



HOUSING MANAGEMENT ADVISORY BOARD

Date: Tuesday, 20 November 2018

Time: 6.00pm,

Location: Autun Room - Daneshill House, Danestrete

Contact: Fungai Nyamukapa

Email: fungai.nyamukapa@stevenage.gov.uk Tel: 01438242707

Members: **Councillors:** Philip Bibby (Chair), Sandra Barr, Lizzy Kelly,
Lin Martin-Haugh and Sarah-Jane Potter

Resident Members: Fiona Plumridge (Vice-Chair) (Tenant),
Christine Anderson (Tenant), Kerry Gibson (Tenant),
Jon Thurlow (Leaseholder), Len Saunders (Tenant) and
Lesley Storey (Tenant)

Staff Members: Jaine Cresser (Assistant Director – Housing and
Investment) and Craig Miller (Assistant Director – Direct
Services)

AGENDA

PART 1

Item no.	Subject	Lead	Mins allocated	Time
	Refreshments		15 Minutes	5:45pm to 6:00pm
1.	APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST To receive apologies for absence and declarations of interest	Chair	2 Minutes	6:00pm to 6:02pm
2.	MINUTES – 12 SEPTEMBER 2018 To approve as a correct record the minutes of the Housing Management Advisory Board (HMAB) meeting held on 25 October 2018 Pages 3 – 8	Chair	8 Minutes	6:02pm to 6.10pm

3.	<p>HOUSING SERVICE PERFORMANCE QUARTER 2 REPORT</p> <p>To receive Quarter 2 Housing Service Performance report</p> <p>Pages 9 - 26</p>	Elaine Wright/ Chloe Norton	20 Minutes	6.10pm to 6.30pm
4.	<p>MAJOR REFURBISHMENT CONTRACT (MRC) UPDATE</p> <p>To receive Major Refurbishment Contract update</p> <p>Pages 27 – 28</p>	Paul O'Donnell	20 Minutes	6.30pm to 6.50pm
5.	<p>GAS CONTRACT UPDATE</p> <p>To consider the Gas Contract update</p>	Dennis Panter/ Marc Pitcher	20 Minutes	6.50pm to 7.10pm
6.	<p>REPAIRS AND VOIDS UPDATE</p> <p>To receive Repairs and Voids update</p>	Craig Miller	5 Minutes	7.10pm to 7.15pm
7.	<p>ANY OTHER BUSINESS</p> <p>To consider any business accepted by the Chair as urgent</p>	Chair	5 Minutes	7.15pm to 7.20pm
8.	<p>DATE OF NEXT MEETING</p> <p><u>Thursday 17 January 2019</u>, 6.00pm, Shimkent Room, Daneshill House, Danestrete, SG1 1HN</p>	Chair		

STEVENAGE BOROUGH COUNCIL

HOUSING MANAGEMENT ADVISORY BOARD MINUTES

Date: Thursday, 25 October 2018

Time: 6.00pm

Place: Shimkent Room - Daneshill House, Danestrete

Present: **Councillors:** P Bibby CC (Chair) and L Kelly

Resident Members: F Plumridge (Tenant) (Vice-Chair), C Anderson (Tenant), K Gibson (Tenant), L Saunders (Tenant), L Storey (Tenant) and J Thurlow (Leaseholder)

Staff Members: J Cresser (Assistant Director – Housing and Investment) and C Miller (Assistant Director – Direct Services)

In Attendance D Dharmasuriya (Service Delivery Manager), C Fitzgerald (Repairs and Voids Manager), S Georgiou (Finance Business Partner [HRA]), K Shirley (Housing Policy, Performance and Improvement Manager)

Customer Scrutiny Panel Members: C Danpure (Tenant), D Howell (Tenant) and J Smith (Tenant)

Start / End Time: Start Time: 6.00pm
End Time: 7.55pm

1 **APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

Apologies for absence were received from Cllrs S Barr, L Martin-Haugh, S-J Potter and J Thomas (Executive Portfolio Holder – Housing, Health and Older People).

There were no declarations of interest.

2 **MINUTES OF THE PREVIOUS MEETING**

It was pointed out that the Tenants' Annual Report (Housing Matters) was not easily accessible on the Stevenage Borough Council (SBC) website (Agenda Item 6 – Tenants' Annual Report and Future Publicity).

It was **RESOLVED:**

1. That the minutes of the Housing Management Advisory Board (HMAB) meeting held on 12 September 2018 are approved as a correct record and signed by the Chair.
2. That the Housing Matters newsletters be moved to a more prominent and easily accessible page on the SBC website.

3 CUSTOMER SCRUTINY PANEL VOIDS REVIEW REPORT

The HMAB considered the report on the service review of the SBC Voids process. The review was carried out by four members of the Customer Scrutiny Panel (CSP). The review team used a range of methods including document review, staff interviews, work shadowing, benchmarking against other organisations and site visits. The team made eight recommendations.

The Board thanked the CSP team for the review. In response to a question about keys (Recommendation Eight), it was clarified that there was a security risk related to the failure to return fob keys. The Assistant Director (Direct Services) welcomed the report and accepted the eight recommendations. It was indicated that the recommendations resonate with the ongoing Business Unit review. The Council was looking into the possibility of introducing a handyman service – particularly for vulnerable residents. The following recommendations were already being implemented:

- **Recommendation 4** - Involvement of Investment Team staff in void meetings. Response: Investment Team is now involved in regular void meetings.
- **Recommendation 6** - Countersigning of documentation for work to be completed in-situ after a void property has been let. Response: Lettings team now receives details of pending repairs.
- **Recommendation 7** - Provision of tablet computers for officers and operatives. Response: A pilot for the use of the devices has been completed. Devices are to be provided to relevant staff in phases.

It was **RESOLVED**:

1. That the recommendations are accepted
2. That the Assistant Director (Direct Services) provides a written response to the report

4 HRA MTFs REPORT

The Housing Revenue Account (HRA) Business Partner presented the HRA Medium Term Financial Strategy (MTFS) Report for the period 2018/19 to 2047/48. The report covered key principles, assumptions, comparison of current recommendations against 2017 Business Plan and Policy Changes. The presentation highlighted a reduction in Right to Buy (RTB) sales from 50 to 35 leading to a positive impact on Revenue over 30 years and a negative impact on Capital available over 30 years. It was also assumed that there would be 71 additional new homes over 30 years.

The HRA Business Plan considered the following options:

- Base Case – 2017/18 HRA BP adjusted with assumptions
- Scenario 1 – Base Case and the Debt Cap bid of £9.1m

- Scenario 2 – As per Scenario 1 but include Private Sales
- Scenario 2b – As per Scenario 2, but revised interest rates and borrowing to cover shortfalls

Scenario 2b was the recommended option. Members were reassured that the Business Plan would produce a surplus over 30 years. There was no immediate risk associated with interest rate changes because the Council borrowed at fixed term rates. Revenue headroom was very close to the base in 2022/23 and there were financial risks unless the Council introduced efficient measures for collecting fees from leaseholders. The report considered potential government policy changes regarding one-for-one (1-4-1) receipts and the removal of the debt cap. The government had started consultations for 1-4-1 receipts. Members sought clarification on whether the removal of the debt cap (subject to affordability) would improve the reinvestment potential for the Council.

It was **RESOLVED** that the report is noted.

5 **RESPONSE TO GREEN PAPER ON SOCIAL HOUSING**

The HMAB considered the draft SBC response to the Green Paper on Social Housing. The Housing Policy, Performance and Improvement Manager informed Members that the tragic fire at Grenfell, raised the profile of social housing and forced a rethink on perceptions about social housing. The Green Paper is divided into the following five chapters:

- Ensuring homes are safe and decent
- Effective resolution of complaints
- Empowering residents and strengthening the Regulator
- Tackling stigma and celebrating thriving communities
- Expanding supply and supporting homeownership

It was agreed that unless there was financial settlement, grant funding or revised rent policy, the enhancement of the decent homes standard would put pressure on the Business Plans of local authorities. The democratic filter did not serve much purpose in the resolution of complaints. In most cases, parties to a complaint did not do any consultations during the eight week period. It was noted that the Housing Ombudsman did not have a consistent approach to complaint resolution. Members were not in favour of linking performance to funding. League tables did not take into consideration data accuracy, local settings and local authority priorities. It was agreed that increased scrutiny of local authorities was welcome as long as this did not overlap with current arrangements. It was acknowledged that SBC tenants on shared ownership tenancies faced challenges including ineligibility for Right to Buy discounts. SBC was no longer offering shared ownership tenancies.

It was **RESOLVED** that the SBC response is agreed subject to the following additions/amendments:

- The government and landlords should be driving the agenda to tackle social housing stigma
- “Best neighbourhood” awards appeared to be well meaning but they could be

- perceived as patronising
- Gardening competitions should be encouraged to celebrate thriving communities

6 REPAIRS AND VOIDS UPDATE

The Assistant Director (Direct Services) provided an overview of Repairs and Voids for the past twelve months. The Assistant Director thanked the Service Delivery Manager and the rest of the Direct Services team for the outstanding performance. Some reporting areas that were below target prior to October 2017 were now consistently on target or above target. Some officers had relocated from Cavendish Road Depot to Daneshill House and this had improved collaborative working with Housing and other teams. It was noted that some major work Voids took a disproportionately long time to complete and this had a bearing on KPIs.

The following projects were now complete:

- Repairs fleet procurement
- Relocation to Daneshill
- Schedule system upgrade
- Recruitment of Repairs and Voids Manager
- Voids Pilot

It was reported that all Repairs Key Performance Indicators (KPIs) and Standard Voids Repairs turnaround are now on target.

The Business Unit was currently focussing on the following projects:

- Supply chain procurement (December 2018)
- Staff development and performance management
- Housing system upgrade
- Health and Safety Framework

The following projects were scheduled to start soon:

- End of year budget reviews
- Policy and Procedures reviews
- Business Process Mapping – including fourth tier management consultation
- Service Review

There were plans to improve the self-service facility for customers and enable more digital working for officers.

Members commended the Repairs and Voids team for the positive turnaround. It was suggested that the KPIs be revised to cater for the major work voids.

It was **RESOLVED** that the update is noted.

7 **APPROVAL OF HOUSING AND INVESTMENT BUSINESS UNIT FIFTH TIER STRUCTURE**

The Assistant Director (Housing & Investment) clarified that the Item had been brought to HMAB for update and not approval. Following the successful recruitment of Tier Four managers, the Business Unit was reviewing the fifth tier structure so as to streamline the service and avoid duplication. The four week consultation for the fifth tier structure was due to commence on 12 November 2018. Officers affected by the review had been informed. Recruitment for posts on the approved structure would start after the consultation phase.

It was **RESOLVED** that the update is noted.

8 **FEEDBACK FROM COMMUNITY SELECT COMMITTEE**

The Leaseholder representative on the HMAB provided feedback after attending a Community Select Committee meeting on 2 October 2018. A revisit of the Damp and Mould Review and Resident Engagement were on the CSC agenda. Members were informed that a review of Allocations Policy, Housing Services Charges and Allocations and Tenancy Agreement were some of the items on the CSC Work Programme for 2018/2019.

It was **RESOLVED** that the update is noted.

9 **RESIDENTS' NETWORK ANNUAL CONFERENCE 2018**

Following positive feedback about the 2017 Residents' Network Annual Conference in 2017, it was recommended that two HMAB members attend the conference on 06 December 2018.

It was **RESOLVED** that arrangements be made for Christine Anderson and Len Saunders to attend the 2018 Annual Conference in London.

10 **ANY OTHER BUSINESS**

None.

11 **DATE OF NEXT MEETING**

Tuesday, 20 November 2018, 6.00pm, Autun Room, Daneshill House, Danestrete, SG1 1HN

CHAIR

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HOUSING MANAGEMENT ADVISORY BOARD PERFORMANCE REPORT, QUARTER 2, 2018/19

Subject: Performance Management

Date: 20 November 2018

For Information

Author(s): Chloe Norton (Corporate Performance and Improvement Officer)

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

Action Required:

To note performance against the Housing Service Key Performance Indicators at the end of Quarter 2 (2018/19); and to note actions to be taken to improve service outcomes, where performance is below expectations. (NB: Includes on-screen presentation)

SUMMARY:

This report provides a summary of the housing performance information to the end of September 2018.

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.

Housing Management Advisory Board (HMAB) agreed (19 July) to embrace the benefits of the interactive reporting functionality available through the Council's corporate business insight system, 'InPhase'.

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 2 (September 2018):

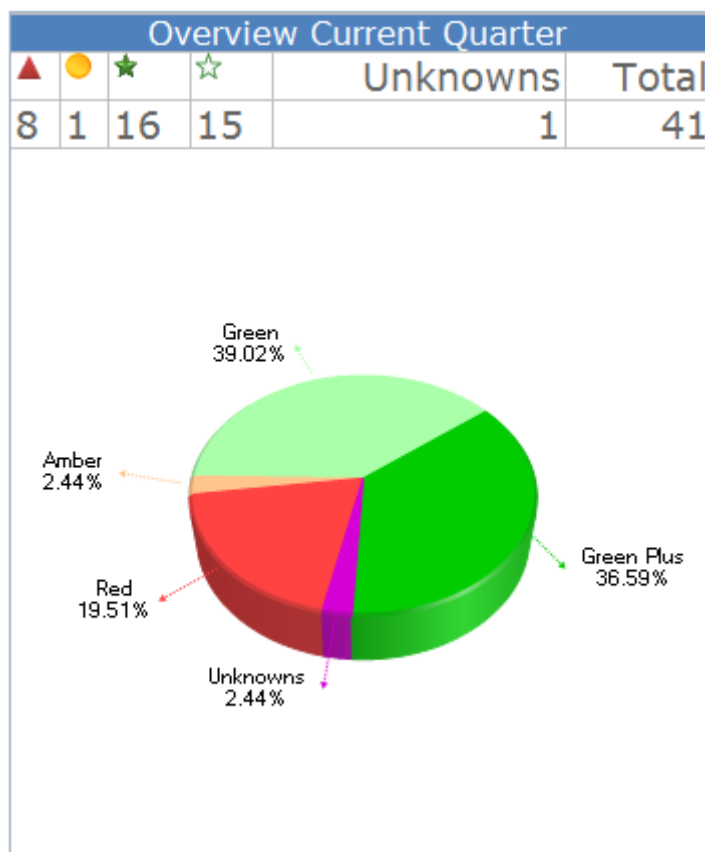
- Customer Service – 8 measures
- Income/ Spend – 8 measures
- Compliance – 9 measures
- Homelessness and Housing Support – 5 measures
- Repairs and Voids – 11 measures

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)

Overview of results to September 2018



Missing result: Recharge2 - Recharges collected as a % of amount due (current tenants). This measure is still being reviewed to ensure that robust information is provided. The Tenancy and Income Manager has completed the analysis of the supporting data and is currently looking at how other Registered Providers measure this area to assist the development of robust measure(s) that will inform and drive service improvement. It is expected that this work will be completed Qtr. 3.

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

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:

- New working practice in the Tenancy team is continuing to be beneficial and all (100%) mutual exchanges have been completed within the statutory timeframe of 42 days.

Improvement Focus:

- The Council's Compliance Manager has reviewed contractual arrangements for the management of health and safety compliance. To monitor performance two new measures have been established in the corporate set:
 - Assets 5a: Percentage of (Council) assets known to be Health and Safety compliant (statutory), September 2018 target 100%, achieved 90%
 - Assets5b: Percentage of (Council) assets known to be Health and Safety compliant (as per SBC enhanced definition), September 2018 target 100%, achieved 91.70%

The Council are working with the contractor to ensure that regulations are met with some site activity (reparation functions) being carried out by Council teams. Performance is now improving steadily. Third party audits will be completed to provide quality assurance.

Customer Service Theme

Performance Achievements:

- Over the past quarter satisfaction with final outcome for ASB has improved. The team have been working on a number of court cases, and are awaiting court dates for tenants breaching their tenancy agreements.
 - ASB1: ASB Satisfaction with final outcome, September 2018 target 4.25, achieved 4.22
- Feedback indicates that customer experience regarding the approach and outcome of internal works being carried out on housing properties is improving significantly. The contractor is now fully mobilised and performance is expected to improve.
 - ECHFL-IW1: Percentage of tenants satisfied with internal works completed [for the current quarter] September 2018 target 80%, achieved 94.3%

Improvement Focus:

- One aim of the housing transformation programme 'Housing All Under One Roof' (HAUOR) is to enhance the customer experience. A customer care programme is being developed to improve the timeliness and quality of complaint responses. An external company is providing customer care training to Housing staff as part of their personal development plan and delivery of this training is due to be completed in Quarter 3.
 - Compl1: Percentage of complaints closed on target, September 2018 target 95%, achieved 85.03%

Homelessness and Housing Support Theme

Performance Achievements:

- Debt Advice support workers recovered £296,237 income to September 2018 YTD. This exceeds the target and is expected to increase.

- IncMax1: Income maximisation for clients, September 2018 target £126,000, achieved £296,237
- The restructuring of the Housing Advice and Homelessness Team (to Housing Options and Supply) is nearing completion with the new team expected to be in place during quarter three. The team will continue to enhance service delivery to ensure that those that present as homeless receive the best possible service. The feedback received from Human Resources on the review has been mainly constructive and positive, and staff members have felt they have been listened to.
- The number of households in temporary accommodation at the end of September is within target. This quarter has seen an increase in the number of nights that B&B placements have been required. This increase totalled 23 nights in B&B placements (over 3 times the number in Quarter 1). This was due to a lack of available temporary accommodation available.
 - NI156: Number of households in temporary accommodation at end qtr, September 2018 target 100, achieved 65.

Improvement Focus:

Future plans to improve performance include:

- A review of the IT Housing Advice module project 12 months post implementation (Q4 2018/19) to ensure arrangements to comply with the Homelessness Reduction Act have been effective.
 - BV213: Homelessness Preventions, September 2018 target 180, achieved 182

Income/Spend Theme

Performance Achievements:

- The Tenancy and Leaseholder Teams have ensured that monies due to the Council have been secured, contributing to ongoing sustainable Council budget management. All (100%) of Leasehold major works charges due have been collected. The level of Former Tenant Arrears collected is exceeding target, following receipt of a number of large payments.
 - FTA2: Former tenant rent arrears collected [£], September 2018 target £42,000, achieved £49,900
 - BV66a: Rent Collection Rate, September 2018 target 96.3%, achieved 96.8%

Improvement Focus:

- Following an investigation it was highlighted that Aids and Adapts works were not being promptly recorded on the actual date that the works are completed. The team have now put in measures to address this going forward. The implications on past performance have been assessed and the service advises these are not significant.
 - A&Acomp1: Percentage of Aids and Adapts work completed in time, September 2018 target 90%, achieved 55.56%

Repairs and Voids Theme

Performance Achievements:

- Repairs are being fixed promptly and exceeding target. 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, September 2018 target 20 days, achieved 10.83 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, September 2018 target 32 days, achieved 27.5 days

Improvement Focus:








- Half of the current general needs voids pipeline fall within the major works classification. Work is 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 have introduced a number of initiatives to reduce these void times including:

- Seeking to relet properties (that meet the lettable standard) and schedule major works while the tenant is in the property and not when void.
 - 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.
-
- Voids GNMW: Time taken to re-let major works general needs voids, September 2018 target 65 days, achieved 93.53 days
 - Void Loss1: Void loss in year, September 2018 threshold £164,594, void loss £169,918
-
- The Independent Living Team continue to market voids through direct contact with potential tenants and referrals received. The standard sheltered voids spent 20.5 days with the Repairs and Voids service, however the hard to let properties are having 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: The time taken to relet major works sheltered voids, September 2018 target 70 days, achieved 94 days
 - Voids Sheltered: The time taken to relet standard sheltered voids, September 2018 target 70 days, achieved 129 days

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Key to Performance Status Symbols

-  Red Status - Focus of improvement
-  Amber Status - Initial improvement activity identified
-  Green Status - Any variance from target manageable
-  Green Plus Status - Exceeding expectations
-  New measure - Performance results not required
-  No data results
-  Missing value

	Service	Focus (Sunburst Category)	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target to 30/06/18	Actual to 30/06/18	Status at 30/06/18	Target to 30/09/18	Actual to 30/09/18	Status at 30/09/18	Comments 30/09/2018
+	FRA1: Percentage of dwellings with a valid Fire Risk Assessment	Asset Management	100.00%	100.00%	★	100.00%	100.00%	★	100.00%	100.00%	★	100.00%	100.00%	★	100.00%	100.00%	★	
+	VGC1: Percentage of dwellings with a valid gas certificate	Asset Management	100.0%	100.0%	★	100.0%	100.0%	★	100.0%	100.0%	★	100.0%	100.0%	★	100.0%	100.0%	★	
	Assets5a: Percentage of assets known to be health and safety compliant (Statutory)	Asset Management			»			»			»			»	100.00%	90.00%	▲	<ul style="list-style-type: none"> The situation has improved over the past two months from 54% to the current 90% of the 11 regulatory work streams, this has improved further but the contract administration is now lagging behind site activity. We have removed some functions from the incumbent contractor to ensure compliance and have yet to conduct third party audits to give a quality assurance across the service.
	Assets5b: Percentage of assets known to be health and safety compliant (as per SBC definition)	Asset Management			»			»			»			»	100.00%	91.70%	▲	
+	RTB1: Percentage of RTB notices responded to within statutory timescales	Home Ownership Services	95.00%	92.31%	★	95.00%	92.13%	●	95.00%	92.24%	★	95.00%	100.00%	☆	95.00%	93.06%	★	<ul style="list-style-type: none"> A total of 12 Notices were sent to tenants, 4 of which were outside of the timescale. 1 of these was due to the tenant not allowing access to value the property. The remaining 3 Notices were not produced on time because a: the Valuer did not report back with the valuation in the stipulated 2 week timeframe but in four weeks for 1 and six weeks for the other 2; b: the Leasehold department was experiencing staff shortages due to Annual Leave and recruitment issues; c: the Leasehold department had sent the Actuals mail-out resulting in an abnormally high number of calls. To prevent a reoccurrence, the Valuer has been spoken to with a view to improve turn around and staff shortages are being looked at as a part of the wider proposals for the Managing Homes Team

	Service	Focus (Sunburst Category)	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target to 30/06/18	Actual to 30/06/18	Status at 30/06/18	Target to 30/09/18	Actual to 30/09/18	Status at 30/09/18	Comments 30/09/2018	
+	ECHFL1: Percentage of Homes maintained as decent	Asset Management	Compliance	82.3%	82.2%	★	83.8%	83.7%	★	75.4%	75.8%	★	77.2%	77.3%	★	79.8%	80.0%	★	
+	VAS1: Percentage of communal areas with a valid Asbestos survey	Asset Management	Compliance	100.00%	100.00%	★	100.00%	100.00%	★	100.00%	100.00%	★	100.00%	100.00%	★	100.00%	100.00%	★	
+	MX1: Percentage of mutual exchanges completed within statutory timescale	Tenancy & Income	Compliance	96.00%	91.51%	●	96.00%	94.30%	★	96.00%	95.57%	★	96.00%	100.00%	☆	96.00%	100.00%	☆	
+	VLC1: Percentage of sites with valid legionella inspections certificate	Asset Management	Compliance	100.00%	100.00%	★	100.00%	100.00%	★	100.00%	100.00%	★	100.00%	100.00%	★	100.00%	100.00%	★	
+	ECHFL-EW1: Percentage of tenants satisfied with external works completed (for the current quarter)	Asset Management	Customer Service	85.0%	98.1%	☆	85.0%	96.7%	★	85.0%	95.5%	★	90.0%	93.9%	★	90.0%	89.0%	★	

	Service	Focus (Sunburst Category)	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target to 30/06/18	Actual to 30/06/18	Status at 30/06/18	Target to 30/09/18	Actual to 30/09/18	Status at 30/09/18	Comments 30/09/2018	
+	ECHFL-IW1: Percentage of tenants satisfied with internal works completed (for the current quarter)	Asset Management	Customer Service	80.0%	100.0%	☆	80.0%	36.4%	▲	80.0%	44.0%	▲	80.0%	93.9%	☆	80.0%	94.3%	☆	
+	Compl2: Percentage of MP & Members enquiries answered within 10 days (Housing)	Customer Service	Customer Service	95.00%	92.73%	☆	95.00%	93.99%	☆	95.00%	94.83%	☆	95.00%	92.36%	☆	95.00%	88.51%	▲	<ul style="list-style-type: none"> Q1-Q2 YTD 262 Councillor and MP enquiries were closed within target out of 296 enquiries closed (88.51%). This is an improvement in performance from August YTD (87.07%). In September 33 Member enquiries were closed - 32 in time and 1 out of time, making September performance 96.97%. Of the 1 Member/MP enquiry closed out of time, 1 related to Housing Advice/Homelessness. This measure has not been in target YTD this year.
+	Compl1: Percentage of complaints from customers closed on target (Housing)	Customer Service	Customer Service	95.00%	91.26%	●	95.00%	93.47%	☆	95.00%	94.44%	☆	95.00%	78.17%	▲	95.00%	85.03%	▲	<ul style="list-style-type: none"> Q1-Q2 YTD 375 complaints were closed within target out of 441 complaints closed (85.03%), which is an improvement on YTD end August which was 82.09% In September 78 customer complaints were closed - 77 in time and 1 out of time, making September performance 98.72% - improved from August 92.96%. The 1 complaint closed out of time related to Repairs & Voids. This measure has not been in target this financial year.
+	ECHFL5: Percentage of Repairs service customers satisfied (telephone survey)	Repairs	Customer Service	95.00%	90.61%	☆	95.00%	92.50%	☆	95.00%	94.05%	☆	90.00%	89.84%	☆	90.00%	93.44%	☆	
+	ASB1: ASB Satisfaction with final outcome	Anti Social Behaviour	Customer Service	4.25	4.61	☆	4.25	4.38	☆	4.25	4.25	☆	4.25	3.83	●	4.25	4.22	☆	<ul style="list-style-type: none"> Although no surveys were carried out this month the team have been working on a number of court cases. We have successfully launched the first Council ran Modern Slavery Service in Hertfordshire in partnership with Op Tropic and have completed training with members and set up On-Line training for staff.

	Service	Focus (Sunburst Category)	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target to 30/06/18	Actual to 30/06/18	Status at 30/06/18	Target to 30/09/18	Actual to 30/09/18	Status at 30/09/18	Comments 30/09/2018	
+	A&Asat1: Satisfaction with Aids & Adaptations service	Asset Management	Customer Service	85.00%	100.00%	☆	85.00%	100.00%	☆	85.00%	97.30%	☆	80.00%	95.56%	☆	80.00%	100.00%	☆	
+	Compl4: Percentage of stage 2 & 3 complaints upheld fully or partially (Housing)	Customer Service	Customer Service	40.00%	61.76%	▲	40.00%	58.24%	▲	40.00%	51.28%	▲	40.00%	44.00%	●	40.00%	38.30%	☆	<ul style="list-style-type: none"> YTD - 18 Stage 2 & 3 complaints were upheld out of 47 closed - 13 fully and 5 partially (38.30%). This has improved since August (43.59%). This measure is now in target, having only been in target once previously YTD at end May. In September, 1 Stage 2 & 3 complaint was upheld out of 8 - 1 fully - giving a performance of 12.50% for the month (improved from August 50%). The 1 complaint upheld in September was for Gas & Compliance.
	IncMax: Income maximisation for clients	Tenancy Support	Homelessn... and Housing Support			»			»			»	63,000	87,353	☆	126,000	296,237	☆	<ul style="list-style-type: none"> During Q1 income maximisation was being recorded on spread sheets whilst data loading onto a new system. All data is now loaded and a YTD report shows that the total income maximisation for clients (inclusive of annualised benefit claims) is £296,237. This amount is also inclusive of £7358.45 (reported in Q1), which is not loaded onto the new system, as the cases were closed and caseworker on long term leave. Owing to the new system set up, Q3 will be in real time and far easier to report. In addition to income maximised for clients, the Tenancy Support Team have also negotiated with clients to clear current and former housing related debt, reducing the debt owed to SBC by £9383.13 so far this year (this is not inclusive of arrangements set up by DASWs).
	NI156: Number of households in temporary accommodation at end qtr	Housing Advice and Homelessne...	Homelessn... and Housing Support	110.00	78.00	☆	110.00	85.00	☆	110.00	46.00	☆	100.00	60.00	☆	100.00	65.00	☆	<ul style="list-style-type: none"> Q2 has seen an increase in the number of nights B&B placements have been required, totalling 23. This is over 3 times the number of placements in Q1 which amounted to 7. All B&B placements are authorised by the Housing Portfolio holder and only used as a last resort. B&B use during Q2 was owing to a lack of available TA and, for one applicant, lack of TA with disabled access. Of the number of households in TA at the end of Q2, 20 were single homeless applicants. Of the TA units we have, 7 are suitability sized for a single person. This means that on many occasions, we are placing single applicants into accommodation larger than their needs, increasing the probability of needing to place a

	Service	Focus (Sunburst Category)	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target to 30/06/18	Actual to 30/06/18	Status at 30/06/18	Target to 30/09/18	Actual to 30/09/18	Status at 30/09/18	Comments 30/09/2018	
																			family with children into B&B, at least for a short period whilst TA placements are rearranged. YTD we have accommodated 44 single homeless applicants (3 of which were re-accommodated following review submissions). The number of single homeless applicants is likely to increase over the winter months, as is the use of B&B.
+	HLN2 - Percentage of Homelessness cases prevented within 56 days	Housing Advice and Homelessne... Homelessn... and Housing Support			»			»			»	50.00%	50.00%	★	50.00%	79.56%	☆		

	Service	Focus (Sunburst Category)	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target to 30/06/18	Actual to 30/06/18	Status at 30/06/18	Target to 30/09/18	Actual to 30/09/18	Status at 30/09/18	Comments 30/09/2018
BV213: Homelessness preventions	Housing Advice and Homelessne...	Homelessn... and Housing Support	180.0	85.0	▲	270.0	177.0	▲	360.0	231.0	▲	90.0	101.0	☆	180.0	182.0	☆	• The restructuring of the team is nearing completion and the performance reflects the need for increased stability, with the new team due to start over the new few weeks. The figures in quarter two includes the CAB court desk preventions many of which are SBC tenancies supported to retain their tenancies by last minute intervention.
HLN3 - Percentage of Homelessness cases relieved within 56 days	Housing Advice and Homelessne...	Homelessn... and Housing Support			»			»			»	50.00%	100.00%	☆	50.00%	100.00%	☆	
Recharge2: Recharges collected as a % of amount due (current tenants)	Tenancy & Income	Income/S...			»			»			»	12.50%	?	?	12.50%	?	?	
A&Acomp1: Percentage of Aids & adapts work completed in time (new referrals)	Asset Management	Income/S...			»			»			»	90.00%	69.12%	▲	90.00%	55.56%	▲	• Following an investigation it was highlighted that Aids and Adapts works were not being promptly recorded on the actual date that the works are completed. The team have now put in measures to address this going forward. The implications on past performance have been assessed and the service advises these are not significant.
LHMW1: Leasehold major works charges collected as a percentage of charges due	Home Ownership Services	Income/S...	95.00%	98.72%	☆	95.00%	98.55%	☆	95.00%	100.00%	☆	95.00%	100.00%	☆	95.00%	100.00%	☆	

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FTA2: Former tenants arrears collected (in £)	Tenancy & Income	Income/S...			»			»			»	21,000	27,497	☆	42,000	49,900	☆	<ul style="list-style-type: none"> There is currently only one person in post as the other individual has moved across to another area on secondment. The average tenure for the FTA Advisor post is less than 12 months. We are currently recruiting for a replacement. We will looking at this role as part of the Managing Homes business review and service redesign.
Evict1: Number evictions carried out for arrears	Tenancy & Income	Income/S...	13	11	☆	19	13	☆	25	17	☆	6	1	☆	13	6	☆	
CTA1: Current Tenants Rent Arrears % rent due in year (ytd)	Tenancy & Income	Income/S...	1.50%	1.44%	☆	1.50%	1.18%	☆	1.50%	0.76%	☆	1.50%	1.12%	☆	1.50%	1.42%	☆	
BV66a: Rent collection rate	Tenancy & Income	Income/S...	96.5%	96.3%	☆	97.8%	98.3%	☆	98.8%	98.9%	☆	93.6%	94.4%	☆	96.3%	96.8%	☆	
LHSC1: Percentage of Leasehold service charges collected ytd	Home Ownership Services	Income/S...	95.00%	95.88%	☆	96.50%	98.44%	☆	98.25%	97.46%	☆	90.76%	89.51%	☆	95.00%	94.35%	☆	

	Service	Focus (Sunburst Category)	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target to 30/06/18	Actual to 30/06/18	Status at 30/06/18	Target to 30/09/18	Actual to 30/09/18	Status at 30/09/18	Comments 30/09/2018
+	Rep-Time2: Average end to end repairs time (days) - Urgent Repairs	Repairs			»			»			»	5.00	4.97	★	5.00	4.50	☆	
	Void loss 1: Void loss in year (£)	Repairs/Vo...	159,623	165,753	●	239,434	241,545	●	319,245	321,493	●	82,767	85,888	●	164,594	169,918	●	
+	Voids Sheltered MW - The time taken to relet major works sheltered voids	Repairs/Vo...	70.00	147.00	▲	70.00	147.00	▲	70.00	130.67	▲	70.00	79.00	▲	70.00	94.00	▲	<ul style="list-style-type: none"> During August a studio was converted to a 1 bed flat which resulted in a 560 days turnaround. The Independent Living Team continue to market voids through direct contact with potential tenants and referrals received. In addition to this more studio flats are being reviewed for potential remodelling into one bedroom flats to improve their marketability.
+	Voids sheltered: The time taken to relet standard sheltered voids	Repairs/Vo...	70.00	106.15	▲	70.00	109.47	▲	70.00	111.31	▲	70.00	97.79	▲	70.00	129.05	▲	<ul style="list-style-type: none"> During August a total of 8 independent living schemes were let, of these, one took 175 days and another took 245 days (hard to let). The standard sheltered voids spent 20.5 days in R & V. The Independent Living Team continue to market voids through direct contact with potential tenants and referrals received. In addition to this studio flats are reviewed for potential remodelling into one bedroom flats to improve their marketability.
+	Voids: The time taken to relet standard general needs voids	Repairs/Vo...	29.00	33.84	▲	27.78	33.18	▲	26.00	32.11	▲	32.00	29.89	☆	32.00	27.49	☆	

	Service	Focus (Sunburst Category)	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target to 30/06/18	Actual to 30/06/18	Status at 30/06/18	Target to 30/09/18	Actual to 30/09/18	Status at 30/09/18	Comments 30/09/2018	
+	VoidsGNMW - The time taken to relet major works general needs voids	Voids	Repairs/Vo...	60.00	94.35	▲	55.00	98.38	▲	51.25	105.35	▲	65.00	72.25	▲	65.00	93.53	▲	<ul style="list-style-type: none"> 50% of the current voids pipeline fall within the major works classification. Work is 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. Three major works voids were let in August 18 of these three 1 property had major structural works.
+	ECH-Rep3: Percentage repairs appointment made and kept	Repairs	Repairs/Vo...	95.00%	96.87%	★	95.00%	97.08%	★	95.00%	96.98%	★	95.00%	96.23%	★	95.00%	95.76%	★	
+	ECH-Rep4: Percentage repairs fixed first time	Repairs	Repairs/Vo...	87.50%	84.00%	●	90.00%	84.88%	▲	90.00%	83.82%	▲	87.50%	89.35%	★	87.50%	92.13%	★	
+	Rep Cost1: Average responsive repair cost per dwelling	Repairs	Repairs/Vo...	137.82	164.27	▲	206.73	237.18	▲	275.69	327.07	▲	80.25	59.77	☆	160.50	146.03	☆	
+	Rep-Time1: Average end to end repairs time (days) - Emergency Repairs	Repairs	Repairs/Vo...			»			»			»	1.00	0.28	☆	1.00	0.45	☆	

	Service	Focus (Sunburst Category)	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target to 30/06/18	Actual to 30/06/18	Status at 30/06/18	Target to 30/09/18	Actual to 30/09/18	Status at 30/09/18	Comments 30/09/2018
+	Rep-Time3: Average end to end repairs time (days) - Routine Repairs	Repairs/Vo...			»			»			»	20.00	14.84	☆	20.00	10.83	☆	

Additional Performance Results (Where target not applicable)

	Service	Actual to 30/06/18	Actual to 30/09/18	Comments 30/09/2018
<p>⊕ Compl3: Percentage of stage 1 complaints upheld fully or partially (Housing)</p>	Customer Service	66.01	63.04	<p>• Q1-Q2 YTD 249 Stage 1 complaints were upheld out of 395 YTD (63.04%) - 184 fully and 65 partially. This is slightly improved from August YTD performance (63.27%).</p> <p>In September 44 Stage 1 complaints were upheld out of 71 closed - 31 fully and 13 partially, giving a performance of 61.97% for the month. This has moved further away from target compared to August performance of 56.92% for the month. Of the 44 complaints upheld in September, 15 related to Gas & Compliance, 10 to Repairs, 9 to Investment, 6 to Tenancy Services, 2 to Housing Advice/Homeless and 2 to Lettings.</p> <p>When a complaint is upheld, the service must record on the Feedback system what they have learned as a result of handling and responding to the complaint and note the resulting planned or implemented service improvements (e.g. what they intend to do or change). At the end of each quarter the Customer Focus Team follow up on the learning points, asking what has been done and when.</p>
<p>⊕ Void RC1: Average repair cost per void property</p>	Voids	2,291.95	3,118.29	
<p>⊕ Voids Shelt-a: Time taken from tenancy termination to ready to let for standard sheltered voids</p>	Voids	16.20	16.51	

Prop 18

Meeting: HOUSING MANAGEMENT
ADVISORY BOARD (HMAB)

Agenda Item:

Portfolio Area: Housing, Health and Older People

Date: 20 November 2018

MAJOR REFURBISHMENT CONTRACT (MRC)

NON-KEY DECISION

Author – Paul O’Donell Ext. 2358

Contributors –

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1. PURPOSE

1.1 The purpose of this report is to provide information on the Major Refurbishment Contract (MRC) for the period 19 July 2018 to 08 November 2018.

1.2 This is not a key decision because it is for information only.

2. BACKGROUND

2.1 The SBC delivery team has been working very closely with Mulalley and Wates over this past 6 months to develop our processes and procedures to ensure robust management of the MRC programme. Past lessons were taken into account and we are confident that we now have the basis for a successful contract delivery.

3. MRC UPDATE

3.1 Pilot works have gone well and the quality of works from both contractors has been to a high standard.

3.2 Our biggest challenge so far comes from UK Power Network (UKPN) who have no obligation to SBC or its contractors and are not working to the pace that we would like, which is unfortunately causing some delays to the programme. We are working closely with UKPN to plan ahead for future years in order to minimise any further delays, but expect this could be an issue for the next 6-12 months or so while we get them to play catch-up and then hopefully to start working ahead of the programme.

3.3 We have had to extend the duration of works at Southend Close as we have recently noted structural issues on the chimney stacks which were not identifiable from ground level when the blocks were surveyed. This means that the duration for the scaffold being in place is longer than expected while

the chimneys are demolished, which residents may become unhappy about. We will be attending a coffee morning, writing to all tenants next week and offering face to face discussions to explain these unforeseen circumstances. The lesson learned from this experience is that we should inform residents prior to works that programme durations may be extended if we encounter unforeseen building defects after works commence.

- 3.4 Executive approved the addition of garage refurbishment works to the MRC contract at the October Executive. This will allow works to be planned and coordinated efficiently and offers economies of scale with the rates. Pilot works to garages are due to commence January 2019.
- 3.5 Following what is considered to be a very successful mobilisation period we are now ready to progress with works to the remainder of the year one programme. This means that productivity will increase significantly over the next 2-3 months. Officers will monitor progress, quality, communication etc. very closely during this time and for the remainder of the contract.