



Corporate
Performance Report
Q1 2022/23

Document Version: Draft version

Last update: 22/09/2022 09:18

LANDLORD SERVICES EXTRACT: 1 September 2022

Lead Officer: Louise Norie
Title: Corporate Policy Manager
Telephone: 01483 523 464
Email: louise.norie@waverley.gov.uk

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.

Action Status Types	Explanation of the Status Rating Type
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

2.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q1 2022/23

2.1.1 Q1 2022/23 Chief Executive's summary:

This is the performance report for the first quarter of the financial year, i.e. April to June 2022. Detail can be found in the service chapters.

At this early stage of the year, we forecast a small (3%) adverse variance on revenue, which we will need to bring back on track. While the variance is modest at this stage, the management team is concerned at the state of the UK economy and its implications: i.e. lower income, higher costs, increasing demand on our services from those who find themselves in hardship and delays from supply chain disruption. We will continue to plan for scenarios and report risks.

Highlights of the last quarter included:

- Supporting more than 400 Ukrainian guests and 200 sponsor families
- Received a grant from the Local Authority Treescapes Fund and used it to plant 7,200 new trees.
- Agreed the core document that forms the basis of the collaboration with Guildford Borough Council.
- Implemented the new Council Tax energy payment scheme.
- Announced a reduction of 75% in the use of glyphosate pesticide.
- Supported No Mow May.
- Opened new bike shelters in council-owned car parks.
- Supported residents to celebrate HM The Queen's platinum jubilee.
- Elected Cllr John Ward as new Mayor.
- Expressed disappointment at the Secretary of State's decision to allow oil and gas exploration at Loxley Well and considered how to challenge this.
- Launched a re-design planning pre-application advice service and improved planning applications performance.

Looking ahead, risks and issues we are considering include:

- the economic downturn and its impact on local residents, as well as on the council
- difficulties in recruiting across a range of professions
- uncertainty of government policy with new national political leadership expected soon
- preparations for the polling district review, implementing the boundary review and the 2023 elections
- the next stage of the collaboration with Guildford Borough Council, with the creation of the Joint Management Team in October

I am grateful to so many colleagues who continue to work hard to deliver good local public services.

Tom Horwood – Chief Executive

3 Service Dashboard – Housing Operations

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 Summary from Head of Service – Q1 2022/23

The new financial year started with the commencement of the new responsive repairs and voids contact with Ian Williams. Since the new contract started on 1 April c2400 jobs have been completed (av 800 a month) and 584 jobs have been requested and in progress however, are 238 overdue.

The Property Services team are working hard with Ian Williams to manage the contract and secure operatives and managers to fulfil the contract promises. Challenges with recruitment for roofing and flooring operative has caused delays and impacted performance.

The interim contract had not been closed with over 300 jobs outstanding with a value of c£200k. This work was expected to be complete by the end of June. The team are working closely with Ian Williams to develop an updated action plan to close the contract as soon as possible – to complete all works outstanding for tenants and close the budget.

The voids performance remains a challenge due to a number of longer-term vacancies. The team are reviewing the end-to-end process to maximise the use of the notice period and ensure current outgoing tenants leave their home in good repair for reletting. The majority of spend on empty homes has been carpentry and preparing for decoration – areas which are generally the tenants responsibility.

We appointed a new Gas Contract Manager in June – unable to recruit directly we've employed a temporary consultant. I'm delighted to see an improvement in the performance of the gas safety checks with only four homes with an overdue safety check at the end of June.

The Compliance Team continue with the routine fire risk assessment and identification of issues to provide greater safety. Work started, in Faulkner Court, Farnham in June. The work can be completed with the tenants in situ and there is no requirement for waking watch fire wardens. Fire Safety works have also been identified at Blunden Court, Bramley. Preparing for work to start in September 2022.

The Housing Management team supported the Homes for Ukraine project. With little guidance or notice they commenced a programme of home visits and DBS checks to ensure safe homes for our Ukrainian guests. This work became a priority and impacted the capacity of the team to complete proactive work ie tenancy audits. The Homes for Ukraine and refugee support projects were handed over to new Resettlement team in the Housing Delivery and Communities service in July 2022.

We have also recruited a temporary officer to resolve backlog of Tenancy audits. Their priority is to confirm details of under occupiers to advice the EasyMove officer, who can target support to tenants who wish or need to move for health or social reasons.

The Housing Management team also have the support of a new Anti-Social Behaviour Officer through joint funding with the Communities team.

The housing fraud investigation work during the quarter has resulted in six properties being recovered from tenants who were not using the properties in accordance with the tenancy terms and conditions. Five of these properties were a result of action taken by the council as the tenants were

not residing at the properties. The remaining property had been sublet to others whilst the tenant was residing abroad. This work has successfully enabled six households on the housing register to be allocated a home to live in. This work reinforces Waverley's stance that our properties should be used in accordance with our tenancy terms and condition. The support from our tenants is paramount in ensuring that this is achieved. Tenants are asked to raise any concerns they may have relating to housing tenancy fraud at <https://www.waverley.gov.uk/Services/Pay-Report-Apply/Report-it/Report-council-housing-fraud>.

I am working with Head of Housing Delivery and Strategy and Head of Finance to complete a strategic review of the HRA Business Plan. When setting the budget last year, we committed to a review to consider future funding challenges for new homes, stock improvements and energy efficiency of homes. The review outcomes and recommendations will be shared with the Landlord Service Advisory Board and Resources Overview and Scrutiny in late Autumn.

During April and May the Service Improvement team ran a significant and large-scale Tenancy Review consultation. The team consulted on the future use of flexible tenancies, amendments to the conditions of tenancy and updated Tenancy Policy and Tenancy Strategy. The results were presented to the Landlord Service Advisory Board in June. The Board advised the Co Portfolio Holder to stop using Flexible tenancies, adopt the tenancy policy and update the tenancy agreement. Work is now in place to give notice to all tenants of the change in tenancy conditions from 5 September 2022. All flexible tenants are invited to register to convert from a flexible to secure tenancy (project to run from September to December). Letters will be staggered over the last week of July and first week of August. Further information available www.waverley.gov.uk/tenancyreview

Eight members of the Housing Service attended the Chartered Institute of Housing Conference in Brighton in May. Hearing direct from the CIH Chairman, Regulator for Social Housing, Housing Ombudsman and DLUC. Key themes and discussions were held on the cost of living crisis, supply of affordable homes, future of regulation, building safety, tenant engagement and the importance of data and communications. These themes are all reflected in the Housing Service Plan for 2022/23 as part of our ongoing service improvements.

A Senior living away day was held in May to review the roles and responsibilities of the team, the needs of residents and future of the service. The awayday was arranged following the LSAB discussions on the outcomes of the Senior Living consultation. The team have faced many challenges during covid and following the withdrawal of support funding. The team identified key areas of responsibilities, ways to promote the service and identified risks to the service. A new Housing Graduate Management Trainee has been recruited to work with the team to develop and manage the improvement project.

Officer and Tenants Panel representatives support a review of the Allocation Scheme by an O&S task and finish group. They provided tenants views, context and background information. The group reported their findings to Resources O&S in June. Recommendations regarding income thresholds, joint residency and debt were made.

The wider team have also been working effectively with tenants at Lucas Fields. A new residents group has been created, with officers, residents and support from Cllr Keen. The Tenant Involvement Officer and Housing Graduate Management Trainee have created an action plan to address issues raised by the group and improvements are being made, including new street signs, formation of Neighbourhood Watch and improved access to water meters.

I continue to face the challenge of recruiting to vacant posts. The 2021/22 outturn report identified that savings were generally due to staff costs savings, but this has an impact on our ability to deliver services and improvements. No applicants were received for the compliance roles despite numerous

advertises and therefore I have had to appoint consultancy staff, to the gas and electric officer posts at a premium payment. I am working with Human Resources to simplify the recruitment process and promote opportunities.

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

Housing Ops - Hugh Wagstaff								
KPI	Description	Data Type	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22/23	Q1 Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.87%	0.96%	1.18%	0.79%	0.84%	1%
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	26	29	28	26	28	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	99.9%	100%	99.9%	99.5%	99.91%	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				79%	90%
HO4b	Responsive Repairs: Average number of days to complete a repair (lower outturn is better)	Days	14	15	15	40	12	7
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	Suspended until April 2022				58%	78%
HO5b	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better)	%	22%	15%	32%	39%	8%	10%
HO6	% of tenancy audits completed against scheduled appointments in a quarter.	%	91%	Suspended until July 2022				95%

* Suspended until April 2022. The collection of data to be restarted from Q1 2022-23.

3.2.2 Comment:

HO1 - as at end June total arrears £258,708 against estimated gross debit of £30.85m

HO2 - We completed and relet 67 properties in Quarter 1. Although there is still a backlog of voids from the Interim contract, a steady improvement is being seen, from a turnaround in April of 14 properties within 33 days to 22 properties within 26 days in June. Of the 26 properties in June, 2 were large voids and equated to a total of 170 working days. If these 2 properties were removed, the remaining 20 properties hit the target of 20 days. We are working with Ian Williams to continue improvements with the completion of works.

HO3 The Compliance Team have been managing the gas contractor's performance intensely, and with a new interim Gas Contract Manager now in place who is working closely with the contractor performance has been improving. To ensure that gas servicing and breakdowns are managed over the winter period an action plan and risk log has been implemented.

HO4b and HO5b – The new Responsive Repairs and Voids Maintenance contract commenced in April 2022 however the outstanding jobs from the old contract has had an impact on service delivery coupled with on-going recruitment issues, which is a problem throughout the sector with trades extremely difficult to attract. Alongside this an interim management structure has had to be implemented due to inability to recruit to key manager posts. Ongoing work with the contract has seen the backlog cleared and focus is now on enhancing the service delivery and continuous improvement moving forward.

3.3 Service Plans – Progress Status

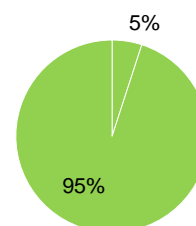
Summary Table and Pie Chart

Housing Operations – Q1 2022/23

Comment: All service plan actions are on track or have been completed. The Housing Asset Management Strategy was adopted by Council and the independent responsive repairs transactional survey was introduced in April 2022.

Q1 Progress on Housing Operations Service Plans
2022/25

Total	100%	40
Completed	5%	2
On track	95%	38
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



3.4 Internal Audit Actions Progress Status

At the end of the first quarter there was one outstanding Internal Audit Action for this service area. IA 22 / 06.002.3 Review Interim Measurement at 1.2.

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 13 June 2022)

3.5 Complaints Statistics

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

Q1 22-23	Housing Operations							
KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	16	22	21	29	29	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	15	21	19	25	22	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	94%	95%	90.48%	86%	76%	95%

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

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	8	6	5	7	11	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	8	6	5	7	10	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	100%	100%	100%	100%	91%	95%

3.5.3 Summary Comment on the statistics

The majority of complaints were regarding responsive repairs. As commented above the team's focus was to close the interim contract and start new contract in Q1. This led to a delay in formal responses been issued and cases closed on the system. However, tenants had been contacted and actions commenced in all cases.

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	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
General Fund Housing Ops					
Expenditure	282	282	0	Favourable	0%
Income	-282	-282	0	-	0%
General Fund Housing Ops Total	0	0	0	Favourable	0%

Housing Revenue Account

	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
	£'000	£'000	£'000		
Housing Ops					
Expenditure	29,879	29,866	-13	Favourable	0%
Income	-35,543	-35,578	-34	Favourable	0%
Housing Ops Total	-5,664	-5,711	-47	Favourable	1%

Capital - HRA

	Approved Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
Communal & Estate works	150	150	-
Garage Works	20	20	-
Health & Safety Works	795	795	-
MRA Prog Decent Homes Occupied Properties	700	700	-
MRA Prog Decent Homes Void Properties	630	630	-
MRA Prog Disabled Adaptations Occupied Properties	472	472	-
MRA Programmed work	2,964	2,964	-
Roofing & Associated works	850	850	-
Structural & Damp works	271	271	-
Windows & Doors	450	450	-
Grand Total	7,302	7,302	-

3.6.2 Summary Comment

The General Fund budget related to the Afghan, Syrian and Ukrainian Refugee Projects. The expenditure is met by central government grant funding.

The variance in the HRA revenue budget is due to staff vacancies and a greater than forecast income on investments in Quarter One.

The team are forecast to spend the Capital budgets during the financial year.

4 Service Dashboard – Housing Delivery and Communities

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

4.1 Key Successes & Lessons Learnt, Areas of Concerns

4.1.1 Summary from Head of Service – Q1 2022/23

Housing Delivery

Development

Contractors have started on site at Ockford Ridge (Site C), Aarons Hill (Godalming) and the contract is being finalised for the five sites at Chiddingfold.

These schemes will deliver a total of sixty new homes, built to the Council's Design Standards that were adopted in July 2021.

An event was held at Laurel Close (Site B) Ockford Ridge on 26 July to mark the official handing over of the homes and was attended by the Mayor and Leader.

Work continues on the deep retrofit refurbishment of seven homes at Ockford Ridge. Consultants' reports have taken time to secure, and tenders should go out at the beginning of September 2022.

The Housing Revenue Account (HRA) Strategic Review continues, and the initial report is due for completion by the end of September 2022. Only schemes in contract are being actively progressed while the Review takes place. Predevelopment work, however, is continuing on schemes in Churt, Elstead, Ewhurst and at Riverside Court in Farnham, as well as two further sites at Ockford Ridge.

Strategy and Enabling

The Affordable Homes Delivery Strategy 2022-2025: *Build More; Build Better; Build for Life* was unanimously approved by full Council on 26 April 2022. This document sets out the Council's vision to build and help deliver more affordable and sustainable homes for all types of households in need. The strategy prioritises affordability, and in particular, lower rents, which are much needed in Waverley in the context of very high house prices and a national cost-of-living crisis. Closer joint working with affordable housing providers and partner organisations will be key to delivering the strategy action plan.

Officers continued to work with Legal and Planning Services on the complex issue of Affordable Housing Additionality, which is becoming more common due to Homes England funding being made available for additional affordable housing. Monitoring of sites with additionality began on 1 April, and a 6-monthly update will be presented to Executive in November of this year.

Officers began work on revisions to the Affordable Housing Supplementary Planning Document this quarter. The updated document will reflect the lower rent levels in the Affordable Homes Delivery Strategy, national policy changes e.g. First Homes, and the preferred tenure split for affordable housing. Subject to Executive approval, public consultation on the changes is planned for 19 September to 31 October 2022.

Eighty-four affordable homes were completed during this quarter; 21 by Waverley and 63 by our affordable housing partners, A2, Aster, Clarion, Landspeed, Southern and VIVID.

Work started on site on 37 affordable homes at Sturt Farm, Haslemere (Stonewater). There were no new planning permissions for affordable housing this quarter.

The Homechoice Team has continued to advertise and let social housing tenancies and, along with the Options Team, manage the Council's Housing Register. At the end of June 22 there were 1066 applicants on the Housing register – compared to 1034 in June 2021.

The Homechoice Team will be implementing an IT upgrade in July 2022 and are continuing to build on the success of the Easy Move/Transfer Officer work that encourages those under occupying family sized homes to move to smaller accommodation to release much needed larger homes.

For the update on the work of the Service Improvement Team, please see the Housing Operations Performance Report.

Andrew Smith, Head of Housing Delivery and Communities

4.2 Key Performance Indicators Status

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

KPI	Description	Data Type	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22/23	Q4 Target
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	105	4	0	73	0	Data only
HD4b	Number of affordable homes delivered by the Council (gross) (Data only - higher outturn is better)	No.	3	0	2	0	21	Data only

4.2.2 Comment:

The Council completed 17 homes at Laurel Close, Ockford Ridge and acquired four homes from Brookworth Homes at The Green, Ewhurst.

4.3 Finance Position at the end of the quarter

4.3.1 Housing Delivery & Communities Service's General Fund Account Table

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
HRA Strategy					
Expenditure	1,445	1,334	-111	Favourable	-8%
Income	-805	-805	0	-	0%
HRA Strategy Total	640	529	-111	Favourable	-17%

Capital - HRA

	Approved Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
85 Aarons Hill Starter Homes (Land adj)	666	666	-
Badgers Close Modular Homes	5	5	-
Borough Wide Refurbishment	216	216	-
Hartsgrove	88	88	-
Housing Development-Turners Mead	62	62	-
HRA Property Purchase	2,500	2,500	-
Ladymead	4	4	-
Latent defects contingency	83	83	-
Ockford Ridge	197	197	-
Ockford Ridge - Site A	79	79	-
Ockford Ridge - Site B	1	1	-
Ockford Ridge - Site C	4,063	4,063	-
Pathfield	195	195	-
Pre-development Expenditure	816	816	-
Queensmead	1,256	1,256	-
S106 Affordable Housing Properties	2,469	2,469	-
Zero carbon retrofit pilot	981	981	-
Grand Total	14,271	14,271	-

4.3.2 Summary Comment on revenue position at the quarter end

For HRA the favourable variance on expenditure is due to a forecast saving on establishment in relation to vacancy savings.

4.3.2 Summary Comment on capital position at the quarter end

There are no variances forecast on capital at the moment. However, this will change once the strategic review process has been completed and budgets reprofiled. At this point either savings will be declared or carry forwards requested.