



**Corporate**  
**Performance Report**  
**Q3 2022/23**

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**LANDLORD SERVICES EXTRACT: 10 MARCH 2023**

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Lead Officer: Jenny Sturgess

Title: Policy and Performance Officer

Telephone: 01483 523 465

Email: [jennifer.sturgess@waverley.gov.uk](mailto:jennifer.sturgess@waverley.gov.uk)

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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
<b>Data only or Data Not Available/ collection on pause (in Grey)</b>	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.
<b>Green</b>	The indicator has performed on or above a set target, no concern.
<b>Amber</b>	<b>Up to 5% off target</b> – Officers investigate the causes of underperformance to establish if an improvement action is required.
<b>Red</b>	<b>More than 5% off target</b> – 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
<b>Completed – on track (in Green)</b>	Action was completed: on time, within the budget & resources achieving desired outcome.
<b>On Track (in Green)</b>	Action is on track to complete on time, within the budget & resources and expected to achieve desired outcome.
<b>Completed – off track (in Amber)</b>	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
<b>Off track – action taken / in hand (in Amber)</b>	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.
<b>Partially Completed</b>	Action has not been fully achieved
<b>Off track – requires escalation (in Red)</b>	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.
<b>Cancelled (in Grey)</b>	Cancelled Action Status indicates that we will no longer pursue delivery of this action.
<b>Deferred (in Grey)</b>	Deferred Action Status indicates that the action will not be pursued at present but will/might be in the future.

Action Status Types	Explanation of the Status Rating Type
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

### 2.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q3 2022/23

#### 2.1.1 Q3 2022/23 Chief Executive's summary:

This performance report covers the period October to December 2022.

The new Joint Management Team, shared with Guildford Borough Council, took office on 1 October 2022, following the Full Council decision in 2021. The team has been working hard building new relationships and starting to develop ideas for further collaboration, which will come forward in due course. I have been impressed by the professionalism and enthusiasm with which the team has approached this new venture.

Service detail and narrative can be found within each chapter. This report has been formatted to reflect the new services.

Among the events of this quarter:

- Preparations continued for the all-borough and parish/town council elections to be held on the 4 May, including the new rules on voter ID in polling stations and new ward boundaries
- The council ran a further consultation on Local Plan Part 2 and prepared it for submission to the Planning Inspectorate
- Climate action workshops were hosted in the Council Chamber for students from local schools
- A joint networking and question time event for businesses was run at Charterhouse School with Guildford BC, with speakers from the University of Surrey and local business owners
- The Phillips Memorial Park in Godalming was awarded a gold award in South and South East In Bloom

We were very saddened to learn of the passing of Cllr Roger Blishen (Farnham Bourne) in November. We welcomed Cllr Dave Busby (Chiddingfold and Dunsfold) in a by-election in December.

In Q4, the council was among 17 councils to receive a notification from the Department for Levelling Up, Housing and Communities, concerning Planning performance, particularly relating to speed of decision-making over the last two years and DLUHC's consideration of whether to designate some councils. A full response was provided, recounting how the council's performance has improved in recent quarters and actions in train, as reported in this and previous reports to Overview and Scrutiny. Improvement in Planning performance remains a top corporate priority for the council.

At the end of the Quarter, the Government's annual settlement for local authorities for 2023/24 was received. While a slightly-higher-than expected amount was welcome, we and many councils remain concerned that the Government has not provided an indication of multi-year funding, which would help service planning and future options. A balanced budget for the new financial year was proposed to the Full Council meeting in February 2023, but the medium-term outlook remains deeply concerning. The Budget reports indicated our plans to meet this challenge and further discussions will be held with the new Council later in 2023 as we develop plans for sustainable local public services.

**Tom Horwood, Chief Executive**

## 3. Service Dashboard – Housing Services

This service area includes homelessness; housing advice; housing maintenance and repairs; landlord services, housing development and strategy and enabling.

### 3.1 Key Successes & Lessons Learnt, Areas of Concerns

#### 3.1.1 Summary from Executive Head of Service – Q3 2022/23

##### *Housing Operations*

The third quarter of the year saw a change in the senior management of the housing service from 1 October with the appointment of the Head of Housing Delivery and Communities to Executive Head of Housing Services for Waverley and Guildford Borough Councils.

The Executive Head of Housing attended the Tenants Panel AGM where he heard directly from tenants and shared his commitment to working together.

The Team has continued to embed the Responsive Repairs contract, preparing for and responding to emergencies due to the cold snap in December. An additional focus was placed on damp and mould complaints following the tragic death of Awaab Ishak in Rochdale. This resulted in a review of the health and safety ratings to 70 homes, 88 responsive repair jobs raised, refreshing communications and working with tenants to find sustainable solutions. The team also responded to the Regulator of Social Housing's request for data and information about how social landlords respond and treat damp complaints.

Planned Works programmes have progressed with new contractors starting on windows and doors, with 40 replacements completed and a further 60 due by the end of March 2023. 50% of the kitchen and bathrooms replacements have been completed and are on target to complete the plan for 100 by the end of the financial year.

The carbon monoxide alarms installation programme, to make tenants safer in their homes, is on target, starting in October 2022 and due to be completed summer 2023. Tenants' needs have been reviewed with special alarms fitted for those with a hearing impairment.

The Compliance Team has also been working hard to prepare for the mobilisation of the new gas servicing and repair contractor, Smith & Byford, in February 2023. They will be introduced and presented to the Landlord Services Advisory Board in January 2023.

The Landlord Services Advisory Board celebrated its one-year anniversary with a review of the Board's progress and achievements and a commitment to increase communications and raise awareness of the Board. They responded to the Government's consultation regarding a rent increase ceiling cap and welcomed two new tenant members.

The Tenant Engagement Officer arranged visits for Members and tenants from the Landlord Services Advisory Board to Valiant (a green energy contractor), in Farnborough. The visitors learned more about green energy initiatives, with a hands-on view of air source heat pumps and a range of boilers.

Four open events for tenants, *Warm Winter Welcomes*, were held in November and December. Tenants were able to talk to the new Ian Williams Resident Liaison Officer, representatives from Age UK and Waverley Citizens Advice in addition to housing staff. Those attending received hand warmers and were entered to a prize draw for shopping vouchers. The Team is continually seeking ways to engage with tenants and provide a range of feedback opportunities.

The Team has continued to support and signpost tenants who are experiencing financial hardship. Support has been received from the Household Support fund, discretionary housing benefit, local charities and access to HRA Hardship Fund.

## Housing delivery

The HRA Business Plan Strategic Review concluded with consideration and approval of the recommendations within the New Build Delivery Report on 13 December 2022. Full budget approval was given to deliver the following schemes, Ockford Ridge Site C, five development sites at Chiddingfold, Aarons Hill, Riverside Court, Farnham and Catteshall Lane, Godalming.

- Ockford Ridge (Site C): Site set up has been completed and setting out continues with foundations laid for some plots. Delivery and installation of the timber frame panels is due to commence in January 2023.
- Chiddingfold Sites: officers and consultants continue to engage with the administrators for W Stirland Limited and with a potential contractor to take forward the demolition of existing properties and delivery of the 26 new homes.
- Ockford Ridge Deep Retrofit Pilot: the contract administrator and officers concluded the review of the tender returns and issued a tender report making a preferred contractor recommendation. Additional budget allocation is required to deliver the pilot which will be sought in early 2023.
- Riverside Court: the contract administrator concluded the review of the tender returns and issued a tender report making a preferred contractor recommendation.

Development and planning officers continue to engage regarding amendments required to the scheme at Crossway Close, Churt, and the appointed architect for the scheme has submitted information to planning officers for consideration.

Pre-development works continues to bring forward other sites including Site F Ockford Ridge, Springfield, Elstead and Downhurst Road, Ewhurst. Pre-application advice has been received for Springfield and is awaited for Site F Ockford Ridge. Business cases are being drafted for these schemes.

**Andrew Smith, Executive Head of Housing**

## 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

PI Reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
H2	Total current tenants rent arrears as a percentage of the total estimated gross debit <b>(lower outturn is better)</b>	%	1.18%	0.79%	0.84%	0.88%	0.96%	1%
H3	Average number of working days taken to re-let 'normal void' property <b>(lower outturn is better)</b>	Days	28	26	28	26	31	20
H4	Percentage of annual boiler services and gas safety checks undertaken on time <b>(higher outturn is better)</b>	%	99.9%	99.5%	99.9%	99.7%	99.4%	100%

<b>H5a</b>	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) <b>(higher outturn is better)</b>	%	Suspended until April 2022		<b>79%</b>	<b>77%</b>	<b>79%</b>	<b>90%</b>
<b>H5b</b>	Responsive Repairs: Average number of days to complete a repair <b>(lower outturn is better)</b>	Days	<b>15</b>	<b>40</b>	<b>12</b>	<b>20</b>	<b>20</b>	<b>7</b>
<b>H6a</b>	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) <b>(higher outturn is better)</b>	%	Suspended until April 2022		<b>58%</b>	<b>68%</b>	<b>61%</b>	<b>78%</b>
<b>H6b</b>	Responsive Repairs: Percentage of jobs not completed within 28 days <b>(lower outturn is better) *</b>	%	<b>15%</b>	<b>32%</b>	<b>39%</b>	<b>14%</b>	<b>13%</b>	<b>10%</b>
<b>H7</b>	% of tenancy audits completed against scheduled appointments in a quarter.	%	Suspended until April 2023					<b>95%</b>

### 3.2.2 Comment:

#### Relets:

The team continues to be challenged by the target with an increase in the number of empty homes, embedding new contracts and increased works to homes. A Relet Review commenced in December 2022 to review the process, standard, target and indicators. The Review aims to balance the conflicting priorities of tenant satisfaction, cost of works, loss of rent payments and condition of homes.

#### Gas Safety:

The dip in performance is due to exceptionally cold weather, emergency boiler repairs and demobilisation of current contractor. The new contract commenced on 1 February 2023 with focus on ensuring full compliance with safety checks and the team working with tenants to gain access and to complete this work.

#### Responsive Repairs:

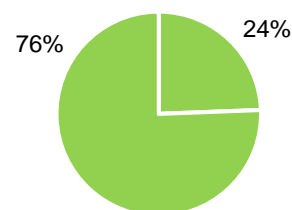
There continues to be challenges with meeting the responsive repairs targets, but the team are working well together and seeing gentle improvement and progress in performance. It is noted that difficulties in the recruitment of operatives for flooring, roofing and groundworks has had an impact on the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

## 3.3 Service Plans – Progress Status

### 3.3.1 Summary Table and Pie Chart

#### Q3 Progress on Housing Services Service Plans 2022/25

<b>Total</b>	<b>100%</b>	<b>41</b>
<b>Completed</b>	24%	10
<b>On track</b>	76%	31
<b>Off track - action taken / in hand</b>	0%	0
<b>Off track - requires escalation</b>	0%	0
<b>Cancelled / Deferred / Transferred</b>	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:** At the end of Q3 there were no outstanding Internal Audit Actions for this service area.

### 3.5 Complaints Statistics

#### 3.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

KPI	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New Service structure effective 1 October 2022				23	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				19	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	83%	95%

#### 3.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

KPI	Description	Data Type	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New Service structure effective 1 October 2022				19	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				18	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	95%	95%

#### 3.5.3 Summary Comment on the statistics

Only four complaints were not completed on time, due to the complexity of the complaint and the team faced challenging investigations. Tenants were contacted and kept informed of progress.

### 3.6 Finance Position at the end of the quarter

#### 3.6.1 Housing Services General Fund Account Table

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Housing Services</b>					
Expenditure	2,085	2,144	59	Adverse	3%
Income	-1,479	-1,536	-57	Favourable	4%
<b>General Fund Housing Services Total</b>	<b>605</b>	<b>605</b>	<b>0</b>	Favourable	<b>0%</b>

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>HRA Housing Services</b>					
Expenditure	31,296	31,301	4	Adverse	0%
Income	-35,899	-36,126	-227	Favourable	1%
<b>HRA Strategy Total</b>	<b>-4,603</b>	<b>-4,826</b>	<b>-223</b>	<b>Favourable</b>	<b>5%</b>

**Capital - HRA**

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
85 Aarons Hill Starter Homes (Land adj)	408	408	0
Badgers Close Modular Homes	10	10	0
321	321	0	0
Hartsgrove	88	88	0
Housing Development-Turners Mead	62	62	0
HRA Property Purchase	2,500	400	-2,100
Ladymead	4	4	0
Latent defects contingency	173	173	0
Ockford Ridge	197	197	0
Ockford Ridge - Site A	79	79	0
Ockford Ridge - Site B	1	1	0
Ockford Ridge - Site C	3,147	3,147	0
Pathfield	100	100	0
Pre-development Expenditure	720	400	-320
HRA Feasibility Studies	590	590	0
Queensmead	200	200	0
S106 Affordable Housing Properties	2,469	0	-2,469
Zero carbon retrofit pilot	981	654	-327
Catteshall Lane	900	900	0
<b>Grand Total</b>	<b>12,951</b>	<b>7,735</b>	<b>-5,217</b>

HRA Capital Programme	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Communal & Estate works	131	130	-1
Garage works	0	0	0
Health & safety works	795	795	0



MRA Prog Decent Homes Occupied Properties	700	693	-7
MRA Prog Decent Homes Void Properties	630	630	0
MRA Prog Decent Homes Adaptations Occupied Properties	472	472	0
MRA Programmed work	3,169	2,860	-309
Roofing & Associated works	776	750	-26
Structural & Damp works	230	230	0
Windows & Doors	450	450	0
<b>Grand total</b>	<b>7,352</b>	<b>7,010</b>	<b>-342</b>

### 3.6.2 Summary Comment on revenue position at the quarter end

General Fund income and expenditure as budgeted and forecast.

HRA shows overall favourable variance due to additional interest receipts on investments.

HRA Capital programme shows overall favourable variance from savings in Q3 due to amendments to Stock Condition Survey programme timeframes and other small positive variances.