



Corporate
Performance Report
Q4 2022/23 and
End of Year Outturn

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LANDLORD SERVICES EXTRACT: 14 JUNE 2023

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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 and 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.
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.

1.3 Reporting periods

Cycle	Quarter	Reporting Period	Data Collection and Report Preparation	Report details
September	Q1	1 April to 30 June	July and August	Corporate Performance Report
November	Q2	1 July to 30 September	October	Corporate Performance Report
January	Service Plans	September to October	November and December	Service Plans proposals for each Service Area for the year ahead
March	Q3	1 October to 31 December	January and February	Corporate Performance Report & Annual KPIs Review (standalone report)
June	Q4	1 January to 31 March	April and May	Corporate Performance Report, including End of Year Outturn

2. Corporate Dashboards – Summary of All Services

2.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q4 2022/23 and End of Year

2.1.1 Q4 2022/23 and End of Year Chief Executive's summary:

This report is the Quarter 4 and end-of-year performance report for 2022/23.

While the financial position for the year has been managed very well, the medium-term financial position of the council remains exceedingly uncertain, due to economic factors and national funding policy.

The quarter saw intense preparations for full borough council and town/parish council elections, which were conducted successfully in May. This was the first elections since the boundary review reduced the number of borough councillors from 57 to 50. We were pleased to welcome returning and new councillors, and the officer team looks forward to working well with them as part of the one Waverley team.

Performance in most areas of the council has been robust and is detailed in each chapter. Planning performance over the last two years has been a concern and has been noted by the Secretary of State who wrote to Waverley and other councils about the percentage of non-major applications resolved in time. Waverley's performance throughout the year has been consistently above the Government's target of 70%: i.e., over 96% in quarter 4. However, Planning services across the Southeast are vulnerable with fewer Planners in local authorities and high demand.

The Council adopted part 2 of the Local Plan, following years of preparation, consultation and inspection.

Our senior management collaboration with Guildford Borough Council exceeded the financial targets set by both councils, as reported in Q3. We will now seek clarity from the two new political administrations on the future strategy for collaboration.

Tom Horwood, Chief Executive

3. Service Dashboard – Housing Services

This service area includes; Housing maintenance and repairs; Landlord services and Housing Development.

3.1 Key Successes & Lessons Learnt, Areas of Concerns

3.1.1 Summary from Executive Head of Service – Q4 2022/23

Landlord Services

The Team has experienced a challenging year. There has been an increased focus on tenant satisfaction and the Regulator of Social Housing regarding fire safety, damp and mould and tenant involvement. The Team has also adapted to a change in senior management and continued to adjust to hybrid working.

The Team has delivered a full range of services and responded to challenges. The Service reached the end of the year with a positive rent collection performance figure, a solid programme of new homes delivery, contractors mobilising to deliver the stock condition surveys and full preparation is underway to collect data for the Tenant Satisfaction Measures.

Throughout the year officers have supported the monthly Landlord Services Advisory Board and provided reports to review performance data, budget information, service reviews and consultations. The Board has advised the Portfolio Holder on a range of topics including types of tenancy, rent levels, senior living services and asset management strategy. In February 2023 a Tenant and Councillor Briefing was arranged to hear from the Regulator of Social Housing on the changes to standards and regulation drafted in the Social Housing (Regulation) Bill. The independent Tenants' Panel has had a significant impact this year with raising individual cases, identifying areas of service failure and working with officers to resolve issues and prevent them reoccurring.

Health and Safety and Compliance have been key areas of work this quarter with senior managers attending a Building Safety Course in January. The Compliance Team has mobilised a new gas contract for safety checks and gas repairs, procured and commenced contracts for asbestos surveys and works and fire remediation and a door replacement programme.

The damp and mould project team continues to work through the 22 recommendations of good practice issued by the Housing Ombudsman Service and has implemented new processes to assess, mitigate and monitor damp issues. Work is underway on communications and a policy statement.

With the demobilisation of the outgoing gas contractor, and mobilisation of the new contractor it was recognised that there were problems with the data regarding the number of gas safety certificates. A review resulted in identifying that 60 homes did not have a certificate as of 29 March 2023. A new auditing system was also introduced to check all certificates held, rather than samples, which resulted in identifying 74 invalid gas certificates due to errors in the paperwork. Both issues compromise the safety of tenants. The focus for the team is to ensure the safety of tenants by promptly rectifying the issues and implementing robust procedures to maintain compliance. On 30 March 2023, the council notified the Regulator of Social Housing of the poor performance of the council's previous contractor in ensuring all council homes have a valid gas safety certificate. All social housing landlords have a co-regulatory arrangement with the regulator and have a responsibility to identify and refer any potential breaches in regulatory standards. The Regulator of Social Housing encourages landlords to report before cases become a serious issue, rather than the Regulator being informed by independent reports or following an emergency. In May, the Regulator informed the council that it considered that no breach of regulations had occurred. The council continues to act robustly to ensure that it remains compliant and that tenants' safety is prioritised.

The spring edition of the Tenant's newsletter [Homes and People](#) was published in March. This "green" edition was full of information on decarbonisation, biodiversity and gardening tips, together with practical advice on tackling damp and mould, financial support and fire safety.

The team has continued to support tenants impacted by the cost-of-living crisis, helping tenants to maximise their income and gain financial assistance through the available schemes. Tenants in financial hardship are having challenges in balancing day to day essentials such as rent, heating, water, food and transport. They are often reluctant to seek help or wait until circumstances are dire. Therefore, consideration was given on ways to use the HRA hardship fund to proactively support tenants. In January 100 tenants received a one-off £200 rent credit to assist with energy bills. Payments were made to those whose homes had been identified as harder to keep warm due to poor energy performance ratings.

Housing delivery

Delivery of new build affordable housing programme continues for schemes with full budget approval and those in the pre-development phase.

- Ockford Ridge (Site C). Foundations have been laid for all plots and the timber frames have been erected to form the 18 houses and first fix works (for example constructing floors, ceilings and walls, inserting electrical cables and adding pipes for water supply) are progressing. Scaffolding is due to be erected shortly awaiting delivery of the timber frames for the flat block, which is expected to follow in April. The next 'My Ockford' Newsletter will include update related to progress on site but also delivery of the community benefit programme and will be issued in May 2023.
- Chiddingfold Sites: Waverley entered into a pre-construction services agreement with Feltham Construction Limited (FCL) in late March 2023. This will enable FCL to progress with pre-construction matters ahead of entering into a JCT Design and Build Contract. For example, consultant appointments to progress with construction design work, commissioning of surveys, site ground clearance and demolition of some garage blocks. Officers also revisited the communications plan for the project and plan to arrange a meeting with the Parish Council and Ward Members in April followed by a Meet the Contractor event in May.
- Ockford Ridge Deep Retrofit Pilot: A report seeking additional budget allocation and the appointment of Niblock Building Contractors Limited as the preferred contractor to deliver the retrofit of seven homes at Ockford Ridge was approved at Full Council on 21 March 2023. A early kick off meeting has been arranged with Niblock (subject to contract) which is due to take place in April, ahead of the issue of the JCT Intermediate Contract. The communications plan for this project is being revisited now that the project has been approved and a meet the contractor event will be arranged in early May.
- Riverside Court: Fowler Construction Limited were identified as the preferred contractor to deliver the two new homes at the senior living scheme. As anticipated Fowler Construction sought additional sums to reflect the inflationary uplift in costs since submitting their tender and these additional costs are being assessed by our contract administrator.
- Crossway Close, Churt: Officers from Planning and Regeneration and Policy Teams met to discuss the revised proposals for the site and a further meeting is due to be arranged with the new Executive Head of Planning.
- Predevelopment work continues to bring forward other sites. Pre-application advice has been received for Site F Ockford Ridge which officers and the appointed architect will review, and a meeting will be arranged with the planning officer in April to discuss. It is expected that officers will be able to bring business cases for three schemes forward for member consideration in the next quarter. Engagement with developers delivering affordable homes through S106 agreements continue.

- The Development Team has also been engaging with the Corporate Projects Team to help inform the housing element of the projects at 69 High Street and the Fairground site, Haslemere
- The Council has been allocated £2.039m from the Government's Local Authority Housing Fund to support refugee accommodation which is split £1.67m to deliver a total of 10 homes under the main element of the funding and £369,531 to deliver one 4 bed home under the bridging element. An officer working group has been set up to deliver the homes using these funds. A Memorandum of Understanding has been signed by the Executive Head of Finance and there is a requirement to report progress on delivery to the DLUHC. The first report is due in early April.

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		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
H2	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.8%	0.8%	0.9%	1%	0.9%	1%
H3	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	26	28	26	31	30	20
H4	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	99.5%	99.9%	99.7%	99.4%	99.3%	100%
H5a	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	Suspended until April 2023	79.0%	77.0%	79.0%	74.0%	90%
H5b	Responsive Repairs: Average number of days to complete a repair (lower outturn is better)	Days	40	12	20	20	22	7
H6a	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	Suspended until April 2023	58.0%	68.0%	61.0%	64.0%	78%
H6b	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better) *	%	32.0%	39.0%	14.0%	13.0%	22.0%	10%
H7	% of tenancy audits completed against scheduled appointments in a quarter.	%	Suspended until April 2023					95%
H10b	Number of affordable homes delivered by the Council (gross) (Data only - higher outturn is better)	No.	0	21	0	0	0	Data only

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 increase in works required to homes. A total of 269 normal voids were relet during 2022/23, compared with 241 for 2021/22. It took on average of 28 days to relet the homes and 40% were relet within 20 working days.

A Relet Review commenced in December 2022 with a scoping day, 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. The target for 2023/24 has been increased to 25 days as a more realistic target given works required and the need to ensure homes are completely ready for letting, with no requirement for contractors to return.

Gas Safety:

As identified in the commentary section there have been numerous challenges meeting the expected performance for gas safety. The dip in performance was partly due to exceptionally cold weather, emergency boiler repairs and demobilisation of the former 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. As at 2 May 2023, the number of overdue certificates had reduced to 15, resulting in 99.67% gas compliance.

Responsive Repairs:

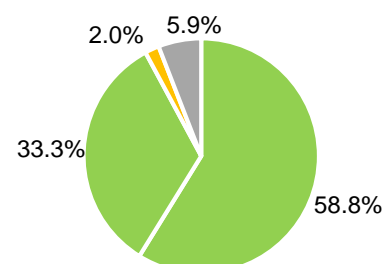
There continues to be challenges with meeting the responsive repairs targets, but the team are working well together and seeing gentle fluctuations in improvement and progress in performance. Waverley and the responsive repairs contractor jointly reviewed the tenant satisfaction data and identified barriers to good customer service. A joint action plan has been created to improve training, communication and information sharing. It is noted that there are continued difficulties in the recruitment of operatives for roofing, groundwork and electrical repairs, which 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

Q4 Progress on Housing Services Service Plans 2022/25

Total	100%	51
Completed	58.8%	30
On track	33.3%	17
Off track - action taken / in hand	2.0%	1
Off track - requires escalation	0.0%	0
Cancelled / Deferred / Transferred	5.9%	3



3.3.2 Summary comment on the service plans

26 of 30 operational service plan actions have been completed. The new Executive Head of Housing reviewed and reprioritised the Service Plan, in October, cancelling three actions and carrying forward one other. The Landlord Service Advisory Board considered the 2023/26 Service Plan in March 2023.

3.4 Internal Audit Actions Progress Status

Comment: At the end of Q4 there were no outstanding Internal Audit Actions for this service area.

3.5 Complaints Statistics

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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	34	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			0	26	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	76.4%	95%

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

KPI	Description	Data Type	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	23	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			0	22	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	95.7%	95%

3.5.3 Summary Comment on the statistics

Due to an increase in complaints the Team has had challenges in investigating and responding to tenants within the timescales. The Service closed 161 complaints in 2022/23 compared to 109 in 2021/22. The Team recognises the pockets of poor service delivery during the gas contract mobilisation and ongoing challenges with responsive repairs.

There has also been an increase in complaints related to damp and mould following the tragic death of Awaab Ishak in Rochdale and the national campaign '[Make Things Right](#)'. Although the Council supports the campaign and publicity of tenants' rights, the advertising campaign was launched on 6 March 2023 with no advance warning and therefore no opportunity to arrange appropriate resources to respond to an anticipated increase in contacts.

3.6 Finance Position at the end of the quarter

3.6.1 Housing Services General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Housing Services					
Expenditure	26,628	26,225	-403	Favourable	-2%
Income	-31894	-31,949	-54	Favourable	0%
Housing Services Total	-5,267	-5,724	-457	Favourable	9%

HRA – Core Capital

	Approved Budget	Forecast Outturn	Forecast Variance	Carry Forward
	£'000	£'000	£'000	£'000
Communal & Estate works	116	75	-41	0
Health & Safety Works	795	669	-126	172
MRA Prog Decent Homes Occupied Properties	687	463	-224	139
MRA Prog Decent Homes Void Properties	630	658	28	0
MRA Prog Disabled Adaptations Occupied Properties	472	580	108	0
MRA Programmed work	2,775	1,776	-999	301
Roofing & Associated works	776	766	-10	0
St James Court		5	5	0
Structural & Damp works	215	234	19	22
Windows & Doors	450	497	47	0
Grand Total	6,916	5,723	-1,193	634

New Build/Stock Remodelling

	Approved Budget	Forecast Outturn	Forecast Variance	Carry Forward
	£'000	£'000	£'000	£'000
85 Aarons Hill Starter Homes (Land adj)	419	62	-357	357
Badgers Close Modular Homes	17	17	0	0
Borough Wide Refurbishment	336	21	-315	315
Catteshall Lane	902	2	-900	900
Hartsgrove	112	125	13	0
HRA Property Purchase	2,509	19	-2490	0
Ladymead	4	4	0	0
Latent defects contingency	176	4	-172	169
Ockford Ridge	138	12	-126	0
Ockford Ridge - Site A	85	-28	-113	0
Ockford Ridge - Site B	78	77	-1	0
Ockford Ridge - Site C	3,198	3,230	32	0
Ockford Ridge – Site Future Phases				
Pathfield	126	213	87	0
Queensmead	221	130	-91	91
Station Road Redevelopment	9	0	-9	0
Turners Mead	83	65	-18	18

Zero carbon retrofit pilot	1,786	46	-1740	1,740
Pre-Development Expenditure	784	178	-606	0
HRA Feasibility Studies	281	0	-281	0
S106 Affordable Housing Properties	2,474	5	-2469	0
Grand Total	13,738	4,184	-9,554	3,590

3.6.2 Summary Comment on revenue position at the quarter end

The above are draft outturn figures, the year-end report was not finalised at the time of writing.

General Fund income and expenditure balanced as forecast, with small staffing savings.

HRA shows overall favourable variance due to additional interest receipts on investments, and savings from expenditure for cyclical repairs, revenue contribution to capital and staffing costs. However, there was an overspend on the void budget due to increased number of vacant homes and level of works required.

It should be noted that the above HRA Housing Service revenue budget savings are offset due to inflation costs of c£0.5m to the HRA.

HRA Capital programme shows overall favourable variance from savings in procurement and delays in programme timeframes. Funds will be carried forward and issues with contract timescales have been resolved to deliver programmes in 2023/24.

The New Build budgets were updated following the strategic review on the Housing Revenue Account. The generic future property purchase budget was closed and future purchases will be reviewed on a business case basis. All development schemes have been re-costed and funds will be carried forward to 2023/24.