

WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

27 NOVEMBER 2018

Title:

**PERFORMANCE MANAGEMENT REPORT
QUARTER 2, 2018/19
(JULY – SEPT 2018)**

**[Portfolio Holder: Cllr Carole King]
[Wards Affected: All]**

Summary and purpose:

This report provides a summary of the Housing service performance over the second quarter of the financial year. The report details the team's performance against the indicators that fall within the remit of the Housing Overview & Scrutiny Committee.

The Committee has the opportunity to comment and scrutinise the presented performance data. In addition the Committee may identify future committee reporting requirements regarding performance management or areas for scrutiny review.

How this report relates to the Council's Corporate Priorities:

Waverley's Performance Management Framework, and the active management of performance information, helps ensure that Waverley delivers its Corporate Priorities. The Housing Service indicators support the People, Place and Prosperity corporate priorities.

Equality and Diversity Implications:

There are no direct equality and diversity implications in 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.

Financial Implications:

The Performance Management Framework ensures that services are on track and provide evidence of performance against income and spend. There are no direct financial implications included within this report.

Legal Implications:

There are no direct legal implications associated with this report.

Introduction

1. This report provides a summary performance view of housing service detailing KPIs and complaints data. The report supports the Corporate Performance Management Report item 7.b.

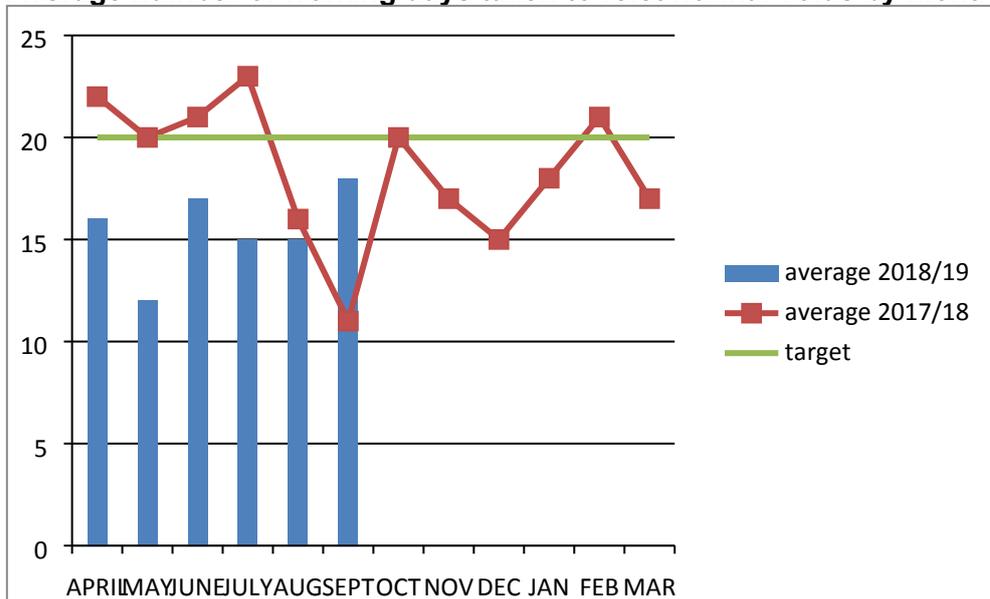
Performance of Key Indicators in Q2 2018/19

2. The Corporate Performance Report provides an overview of the 12 Performance Indicators for the Housing Service. Please refer to Item Seven B, Annexe One page 32 and page 35 for the Performance Indicator Status.
3. The Housing Service performed well during Quarter Two. Only two indicators did not meet the target. The percentage of annual rent collected and right first time responsive repairs performance.
4. Commentary on overall team performance can be found for Housing Operations at page 31 of the report and at page 34 for Housing Strategy and Delivery. Providing details on the range of work completed by the housing service including selecting new contractors, responding to legionella, hosting a Homelessness Conference and tenant summer social events.
5. Additional information for the voids performance (of particular interest to the Committee), affordable homes (of interest due to new indicators), homelessness data (of interest due to new indicators), percentage of annual rent collected (did not meet performance target) and right first time responsive repairs performance (did not meet performance target) follows:

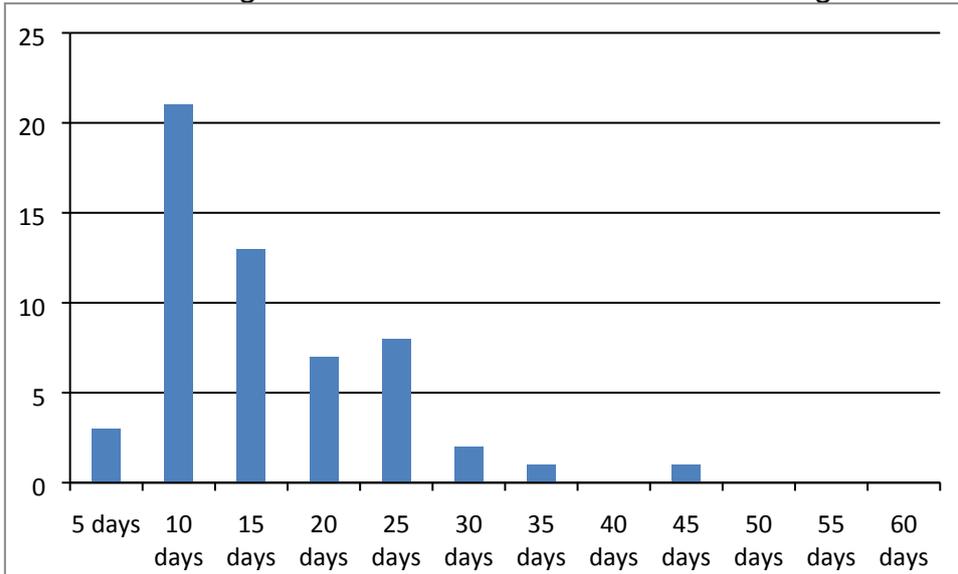
Re-let Performance

6. To ensure we provide homes for people in housing need and maximise our rental income homes must be relet promptly. There has been an ongoing improvement in the relet performance for normal voids during 2017/18, achieving target in Quarters Two, Three and Four, which has continued into 2018/19.
7. 56 homes were relet during Quarter Two with an overall average of 16 working days. The breakdown by month demonstrates that performance has been on target throughout the financial year to date.

Average number of working days taken to relet normal voids by month



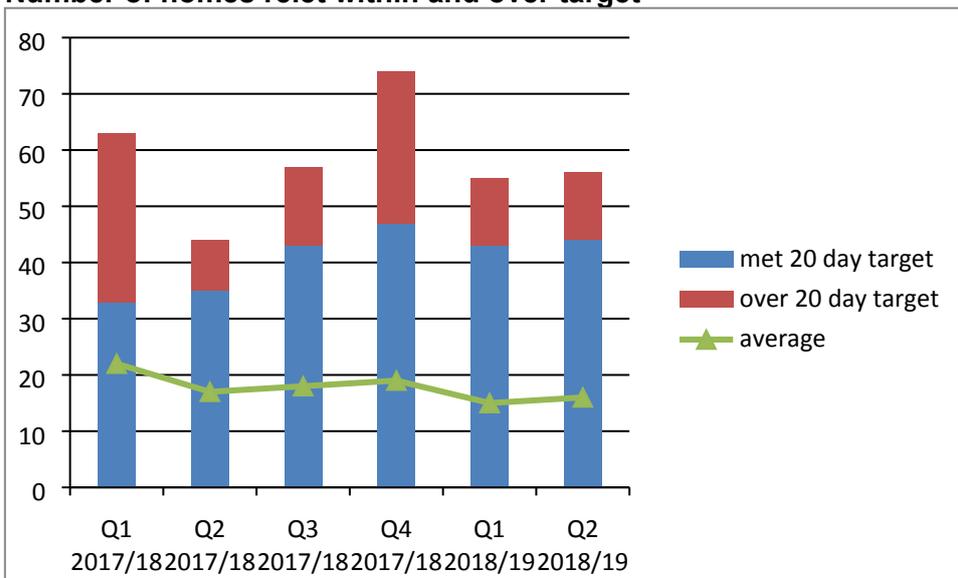
8. The mode average data for Quarter Two shows an average of ten working days.



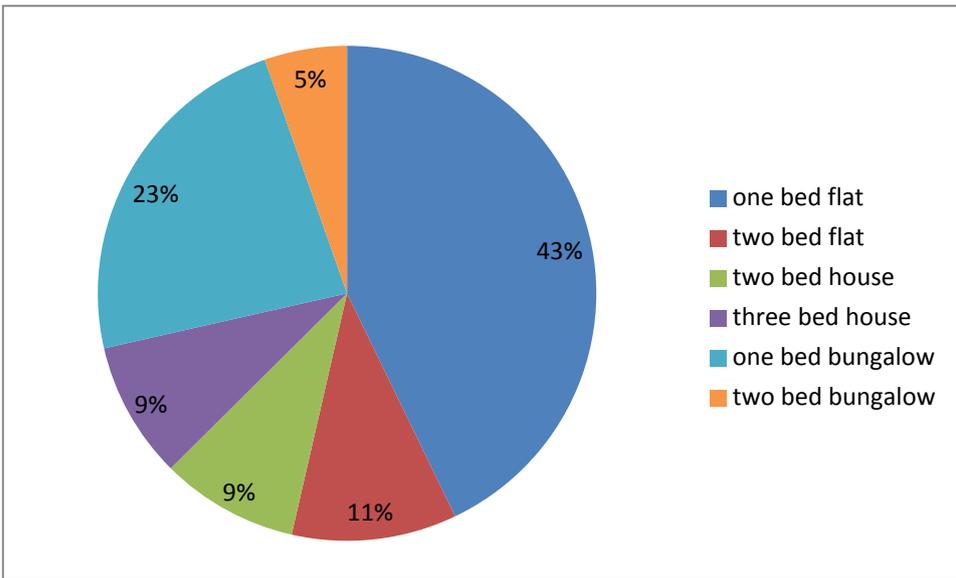
9. 44 homes were let within target and a further ten between 21 and 30 working days. Only two took over 35 days. The team experienced a range of issues which increased letting time for individual homes. A first floor one bedroom home in Farnham was offered five times and a three bedroom home in Haslemere was held to consider suitability for a disabled family.

10. 79% of homes (44) were let within target. The team have focussed on increasing this percentage whilst maintaining the average target performance.

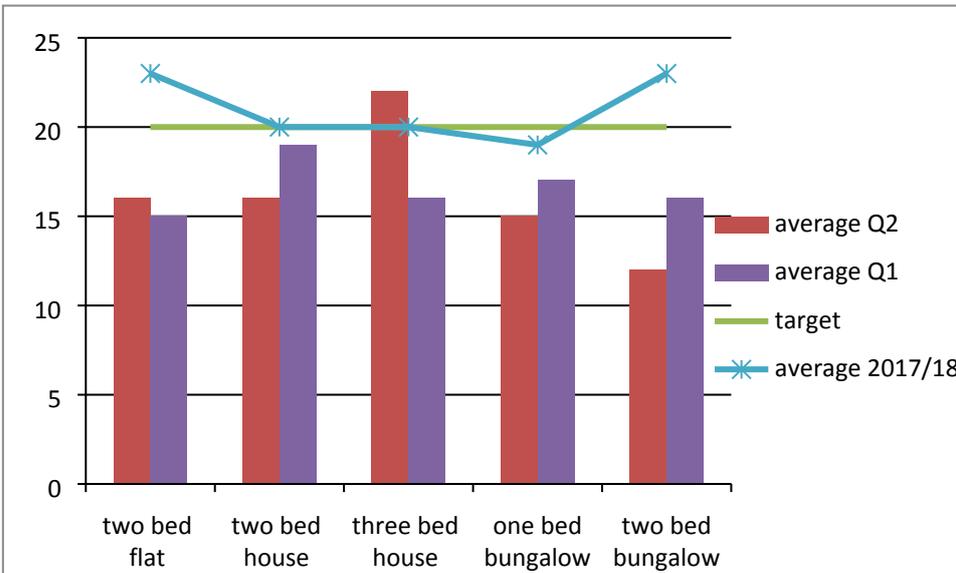
Number of homes relet within and over target



11. On reviewing the number and size of homes the majority of homes relet in Q2 were one bedroomed flats.



12. The data indicates that on average all sizes of homes were let within target, except three bedroom homes taking on average 22 days to relet.

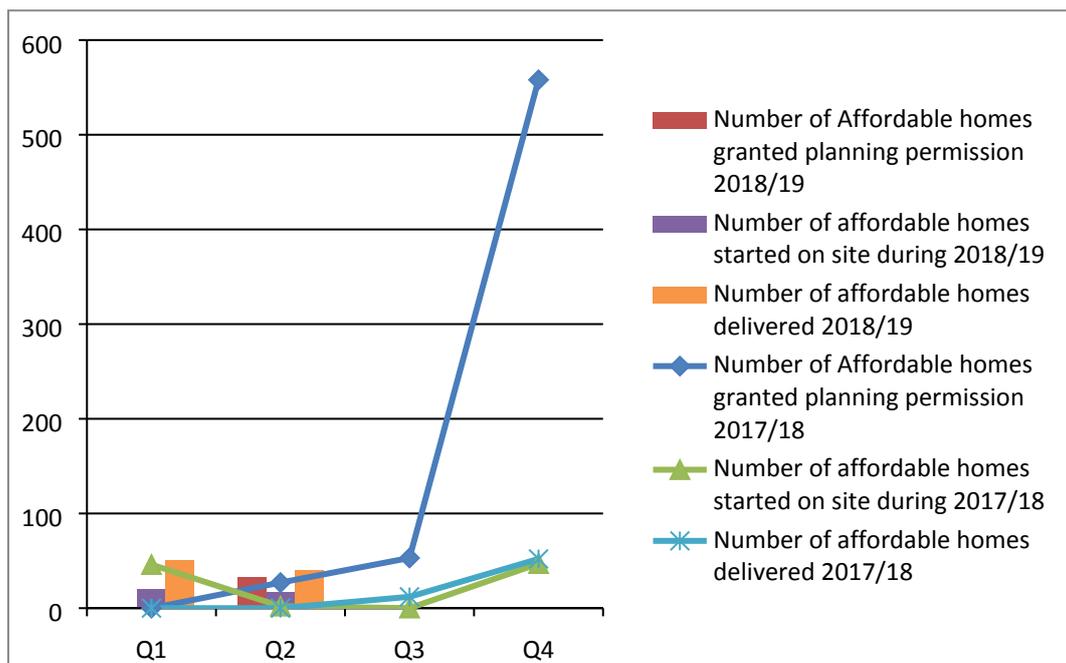


13. The Homechoice Team also allocated 33 new homes during Quarter Two at Ockford Ridge and Wey Court (not included in the void performance).
14. The cross service teams continue to improve performance and learn from delays and issues.

Affordable Homes

15. There are now three indicators to show the progress and number of affordable homes in the pipeline.
16. The preparatory work completed by the Housing Strategy and Enabling Team in 2017/18 has resulted in new housing association homes in the borough this year. New Council homes have also been delivered at Ockford Ridge Site D, Godalming and Wey Court, Farncombe.

17. There are no targets set for these indicators however Members can monitor the time taken between planning, starting on site and delivery to identify any areas for review.



Note: 558 planned homes in Q4 2017/18 included large scale development at Dunsfold Park. Start on site pending outcome of legal challenge in October.

Homelessness

18. The performance indicators have changed to reflect the new prevention duties following the introduction of the Homelessness Reduction Act. The homelessness cases prevented indicator has been replaced with two indicators demonstrating the number of approaches for assistance and the number of homelessness duty cases accepted.
19. The team continue to successfully provide advice and assistance to prevent homelessness and secure homes resulting in extremely low numbers of applicants in temporary accommodation.
20. Please refer to the Homelessness Reduction Act – update report Agenda Item Nine for further details.

Rent Collection

21. The team just missed target the rent collected target by 0.06% (£19k). However the team continue to maintain low arrears and encourage payments in advance.
22. As at 30 September 3,744 accounts were in credit with a value of £550,000. There were 1,069 accounts in arrears with a value of £206,000.

23. The team are also preparing for Universal Credit (UC). There are currently 11 tenants in receipt of UC, three are in credit and the Rent Account Officers are working with the others in arrears. The early single person claimants were not offered the opportunity to apply for a payment in advance to assist in managing budgets as their circumstances changed.
24. From 24 October 2018 UC will be rolled out to new applicants in Waverley replacing Job Seekers Allowance, Employment and Support Allowance, Child Tax Credit, Working Tax Credit, Income Support and Housing Benefit for working age applicants.

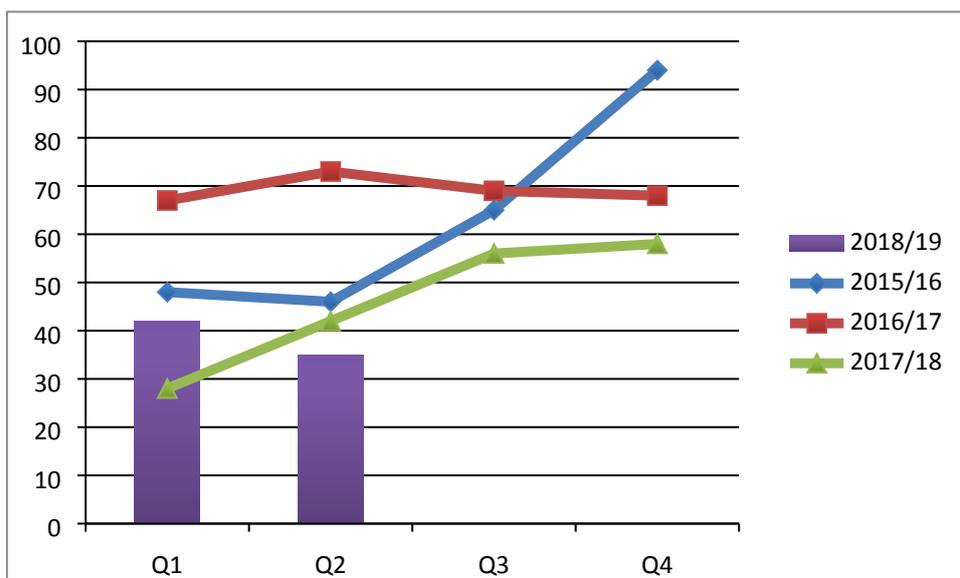
Responsive Repairs: Right first time to update following data

25. The team have seen an overall improvement in tenant satisfaction with the responsive repairs service achieving over 90% during 2017/18, which has continued into 2018/19. Due to improved ease of contact, operative arriving on time and reduction on time taken to complete repair.
26. However there was a dip in performance with right first time during Q4 due to the extreme weather conditions. The performance has slightly improved in Q1 and Q2, but not yet to target.
27. The team closely monitor satisfaction results and investigate any expressions of dissatisfaction. Working closely with our contractors we manage the issues arising.
28. Performance is also impacted by different interpretation of events, on investigation often the initial responsive repair report has been completed but follow up work is required.

Customer Feedback

29. Waverley welcomes feedback compliments and complaints from our customers to help improve the services we provide. Waverley now operates a two tier complaints process as follows:
 - Level 1 – responded to by the appropriate officer.
 - Level 2 – responded to by the Head of Service.
30. The new process was launched in April 2018. If the customer is not happy with the response, they can escalate their case. At each level the complaint is investigated and a full response provided that can incorporate future actions for the Council.
31. If the customer is not satisfied with a Level 2 response they have two options available to them. They may pass their complaint to a 'Designated Person' (MP, Councillor or recognised tenant complaints panel) to locally resolve the complaint and/or refer the case to the Housing Ombudsman or they can choose to wait eight weeks before making a direct referral to the Housing Ombudsman.
32. The Housing Service received 17 recorded compliments in Q1 and Q2 2018/19. Compliments were received across the whole service, and in particular, Property Services.

33. The number of complaints received has been reducing in line with the improvements in service delivery over the last three years. The team received a total of 77 complaints in the first half of 2018.



34. The housing service received a range of complaints across all teams. No trends or common issues were identified due to the range of cases.
35. One case was heard by the Housing Ombudsman in April. The complaint referred to actions taken by Waverley to assess if the tenant was living in his home. No maladministration was found.

Conclusion

The housing service has continued to meet key performance targets on voids, gas safety, temporary accommodation and overall satisfaction with responsive repairs. The ongoing downward turn in complaints received supports the delivery of improved services. The team will continue to identify service improvements and embed current initiatives to drive continuous improvements.

Recommendation

It is recommended that the Housing Overview & Scrutiny Committee considers the report and performance data, as set out in item 7.b. (page 31 to 70) and

1. agrees any observations or recommendations about performance it wishes to make to the Executive, and
2. considers the performance and identifies suggested scrutiny areas for the Committee future workplan.

Background Papers

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

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