



Corporate

Performance Report

Q1 2023/24

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LANDLORD SERVICES EXTRACT:12 SEPTEMBER 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 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.

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.

1.3 Reporting periods

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

2. Corporate Dashboard – Summary of All Services

2.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q1 2023/24

2.1.1 Q1 2023/24 Chief Executive's summary:

This is the Quarter 1 report for April to June 2023. Overall performance during the quarter is positive and stable at this early point in the financial year, with certain previously reported areas of concern now showing improvement. The report includes detailed commentary on these.

There is a favourable forecast for the year's Budget. However, local government continues to face a lot of uncertainty from economic factors and government policy. We now move into Budget setting for the coming years in the context of increasing financial challenge for local public services and some other councils issuing serious warnings about sustainability. Waverley will need to plan and act on the financial signs of stress that we foresee in the coming two years.

In May, we welcomed 50 new and returning councillors in our all-out elections, which take place every four years. This was the first set of elections with new rules on voter identification in polling stations and following the borough boundary review, which changed the map and quantity of borough councillors. The elections were a huge effort and carried out successfully. Planning for police commissioner and parliamentary elections in 2024 commences now.

As reported previously, the Council received letters earlier in 2023 from the Department for Levelling Up, Housing and Communities concerning the speed of deciding planning applications. Our latest data, submitted to the Department, indicates that Waverley has exceeded the Government's target over the most recent 2-year period.

Other headlines from this quarter include:

- The new ten-year leisure centre contract was awarded to Everyone Active
- Waverley developments won awards in the inaugural Surrey Building Control Awards
- The Executive decided to support the legal challenge to the decision of the Secretary of State to allow oil and gas exploration at Loxley Well near Dunsfold

Tom Horwood, Chief Executive

3. Service Dashboard – Housing Services

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

7.1 Key Successes & Lessons Learnt, Areas of Concerns

7.1.1 Summary from Executive Head of Service – Q1 2023/24

Landlord Services

The Team focussed on gas safety issues during Q1. The project group worked to prioritise and document the gas safety checks process, clear the backlog of overdue visits and invalid certificates, and review the circumstances where the gas supply was capped to homes.

As noted in the Q4 commentary the Council notified the Regulator of Social Housing of the poor performance in ensuring all council homes have a valid gas safety certificate. The Team shared the gas compliance project action plan, wider compliance KPIs and progress made with the Regulator. In May, the Regulator informed the Council that it considered that no breach of regulations had occurred. We continue to act robustly to ensure that the Council remains compliant, and that tenants' safety is prioritised.

Due to the pre-election period the Council was unable to hold a public Landlord Services Advisory Board but arranged tenant-only workshop to review the workplan and following the election in June.

The Housing Operations Projects Governance Group held its first meeting to monitor and provide an overview of all Landlords Service procurement and contracts. Fire safety works and Stock Condition Survey contracts were let.

1,199 stock condition surveys were completed, with a good rate of access to homes; the installation of Carbon Monoxide detectors has continued to 74% of all homes. The programme is due to complete in August 2023 and is on track.

An essential aspect of preparing for the new Social Housing Regulatory Standards is tenant perception of how the service is meeting their requirements, and fieldwork began during the quarter, relating to satisfaction with the service, focusing on safety, repairs, communication, and respect.

Tenant Panel members and members of the Housing Team attended the Southeast Chartered Institute of Housing conference in May; topics covered included challenges to the sector and hearing good practice examples of information management, retrofit programmes, professionalism, and

regulatory reform. Our Service Improvement Manager chaired a session with the Chief Executive of the Regulator for Social Housing.

During the quarter work commenced on an independent review of the Housing service IT systems. It considered the advantages and disadvantages (the good, bad and ugly) of the current systems and how to introduce a system fit for purpose into the future.

Following consultation with tenants the programme of CCTV installation started at Senior Living Schemes, which offers enhanced security and safety for residents.

Housing Delivery

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

- **Ockford Ridge (Site C), Godalming:** Phase 1 handover of 8 houses scheduled for October, subject to SSEN upgrade works taking place; no date set for these yet. Remaining phases are also on schedule for early 2024.
- **Ockford Ridge, Godalming Deep Retrofit Pilot:** Niblock Building Contractors Limited have set up site ahead of contract signing expected imminently. Works scheduled for completion in early 2024.
- **Downhurst Road, Ewhurst:** Waverley Building Control have assessed the buildings as Dangerous Structures under the Building Act 1984. Disconnections continue ahead of demolition later this year.
- **Aarons Hill, Godalming:** Potential extension to Pre-Contract Services Agreement to get works started ahead of full contract in the near term.
- **Chiddingfold (5 sites):** the Council will be in contract with the preferred contractor, Feltham Construction Limited in October 2023. First handovers scheduled October 2024.
- **Riverside Court, Farnham:** Fowler Building Contractors Ltd are due to commence works on September 4 and the 2 new units should be completed by late December 2023/early January 2024.
- **Crossway Close, Churt:** A meeting to discuss the proposals for the site has been arranged with the new Executive Head of Planning now that they are in post.

Predevelopment work continues to bring forward other sites:

- **Ockford Ridge (Site F), Godalming:** planning officer to deliver additional comments for architect to make final revisions ahead of public consultation and full planning permission submission.
- **13-22, Springfield, Elstead:** the scheme awaits business case and budget approval in October 2023, following which informal public consultation will precede a formal application for planning permission by the end of this year.
- It is expected that officers will be able to bring business cases for three schemes forward for member consideration in Q2.
- Engagement with developers delivering affordable homes through S106 agreements continue.
- planned site visits with Hambledon Parish Council and Alfold Parish Council to affordable housing schemes currently under construction.

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		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
H2	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.8%	0.9%	1.0%	0.9%	1.0%	1%
H3	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	28	26	31	30	39	25
H4	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	99.9%	99.7%	99.4%	99.3%	99.9%	100%
H5a	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	79.0%	77.0%	79.0%	74.0%	74.0%	90%
H5b	Responsive Repairs: Average number of days to complete a repair (lower outturn is better)	Days	12	20	20	22	27	7
H6a	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	58.0%	68.0%	61.0%	64.0%	62.0%	78%
H6b	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better) *	%	39.0%	14.0%	13.0%	22.0%	39.0%	10%
PI reference	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
H7	% of tenancy audits completed against scheduled appointments in a quarter.	%	Suspended until April 2023				100%	95%
H10b	Number of affordable homes delivered by the Council (gross) (Data only - higher outturn is better)	No.	21	0	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. The Housing Operations Manager will present to Landlord Services Advisory Board on 28 September to give an update on progress and plans to improve performance.

Gas Safety:

Following the challenges with the previous contract and embedding of new contractor the team pleased to see an improvement in performance.

Responsive Repairs:

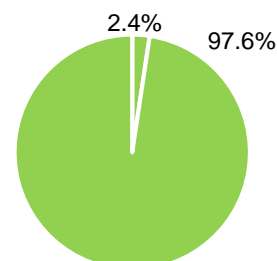
There continues to be challenges with meeting the responsive repairs targets, but the team are working well together and seeing a level of improvement and progress in performance. The Housing Operations Manager will present to Landlord Services Advisory Board on 28 September to give an update on progress and plans to improve performance.

3.3 Service Plans – Progress Status

3.3.1 Summary Table and Pie Chart

Q1 Progress on Housing Services Service Plans 2023/26

Total	100%	42
Completed	2.4%	1
On track	97.6%	41
Off track - action taken / in hand	0.0%	0
Off track - requires escalation	0.0%	0
Cancelled / Deferred / Transferred	0.0%	0



3.3.2 Summary comment on the service plans

Comment: No comment.

3.4 Internal Audit Actions Progress Status

Comment: At the end of Q1 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		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022		23	34	44	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	26	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	82.6%	76.5%	59.1%	95%

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

KPI	Description		Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Q1 23-24	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022		0	23	12	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	12	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	95.7%	100%	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 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. The Executive Head of Housing is reviewing resources to improve capacity to respond to complaints.

3.6 Finance Position at the end of the quarter

3.6.1 Housing Services Account Table

HRA					
	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Housing Services					
Expenditure	30,135	30,124	-11	Favourable	0%
Income	-37,289	-37,370	-81	Favourable	0%
Housing Services Total	-7,154	-7,246	-92	Favourable	1%

HRA – Core Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Communal & Estate works	190	190	
Health & Safety Works	1,121	1,121	
MRA Prog Decent Homes Occupied Properties	900	900	
MRA Prog Decent Homes Void Properties	630	630	
MRA Prog Disabled Adaptations Occupied Properties	300	300	
MRA Programmed work	3,804	3,524	-280
Roofing & Associated works	1,230	1,230	

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
St James Court	140	140	
Structural & Damp works	247	247	
Windows & Doors	450	45	
Grand Total	9,013	8,733	-280

New Build/Stock Remodelling

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Chiddingfold schemes	7,122	7,122	-
HRA Feasibility Studies	511	511	-
Latent defects	189	189	-
Ockford Ridge schemes	4,613	4,613	-
Pre-development Expenditure	170	170	-
Zero carbon retrofit pilot	1,739	1,739	-
85 Aarons Hill Starter Homes (Land adj)	819	819	-
Borough Wide Refurbishment	339	339	-
Catteshall Lane	2,845	2,845	-
Grand Total	18,351	18,351	-

3.6.2 Summary Comment on revenue position at the quarter end

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.

HRA Capital programme shows overall favourable variance from savings in procurement and delays in programme timeframes.

The New Build budgets were updated following the strategic review on the Housing Revenue Account in 2022/23.