONS FROM MEMBERS

6 Q3 CORPORATE PERFORMANCE REPORT 2023/24 (Pages 9 - 22)

To receive extract from the Q3 Corporate Performance Report 2023/24 relating to areas with the remit of this Board.

7 HRA HARDSHIP POLICY REVIEW (Pages 23 - 28)

Board to receive breakdown of expenditure and discuss suggestions to update

policy to reflect increased fund and 53-week rent year. Attached is a breakdown of the current policy.

8 **TENANT SATISFACTION MEASURES (TSM) SURVEY PRESENTATION**
(Pages 29 - 64)

Board to receive a presentation detailing Acuity information and to discuss areas of interest, further investigation and improvement to inform an action plan to come back to the LSAB for monitoring.

9 **HEAD OF SERVICE UPDATE**

The Board to receive a verbal update from the Interim Head of Housing.

10 **MONTHLY DASHBOARD UPDATE**

Amy Walton, Service Improvement Officer, to update the Board.

11 **Date of next meeting**

LANDLORD SERVICES ADVISORY BOARD (EXECUTIVE WORKING GROUP)

29 February 2024

NOTES

Present:

Cllr Paul Rivers (Chair)
Terry Daubney, Waverley Tenants' Panel
(Vice Chair)
Cllr Jacquie Keen
Cllr John Robini
Cllr Janet Crowe

Apologies:

Chris Austin, Robert Stratford and Sally Purcell

In attendance:

62 Apologies for absence

Apologies were received from Christ Austin, Sally Purcell and Rob Stratford.

63 Notes of the previous meeting

The Board agreed that the notes of the previous meeting were a complete and accurate record.

The Chair noted that the statement of comments from the Tenant's Panel and the LSAB were not included in the agenda pack for Full Council on 20/2 and apologised for this.

64 Senior Living Consultation Feedback

The Service Improvement Officer delivered a presentation on the Senior Living Consultation 2023 feedback and noted the following points;

- There were 112 responses received – from 42% of residents.
- 87% of tenants were satisfied or very satisfied that the Senior Living service has improved over the last year
- 91% of tenants were satisfied or very satisfied with the Senior Living service. The 10% who were dissatisfied/very dissatisfied were contacted and it was found that these were due to repairs that had not been completed.
- The feedback showed that tenants wanted to see more communication in the past years – the feedback about communication this year has been positive due to an impact of measures put in place.
- The 2024 Action Plan was presented.

Discussion from the Board:

- Cllr John Robini queried visitor parking at Senior Living Scheme facilities. Officers noted that there are no designated spaces for visitors at Senior Living Schemes as parking is limited and prioritised for tenants. Some schemes have nearby street

parking and other areas nearby where people can park. There are signs in place to indicate tenant parking.

- The Tenants Panel guest raised an issue about the parking for carers. He noted that carers are parking in the residents' parking spaces and suggested that carers be allowed to park in the emergency bays. Officers are currently exploring this and will bring it to the upcoming Tenant's Bard meeting to identify number of carers, regularities and requirements for the ambulance bay.

65 Housing Management Update

Neal Davis, Housing Services Manager, presented an update from the Housing Management Team, the key points from the discussion were as follows;

- Dealing with antisocial behaviour, complaints and compliance are the priorities of the team and the biggest numbers are found in compliance and neighbourhood disputes. There is a distinction between ASB and neighbourhood disputes however both are prevalent,
- From April, reporting on ASB will be a formal KPI that will be monitored and the ASB module has been set up to monitor direct core data for the forthcoming year.
- The team have 30 open complaints, 60 open compliance cases and around 60-70 ASB cases.

The key points from the discussion:

- When setting up the ASB module, a distinction between neighbourhood dispute cases and ASB has to be established and there is a definition process to determine the category. There is an ASB specialist working with the team to provide definition, advice and a bridge to the police. There is a partnership with Mediation Surrey which can refer parties through to mediation and/or provide coaching support to one party through Mediation Surrey to prevent escalation to full ASB.
- Council tenancy ASB/Neighbourhood dispute cases should be referred to the Housing Team by Councillors
- The main issues with Compliance currently is around ensuring that gas servicing is completed within the 12 month limit. Team escalate contact with the tenant to complete the certification within the deadline. There was a backlog last year for which an action plan had to be implemented and contact with the Regulator.
- There is a small budget for parking schemes and officers are working on this however the cost and resources involved are excessive. The team can look at marking disable bays if they are on Waverley land, otherwise they will be referred to Surrey County Council.
- There is an out of hours team and Environment Health also have a referral line. Environment Health additionally have a noise system for tenants to record cases of noise disturbance.

66 Awaab's law: Consultation

Jordan Lucas-Dadzie, Housing Management Graduate Trainee, delivered a presentation on the Overview of the Awaab's Law Consultation, launched by the Housing Secretary.

- The law places tighter time limits on Social Housing providers to investigate and start fixing cases of damp and mould.

- These will be implemented within tenancy contracts to make tenants aware of their rights and the obligations of the Social Landlord.

Comments from the Board:

- With regards to the 14 day damp and mould investigation requirement, Cllr Keen noted that she was aware of tenants who had been waiting months for an inspector to investigate. Officers reassured that this legislation would enforce these timescales and ensure action is taken. If not, the Council will be liable.
- Cllr John Robini referred to Page 40 of the agenda pack and queried about tenants with health issues, particularly respiratory issues. The Damp and Mould officer explained that inspectors take many things into consideration to ascertain the extent of how urgent the response will be. The questionnaire sent to tenants asks if the tenant has any respiratory issues that should be taken into consideration to help create a report – those who say yes are prioritised. There is an out of hours line which triages the issue which then goes to the Repairs Contractor for escalation. Tenants can then be moved to hotel accommodation which the issue is being treated – if the investigation finds that the tenant has respiratory issues and is at risk, the Registered Provider must provide alternative housing (Decant).
- Once the Consultation has gone through, Social Landlords will be accountable to it.
- In terms of the additional resource implications; the Officers meeting identified IT improvements that will be required and any change in contracts with contractors to ensure that timescales are upheld. The Executive felt very strongly that additional costs would be needed to keep in line with increased regulations and Members agreed that financial concerns should be fed back to the Government as part of the Consultation.
- Officers noted that service requests should be reported to the Housing Service request team and if it is not answered then a complaint should be submitted.
- Officers noted that the Spring edition of Homes and People and the WBC website will include information about the Consultation.
- Officers noted that the Damp and Mould officer has been appointed and is overlooking final inspections and the Energy Efficiency Officer will be looking at a fabric-first approach for structural improvements. They will look at technology to mitigate the risk of D&M in future.

The Board RESOLVED to approve the recommendations in the report.

67 Succession Policy

The Succession Policy was presented to the Board.

- Cllr Jackie Keen expressed that the Policy should encourage spouses who succeed the property to downsize to smaller properties to free up larger homes for families.
- Officers explained that there is an easy move and transfer officer in place who will support spouses to move, however this cannot formally be implemented in Policy.

The Board RESOLVED to approve the recommendations set out in the report.

68 Senior Living Powered Mobility Device Policy

Amy Walton, The Service Improvement Officer, presented the Policy to the Board.

Members were satisfied with the Policy and RESOLVED to approve the recommendations set out in the report.

69 Performance Dashboard discussion

Officers presented the Housing Dashboard data. In previous meetings, officers agreed to provide the range of performance information that are collected for Members to decide what to keep track of. The Dashboard looked at the following areas:

- Repairs information – including categorisation of repairs complaints by Contractor and % of jobs completed in target times
- Voids – No. of properties and amounts of time re-lets have taken
- Complaints – including missed appointment figures, no access numbers and the amount of time and information on the subject of complaints.
- Rent arrears - % that rent areas make up to total rent with breakdown of number of tenants and size of arrears
- Compliance
- Housing Management

Members would like to see numbers of missed appointments.

Members recommended taking this information to a separate offline session to bring back to the next meeting of the LSAB.

70 HRA Planned Works: External Decorations and Roofline Works Contract Extension

Cllr Paul Rivers noted that a formal decision would be made in the meeting following this one and sought comments and advice of the Board.

- Cllr John Robini queried the difference between repairs with the Contractor and planned works.
- Cllr Janet Crowe asked if there were satisfaction surveys for Planned Works. Matt Alexander, Compliance Manager, noted that there Pylon do satisfaction surveys that the team reviews and 100% planned works are inspected.
- The Board agreed that satisfaction data should be monitored with new contractors every 6 months and requested that this data is brought to the Board by the Service Improvement Officer.
- Cllr Paul Rivers also requested that complaint figures are monitored, with approx. 900 responsive repairs a month, are the complaints data received just the tip of the iceberg?

The Board RESOLVED to agree to the recommendations set out in the report.

71 HRA Planned Works: Kitchen and Bathroom Contract Extension

The Board RESOLVED to agree to the recommendations set out in the report.

72 Head of Service update

It was noted that, Annalisa Howson will become Interim Head of Housing for Guildford Borough Council and Hugh Wagstaff will become the Interim Head of Housing for Waverley Borough Council, while the Executive Joint Head of Housing is being resourced.

73 Work programme

The Service Improvement Manager will circulate a work programme after the meeting.

74 Date of next meeting

Thursday 28 March 2024 at 10am.

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Waverley Borough Council

Report to: Landlord Services Advisory Board

Date: 28 March 2023

Ward(s) affected: All

Report of Director: Julian Higson, Interim Strategic Director of Housing and Environment

Author: Jenny Sturgess, Policy and Performance Officer and Amy Walton, Service Improvement Officer

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Report Status: Open

Q3 Corporate Performance Report (October to December 2024).

1. Executive Summary

The edited Corporate Performance Report, set out in Annexe 1, provides an analysis of the Council's performance for the third quarter of 2023-24.

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 Advisory Board for comment and any recommendations they may wish to make to senior management or the Executive.

2. Recommendation to LSAB:

It is recommended that the Board considers the performance of the housing service areas, and

1. identifies any areas for comment or further exploration, and
2. makes any recommendations to senior management or the Portfolio Holders for Housing 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 of how each service performs against its set goals and targets. It also allows the Board to raise any areas of concern to the Joint Management Team or the Executive, which in turn drives service improvement.

4. Exemption from publication

No

5. 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

6. Strategic Priorities

The report supports the Council's Corporate commitment to promote *"Good quality housing for all income levels and age groups"* and aim to *"be the best council landlord in the South East and to be acknowledged so by our tenants."*

7. Background

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.

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.

Annexe One has been edited to provide performance related to the landlord service.

8. Consultations

The report goes through an internal sign off process by the Joint Management Team. The report is a standing item on the Landlord Services Advisory Board and the Overview and Scrutiny Committees and any recommendations made are considered and responded to by the Executive.

9. 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.

10. 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.

11. 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.

12. Human Resource Implications

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

13. 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.

14. 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.

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 Q2 2023/24 – Landlord Services Advisory Board 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	
Legal / Governance	
HR	
Equalities	
Lead Councillor	
CMB	
Executive Briefing/Liaison	
Committee Services	



Corporate
Performance Report
Q3 2023/24

Document Version: Final

Last update: 21/03/2024 14:57

LANDLORD SERVICES EXTRACT: 18 March 2024

Lead Officer: Jenny Sturgess
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1. Performance Assessment with RAG Rating (Red, Amber, Green)

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

1.1 Performance Indicators RAG Rating per Status Type

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

1.2 Service Plans, Internal Audit, Project Management

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

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

Service Dashboard – Housing Operations

This service area includes housing maintenance and repairs and landlord services.

2.1 Key Successes & Lessons Learnt, Areas of Concerns

2.1.1 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 begun 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.

Annalisa Howson, Service Improvement Manager

2.2 Key Performance Indicators Status

2.2.1 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
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%	69%	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%

2.2.2 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.

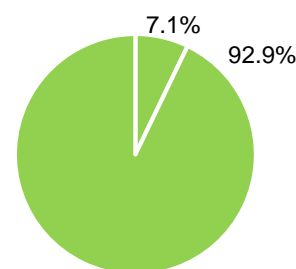
On average 760 repairs are raised per month, As at 31 December there were 685 works in progress remaining similar to the August figure and an improvement from 1,280 in April.

2.3 Service Plans – Progress Status

2.3.1 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



2.3.2 Summary comment on the service plans

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

2.4 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)

2.5 Complaints Statistics

2.5.1 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%

2.5.2 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%

2.5.3 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.

2.6 Finance Position at the end of the quarter

2.6.1 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

2.6.2 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.

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HRA Hardship Fund Policy

Service Improvement Team

September 2022

Updated January 2023

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- 2. Statement of Objectives**
- 3. The Policy**
- 4. Applying for an Award**
- 5. Criteria for an Award**
- 6. Notification of Award**
- 7. Rights of Appeal**

1. Introduction

The Council agreed a £30,000 Housing Revenue Account hardship fund, in the 2022/23 budget. This discretionary fund is aimed to assist tenants who are financially impacted by the 2022/23 rent increase.

This set of criteria is to be used as a guide and not as a definitive set of rules – the Housing Officer will use their discretion in assessing cases and making recommendations for payments.

We will raise awareness of the fund through the Tenant Newsletter and officer engagement.

The policy will be routinely reviewed at the Landlord Services Advisory Board, and formally reviewed at the next budget setting.

January 2023 addendum

Since the 2022/23 budget approval further resources¹ have been made available to residents experiencing financial hardship due the cost of living increase. Therefore, the take up and request for funds from the HRA Hardship fund is expected to be lower than originally envisaged. (£1k in first six months).

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, before seeking assistance. The escalating cost of energy services has an impact on tenants particularly those in homes with poor energy performance. With “heat or eat” becoming a reality for many.

Therefore consideration was given on ways to use the HRA hardship fund to proactively support tenants.

2. Statement of Objectives

This policy has two objectives to assist those tenants affected by the introduction of Waverley’s 2022/23 rent increase.

1. Enable the council to consider awarding a discretionary sum of money, to a household that experiences severe financial difficulties and whose circumstances are such that they cannot meet essential day to day living costs as a result of the introduction of Waverley’s 2022 rent increase

¹ Household Support Fund extended, central government cost of living payments, charitable and utility provider funds.

2. To prevent tenants going into arrears, putting their tenancy at risk as a result of the 2022/23 rent increase

3. The Policy

The main features of the policy are:

1. It is discretionary and the decisions are taken by Housing Officers for awards up to £500, and by the Rents Account Manager when above £500
2. There is an initial sum set aside of £30,000 which is subject to change over the year
3. Any unsuccessful applications can be appealed in writing to the Rent Account Manager for applications of up to £500 and by the Head of Housing for anything above this
4. Applications are considered on a case-by-case basis and awards given to assist tenants to maintain their tenancy.

January 2023 addendum

5. Proposals to proactively use the fund to support tenants in homes with poor energy performance and/or poor condition, will be considered

4. Applying for an award

Any application for a discretionary payment must be made in writing by a Housing Officer.

The application must:

- Be made on behalf of a Waverley Council tenant
- Provide evidence in support of an application, e.g., rent account, bank account, utility bill

January 2023 addendum

The Head of Housing Service in consultation with Co-Portfolio Holder for Housing will consider any proactive proposals to assist tenants.

5. Criteria for an award

The Council will:

- Seek alternative financial assistance
- Treat all applications on their individual merit
- Assess all applications on a basis of financial need
- Consider whether there are sufficient funds in the Council's budget to make an award

Applications will be considered on a basis of financial need and only where an applicant has:

- Satisfied the council that they have taken all reasonable steps to resolve their situation prior to making the application
- Been awarded all other eligible discounts and benefits
- Provided all necessary and relevant information within the required time scale

January 2023 addendum

The Head of Housing Service in consultation with Co-Portfolio Holder for Housing will agree any proactive proposals to assist tenants.

6. Notification

The council will notify the applicant of the outcome of their application within fourteen days of the application.

Where the application is successful, we will tell the applicant:

- the amount of the award
- the manner in which it will be awarded, e.g., added to the rent account, given as a voucher, direct ordering of goods

Where the request for a discretionary award is unsuccessful, we will explain the reasons why the decision was made.

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Waverley Borough Council TSM Survey Presentation

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14th March 2024

Denise Raine, Director





Session outline

- 2023/4 Survey & National Context
- Key Metrics
- Improvement Suggestions
- Benchmarking
- Understanding satisfaction / Further insight
- Recommendations & next steps



Our History

- Acuity have run resident satisfaction surveys for over 25 years!
- Involved in the development of STATUS, Housemark's STAR framework
- Consulted by the RSH on the TSMs ahead of sector consultation
- Carried out over 5,000 resident surveys for housing providers
- We carry out postal, telephone, SMS/text, online and face-to-face interviews

Each year we carry out...

Perception Surveys (TSM/STAR)

- ✓ 90 one-off STAR/TSM surveys
- ✓ 90 tracking STAR/TSM surveys (serving landlords with from 40 to over 60,000 properties)

Transactional Surveys

- ✓ 200 live surveys (including ASB, complaints, responsive repairs surveys, new lettings, planned maintenance, out-of-hours, and gas servicing)
- ✓ Telephone, online and text

Ad-hoc Surveys

- ✓ Over 30 ad-hoc, deep-dive and specialist small surveys



2023/24 TSM Survey

LCRA Tenants:

- 82% happy to give names against responses and 94% of these happy to be contacted

Six-monthly survey - aims:

- Capture 12 of the 22 Tenant Satisfaction Measures in 2023-24 to report to the Regulator of Social Housing by 30th June 2024 for LCRA (and LCHO)
- Provide up-to-date information on their tenants' perceptions of current services and compare the results with other landlords

What we did:

- Surveyed 546 LCRA general needs tenants over two six-monthly surveys
- Fieldwork = June and November 2023
- 12 TSMs (& 3 pre-qualifiers), 4 additional questions and 1 probe
- Survey methodology
 - 31% online survey (167 responses)
 - 69% Telephone survey (379 telephone interviews)
- Quotas used in telephone survey to balance any survey response bias. Representativeness checked by area (ward), property type and age. Survey response closely matched tenant population so no need to weight the data
- Reliability – RSH requires $\pm 4\%$ at the 95% confidence level, with 546 responses results = $\pm 4.0\%$ (and $\pm 5.8\%$ each wave)

When considering the results, it is important that the national context and external factors are taken into account.

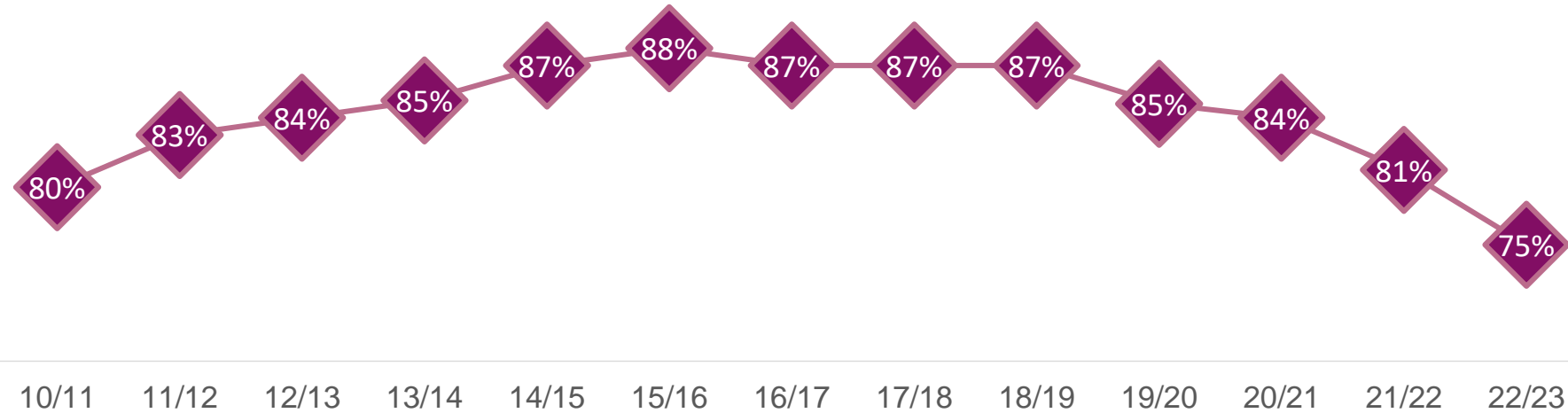
For example:

- Cost of Living Crisis, increasing poverty, pressure on local services
- High-profile press articles & Ombudsman
- Covid, Government & Political Changes, Strikes
- Austerity
- Uncertainty about the Future
- Climate changes
- Brexit and the economy

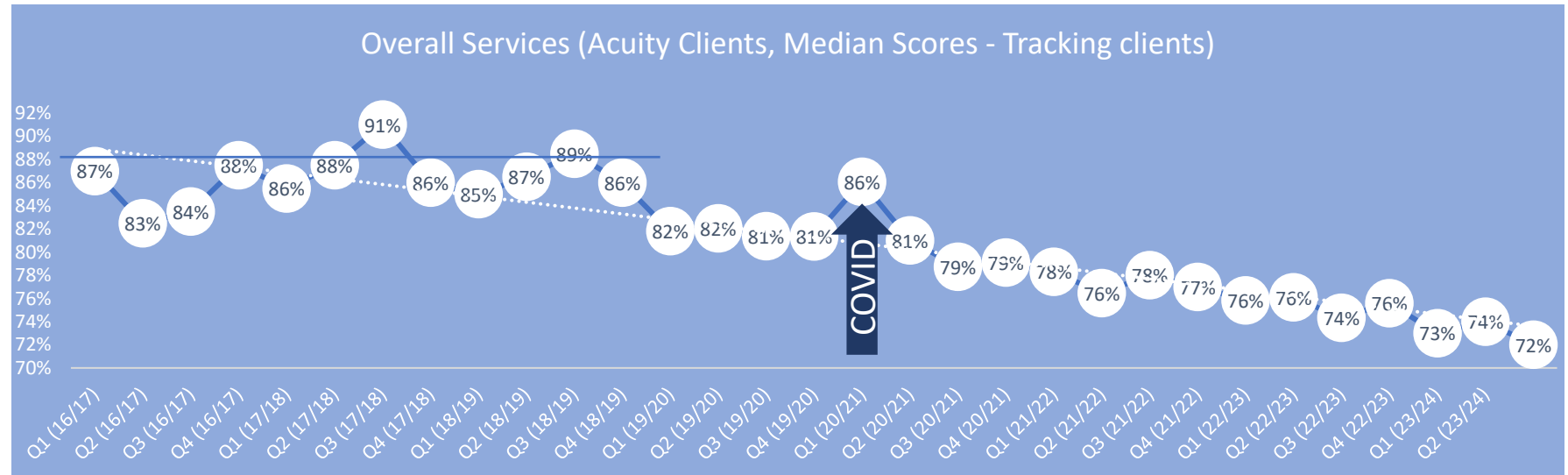
Satisfaction is based on perception rather than specific values so can be affected by these factors and how positive people feel about their lives.

National Context

Satisfaction with services provided (Housemark median - general needs)



Overall Services (Acuity Clients, Median Scores - Tracking clients)

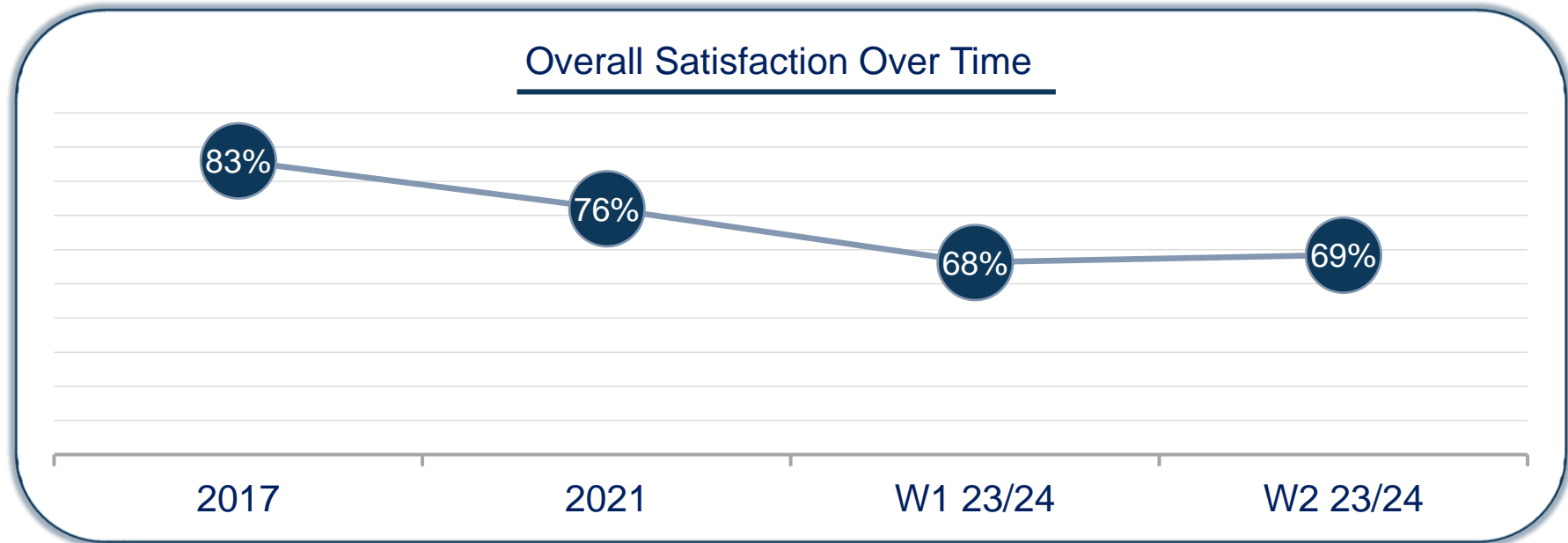
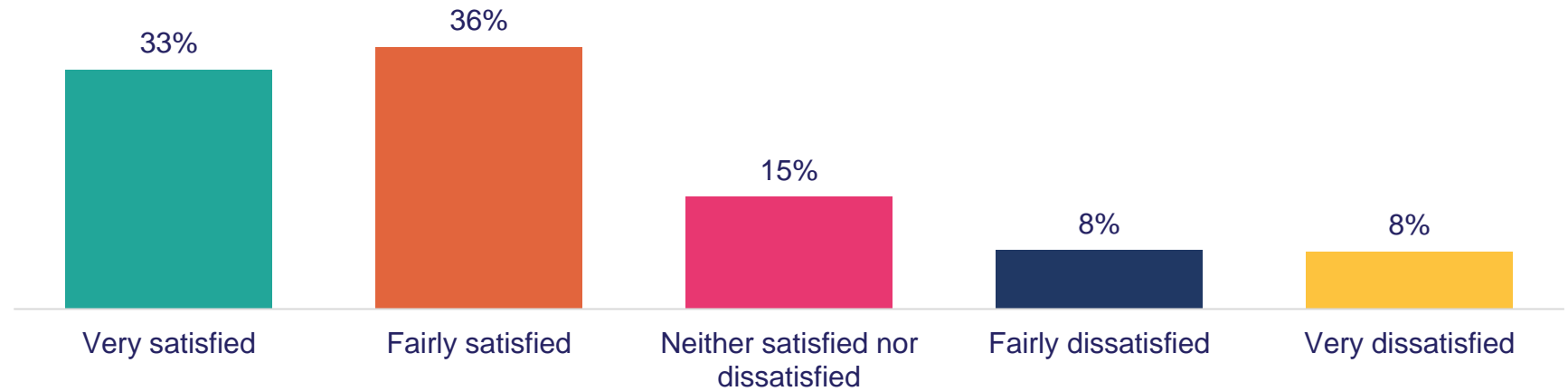




Overall Satisfaction



Overall Satisfaction



Number of respondents: 546

Taking everything into account, how satisfied or dissatisfied are you with the service provided by Waverley Borough Council?

- 69% satisfied
- 15% neither satisfied nor dissatisfied – what would make them satisfied?
- 16% dissatisfied – Why? Who are they? Where do they live?

Comments – Why Very Satisfied?

Those very satisfied were asked why they were very satisfied

175 people provided 208 comments.

“I have been a tenant for over 29 years, they do repairs when it is necessary, and it is a nice home.”

“There is never any problems, they look after us well, are very helpful and deal with repairs as quickly as they can.”

“Prompt response to any repairs, all staff are courteous.”

Note: The percentages do not add up to 100%



Comments – What could improve your satisfaction?

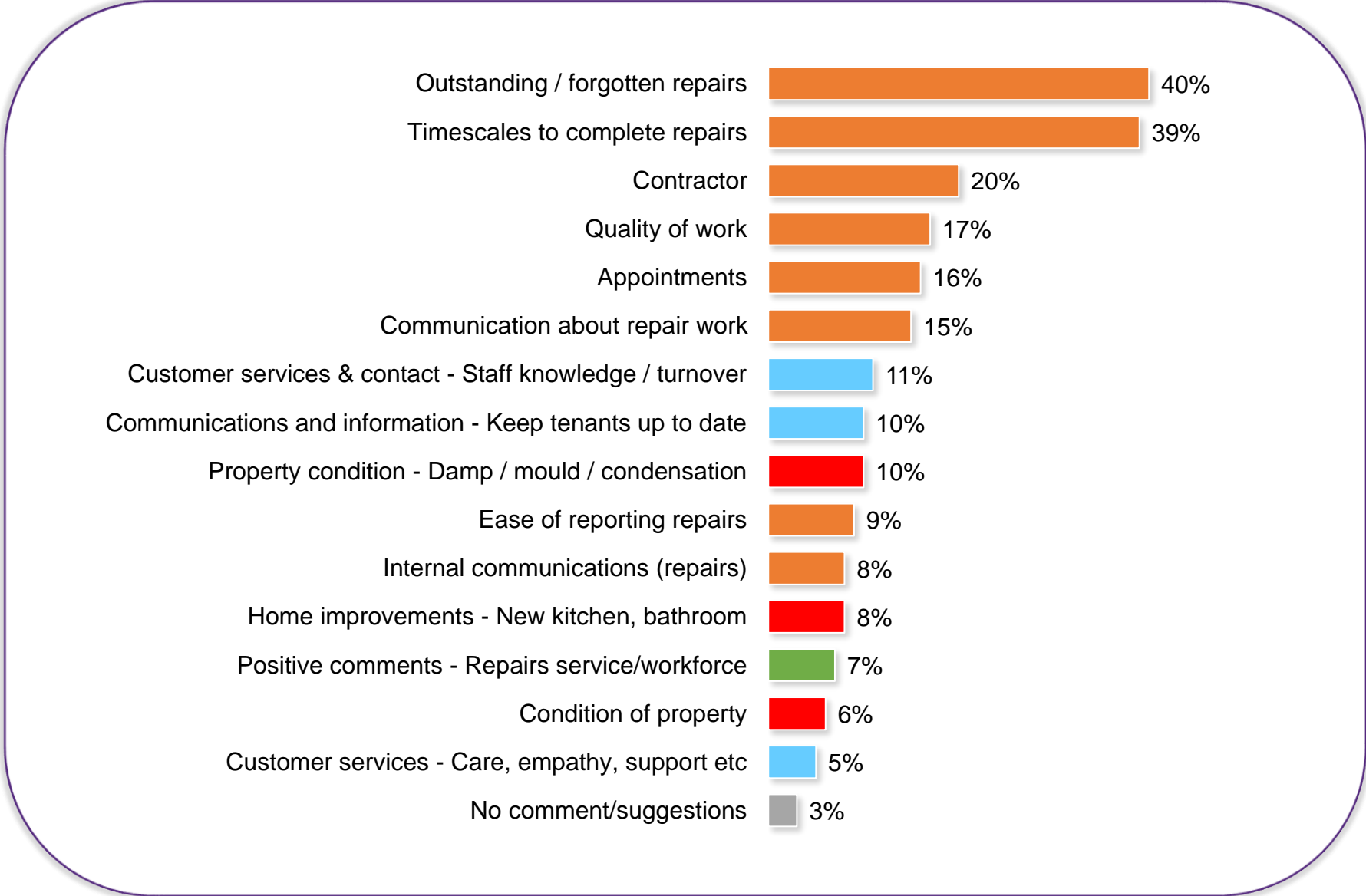
Those neither very satisfied nor very dissatisfied were asked to say what could be done differently to improve their satisfaction.

310 people provided comments.

“Hire grade workmen that are doing the repairs. Today we had some windows blown and the gentlemen came to replace them - he said that they hadn't been fitted properly in the first place. Quite often the jobs are shoddy.”

“I think they could do things a bit quicker than they normally do, they are a bit slow off the mark sometimes with repairs.”

“We've had outstanding repairs for over a year, and they have not been dealt with.”



Comments – Why Very Dissatisfied?

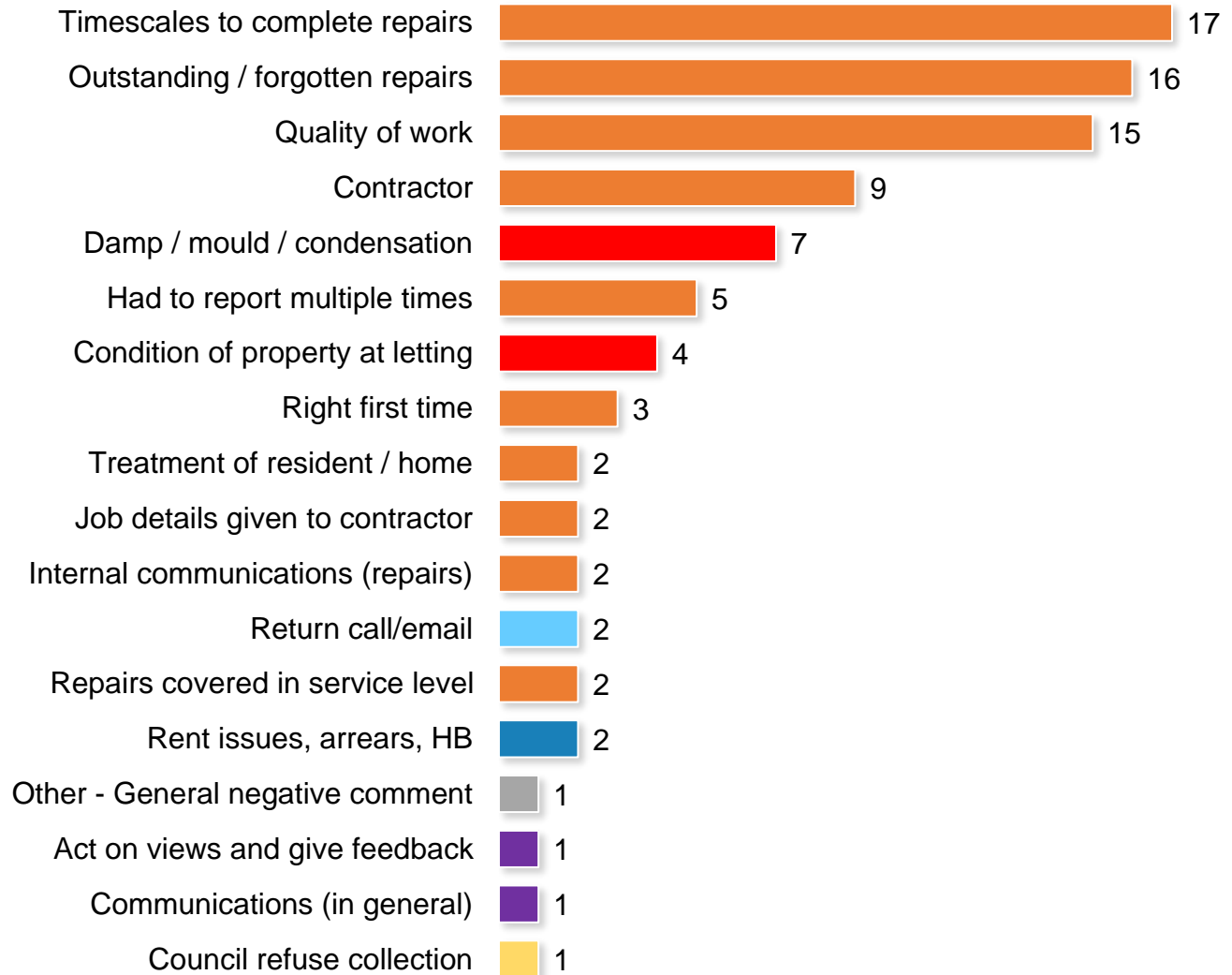
Those very dissatisfied were asked to say what could be done differently to improve their satisfaction.

43 people provided 92 comments.

“Leaking bathroom after a refit, eaves falling apart, broken central heating and leaking kitchen tap. These are all issues reported over a year ago and in the case of the eaves, 3 years. Yet nothing done to rectify.”

“The service they provide is not very helpful, with their office staff being rude, as they don’t care about personal situations. All they are is someone behind a desk, doing a job, so no help whatsoever.”

“It took nearly a year to repair a water pipe leaking. Holes cut in wall unnecessarily with a botched repair and hole cut in cupboard ceiling - job never completed. Rain coming in front porch took 3 contractors to inspect, front door replaced 9 months later. So, for 9 months every time it rained the front got soaking wet”





Keeping Properties in Good Repair



Keeping Properties in Good Repair

The home

- 72% well maintained
- 78% safe

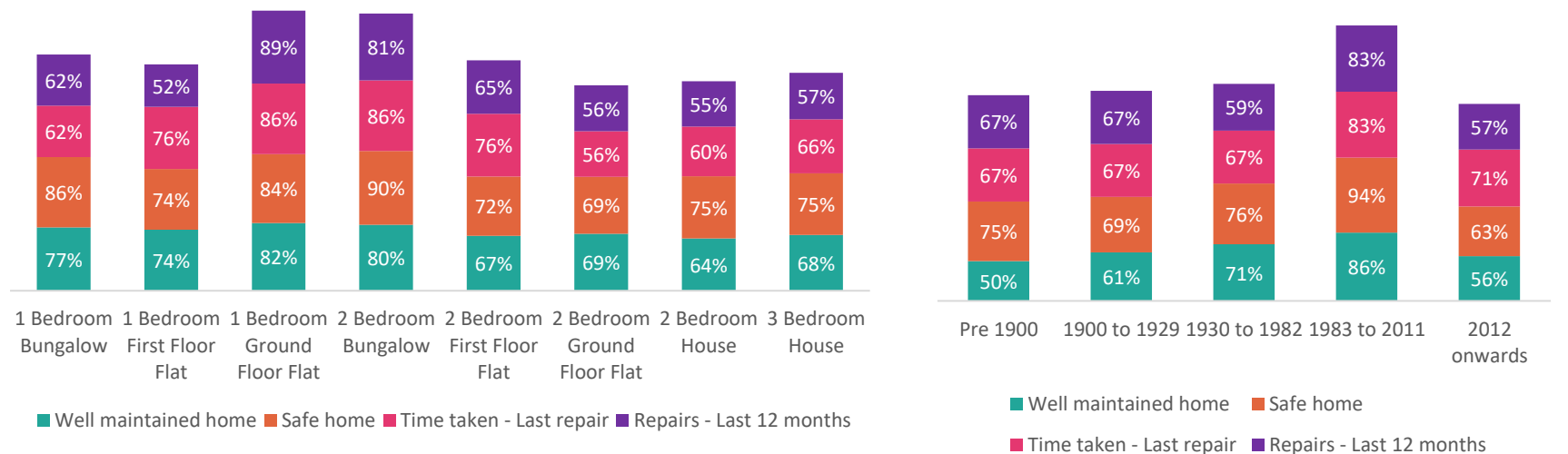
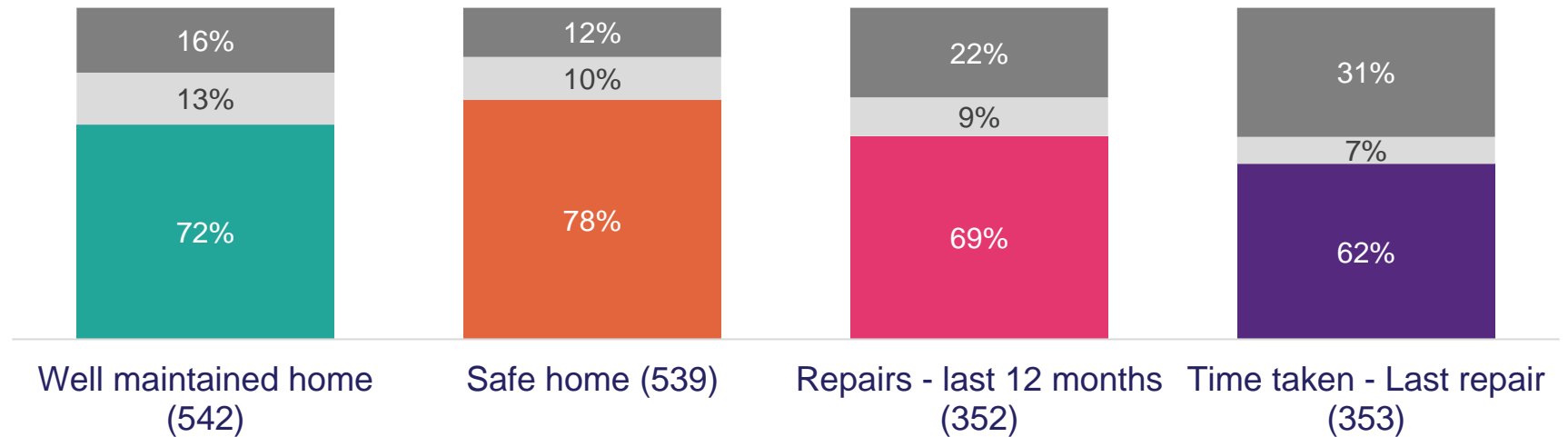
Repairs

66% of tenants said they had a repair carried out in last 12 months:

- 69% satisfied with the repairs service in the last 12 months
- 62% time to complete last repair

Some high levels of dissatisfaction with repairs - Why?

Change - Safe home 5p.p. lower than 2021/22 and repairs last 12 months 4p.p lower

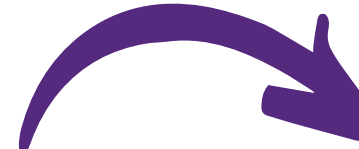
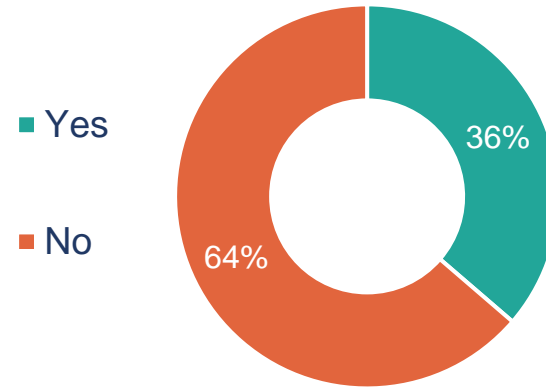


Damp & Mould

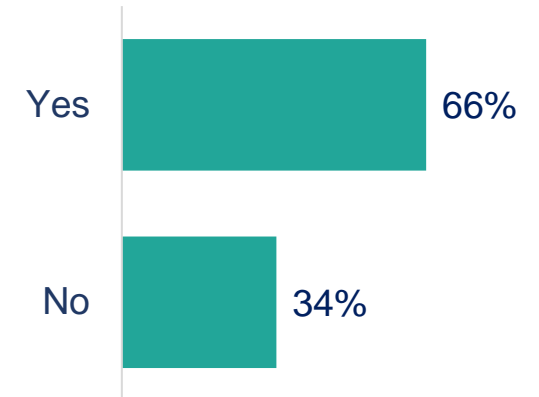
36% stated that they have damp or mould in their homes

66% have reported the problem to the Council

Damp/Mould in Home



Reported it?



Higher percentage of tenants:

- Tenancies of between 6 and 10 years (49%)
- Younger tenants (under 54 years old – 42% to 59%)
- Haslemere tenants (48%)
- 1900 to 1929 built (47%)



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Responsible Neighbourhood Management



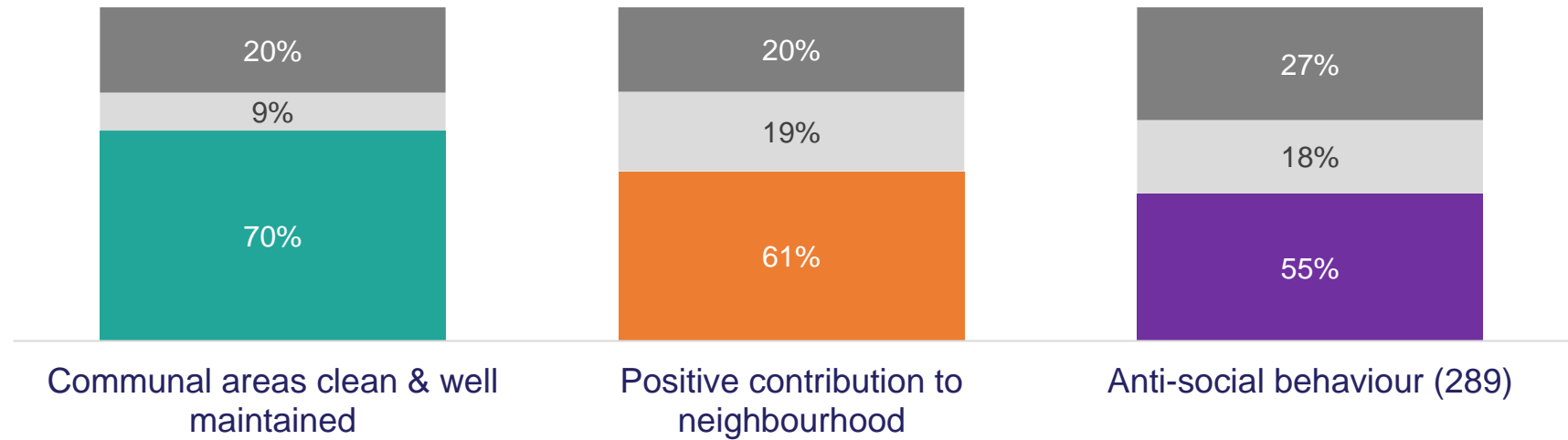
Responsible Neighbourhood Management

Communal areas

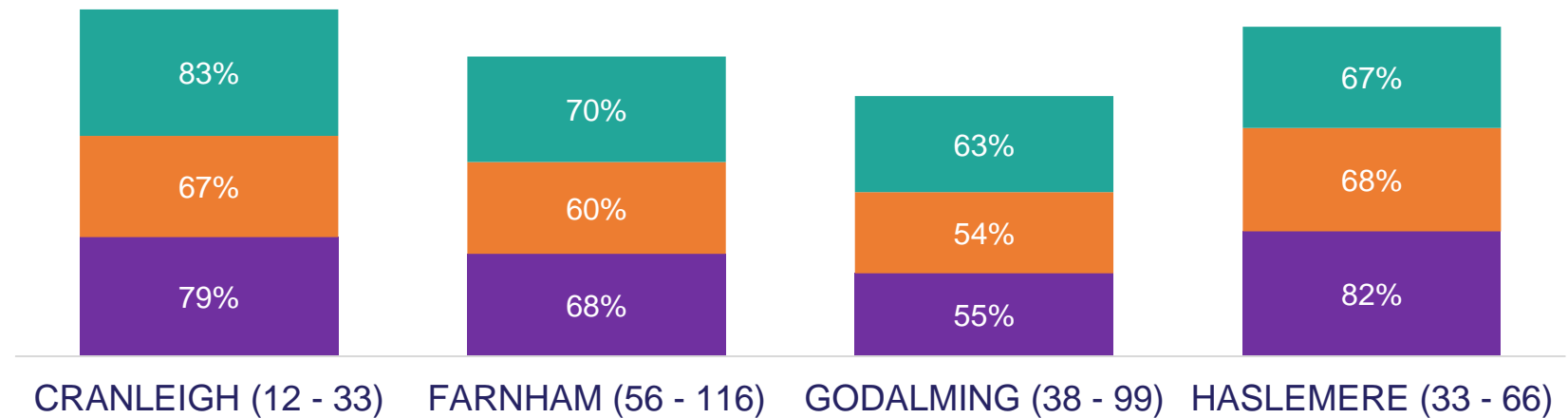
- 33% of residents live in a building with communal areas that the Council is responsible for maintaining
- 70% satisfied with communal upkeep

Neighbourhood

- 61% satisfied with contribution to neighbourhood
- 55% with ASB handling



Satisfaction in the four towns

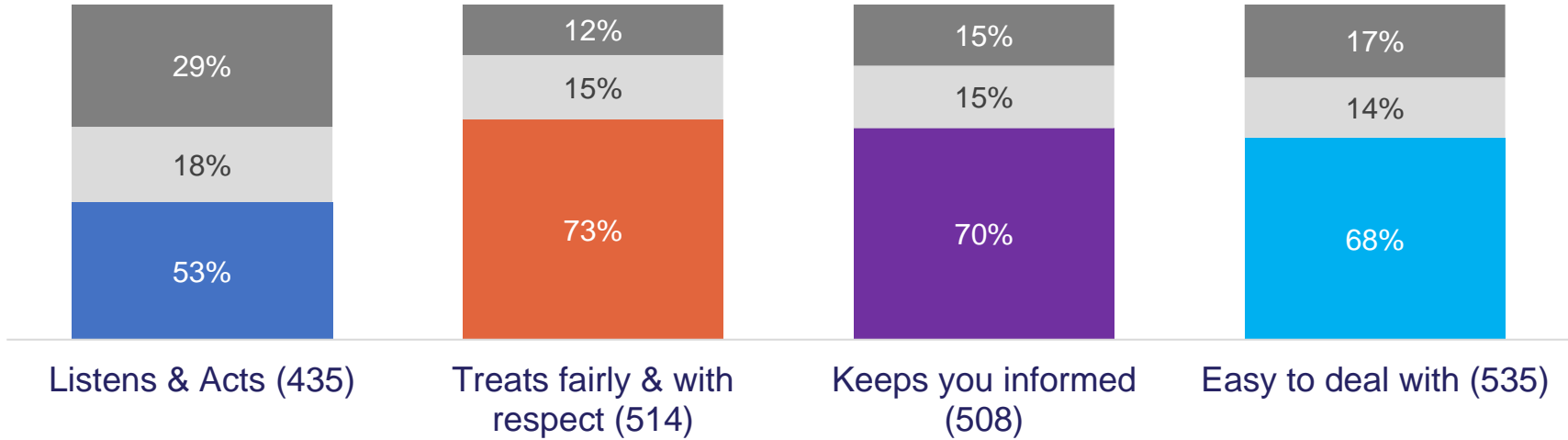




Respectful & Helpful Engagement

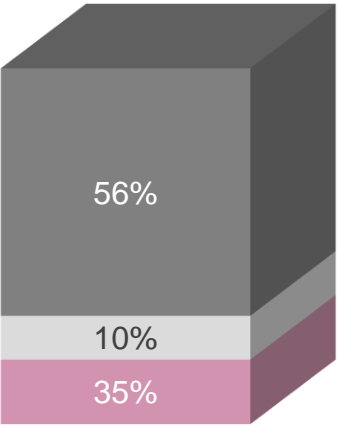


Respectful & Helpful Engagement



Complaints handling

27% said they made a complaint in the last 12 months!

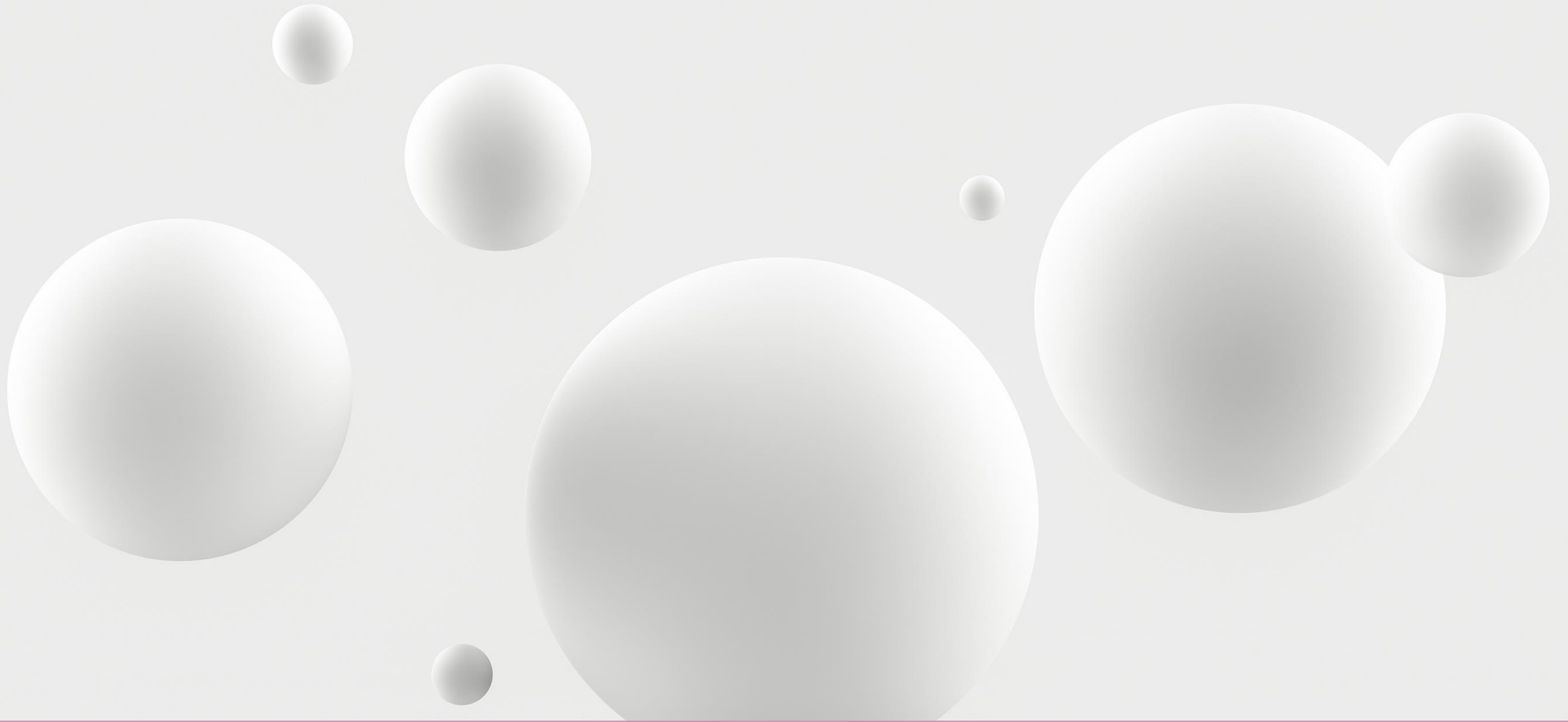


Complaints handling (142)

Engagement

- 73% feel they are treated fairly and with respect
- 70% feel informed
- 53% feel their views are listened to
- 68% find the Council easy to deal with

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Fewer tenants found the Council easy to deal with compared to 2021/22 (10p.p lower) or that the Council listens to views and acts (10p.p lower)

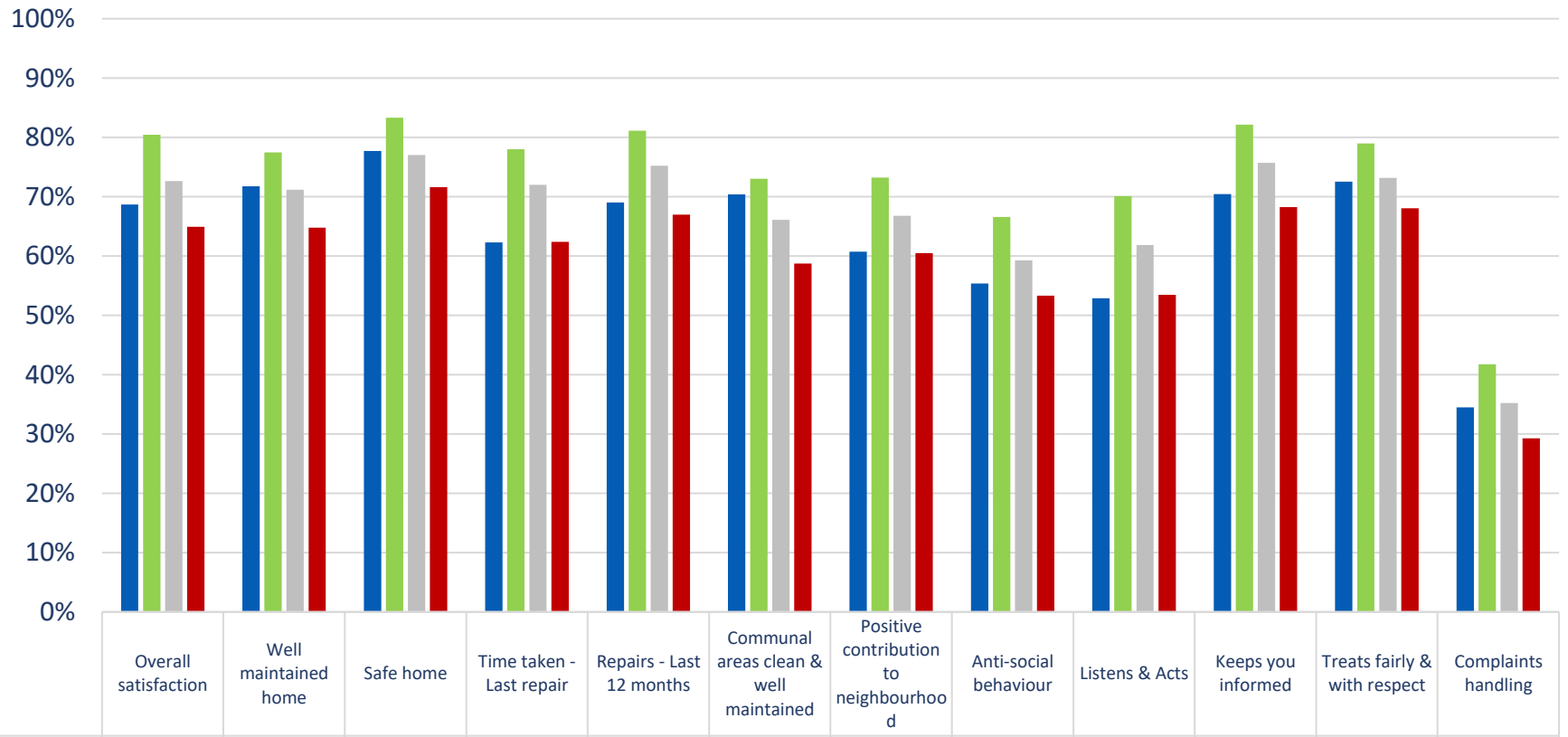


Benchmarking



Acuity Clients (LCRA)

Satisfaction Levels Acuity Median Q1 – Q3 23/24

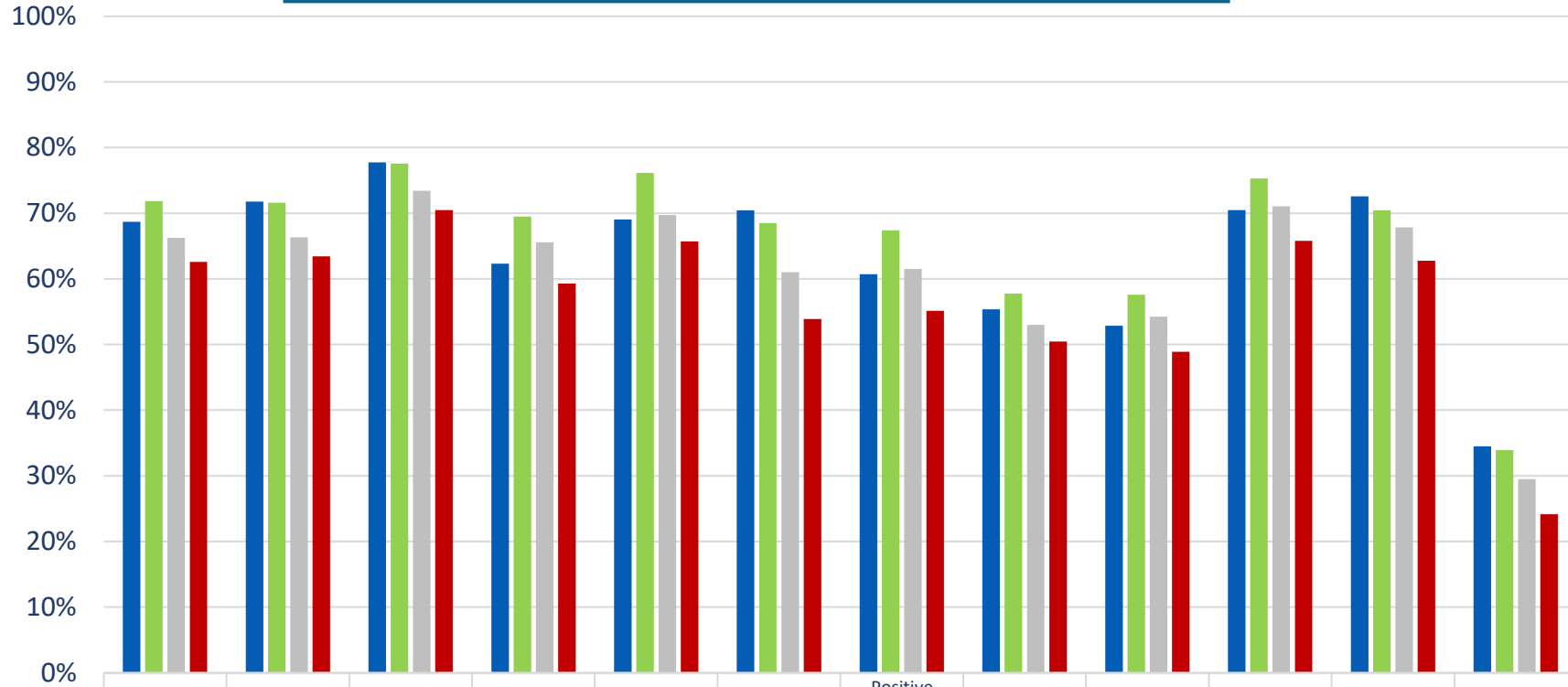


■ Waverley BC	69%	72%	78%	62%	69%	70%	61%	55%	53%	70%	73%	35%
■ Upper Quartile	80%	77%	83%	78%	81%	73%	73%	67%	70%	82%	79%	42%
■ Acuity Median	73%	71%	77%	72%	75%	66%	67%	59%	62%	76%	73%	35%
■ Lower Quartile	65%	65%	72%	62%	67%	59%	60%	53%	53%	68%	68%	29%
Quartile Position	3	2	2	4	3	2	3	3	4	4	3	3
Number of Landlords	101	92	93	93	93	92	92	99	100	92	94	93

LCRA (HA, Not London, < 1k)	98%
LCRA (Almshouse, London, < 1k)	91%
LCRA (HA, London, < 1k)	90%
LCRA (HA, London, < 1k)	90%
LCRA (HA, Not London, < 1k)	89%
LCRA (HA, Not London, 5 - 10k)	88%
LCRA (HA, National, 10 - 20k)	87%
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LCRA (Council, Not London, 5 - 10k)	76%
LCRA (HA, Not London, > 20k)	76%
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LCRA (HA, Not London, 10 - 20k)	75%
LCRA (HA, Not London, 1 - 5k)	75%
LCRA (HA, London, 5 - 10k)	74%
LCRA (HA, National, 1 - 5k)	73%
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LCRA (Council, Not London, 1 - 5k)	73%
LCRA (Council, Not London, > 20k)	72%
LCRA (Council, Not London, 5 - 10k)	72%
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LCRA (Council, Not London, 1 - 5k)	69%
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LCRA (Council, London, 10 - 20k)	54%
LCRA (HA, London, 1 - 5k)	53%
LCRA (HA, London, < 1k)	52%
LCRA (HA, London, 1 - 5k)	41%

Acuity Clients (LCRA - Councils)

Satisfaction Levels Acuity Median Q1 – Q3 23/24



	Overall satisfaction	Well maintained home	Safe home	Time taken - Last repair	Repairs - Last 12 months	Communal areas clean & well maintained	Positive contribution to neighbourhood	Anti-social behaviour	Listens & Acts	Keeps you informed	Treats fairly & with respect	Complaints handling
■ Waverley BC	69%	72%	78%	62%	69%	70%	61%	55%	53%	70%	73%	35%
■ Upper Quartile	72%	72%	78%	69%	76%	69%	67%	58%	58%	75%	70%	34%
■ Acuity Median	66%	66%	73%	66%	70%	61%	62%	53%	54%	71%	68%	29%
■ Lower Quartile	63%	63%	70%	59%	66%	54%	55%	50%	49%	66%	63%	24%
Quartile Position	2	1	1	3	3	1	3	2	3	3	1	1
Number of Landlords	26	26	26	26	26	26	26	26	26	26	26	26

LCRA (HA, Not London, < 1k)	98%
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LCRA (HA, London, < 1k)	90%
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Trends



Trend Over Time

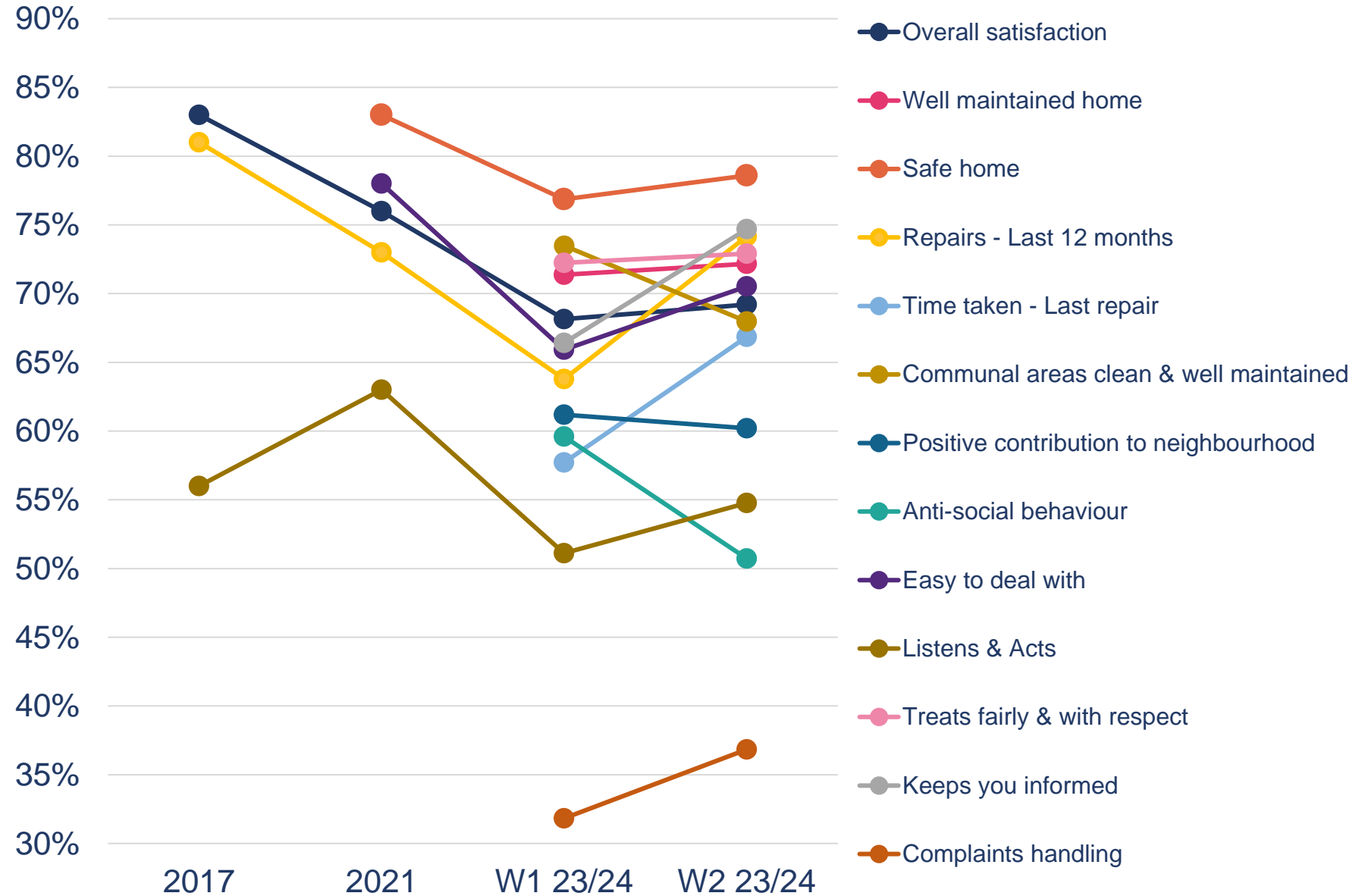
Downwards trend since survey in 2021

Second survey in 2023/24 (November) found some ratings higher and lower than in the summer (June)

Higher – repairs (10.4p.p), time (9.1p.p), kept informed (8.3p.p), easy to deal with (4.6p.p), complaints (5.0p.p)

Lower – communal (5.5p.p) lower, ASB (8.9p.p)

Note: A change of 11.6% is required to be statistically significant between the two waves in 2023/24.



*Safe home changed from "safe and secure" to just "safe" in W1 23/24.



Year-on-Year Change

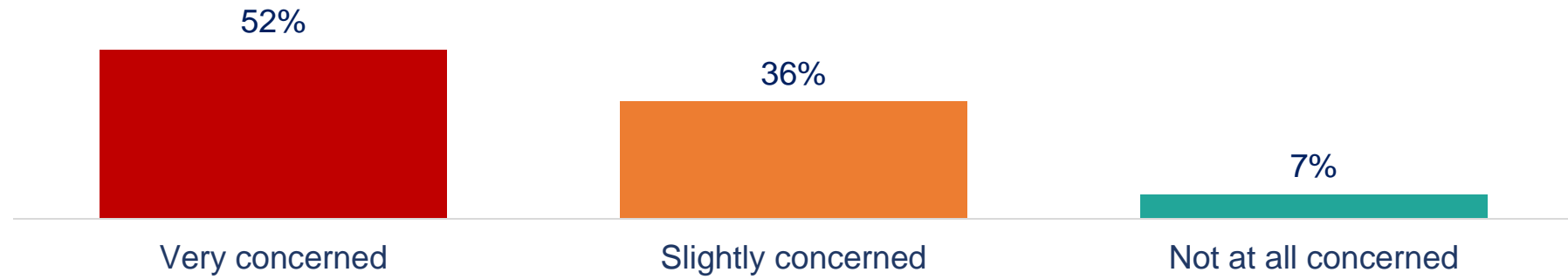
Falls in key areas

2021 Methodology – 60% online and 40% telephone (1,015 responses)

Note: A change of 6.7% is required to be statistically significant.

	2021	2023	Change
Overall satisfaction	76%	69%	-7%
Well maintained home	--	72%	
Safe home	83%	78%	-5%
Repairs - Last 12 months	73%	69%	-4%
Time taken - Last repair	--	62%	
Communal areas clean & well maintained	--	70%	
Positive contribution to neighbourhood	--	61%	
Anti-social behaviour	--	55%	
Easy to deal with	78%	68%	-10%
Listens & Acts	63%	53%	-10%
Keeps you informed	--	70%	
Treats fairly & with respect	--	73%	
Complaints handling	--	35%	

Cost of Living Concern



➤ 88% of tenants concerned about cost of living (4% preferred not to say)

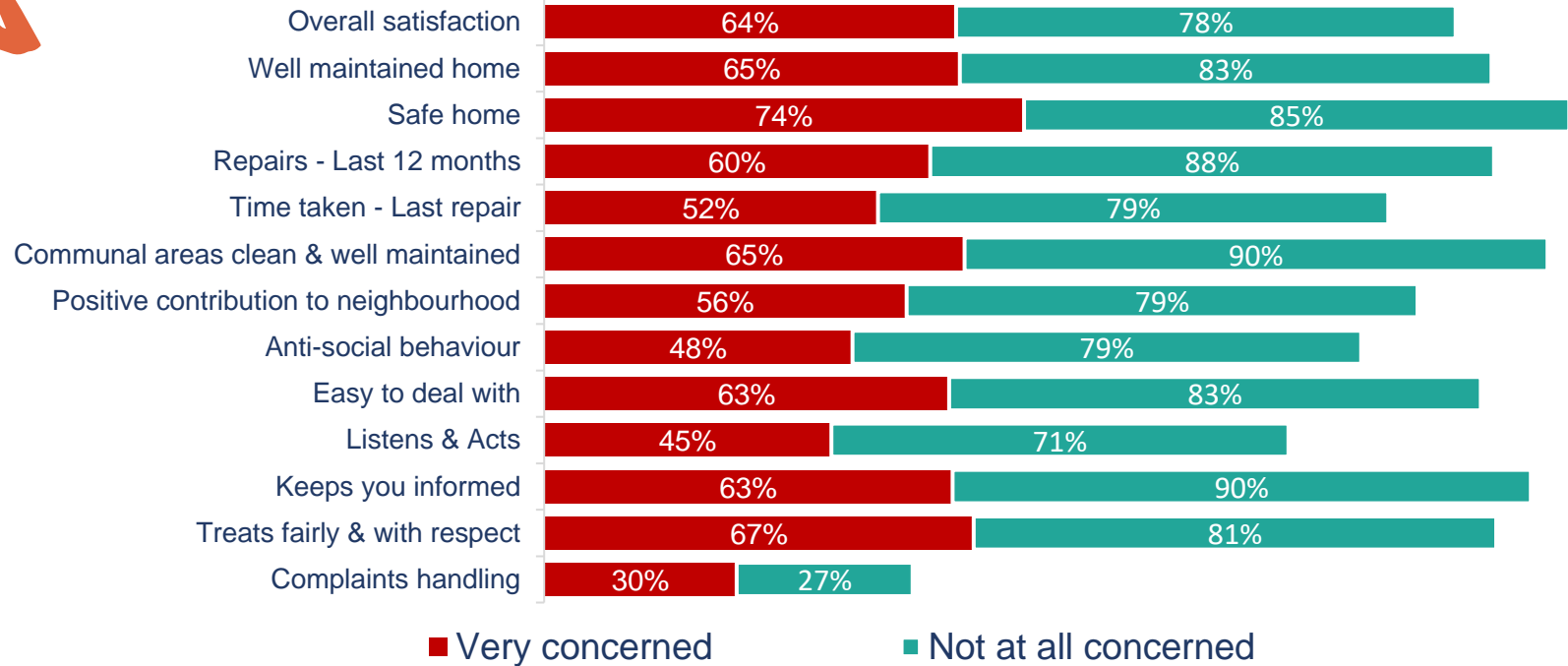
Evidence from similar surveys shows that those struggling financially are often less satisfied with their homes and the services provided by their landlord.

➤ 64% of tenants who are very concerned are satisfied with overall services compared with 78% of those who are not concerned

➤ Pattern holds true for most of the measures in the survey, with an average fall or around 20p.p between the two groups



Cost of living concern & satisfaction





Understanding Satisfaction



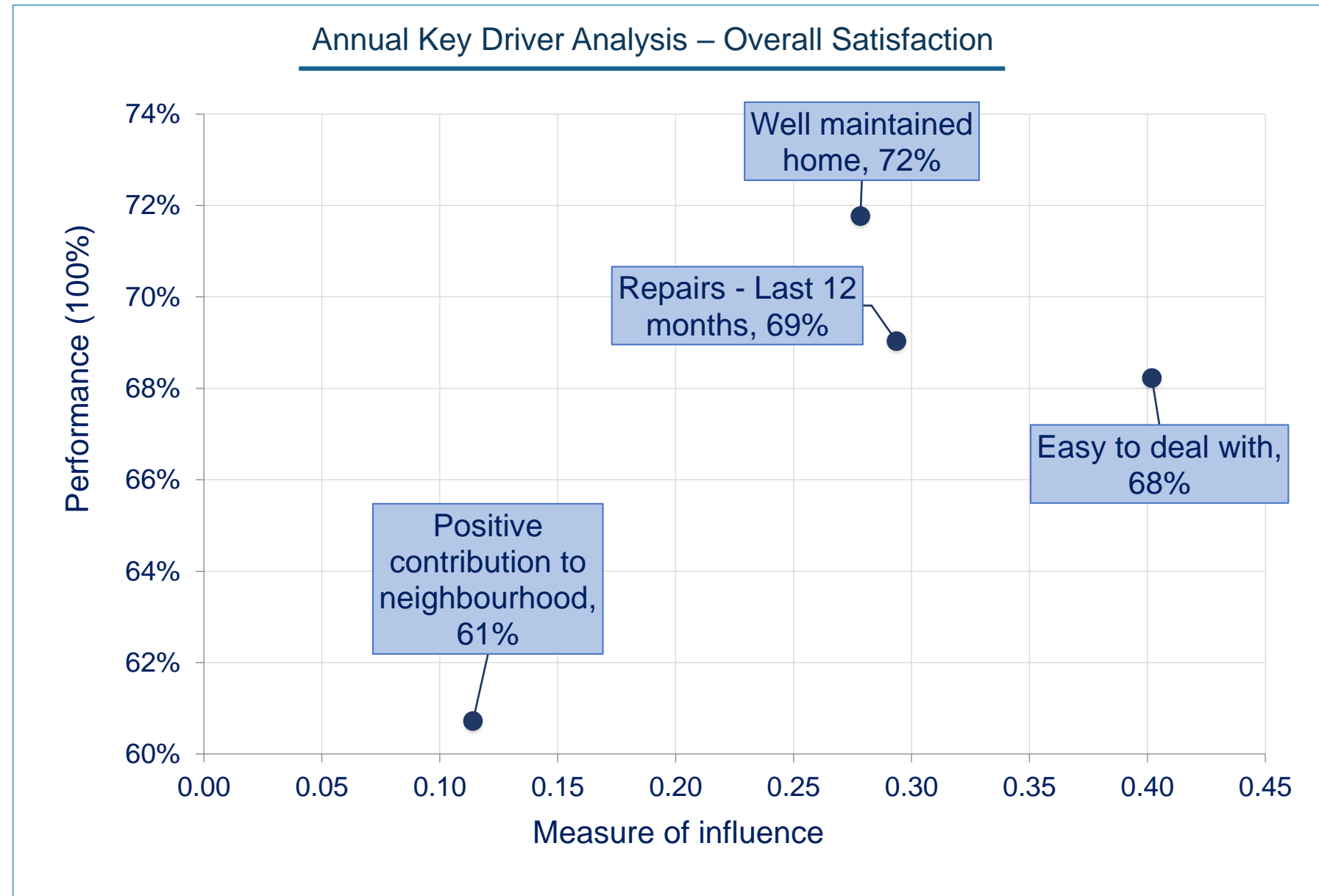
Key Driver Analysis

Key driver analysis looks at the relationship between all of the different variables (the questions asked in the survey) and determine which elements of the service are the key drivers for tenants' overall satisfaction.

Each landlord has a unique pattern.

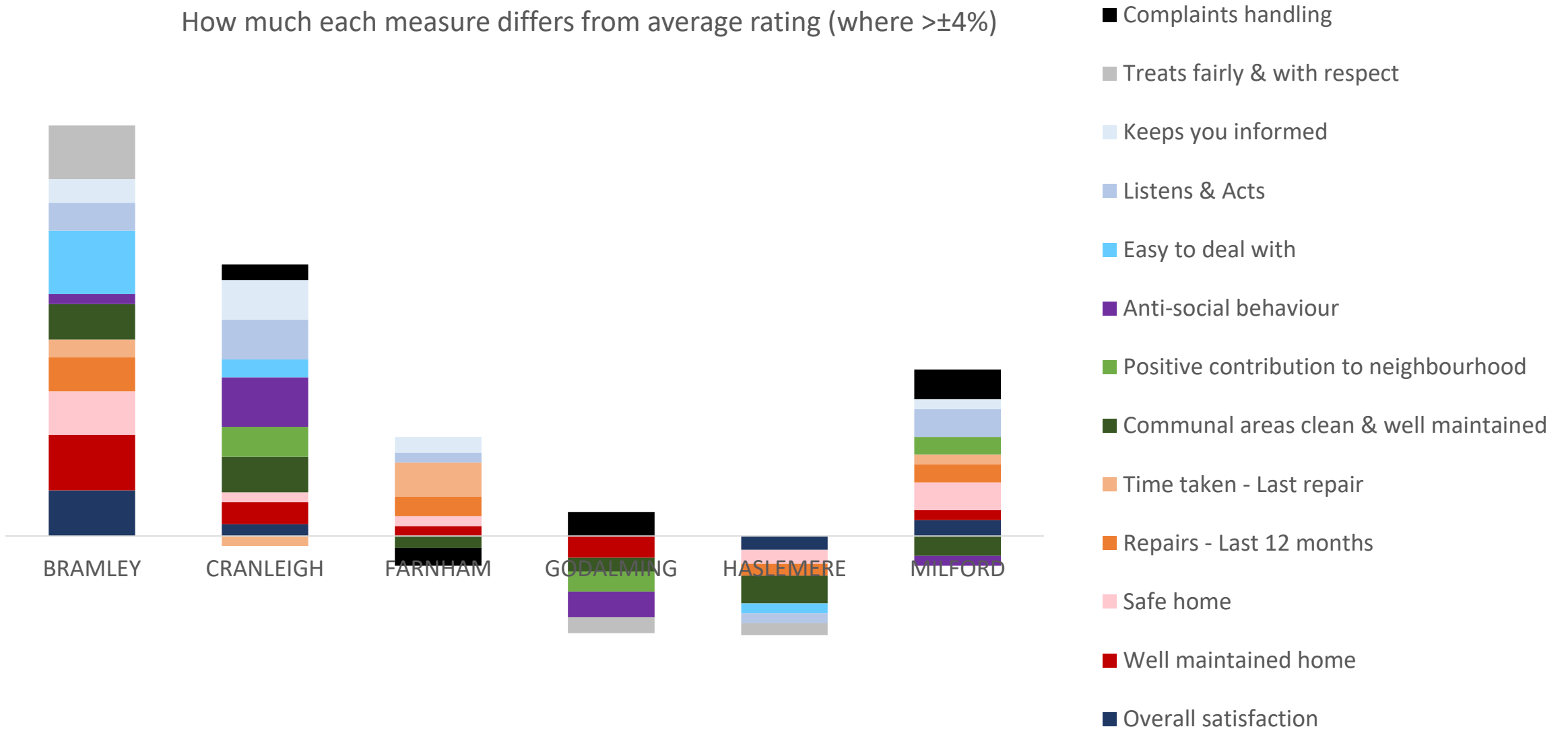
This is what matters most to Waverley tenants.

- 1) Being easy to deal with
- 2) A well-maintained home backed by a good repairs and maintenance service
- 3) Making a positive contribution to the neighbourhood.



Area differences

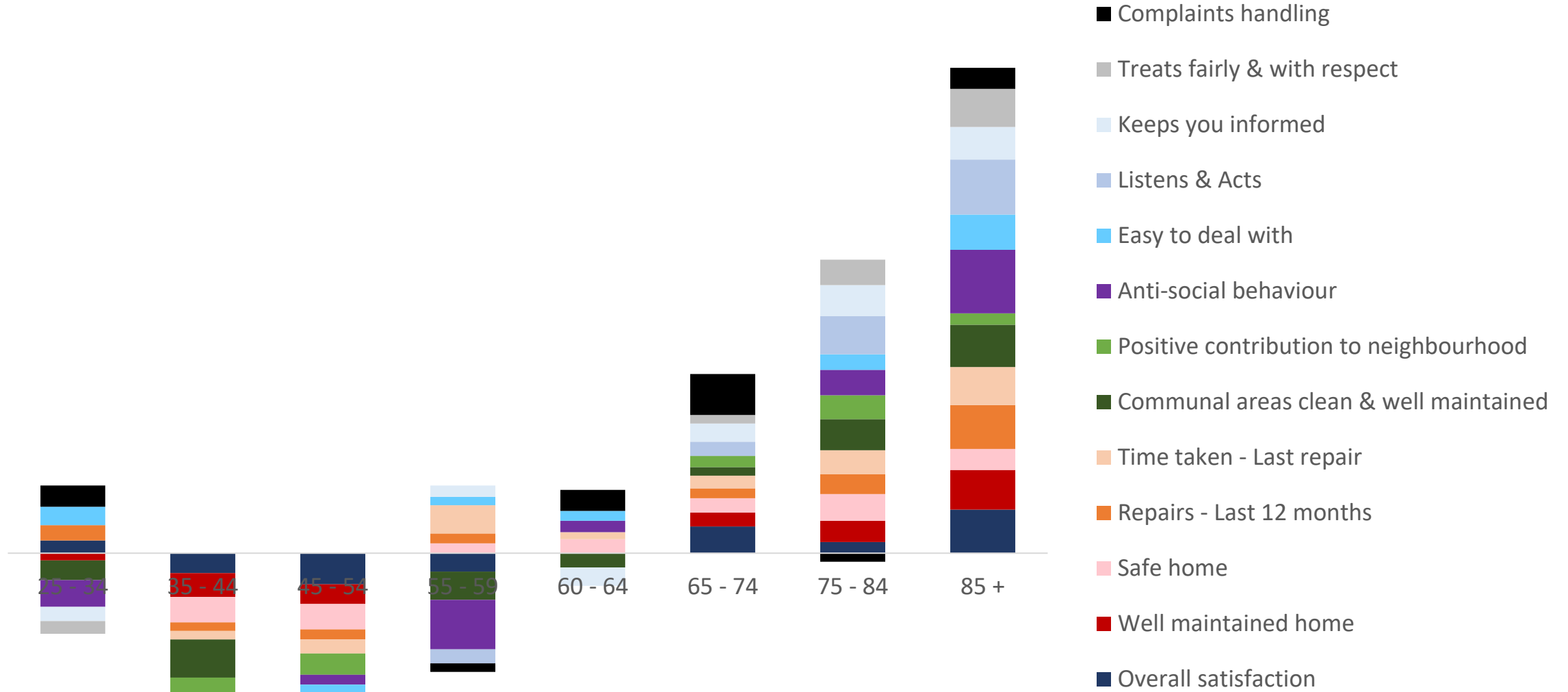
How much each measure differs from average rating (where $>\pm 4\%$)



Age differences

How much each measure differs from average rating (where $>\pm 4\%$)

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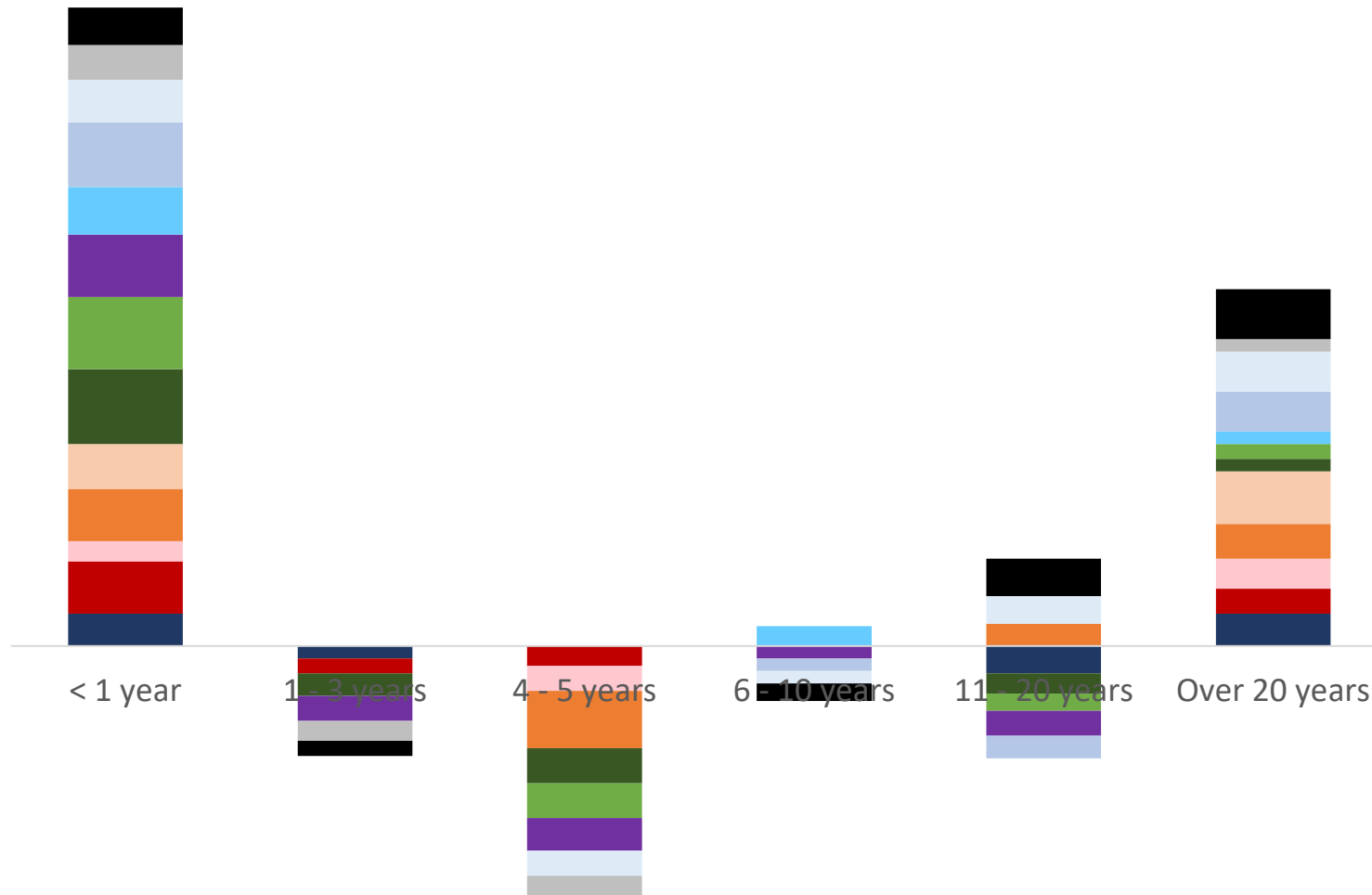


Base: 25-34 = 46, 35-44 = 86, 45-54 = 91, 55-59 = 59, 60-64 = 57, 65-74 = 103, 75-84 = 72, 85+ = 31

Length of tenancy

How much each measure differs from average rating (where $>\pm 4\%$)

- Complaints handling
- Treats fairly & with respect
- Keeps you informed
- Listens & Acts
- Easy to deal with
- Anti-social behaviour
- Positive contribution to neighbourhood
- Communal areas clean & well maintained
- Time taken - Last repair
- Repairs - Last 12 months
- Safe home
- Well maintained home
- Overall satisfaction



Base: <1 year = 23 1 - 3 years = 102, 4 - 5 years = 63, 6 - 10 years = 102, 11 - 20 years = 115, Over 20 years = 141

Responses

- 31% online
- 69% by telephone

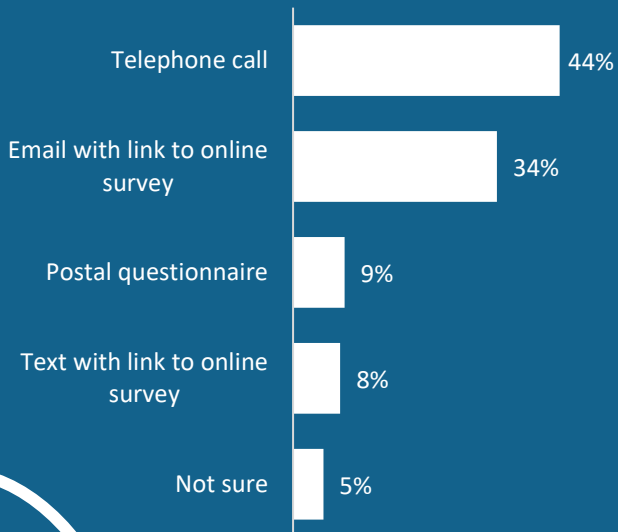
Satisfaction levels for online respondents is, on average, 23p.p lower than those who responded either by telephone

Greatest difference - listens & acts (35p.p), informed (25p.p) and neighbourhood (30p.p)

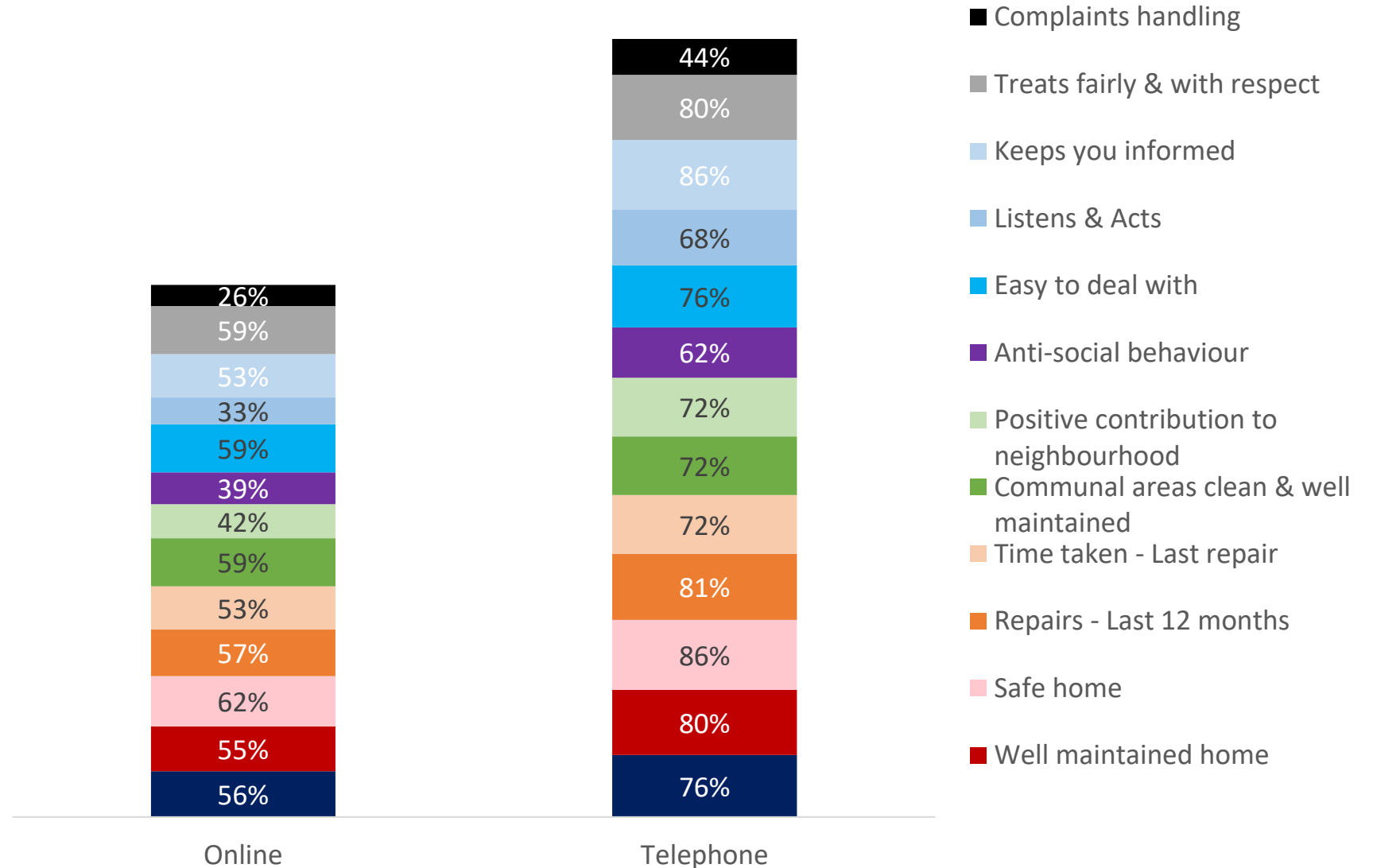
Driven by age differences - 52% of those who respond online are below the age of 55, compared with 36% for telephone respondents.

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How would you prefer to take part in the survey if you were invited again in the future?



Survey Method Bias



Base: Telephone = 379, Online = 167



Summary & Recommendations



Summary

- Some good levels of satisfaction with the services provided the Council, but satisfaction has fallen (similar pattern across the sector)
- **Key drivers / What matters** – Easy to deal with and well-maintained home & repairs service
- **Highest ratings** - safe home, being treated fairly and with respect and well-maintained home (72% to 78%)
- **High levels of dissatisfaction** →
- **Benchmarking** – Mixed performance when compared with whole sector, much better against Councils – with no real outliers
- **Diversity** – normal pattern (age and length of tenancy). There are area differences
- **Tenants voice - reason for services provided** – very clear message about repairs service
- **Survey methodology bias** – need to think carefully about this.



Recommendations



- **Communications** - Being easy to deal with is one of the key drivers of overall satisfaction. Fall in satisfaction in terms of being easy to deal with and listening and acting since 2021 – both 10p.p lower, although encouraging results in November
- **Well maintained home and good repairs service** – Key drivers (as expected), rating for time taken for last repair one of the lowest in the survey. Encouragingly ratings are much higher in November – has something changed?
- **Customer recovery** - One crucial starting point may be to reach out to those tenants who gave permission to be contacted to discuss issues raised in the survey (82%). This can be an opportunity for Waverley BC to demonstrate that it listens to its tenants' views and acts upon them.
- **Neighbourhood management & demonstrating a positive contribution** – Any reasons for falls in November (ASB and positive contribution). Need to demonstrate positive contribution to the neighbourhood – was found to be a key driver of overall satisfaction
- **Complaints handling process** - Capture complaints – informal and formal, more information out to tenants.
- **Subgroup and area differences**

And don't forget this is a perception survey!

Improving TSMs / Influencing perceptions



Service reviews / investment or changing perceptions?

*Overall satisfaction, Safe Home,
Listens to views and acts upon
them, Complaints handling,
Positive contribution to
neighbourhood, Handling anti-
social behaviour*

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Strawberry Fields, Lanner



69%

Overall Satisfaction

Seven out of ten tenants are satisfied with the overall services provided by Waverley Borough Council.

Higher satisfaction is recorded for the provision of a safe home (78%), tenants being treated fairly and with respect (73%) and home being well maintained (72%).

Whilst, the upkeep of communal areas and tenants being kept informed are both 70%.

However, some measures received satisfaction levels below 60%, these the Council's approach to dealing with ASB (55%), tenants' views being listened to and acted upon (53%) and the lowest scoring metric is the handling of complaints. These are usually the three lowest scoring measures seen in surveys of this kind across social housing providers.

Key Metrics Summary 2023-24



72% Well maintained home



55% Anti-social behaviour



78% Safe home



53% Listens & Acts



69% Repairs - Last 12 months



70% Keeps you informed



62% Time taken - Last repair



73% Treats fairly & with respect



70% Communal areas clean & well maintained



35% Complaints handling



61% Positive contribution to neighbourhood

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