

WAVERLEY BOROUGH COUNCIL

LANDLORD SERVICES ADVISORY BOARD

30 MARCH 2023

Title:

CORPORATE PERFORMANCE REPORT INCLUDING
THE ANNUAL REVIEW OF PERFORMANCE INDICATORS
Q3 2022-2023
(October 2022 – December 2022)

Portfolio Holder: Co-Portfolio Holders for Housing Paul Rivers and Nick Palmer
Head of Service: Andrew Smith
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 2022-23. This report also includes the results of the annual review of Key Performance Indicators.

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 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 the Joint Management Team or the Executive.

2. Recommendation

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

:

- identifies any areas for comment or further exploration,
- makes any recommendations to the Joint Management Team or the Executive, as appropriate, and
- considers the review of landlord service Key Performance Indicators as set out in section 4.4 of this report and makes any recommendations to the Joint Management Team or the Executive, as appropriate.

3. Reason for the recommendation

The quarterly review of the Council's performance 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 the 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 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 and Section 151 Officer's (Finance Director) 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.

4.4 The annual review of KPIs takes place to ensure that they are still fit for purpose. This exercise takes place in January and February with proposals travelling to LSAB and O&S Committees in March, followed by the formal approval by the Executive. In-year amendments to indicators are discouraged for consistency reasons and any changes should be carried out as part of the annual review, unless governmental or legislative directives require a mid-year adjustment.

4.5 The key drivers for setting up performance indicators with specific targets are:

- Governmental requirements – targets are imposed on the local authority (in the performance report indicated as (NI) = National Indicator), some services, more than others, are bound by these returns.
- Contractual obligations – targets are agreed with our suppliers as part of the service contract and remain for the duration of that contract.
- Organisational need to drive performance – certain targets are agreed in order to drive performance to a desired level.

We also include some indicators without targets, labelled as 'Data only' which indicate volume of work and allow us to spot patterns and trends. Data only indicators are also used when a new indicator is introduced, and the performance trend needs to be analysed first in order to establish the correct baseline for future target setting.

4.6 The following change to existing housing KPIs under the remit of this Board are proposed:

Housing Services:

PI reference	Description		Target	Responsible Team	Proposed Changes
H3	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	20	Housing Team	Target change to 25 days

H3 – The target for reletting normal void property be changed to **25 days**. A relet review of the whole tenancy end, void period and tenancy start process is currently being undertaken. The emphasis for the review is on quality with the headline outcome being ‘a happy tenant’. The objective is to complete the work successfully first time so that it is preferable that the work takes a little longer than the tenant having to contact the council with problems once they have moved in.

- 4.7 The Service Improvement team will also work with the Board, during 2023/24 to agree a data reporting cycle, in addition to headline KPIs, to provide assurance on Tenant Satisfaction Measures and regulatory standards.

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 the Council’s Corporate Priorities are delivered.

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 resulting from 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. Service Plans, which are monitored in this report, 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 Joint Management Team. The external scrutiny stage starts with the Overview and Scrutiny Committees at the quarterly committee cycle and monthly Landlord Service Advisory Board. Any recommendations made travel to the Executive for consideration and response.

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 or the Executive, who will initiate any improvement actions where required.

Annexes:

Annexe 1 Q3 2022-23 Corporate Performance Report 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: 15 February 2023
Strategic Director: 15 February 2023
Portfolio Holders: Internal Executive Briefing meeting on 21 February 2023