

WAVERLEY BOROUGH COUNCIL
HOUSING OVERVIEW & SCRUTINY COMMITTEE
26 FEBRUARY 2019

Title:

**PERFORMANCE MANAGEMENT REPORT
QUARTER 3, 2018/19
(OCTOBER – DECEMBER 2018)**

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

Summary and purpose:

This report provides a summary of the Housing service performance over the third 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 additional context and information regarding the housing service performance to support the Corporate Performance Management Report Item 11b.

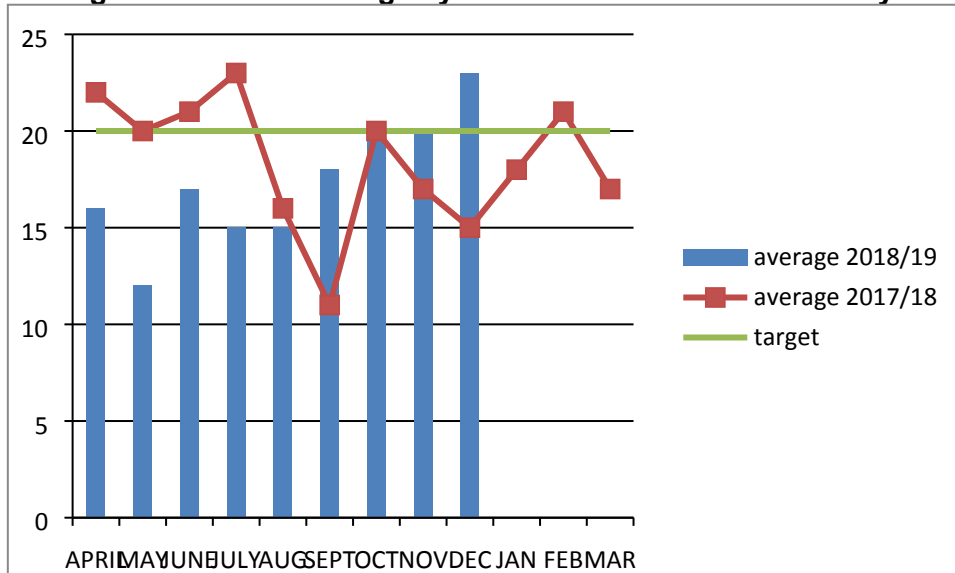
Performance of Key Indicators in Q3 2018/19

2. The Corporate Performance Report provides an overview of the 12 Performance Indicators for the Housing Service. Please refer to Item 11b, pages 33 and page 37 for the full suite of Housing Performance Indicators.
3. The Housing Service generally performed well during Quarter Three. Only two indicators did not meet the target. The average relet time for normal voids and the overall satisfaction with responsive repairs performance.
4. Commentary on overall team performance can be found for Housing Operations at page 32 of the report and at page 36 for Housing Strategy and Delivery. Providing details on the range of work completed by the housing service including updating the repossession of home following a closure order, mobilising the new repairs and maintenance contractors, monitoring legionella, supporting the Housing Overview and Scrutiny Task and Finish Group and holding a Home Swap event.
5. Additional information and commentary of performance indicators that didn't achieve target and indicators of particular interest to the Committee follows:

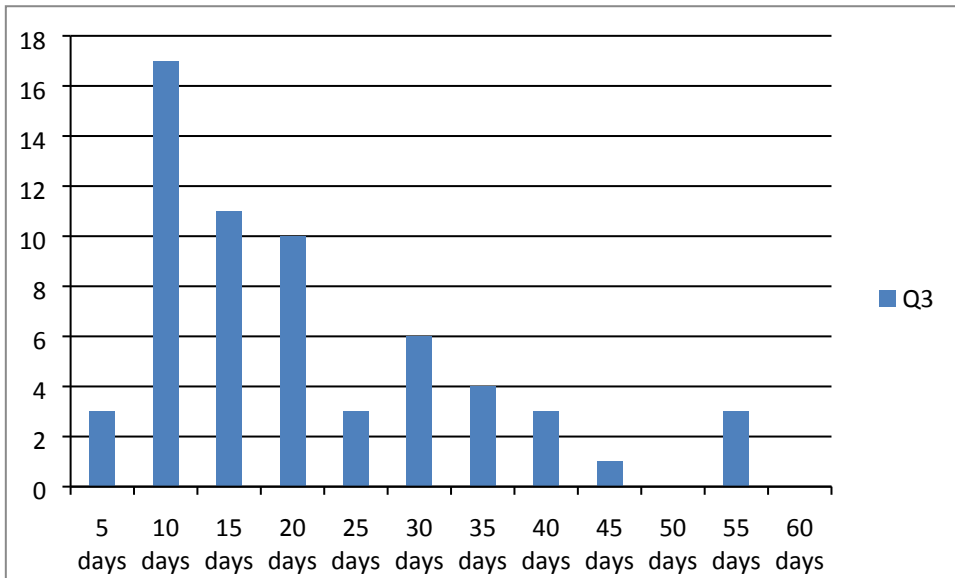
Relet Performance

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 since August 2017/18; however there was a small dip in performance in Quarter Three.
7. 61 homes were relet during Quarter Three with an overall average of 21 working days, just failing to reach target. The breakdown by month demonstrates that performance has been on target throughout the financial year to until December 2018.

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

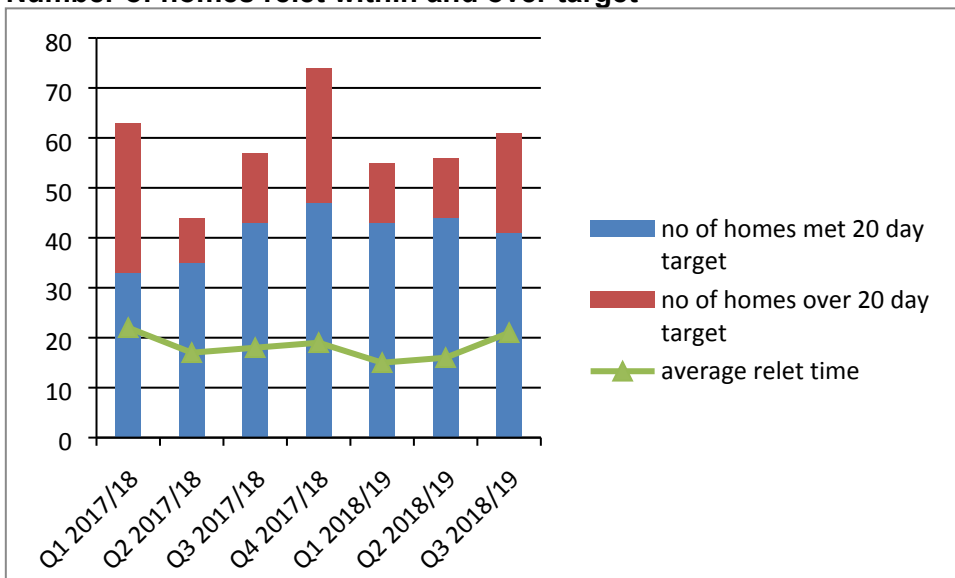


8. The mode average data for Quarter Three shows an average of ten working days.



9. 41 homes were let within target and nine between 21 and 30 working days. A further 11 took over 35 days.
10. The team experienced a range of issues which increased letting time for individual homes. Two homes took 55 days due to the need for specialist and environmental cleaning before works could start. One home required a needle sweep, had delays with a new front door and was verbally refused six times before letting. During the quarter there were also some operative capacity issues following the uncertainty regarding future work.
11. 67% of homes (41) were let within target. The team aim to increase this percentage whilst maintaining the average target performance.

Number of homes relet within and over target



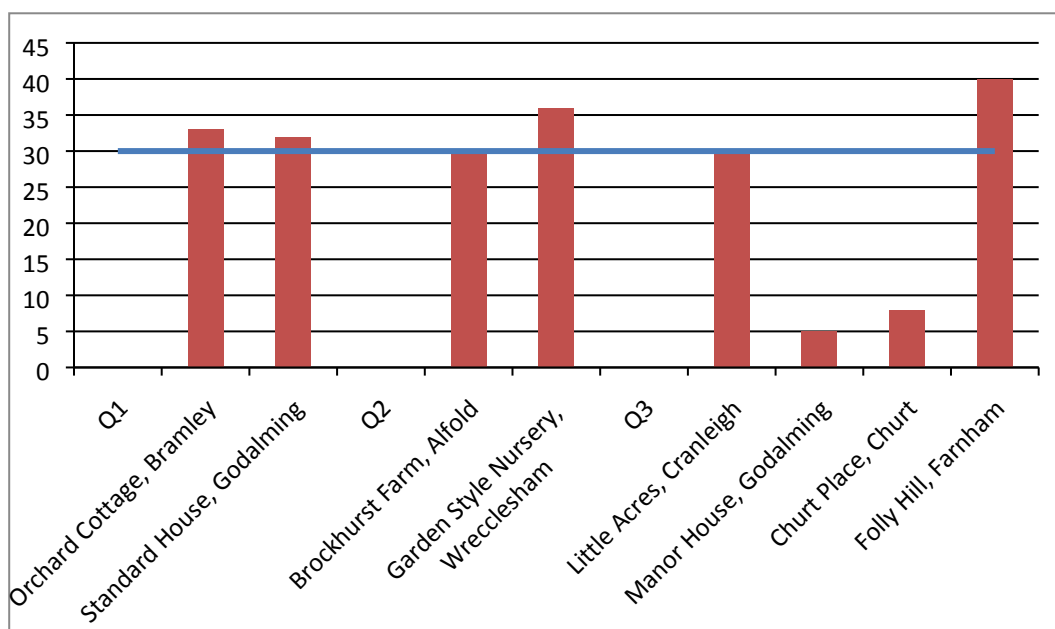
12. The cross service teams were disappointed to miss the target in Quarter Three and continue to seek ways to improve performance and learn from delays and issues.

Affordable Homes

13. There are now three indicators to show the progress and number of affordable homes in the pipeline. 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.

| | Q1 | Q2 | Q3 | Q4 |
|--|----|----|----|---|
| Number of Affordable homes granted planning permission 2017/18 | 0 | 27 | 53 | 588 Note: planned homes included large scale development at Dunsfold Park. |
| Number of Affordable homes granted planning permission 2018/19 | 6 | 33 | 69 | |
| Number of affordable homes started on site during 2017/18 | 46 | 2 | 0 | 47 |
| Number of affordable homes started on site during 2018/19 | 0 | 17 | 0 | |
| Number of affordable homes delivered 2017/18 | 0 | 0 | 12 | 52 |
| Number of affordable homes delivered 2018/19 | 51 | 40 | 8 | |

14. The Committee requested additional details to monitor the percentage of affordable homes agreed on planning applications. The below graph demonstrates that six of the eight housing planning applications achieved 30% or above affordable housing.



15. The two schemes with a lower percentage of affordable were agreed due to specific circumstances:

Manor House, Godalming [WA/2018/0379](#) is subject to Vacant Building Credit (a nationally set formula, reducing affordable housing requirement because there is a vacant building on the development site) reduced the affordable housing requirement to 1.16. This will be provided as one shared equity unit on site plus a commuted sum of £25,354 in lieu of 0.16 affordable units.

Churt Place, Churt [WA/2017/1962](#) an independent assessment of the applicant's viability appraisal confirmed that the only viable option for delivery of affordable housing would be 2 x shared equity homes to be delivered on the application site. Planners accepted the outcome of the independent assessment.

Homelessness

16. 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.
17. 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.
18. The national rough sleepers count was completed in October/November. Waverley's count was held on the 14 November with two rough sleepers identified in the borough. Housing advice and assistance was provided to the individuals who are reported not to be interested in the accommodation options Waverley can offer.
19. The team arranged for emergency accommodation at a bed and breakfast in Slough for any housing emergencies over the Christmas break. This accommodation was not required.

Rent Collection

20. The team exceeded the target for rent collection and continue to maintain low arrears and encourage payments in advance.
21. As at 6 January 3,700 accounts were in credit with a value of £620,000. There were 1,100 accounts in arrears with a value of £247,000.
22. On 24 October 2018 UC was 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.
23. The Rent Account team are working with tenants as soon as a change in benefit is identified often before the job centre appointment to confirm the difference in benefits and their responsibility to pay the rent in full.
24. There are currently 96 tenants in receipt of UC, an increase of 85 from the 11 tenants in Quarter Two. The Rent Account Officers are working the 56 UC tenants in arrears.

Responsive Repairs: Overall satisfaction

25. There was a dip in tenant satisfaction during Quarter Three to below 90% for the first time since Quarter Three 2016/17.
26. The 93% target was set in 2017/18 following the introduction of independent telephone satisfaction survey and successful work to improve key elements including

the ease of contact, operative arriving on time and reduction on time taken to complete repair work.

27. The target is challenging and has only been achieved once in Quarter Two 2018/19. During the demobilisation and mobilisation of new contract the target should remain an aspiration but acknowledgement be made that it may not be realistic for the next six months.
28. Despite the dip in overall satisfaction performance the team achieved target for right first time and keeping appointment.
29. The team closely monitor satisfaction results and investigate any expressions of dissatisfaction. Working closely with our contractors to manage the issues arising.

Conclusion

30. The additional affordable housing information provides the Committee with assurance of the percentage of affordable housing for each planning application and forecasts future delivery.
31. The preparations and arrangements for the Christmas closure proved successful with no incidents or emergencies.
32. The housing service has generally performed well meeting targets on rent collection, gas safety and homelessness. The team continue to strive to meet key performance targets on relets and the overall satisfaction with responsive repairs.

Recommendation

It is recommended that the Housing Overview and Scrutiny Committee considers the report and performance data, as set out in Item 11b (page 32 to 39) 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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