

WAVERLEY BOROUGH COUNCIL

LANDLORD SERVICES ADVISORY BOARD

31 MARCH 2022

Title:

HOUSING PERFORMANCE REPORT Q3 2021-2022
(OCTOBER – DECEMBER 2022)
AND KEY PERFORMANCE INDICATORS REVIEW

Portfolio Holder: Co-Portfolio Holders for Housing Paul Rivers and Nick Palmer

Head of Service: Hugh Wagstaff, Head of Housing Operations and Andrew Smith,
Head of Housing Deliver and Communities

Key decision: No

Access: Public

1. Purpose and summary

The Corporate Performance Report, set out at Annexe 1, provides an analysis of the Council's performance for the third quarter of 2021-22.

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 organisation conducts an annual review of the corporate performance indicators to evaluate their continued appropriateness in the light of any new legislation or changes to organisational needs and priorities. The proposed Landlord Services Key Performance Indicators (KPIs) are set out at Annexe Two.

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

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

- i identifies any areas for comment or further exploration,
- ii makes any recommendations to senior management or the Portfolio Holders for Housing as appropriate,
- iii advises the Portfolio Holders for Housing to request HRA capital budgets are routinely reported in the Quarterly Corporate Performance Report, and
- iv advises the Portfolio Holders for Housing to approve the 2022/23 KPIs.

3. **Reason for the recommendation**

The quarterly review of the Council's performance and annual review of KPIS, 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 Board members to raise any areas of concern to senior management and the Executive, which in turn drives service improvement.

4. **Background**

4.1 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. 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

4.2 The report is comprised of the corporate overview section with the Chief Executive's comments, followed by service specific sections with Heads of Service feedback on the performance in their area. The report is used as a performance management tool by senior management.

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

5 The Corporate Performance Report provides an overview of the financial position relating to revenue budgets. The Housing Revenue Account is split into "revenue" for the daily running costs, management and responsive repairs and "capital" budgets for, improvements and new homes. Officers recommend that housing service capital budget information is added to the Quarterly Corporate Performance Report to provide comprehensive information to Board members to monitor and review the landlord services.

4.4 Once a year the organisation engages in a review of KPIs in order to ensure that they are still fit for purpose. This exercise takes place in January and February with proposals travelling to O&S Committees in March, followed by the formal approval by the Executive at the end of March / early April. The collection of any new indicators begins at the start of every new financial year, on the 1 April. The reviewed Landlord Services Key Performance Indicators (KPIs) and commentary are set out at Annexe Two.

5. Relationship to the Corporate Strategy and Service Plans

Waverley's Performance Management Framework and the active management of performance information helps to ensure that Waverley delivers its Corporate Priorities.

The Corporate Performance Indicators were developed to serve as an on-going measure, required to follow the progress against key goals and objectives specified in the [annual service plans 2022-2025](#) and the current [Corporate Strategy 2020-25 priorities](#).

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

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

6.2 Risk management

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.

6.3 Legal

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.

6.4 Equality, diversity and inclusion

There are no direct equality, diversity or inclusion 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.

6.5 Climate emergency declaration

The report does not have direct climate change implications. The service plans, the delivery of which is monitored through this report, were revised in January 2020 to 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.

7. Consultation and engagement

The report goes through an internal sign off process by the Senior Management Team. The external scrutiny stage starts with the Overview and Scrutiny Committees at the quarterly committee cycle and monthly Landlord Services

Advisory Board, if required due to any substantial recommendations, travels to the Executive to seek its approval.

8. Other options considered

Standing report on the Landlord Services Advisory Board and O&S Committees Agenda, no further considerations required.

9. Governance journey

The Landlord Services Advisory Board will pass on their comments and recommendations to senior management and/or the Portfolio Holders for Housing, who will initiate any improvement actions where required.

Annexes:

Annexe One Q3 2021-22 Corporate Performance Report – Landlord Services Extract

Annexe Two Annual Review of Corporate KPIs Set 2022-23 – Landlord Services Extract

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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Agreed and signed off by:

Legal Services: N/A – standing report

Head of Finance: Internal SMT meeting on 15 February 2022

Strategic Director: Internal SMT meeting on 15 February 2022

Portfolio Holders: Executive Briefing meeting on 22 February 2022