



Corporate
Performance Report
Q2 2022/23

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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 – 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.

Action Status Types	Explanation of the Status Rating Type
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 Resources O&S)

2.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q2 2022/23

2.1.1 Q2 2022/23 Chief Executive's summary:

This report for Quarter 2 of 2022/23 describes performance for July to September 2022.

The chapters reflect the senior management structure that was in place and that changed on 1 October with the creation of the Joint Management Team. Future performance reports will have to be reconfigured to reflect the new structure. There may need to be a transition in presentation for the remainder of this financial year.

Ninety-nine percent of service plan actions are completed or on track. Thirty-one percent of key performance indicators were off target in quarter 2; details on mitigating action can be found within the service chapters. Staff turnover is steady over the last year, higher than during the height of the Covid pandemic and lower than before Covid. With uncertainty within the council and in public services, the workforce more generally and in the economy, we might expect to see this rise in the coming months.

Financial forecasts expect a small favourable variance in the General Fund revenue and adverse variance in the Housing Revenue Account revenue. The medium-term outlook, in the context of the economic variables, high inflation and – at the time of writing – uncertainty as to the Government's strategy for funding public services, is not optimistic. There continues to be great financial stress on many local residents and businesses, which in turn will drive demand, constrain income streams and put pressure on other costs, such as pay and pensions. Nevertheless, that Waverley BC is within its current budget year envelope is positive.

The Council joined the nation in mourning the passing of Her Majesty Queen Elizabeth II and supported the Lord Lieutenant's office in activating the various protocols as required. The Mayor, Cllr John Ward, proclaimed the accession of His Majesty King Charles III in a ceremony in the Council Chamber in Godalming.

The end of September saw the change of structure to the new Joint Management Team (JMT), shared with Guildford Borough Council, to implement the decisions of the Full Council since July 2021, supported by the governance arrangements agreed by both councils in April 2022. At this point, I would like to put on record my warm gratitude to colleagues who have been members of Waverley's senior management team over the last few years and who have ably supported councillors to steer the council's services through a time of exceptional challenge. The amazing support that councils provide to communities during times of emergency are a true test of teamwork and leadership, and I have been continually inspired by the commitment and hard work that officers have put in over the last three

years. I wish all of the former senior team well in their new roles and for the future, whether within the partnership or outside of it.

The new shared structure was recruited to by the end of September. All three Strategic Director roles and ten of the twelve Executive Head roles were filled. Interim management has been put in place for Legal & Democratic Services and for Planning Development while an external recruitment campaign is underway. The WBC share of the annualised cost of the JMT is £975,000, compared with £1,346,000 for the old structure of a single chief executive, two directors and eight service heads: i.e. a recurring annual saving of £371,000. The overall saving may change further as we put in place the appropriate shared executive support to support the JMT to function effectively across two councils. In any case, the councils' in-year 2022/23 recurring financial targets for the partnership of £150,000 each (which would be annualised as £300,000 each) are expected to be met. There will be one-off costs (such as redundancy) and savings (from other transitional short-term sharing arrangements) that will be reported when they have been settled, and which are met by the councils' relevant reserves already allocated for such workforce transformations.

Other highlights of quarter 2 were:

- Receiving four new affordable homes in Ewhurst
- Being awarded Green Flag status for ten parks and green spaces
- Opening a public consultation on options to regenerate council-owned sites in Godalming
- Challenging the Secretary of State's decision to permit exploratory oil and gas drilling at Loxley
- Running the latest round of bidding for Community Infrastructure Levy funding

We were very saddened by the news of the passing of Cllr John Gray, who had served Chiddingfold and Dunsfold since 2015.

Looking ahead, the economic situation and its impact on residents and businesses is a key concern. The council has a cost-of-living Executive working group overseeing our response. We are working with our contractor, Biffa, to understand the scale of proposed industrial action announced by the GMB union as a result of the pay negotiations between the union and Biffa, and to consider actions to minimise the impact. With all-borough and parish elections due in May 2023, the officer team has begun its preparations. These elections will include new requirements for voter identification and new ward and polling district boundaries.

Tom Horwood

Chief Executive

3. Service Dashboard – Housing Operations (remit of Resources 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 Summary from Head of Service – Q2 2022/23

The second quarter of the year saw the embedding of the new responsive repairs and void contract and progress on planned and compliance works whilst working through a heatwave. Recruitment challenges continue to impact the team's resources and capacity.

The team are raising c850 responsive repairs jobs per month. The number of overdue jobs is closely monitored and managed to prevent a backlog building up. Around 200 overdue jobs are expected and manageable. It is noted that difficulties in recruitment of operatives for flooring, roofing and groundworks has had an impact on overdue jobs.

All the 2022/23 planned works programmes have commenced with roofline works, external decorations, and team committed to delivering 50 kitchen and 75 bathroom replacements and 105 windows and doors. Works have also started at Vernon Court to replace the damaged boundary wall, due to be completed by November 2022.

There are two vacancies within the planned works team for a Surveyor and Quality Assurance Officer– the team received a very low application response and no suitable applicants to interview. An interim agency officer was appointed, and the roles will be readvertised in Quarter Three.

We have been unable to recruit to the Strategic Asset Manager post, a key role to deliver housing asset management strategy and stock condition survey. An internal interim resource took over the stock condition survey project and discovered it was not as advanced as assumed. The project has since been progressed with market engagement in July and August. Work has progressed on the contract specifications; care is being taken to ensure the survey covers all property details and there are clear data management directions. The tender is due to be published in December 2022/ January 2023 and surveys start April 2023. Once the survey work is commenced live data will be reported to Waverley on a regular basis which will feed into work programmes. The full survey results are expected to take up to 24 months from commencement of fieldwork. The stock condition survey will refresh the existing data already held on properties.

The Compliance team have progressed a range of works over the summer.

- Awarding the tender to install Carbon Monoxide detectors to all homes which contain a combustion appliance (excluding gas cookers) in the autumn.
- Retendering the gas contract for annual safety checks, servicing and responsive repairs.
- Commencing two new asbestos contracts in August, one to survey homes and the other for asbestos removal.
- Project managing fire safety works, the new programme at Falkner Court and the snagging list at Riverside Court.

An accidental fire at St James Court, Farnham saw the development of cross team project group to respond to the situation. The team communicated effectively with tenants through meetings and letters to explain the situation, notify of arising works and give assurances on the fire safety of the building.

I am pleased to see the progress the Senior Living Team have made on the action plan following the tenants consultation last year. Most actions have been completed with clearer communications to tenants and more partnership working with the Tenants Panel and property services teams, to achieve best outcomes for tenants.

The Rent Accounts Team are also facing a recruitment challenge with a vacant post since summer 2021, one officer on long term sick since January 2022 and short-term agency support. However, the team are managing to maintain rent arrears at under 1% of total rent due and continue to support and signpost tenants with financial challenges to ensure they maintain their tenancy. There has been an increase on the number of Notice Seeking Possessions served, 18 in Quarter Two. Notices are served where tenants have not engaged with the Rent Accounts Officer to demonstrate the seriousness of arrears and to prompt contact for a conversation and repayment plan. The team will always consider the affordability of a repayment plan and consider the long-term stability of repayments.

The Housing Management team have successfully recruited four new team members, following the promotion and move on of former officers. The new officers will complete induction training during Quarter Three meeting tenants, the Tenants Panel and Ward Members.

In July the Service Improvement Team hosted an awayday to assist the new Resettlement Team to identify their vision, priorities and facilitate the handover from Housing Management to Communities Service.

I continued to work with Head of Housing Delivery and Strategy and Head of Finance to complete a strategic review of the HRA Business Plan. Fulfilling the commitment to review the future funding challenges for new homes, stock improvements and energy efficiency of homes. The review outcomes and recommendations were drafted at the end of September and will be shared with the Landlord Service Advisory Board and Resources Overview and Scrutiny in late Autumn.

I am also working with Human Resources to seek ways to address the recruitment challenge. The housing team leaders were invited to Job Description training in July to refocus and simplify person specifications and thus the application process.

The Service Improvement Team attended and gave evidence to the Executive Working Group on the Cost-of-Living Crisis. The team prepared Homes and People, the tenants newsletter, with a focus on the support available to those with financial challenges, as well as promoting home safety, senior living and opportunities to get involved.

And finally, I'd like to recognise the Lucas Fields project team as my Star team for quarter one. Following the development of the Residents Group in January 2022, work has continued to progress on the action plan to improve the community spaces. Work has been completed on pathways to ensure the safety of residents and a new path laid to access the outdoor communal garden. I was also delighted to see the start of a green pilot project in the area. Two solar powered lamp posts have been installed to improve security. Both initiatives have been warmly received by the Residents Group and supported by local Councillors.

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 Operations - Hugh Wagstaff								
KPI	Description	Data Type	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.96%	1.18%	0.79%	0.84%	0.88%	1%
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	29	28	26	28	26	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	100.0%	99.9%	99.5%	99.9%	99.7%	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%	77%	90%
HO4b	Responsive Repairs: Average number of days to complete a repair (lower outturn is better)	Days	15	15	40	12	20	7
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	Suspended until April 2022			58%	68%	78%
HO5b	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better) *	%	22%	15%	32%	39%	14%	10%
HO6	% of tenancy audits completed against scheduled appointments in a quarter. (higher outturn is better)	%	Suspended until July 2022					95%

3.2.2 Comment:

HO1 - as at end September total arrears £273k against estimated gross debit of £30.85m

HO2 – relet 88 homes an increase from 67 in Quarter 1. Target remains challenging but some improvement of days.

HO3 - the Compliance Team have been managing the gas contractor's performance intensely, with a new interim Gas Contract Manager. To ensure that gas servicing and breakdowns are managed over the winter period an action plan and risk log has been implemented. The team are also retendering the gas contract for annual safety checks, servicing and responsive repairs.

HO4 and 5 -

There continues to be challenges with the responsive repairs and voids service, but the team are working well together and seeing gentle improvement and progress in performance. It is noted that difficulties in the recruitment of operatives for flooring, roofing and groundworks has had an impact on number of overdue jobs.

HO6 – 173 tenancy audits were completed and recorded by the team during July, August and September against quarterly target of 364 (47%). The housing management team had staff vacancies through the summer which impacted performance. Propose the amendment of KPI to reflect the

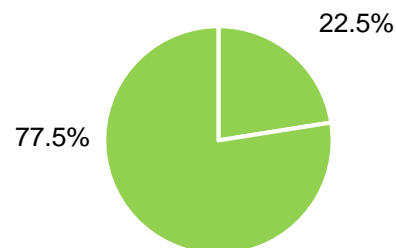
number completed not % appointments kept. Thus the focus will be on the number of tenant contacts against target.

3.3 Service Plans – Progress Status

3.3.1 Summary Table and Pie Chart

Q2 Progress on Housing Operations Service Plans 2022/25

Total	100%	40
Completed	22.5%	9
On track	77.5%	31
Off track – action taken / in hand	0%	0
Off track – requires escalation	0.0%	0
Cancelled / Deferred /Transferred	0%	0



Comment: All service plan actions are on track or have been completed. The new Executive Head of Housing is reviewing and reprioritising the service plan. The Landlord Service Advisory Board received a mid-year progress review report in October 2022.

3.4 Internal Audit Actions Progress Status

Comment: There were no outstanding actions for this service area at the end of Q2.

3.5 Complaints Statistics

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

Q2 22-23 Housing Operations – Level 1 Complaints

KPI	Description		Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	22	21	29	29	22	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	21	19	25	22	16	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	95%	90.48%	86%	76%	73%	95%

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

Q2 22-23 Housing Operations - Level 2 Complaints

KPI	Description		Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	6	5	7	11	9	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	6	5	7	10	9	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	100%	100%	100%	91%	100%	95%

3.5.3 Summary Comment on the statistics

There was a reduction in the total number of complaints and in the number of late responses from Q1. However, the performance is not reflected in the percentage target. The majority of complaints were regarding responsive repairs and the team faced challenges with complex investigations. Tenants were contacted and kept informed of the case progress. Of the six out of time cases there was an average of five days delay, one case 16 days overdue, a second case seven days overdue and four cases three or less days. One case related to housing management, but the tenant did not engage with the investigation during the timeframe, which resulted in an overdue response.

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	-	0%
Income	-282	-282	0	-	0%
General Fund Housing Ops Total	-1	0	0	-	0%

Housing Revenue Account

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Housing Ops					
Expenditure	29,879	29,804	-76	Favourable	0%
Income	-35,543	-35,655	-112	Favourable	0%
Housing Ops Total	-5,664	-5,852	-187	Favourable	3%

Capital - HRA

	Approved Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
Communal & Estate works	150	150	-
Garage Works	20	0	-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	2,934	-30
Roofing & Associated works	850	750	-100
Structural & Damp works	271	230	-41
Windows & Doors	450	450	-
Grand Total	7,302	7,111	-191

7.6.2 Summary Comment

The General Fund Account relates to the budgets for Afghan, Syrian and Ukrainian Refugee Projects. The expenditure is met by central government grant funding.

The HRA revenue budget variance is due to staff vacancies, a greater than forecast income on investments and savings on cyclical maintenance programme. However, whilst looking favourable it should be noted that there is a forecast budget overspend of £576k due to inflation this year.

The HRA Capital table indicates where spend has not occurred as expected, due to delay, capacity issues or reprioritisation of work and projects.

- Garage Works – variance as planned works cancelled, following the proposal to move the portfolio to the General Fund.
- MRA programmed work - variance is due the postponement of a Metering Survey Project, which will now be included in the Stock Condition Survey, next year.
- Roof and associated works – the variance relates to energy efficiency works. There has been an initial low take up of insulation, although further promotion and targeting is now in place. Other energy works have been reprioritised as to be advised by stock condition survey.
- Structural and Damp works – variance due to reduction in programme, remodelling works not to be progressed this year.

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

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 – Q2 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.

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

Housing D C - Andrew Smith								
KPI	Description	Data Type	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	4	0	73	0	7	Data only
HD4b	Number of affordable homes delivered by the Council (gross) (Data only - higher outturn is better)	No.	0	2	0	21	0	Data only

8.5.3 Summary Comment on the statistics

All complaints were completed on time.

4.3 Finance Position at the end of the quarter

4.3.1 Housing Delivery & Communities Service's Account Tables

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
HRA Strategy					
Expenditure	1,445	1,324	-121	Favourable	-8%
Income	-805	-805	0	-	0%
HRA Strategy Total	640	519	-121	Favourable	-19%

Capital - HRA

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
85 Aarons Hill Starter Homes (Land adj)	666	472	-194
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	1,200	-1,300
Ladymead	4	4	-
Latent defects contingency	173	173	-
Ockford Ridge	197	197	-
Ockford Ridge - Site A	79	79	-
Ockford Ridge - Site B	1	1	-
Ockford Ridge - Site C	4,063	4,157	94
Pathfield	195	100	-95
Pre-development Expenditure	816	460	-356
HRA Feasibility Studies	590	590	-
Queensmead	1,256	200	-1056
S106 Affordable Housing Properties	2,469	0	-2,469
Zero carbon retrofit pilot	981	654	-327
Grand Total	14,361	8,658	-5,703

8.6.2 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.

8.6.3 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.