

**HOUSING MANAGEMENT ADVISORY BOARD**  
**PERFORMANCE REPORT, QUARTER 4, 2018/19**

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**Subject: Performance Management**

**Date: 20 June 2019**

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**For Information**

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**Contributors:** Assistant Director Housing and Investment, Assistant Director Stevenage Direct Services, All Housing & Investment Service and Repairs & Voids Managers

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**Action Required:**

To note performance against the Housing Service Key Performance Indicators at the end of Quarter 4 (2018/19); and to note actions to be taken to improve service outcomes, where performance is below expectations. (NB: Includes on-screen presentation)

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**SUMMARY:**

This report provides a summary of the housing performance information to the end of March 2019.

The HRA Business Plan 2014 included a suite of performance measures and targets, which are reviewed annually by the Housing Management Team and monitored throughout the year.

In advance of HMAB meetings, HMAB Members receive:

- Overview report summarising performance status, with a summary of performance achievements and key area of focus.
- Appendix of full set of measure results with comments.

Additional reporting will be available at the meeting on screen using the Council's corporate business insight system 'InPhase' for measures not achieving target. This allows additional graphical representation that helps to present a picture of performance.

The Assistant Director Housing and Investment determined the measure themes to be reported. Forty One measures grouped into five themes are reported at quarter 4 (March 2019):

- Compliance – 9 measures
- Customer Service – 8 measures
- Homelessness and Housing Support – 5 measures
- Income/ Spend – 8 measures
- Repairs and Voids – 11 measures

In addition, there are three data measures providing supporting information or where performance trend is being assessed to determine future target setting.

- Compl3: Percentage of stage 1 complaints upheld fully or partially – measure for information.

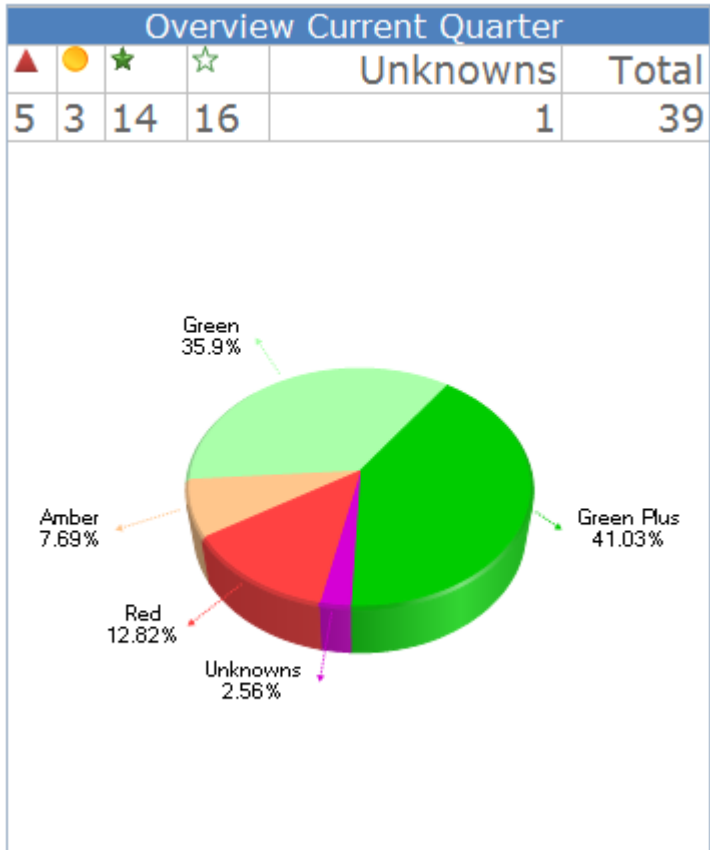
- Voids Shelt-a: Time taken from tenancy termination to ready to let for standard sheltered voids – supporting information for sheltered voids performance measure.
- Voids RC1: Average repair cost per void property – performance trend being assessed.

(Results are included in the full measure set at Appendix 1)

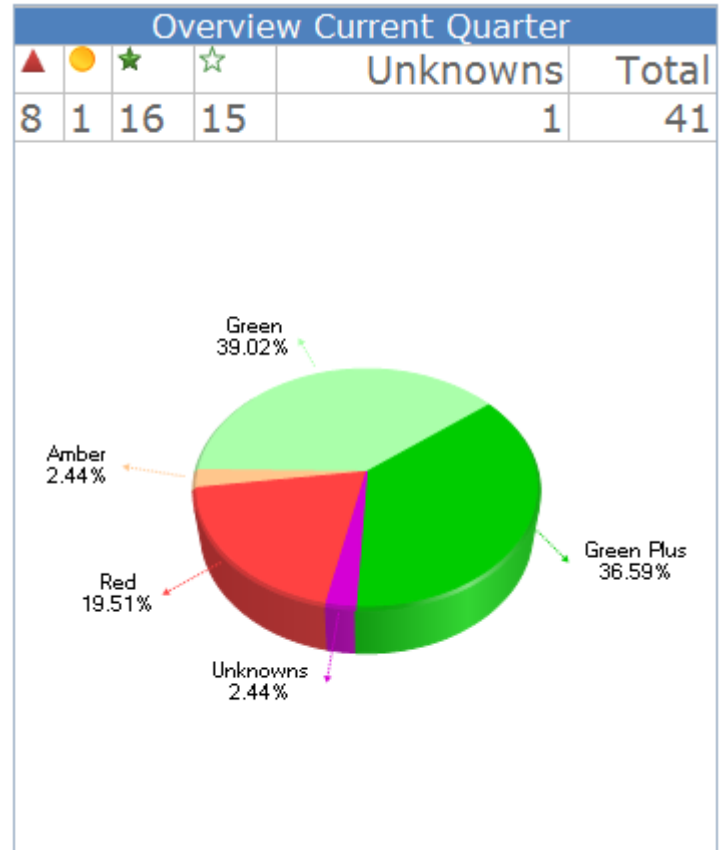
Missing result: Recharge2 - Recharges collected as a % of amount due (current tenants). This measure has been reviewed to ensure that robust information is provided. The new measures will be in place April 2019. It has been agreed to have two measures in this area; one for the old debt pre- 2017 with collection target set at 25% each year and one for the recharges as from 2018, the collection target will be set at 60% each year to start with. This measure will be reviewed after a 6 month period.

**Appendix 1** identifies the trend of performance over the last five quarters for the complete housing performance measure set reported.

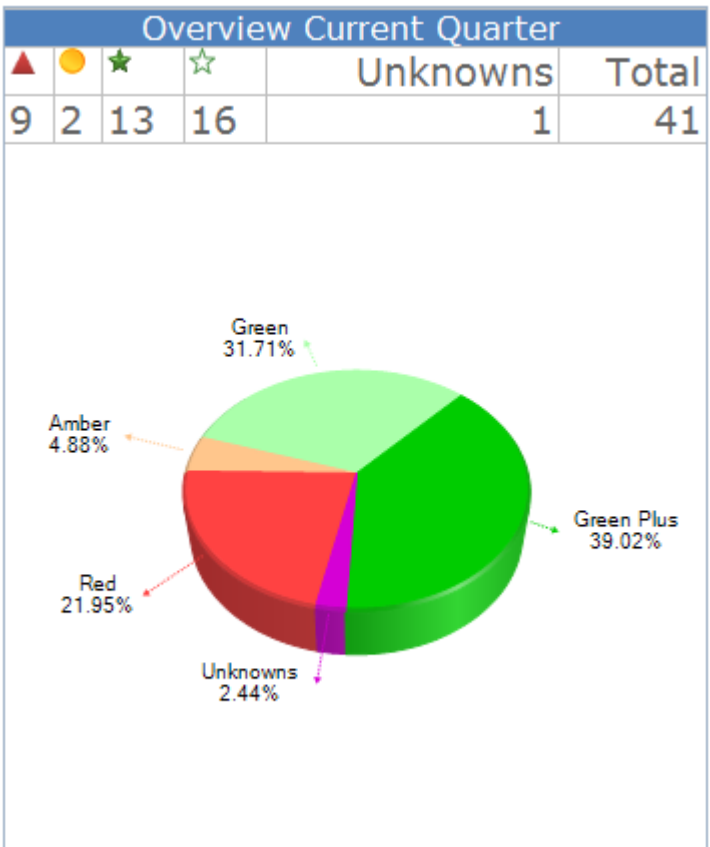
### Overview of results to June 2018



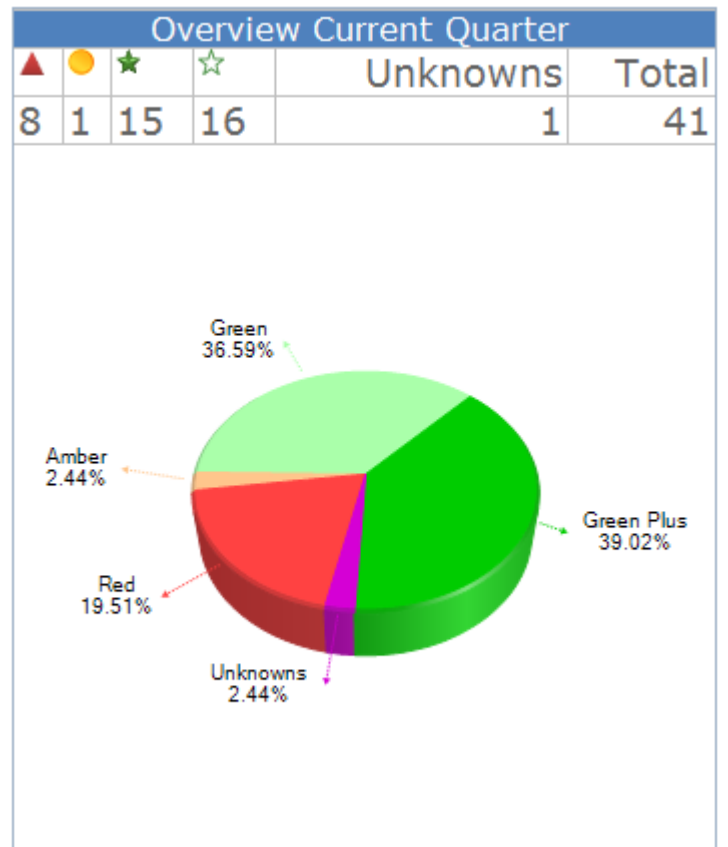
### Overview of results to September 2018



### Overview of results to December 2018



### Overview of results to March 2019



## **Performance Highlights and areas for improvement**

An outline of performance achievements and areas where improvement activity is being implemented follows. Additional performance information can be provided through the on-screen presentation of performance using the corporate business insight system, 'InPhase'.

### **Compliance Theme**

#### **Performance Achievements:**

- In 2018/19 148 out of 156 RTB notices were responded to within statutory timescales
  - RTB1: Percentage of RTB notices responded to within statutory timescales, March 2019 target 95%, achieved 94.87%

#### **Improvement Focus:**

- In Quarter 4 there were a large volume of requests to move towards the end of the period. Although the percentage of mutual exchanges completed within statutory timescale met it's target, there have been various issues resulting in cases being put on hold. These issues include:
  - Tenants not attending or rearranging appointments
  - Delays in receiving external landlord reports
  - Remedial works to be carried out following electrical inspections
- MX1: Percentage of mutual exchanges completed within statutory timescale, March 2019 target 96%, achieved 98.92%
- Performance has dropped since the last quarter for the percentage of assets that are health and safety compliant. This quarter includes one month of the outgoing contractor and two in which the incoming contractor has commenced work. Access arrangements have prevented a number of tasks from being completed on time. All high risk tasks have been completed including Gas and Fire. All other tasks have been completed and uploaded, but not in time for reporting. The new contractor has completed outstanding tasks left by its predecessor. They have mobilised well and invested in the contract by training staff and improving their IT and reporting skills. It is predicted the result will improve.
  - Assets 5a: Percentage of (Council) assets known to be Health and Safety compliant (statutory), March 2019 target 100%, achieved 91%
  - Assets5b: Percentage of (Council) assets known to be Health and Safety compliant (as per SBC enhanced definition), March 2019 target 100%, achieved 91%

### **Customer Service Theme**

#### **Performance Achievements:**

- Feedback indicates that customer experience regarding the approach and outcome of internal works being carried out on housing properties is improving significantly; this has been continuously improving for the last 4 quarters.
  - ECHFL-IW1: Percentage of tenants satisfied with internal works completed [for the current quarter] March 2019 target 80%, achieved 96%
- Satisfaction levels with the Aids and Adaptations service continue to exceed the target for the financial year and in quarter 4 reached 100%.
  - A&Asat1: Satisfaction with Aids & Adaptations service, March 2019 target 80%, achieved 100%

## **Improvement Focus:**

- One aim of the housing transformation programme 'Housing All Under One Roof' (HAUOR) is to enhance the customer experience. In quarter 3 a training company delivered a bespoke Customer Care Programme. The focuses included timeliness, quality of complaint responses and the importance of listening to our customers. 90% of attendees were fully satisfied with the training. Staff attitude complaints have reduced as a result of this training. In 2017/18 we handled 29 complaints about staff attitude in Housing (average of 7 per quarter). In 2018/19 Q1-Q3 we handled 28 staff attitude complaints. In Q4 2018/19, after the training had been delivered, we only handled 1 staff attitude complaint.

Performance has improved but, as forecast at the end of quarter 3, Housing and Investment did not achieve their targets by the end of the financial year as they would have needed exceptionally high volumes to compensate for poor performance in earlier quarters. The Customer Focus Team continues to work with individual teams to assist improvement in these measures.

- Compl1: Percentage of complaints closed on target - target 95% - Q1-Q4 achieved 90.03% (moved from red to amber)
- Compl2: Percentage of MP & Members enquiries answered within 10 days - target 95% - Q1-Q4 achieved 88.26%
- Compl4: Percentage of stage 2 & 3 complaints upheld fully or partially, March 2019 target 40%, achieved 39.51% (moved to within target Q4 so measure is now green)

## **Homelessness and Housing Support Theme**

### **Performance Achievements:**

- Debt Advice support workers recovered £511,053 income for the 2018/19 financial year. This doubled the target for the year.
  - IncMax1: Income maximisation for clients, March 2019 target £252,000, achieved £511,053
- The newly formed Housing Options and Supply Team have worked hard to deliver homelessness preventions in excess of the target for this financial year. The additional preventions have been achieved through enhanced client working and a having a single caseworker managing the client relationship throughout the process. Despite challenges such as:
  - The implementation of the Homeless Reduction Act
  - A restructure of the service to form the new team
  - An increase in the number of clients approaching the service for adviceThese targets are benchmarked against the other 9 districts and although the team are achieving currently, the footfall and homelessness person presenting cannot be predicted.
  - BV213: Homelessness Preventions, March 2019 target 360, achieved 399
- The number of households in temporary accommodation at the end of the financial year is within target. Quarter 4 was a busy period, impacted by the provision of the Severe Weather Emergency Protocol (SWEP). A total of 102 people were accommodated of which 29 had moved on by way of either a permanent offer or no housing duty, a further 22 clients were placed into B & B accommodation. Alternative accommodation is currently being explored through a housing provider, thus reducing the impact of using B & B placements. The demand for single accommodation continues as the majority of homeless accommodation is shared or for larger families.

- NI156: Number of households in temporary accommodation at end qtr, March 2019 target 100, achieved 73

### **Improvement Focus:**

- In the next financial year we will continue to be resilient to changes that may affect the service, and continue to improve the service we provide to our clients.

### **Income/Spend Theme**

#### **Performance Achievements:**

- The Tenancy team have ensured that monies due to the Council have been secured, contributing to ongoing sustainable Council budget management. The level of Former Tenant Arrears has exceeded target, following receipt of a number of large payments.
  - FTA2: Former tenant rent arrears collected [£], March 2019 target £84,000, achieved £89,959
- Rent collection rate has been consistently increasing since April 2018. The team's effort is directed towards continuous improvement in this area. In the final quarter of 2018/19 the team undertook targeted campaigns such as telephone calls and home visits.
  - BV66a: Rent Collection Rate, March 2019 target 98.78%, achieved 99.1%
- Although the measure for Aids & Adapts completion is red year to date due to an issue with works not being recorded promptly, in Quarter 4 they completed 100% on time (47 of 47). The figures for Quarter 1 were, 69.12% and for Quarter 2, 41% and Quarter 3 100%.
  - A&Acomp1: Percentage of Aids and Adapts work completed in time, March 2019 target 90%, achieved 74.47%

### **Improvement Focus:**

- The Leaseholder team was unable to reach their target for collection of major works charges. This was due to one of the leaseholder's passing away, this means the estate is now going through probate. It is anticipated this account will be clear once ownership has changed, which is likely to occur in the financial year of 2019/20.
  - LHMW1 Leasehold major works charges collected as a percentage of charges due, March 2019 target 95%, achieved 88.89%

### **Repairs and Voids Theme**

#### **Performance Achievements:**

- Repairs are being fixed promptly and exceeding target, this has improved by 5 days this year. The team have placed major focus on a case management approach to each case dealt with. This, coupled with efforts to review and improve processes, has improved performance and productivity.
  - RepTime3: Time taken to complete routine repairs, March 2019 target 20 days, achieved 9.82 days.
  - RepTime2: Time taken to complete urgent repairs, March 2019 target 5 days, achieved 3.87 days.

- The changes within Repairs and Voids continue to have a positive impact on the standard General Needs voids with turnaround times consistently reducing. Great collaborative work is taking place between the Project Officers and the Lettings Team to cohesively reduce unnecessary work. This has been consistently decreasing since April 2018 (34 days achieved)
  - VoidsGN: The time taken to relet standard general needs voids, March 2019 target 32 days, achieved 27.86 days

### **Improvement Focus:**

- Work is still being undertaken to maximise the amount of work (primarily decent homes work) that can be undertaken with the resident in situ in order to reduce turnaround times.

Officers are continuing to work on reducing these void times by:

- Seeking to relet properties (that meet the lettable standard) and schedule major works while the tenant is in the property and not when void.
- Having a collaborative approach between investment and empty homes teams, including relocating repairs and voids team to Daneshill House to improve communication.
- Remodelling hard to let properties.

Performance has improved in Quarter 4 for Voids General Needs Major Works, improving by 3 days since the last quarter and is 25 days less than the same point in 2017/18. Although this is yet to meet the target of 65 days it is clear that improvements are having a positive impact.

- Voids GNMW: Time taken to re-let major works general needs voids, March 2019 target 65 days, achieved 80.67 days
- The 2018/19 turnaround time in Repairs for sheltered major works was below target at 47.9 days. There were nine sheltered majors let in the financial year. The standard sheltered voids spent 18.91 days with the Repairs and Voids service; however the hard to let properties are continuing to have an impact on number of days. As a result of this more studio flats are being reviewed for potential remodelling into one bedroom flats to improve their marketability and turnaround time.
  - Voids Sheltered MW: Time taken to relet major works sheltered voids, March 2019 target 70 days, achieved 117.10 days
  - Voids Sheltered: The time taken to relet standard sheltered voids, March 2019 target 70 days, achieved 121.43 days