



Corporate

Performance Report

Q3 2021/22

(October – December 2021)

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LANDLORD SERVICES EXTRACT: 28 February 2022

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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 (in Green)	Action was completed.
On Track (in Green)	Action is on track for completion by established due date.
Off track – action taken / in hand (in Amber)	Action has fallen slightly off target, on cost, time or quality, however corrective/improvement actions are already undertaken to bring it back on track.
Off track – requires escalation (in Red)	Action has fallen off target, on cost, time or 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.

2 Corporate Dashboards – Summary of All Services (remit of Policy O&S)

2.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q3 2021/22

2.1.1 Q3 Chief Executive's summary:

This report covers the council's performance for October to December 2021. The chapters provide detail on each service.

The Covid pandemic continues to present challenges to the community and the council. In this quarter, we prepared for the complications of winter and maintained service delivery. The national Plan B necessitated a return to greater remote working and Full Council meetings continued to take place in person (as per legislation), but in the Wilfrid Noyce Centre in Godalming to provide greater distancing between those attending.

At the end of the quarter, the Government announced its financial settlement for local authorities. While we were disappointed that it was only a one-year settlement, the roll-over of New Homes Bonus provided an unexpected modest cushion for the coming year while we continue to transform the organisation to make the necessary medium-term savings. At the end of Q3, we are projecting a modest in-year budget surplus.

Particular highlights and events during this quarter included:

- Waverley, Farnham, Guildford, Hampshire and Rushmoor Councils supported Surrey County Council in purchasing Tice's Meadow and agreed to develop a long-term management plan.
- A draft supplementary planning document for Dunsfold Park was published for consultation.
- The toilet facilities at two of the council's green spaces won the Loo of the Year award.
- Waverley hosted climate action workshops to coincide with the COP26 climate change conference.
- The Lord Lieutenant's award recognised the contribution of Waverley and Biffa's waste services in supporting the community during the Covid pandemic.
- Two new eco-homes were opened for tenants who were previously homeless.
- Ten of Waverley's parks and green spaces were recognised by the Green Flag Award Scheme.
- The council launched its Thriving Communities Commissioning Fund for not-for-profit organisations that deliver health and wellbeing services.
- I commenced in my new role of Joint Chief Executive for Waverley and Guildford Borough Councils on 1 December. I began to meet the teams and start implementing the councils' resolutions for a single management team and an inter-authority agreement to provide the governance framework for future decision-making.

Tom Horwood, Chief Executive

3 Service Dashboard – Housing Operations (remit of Services O&S)

This service area includes the following teams: Asset Management, Housing Management, Property Services, Rent Account and Senior Living. The service is also supported by the Service Improvement Team.

3.1 Key Successes & Lessons Learnt, Areas of Concerns

3.1.1 Q3 2021/22 Summary from Head of Service

During the third quarter of 2021/22 the team managed a full range of activities and initiatives to improve services, homes and communities for tenants.

The Community Development team drew on funding from developers Thakeham, to work with Community Orchard Project South East (COPSE) and residents at Ockford Ridge to develop a new orchard at Eashing Cemetery. 12 stone fruit (plum, cherry and greengage) trees were planted to form the start of a trail. Over the next five years a further 60 saplings will be added. The project will protect and enhance the environment and create a haven for wildlife and residents alike.

The Property Service team promoted the benefits of PV solar panels by contacting all tenants at the 460 homes with solar panels. They shared some top tips to make sure they make the most of the free electricity generated during the day. General information on energy saving tips were also included and published on the Waverley [website](#).

I was delighted to be advised by the Station Commander from Surrey Fire and Rescue Authority, that the enforcement notice was withdrawn at one of our Senior Living Schemes. When fire safety risks were raised the team worked promptly to resolve immediate issues and procure works to mitigate the risks. The Station Commander stated, *“The work undertaken so far, coupled with the assurances you have given me around the completion of ongoing works, along with the presence of the Evacuation Management Team are sufficient for me to consider that enforcement action is no longer the most appropriate course to take.”* Work to remove the timber ceiling and install a new fire alarm system has been completed and compartmentation works have started. I thank the residents for their understanding and patience with the intrusion of works and visitors as we ensure their current and future safety.

It was pleasing to see the first family from Afghanistan settle, in their new home, in the borough, this quarter. The Housing Management team worked with the community to furnish the home and give a warm welcome to the family. The new Support Officer is assisting the family to form local connections and integrate into the community. The Council has pledged to support five to ten families over the next two years, subject to available suitable homes. The team are delighted to be able to contribute to the humanitarian initiative and support Afghan refugees.

The whole Housing Operations team were invited to complete the NHS Making Every Contact Count Training. The training is to support anyone who wants to make better life choices to improve their health and wellbeing. MECC focuses on the lifestyle issues that, when addressed, can make the greatest improvement to an individual's health. As well as signposting and encouraging residents to improve their health, the team members have successfully quit smoking, reduced alcohol intake and become more active.

Quarter Three was also a reflective and planning time as we completed preparatory work for the Housing Revenue Account budgets and service plan. Reviewing tenants' feedback and local and national issues to inform the development of budgets and plans.

I worked with Democratic Services, the Leader, Portfolio Holder for Housing and Housing Service Improvement Team to create the Landlord Services Advisory Board. The Board was formed 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 that regulatory requirements are met. The first meeting was held in December with board members gaining awareness and discussing the housing operations performance and HRA budget.

For Quarter Three I recognise the Tenants Panel and Tenant Involvement Officer as my Star team. They have continued to engage with tenants bringing issues to my attention and held a successful hybrid AGM in October. Tenants attended in person and virtually to hear Cllr Follows and myself speak on our commitment to improving the responsive repairs service and listening to tenants. In addition, they played an integral role in the development of the new Landlord Services Advisory Board.

Hugh Wagstaff, Head of Housing Operations

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

KPI	Description	Data Type	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.96%	0.96%	0.87%	0.96%	1.18%	1% 2021/22 0.7% 2020/21
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	60	36	26	29	28	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	99.88%	99.40%	99:90%	100%	99.90%	100%
HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	Suspended until April 2022	Suspended until April 2022	Suspended until April 2022	Suspended until April 2022	Suspended until April 2022	93%
HO4b*	Responsive Repairs: Average number of days to complete a repair (lower outturn is better) *	Days	Replaces HO4 until April 2022		14	15	15	7
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	Suspended until April 2022	Suspended until April 2022	Suspended until April 2022	Suspended until April 2022	Suspended until April 2022	78%
HO5b*	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better) *	%	Replaces HO5b until April 2022		22%	15%	32%	10%
HO6	% of tenancy audits completed against scheduled appointments in a quarter.	%	N/A	N/A	91%	Data not available	Data not available	97%

* Interim PI. To return to tenants' satisfaction PI when new contract is live in 2022 for 2022/23 reporting.

3.2.2 Comment:

The team have continued to be challenged during the year with the aftermath and ongoing impact of pandemic on tenants' income and contractors' resources.

At the end of December there were £355k arrears against an expected annual rent roll of £30m. 400 tenants have reported a financial impact due to COVID-19 and there has been an increase in UC applications with 632 new claims since 1 March 2020. Around 1,350 tenants are in arrears with 85% of tenants in arrears owing less than £500. 50% of the arrears is due to 15% of tenants in arrears. Since the reintroduction of notices and possession action in October 2021 the team are carefully considering the larger arrears cases to seek legal remedies to collect the arrear. The team currently have one Rent Account Officer vacancy which with the Christmas period has impacted on the team's performance.

There were three homes without gas certificates at the end of December- however all these were visited and updated in early January.

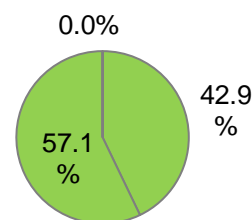
The responsive repairs and voids contract is becoming more established; however, the Christmas period and staff illness has impacted the performance.

3.3 Service Plans – Progress Status

3.3.1 Summary Table and Pie Chart

Q3 Progress on Housing Operations Service Plans 2021/24

Total	No	%
Completed	9	43
On track	12	47
Off track - action taken / in hand	0	0
Off track - requires escalation	0	0
Cancelled / Deferred / Transferred	0	0



Comment: The team are progressing with service plan actions. Completing all three actions to ensure the service is financially robust and meeting the needs of residents by working with tenants to implement the 2021 rent increase and reviewing the Recovery, Change and Transformation project. The team have also worked with partners to deliver health and wellbeing initiatives.

3.3.2 Detailed Table presenting specific Service Plans actions on exception basis

N/A

3.4 Internal Audit Actions Progress Status

At the end of third quarter there were two outstanding Internal Audit Actions for this service area:

IA21/15.003.1 Clear policy of the recharging of utilities- Service charges re Leasehold Flats

IA21/19.007.3 Review of Reports - IT systems administration

The utility recharge policy is dependent on other documents highlighted within the audit – all due to be completed by revised target date 31 March 2022.

The review of reports action was completed on 27 January by requesting the Systems Administrator to provide quarterly reports for Heads of Housing to proactively review Agresso permissions.

3.5 Complaints Statistics

3.5.1 Table presenting statistics of Level 1 complaints for this service area for the past five quarters

Q3 21-22 Housing Operations – Level 1 Complaints

KPI	Description		Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	34	20	16	22	21	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	24	17	15	21	19	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	71%	85%	94%	95%	90.48%	95%

3.5.2 Table presenting statistics of Level 2 complaints for this service area for the past five quarters

Q3
20-
21

Housing Ops - Level 2 Complaints

KPI	Description		Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	8	11	8	6	5	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	7	11	8	6	5	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	88%	100%	100%	100%	100%	95%

3.5.3 Summary Comment on the statistics

It is of note that during 2021/22 where the target has not been met – only one case has made a difference due to the low number of cases.

60% of level one complaint cases have been upheld or partly upheld and the housing service was found to be at fault. The majority of complaints related to heating services and jobs not completed. However, given the volume of responsive repairs completed, this amounts to the minority proportion of cases. The team review all complaints with contractors and endeavour to ensure identified service failures are not repeated.

3.6 Finance Position at the end of the quarter

3.6.1 Housing Operations General and Revenue Accounts Tables

General Fund Account					
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable	
Housing Operations					
Expenditure	34	- 2	-6%	Favourable	
Income	- 34	2	-6%	Adverse	
Housing Operations Total	-	-	-	-	

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	26,181	281	1%	Adverse
Income	- 34,170	- 339	1%	Favourable
Housing Operations Total	- 7,989	- 58	1%	Favourable

3.6.2 Summary Comment

The general fund budget relates to the Afghan Refugee Project. The expenditure is met by central government grant funding to balance the budget.

Income and expenditure balanced within HRA business plan.

Service Dashboard – Housing Delivery and Communities (remit of Services O&S)

This service area includes the following teams: Housing Development, Housing Options, Private Sector Housing, Service Improvement and Communities.

3.7 Key Successes & Lessons Learnt, Areas of Concerns

3.7.1 Q3 2021/22 Summary from Head of Service

Housing Delivery

The **Housing Development Team** continues to make steady progress in delivering the new build programme.

Following concerns raised by some tenants about poor drainage in their rear gardens at Site A, Ockford Ridge, consultants have investigated, and remediation works are being undertaken by the contractor.

Thakeham Homes are progressing Site B, Ockford Ridge, with early handover of some homes forecast and a final completion envisaged for April 2022. Demolition has been completed at Site C. The tendering process for the build contract is nearing completion.

An Employers Agent has been appointed for Site E. The site is particularly challenging, and a build contractor will be appointed to develop and deliver the scheme.

Officers continue to work up proposals for Site F – there is one tenant left to move, and work has commenced on the next refurbishment phase – seven homes.

Tendering for a build contractor is nearing completion for the five sites in Chiddingfold: Harts Grove, Pathfields (x2), Queens Mead and Turners Mead, with start on site expected later in 2022.

Parkhurst Fields, Churt, has been granted planning permission. There are still planning issues to resolve with the Churt Crossway Close scheme.

Final issues with the footpath at the site at Aarons Hill, Godalming, have been resolved. A build contractor will now be appointed. Documents in the draft tender pack have been reviewed to ensure the new homes delivered will be carbon neutral/net zero in operation.

All surveys and reports are being prepared to inform designs and preparation for a planning application for Springfield, Elstead. Officers continue to engage with Elstead Parish Council and Surrey County Council as well as supporting tenants affected by the proposed redevelopment scheme.

The new modular homes at Badgers Close, Farncombe, were manufactured in a factory and delivered to site by the Council's contractor, Beattie Passive. They were handed over on 22 October 2021, immediately occupied and the tenants are being supported by the Council's Rough Sleeper Support Officer.

The Council will shortly acquire four new properties at The Green, Ewhurst, built by Brookworth Homes. There are other sites in progress.

The Service Improvement Team arranged the NHS Making Every Contact Count (MECC) Training for the wider housing service. The training supports anyone who wants to make better life choices to improve their health and wellbeing. MECC focuses on the lifestyle issues that, when addressed, can make the greatest improvement to an individual's health. As well as signposting and encouraging residents to improve their health, the team members have successfully quit smoking, reduced alcohol intake and become more active.

Quarter Three was also a reflective and planning time for the Service Improvement Team as preparatory work for the Service Plan and Housing Revenue Account budgets was completed. This involved reviewing tenants' feedback and local and national issues to inform the development of budgets and plans.

Working with Democratic Services, the Leader and Portfolio Holder for Housing the Housing Service Improvement Team developed the Landlord Services Advisory Board. The Board was formed 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 that regulatory requirements are met. The first meeting was held in December with board members gaining awareness of fundamental landlord functions, discussing performance and the Housing Revenue Account Budget.

Andrew Smith, Head of Housing Delivery and Communities

3.8 Key Performance Indicators Status

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

KPI	Description	Data Type	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Target
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	8	4	105	4	0	Data only
HD4b	Number of affordable homes delivered by the Council (gross) (Data only - higher outturn is better)	No.			3	0	2	Data only

3.8.2 Comment:

Good progress has been made across all homelessness and delivery services.

3.8.3 Affordable Homes Delivery

The details on all affordable homes delivered during Q3 2021-22 (ref. HD4) are listed below, including information on units, tenure, location and provider

- **2 Affordable Rented units at Badgers Close, Farncombe (WBC)**

3.9 Finance Position at the end of the quarter

3.9.1 Housing Revenue Account Table

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Delivery & Communities				
Expenditure	1,385	-20	-1%	Favourable
Income	-752	0	0%	-
Housing Delivery & Communities Total	632	-20	-3%	Favourable

3.9.2 Summary Comment

There is now a £20k saving on the expenditure line: this is made up of mainly staffing savings from the Service Improvement Team.