

# Public Document Pack



## HOUSING MANAGEMENT ADVISORY BOARD

Date: Thursday, 21 February 2019

Time: 6.00pm,

Location: Shimkent Room - Daneshill House, Danestrete

Contact: Fungai Nyamukapa

Email: [fungai.nyamukapa@stevenage.gov.uk](mailto: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), 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)

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## AGENDA

Item no.	Subject	Lead	Mins allocated	Time
	<b>Refreshments</b>		15 Minutes	5:45pm to 6:00pm
1.	<b>APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST</b>  To receive apologies for absence and declarations of interest	Chair	2 Minutes	6:00pm to 6:02pm
2.	<b>MINUTES OF THE PREVIOUS MEETINGS</b>  a. To approve as a correct record the Minutes of the Housing Management Advisory Board (HMAB) meeting held on 25 October 2018  <b><u>Minutes in January HMAB Document Pack</u></b>	Chair	8 Minutes	6:02pm to 6.10pm

	<p><b>b.</b> To approve as a correct record the Minutes of the Housing Management Advisory Board (HMAB) meeting held on 20 November 2018</p> <p><b><u>Minutes in January HMAB Document Pack</u></b></p> <p><b>c.</b> To approve as a correct record the Minutes of the Housing Management Advisory Board (HMAB) meeting held on 17 January 2019</p> <p><b>Minutes attached</b></p> <p><b>Pages 5 – 12</b></p>			
3.	<p><b>MAJOR REFURBISHMENT CONTRACT (MRC) UPDATE</b></p> <p>To receive Major Refurbishment Contract (MRC) update</p> <p><b>Pages 13 – 14</b></p>	Paul O'Donnell	20 Minutes	6.10pm to 6.30pm
4.	<p><b>HOUSING SERVICE PERFORMANCE UPDATE</b></p> <p>To consider Housing Service Performance Report for Quarter Three</p> <p><b>Pages 15 – 34</b></p>	Chloe Norton	15 Minutes	6.30pm to 6.45pm
5.	<p><b>COMMUNITIES AND NEIGHBOURHOODS REVIEW</b></p> <p>To consider the community development aspect of the Communities and Neighbourhoods Business Unit review and the outcomes</p> <p><b>Pages 35 – 50</b></p>	Neil Baker	20 Minutes	6.45pm to 7.05pm

<b>6.</b>	<b>UPDATE FROM EXECUTIVE MEETINGS</b> To receive update from Executive meetings	Cllr J Thomas	10 Minutes	7.05pm to 7.15pm
<b>7.</b>	<b>REPAIRS AND VOIDS UPDATE</b> To receive Repairs and Voids update	Craig Miller	10 Minutes	7.15pm to 7.25pm
<b>8.</b>	<b>ANY OTHER BUSINESS</b> To consider any business accepted by the Chair as urgent	Chair	10 Minutes	7.25pm to 7.35pm
<b>9.</b>	<b>DATE OF NEXT MEETING</b>  <b>Thursday 14 March 2019, 6.00pm,</b> Shimkent Room, Daneshill House, Danestrete, SG1 1HN	Chair		

**Agenda Published 13 February 2019**

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## STEVENAGE BOROUGH COUNCIL

### HOUSING MANAGEMENT ADVISORY BOARD MINUTES

Date: Thursday, 17 January 2019

Time: 6.00pm

Place: Shimkent Room - Daneshill House, Danestrete

**Present:** **Councillors:** Philip Bibby (Chair), Sandra Barr, Lizzy Kelly, and Lin Martin-Haugh

**Resident Members:** Christine Anderson (Tenant) and Len Saunders (Tenant)

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

**In Attendance** Ash Ahmed (Housing Development), Elizabeth Ddamulira (Tenancy and Income Manager), Di Dharmasuriya (Service Manager – Repairs), Clare Fletcher (Assistant Director – Finance & Estates), Keith Reynoldson (Finance Business Partner) and Councillor Jeannette Thomas (Executive Portfolio Holder - Housing, Health and Older People)

**Start / End Time:** Start Time: 6.00pm  
End Time: 7.45pm

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

Apologies for absence were received from F Plumridge, J Thurlow, L Storey and Cllr S-J Potter.

The Chair informed the Housing Management Advisory Board (HMAB) that Kerry Gibson (Tenant) had resigned. The Chair wished to record the HMAB's thanks for her contribution.

There were no declarations of interest.

#### 2 **MINUTES OF THE PREVIOUS MEETING**

The quorum for Housing Management Advisory Board (HMAB) meetings is six members with three customers, two councillors and one staff member. Since two customers were present, the meeting was inquorate.

It was **RESOLVED** that the approval of Minutes of the HMAB meetings held on 25 October 2018 and 20 November 2018 be deferred to the next meeting.

### **FINAL HRA AND RENT SETTING REPORT 2019/20**

The HMAB considered the Final Housing Revenue Account (HRA) and Rent Settings Report 2019/20. The Assistant Director (Finance and Estates) informed the HMAB that the final report was on the January Executive agenda. Members were informed that the most significant negative financial impact on the HRA has been the four year 1% rent reduction in the Welfare Reform and Work Act 2016. The final year for the rent reduction is 2019/20. The Government has indicated that from 2020 social housing providers can increase rents by CPI+1% for a five year period. It was pointed out that service charges are not subject to the 1% rent reduction regulations, but are based on cost recovery. The Final 2019/20 HRA budget is estimated to increase by £186,870 over that reported in the draft December HRA budget report. The main increase relates to the inclusion of a repair budget to help address damp and mould issues identified in the housing stock.

With regard to the right to buy receipts, the Assistant Director informed the HMAB that to date only £3.9Million of receipts have been returned to the Government to avoid the punitive interest rate penalties. The government had indicated in a recent consultation on RTB receipts that existing receipts may be able to be kept for five years and that interest may not be chargeable on existing returned receipts. Local authorities were awaiting an update on the government's intentions.

The Assistant Director highlighted a potential rent shortfall related to the Universal Credit payment system. Because there are never exactly 52 weeks in a year, landlords who calculate rent on a weekly basis often charge tenants for 53 weeks' rent every six or seven years. The Department for Work and Pensions (DWP) has indicated that re-assessing housing costs to reflect the number of rent payments in any particular year would be complicated and lead to confusion. The DWP has no plans to amend these regulations. This is likely to result in a loss of about £210,000 to the Council. The Ministry of Housing, Communities & Local Government was in discussions with DWP on the issue. The Assistant Director (Housing and Investment) informed Members that the Council would consider extending discretionary housing payments to tenants affected by the rent shortfall. The Assistant Director (Finance and Estates) indicated that the option to recover the rent shortfall in future years was also under consideration.

In response to a question about the feasibility of monthly direct payments for rent, the Assistant Director (Housing and Investment) pointed out that case studies in other authorities had shown that this was not a cost beneficial arrangement. The change to a monthly direct debit would require amendments to tenancy agreements.

It was **RESOLVED** that the Final HRA and Rent Setting Report 2019/20 is noted.

### **WHOLLY-OWNED COMPANY UPDATE**

The HMAB considered an update on the Business Plan for the Wholly-Owned housing development Company. The Assistant Director (Housing Development) gave a presentation covering the following:

- An introduction to the wholly owned company (WOC)

- Business Plan Principles
- Business Plan Policy areas
- Schemes in construction – The March Hare, Ditchmore Lane 3, 4 and 5 and Gresley Way
- Future schemes – Symonds Green, North Road and Kenilworth Close
- Completed projects – Twin Foxes House and Archer Road

Members were informed that the WOC would be a separate legal entity from the Council and would operate as a private company limited by shares. The WOC would operate commercially and would not compete with or divert resources from the Housing Revenue Account (HRA). The benefits of the setting up the WOC were:

- The Council would need to lend funds to the WOC for purchasing properties at commercial rates
- Any profits generated by the WOC would be returned to the Council (WOC's sole shareholder)
- The WOC may purchase services from the Council, such as repairs and management

Members were informed that the North Road development had gone through a one year design stage to prepare if for planning. The Council had acted on some of the concerns regarding privacy issues and potential loss of light. The Council had consulted widely. Guidelines had been followed and adjustments to the plan had been made where possible.

The Assistant Director informed the HMAB that planning permission had been granted for the Kenilworth Close development. The development included low rise apartments and houses. Work on the project was due to start this year. Some of the Independent Living properties would be released for private sale. It was pointed out that a number of residents in the areas had raised concerns regarding the future of shops that were currently operating in the area. The Assistant Director confirmed that retail shops will be factored into the new development. The Council was currently reviewing lease agreements for the retail units and discussing future trading options. The Assistant Director clarified that in the rules governing the use of Right-To-Buy receipts, there was no provision for local authorities to extend loans to WOCs. It was confirmed that land will be included in the price for properties purchased from the Council.

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

## 5 **RENT LETTERS**

The Tenancy and Income Manager presented the following documents for consideration by the HMAB:

- Explanation of rent and service charges from 01 April 2019 for flats
- Explanation of rent and water charges from 01 April 2019 for houses
- Formal Notice of a Change to Your Rent
- Important information on other charges not related to your property effective as from April 2019

The Tenancy and Income Manager informed Members that the Council was awaiting clarification from the Department for Work and Pensions regarding the change from 52 weekly payments to 53 weekly payments for 2019/20. The Manager confirmed that the charge for retrospective permissions had been set at between £100 and £500 following a benchmarking exercise involving similar housing providers. Regularisation charges were not included in the retrospective permissions charges.

It was **RESOLVED** that the following amendments be made:

1. Change all references of 50 weeks to 51 weeks
2. **Explanation of rent and service charges from 01 April 2019 for flats (page 1 paragraph 4) –**  
**Delete:** “The rent-catch-up weeks are the last week in December 2019 (week beginning the 23 December 2018) and the last week in March 2019 (week beginning the 23 March 2019).”  
**Insert:**  
“The rent-catch-up weeks are the last week in December 2019 (week beginning the 23 December 2019) and the last week in March 2020 (week beginning the 23 March 2020)”
3. **Explanation of rent and service charges from 01 April 2019 for flats (page 3 paragraph 1) –**  
**Delete:** “If you claim benefit claim, the heating charge and water charge are not covered by housing benefit. You are required to make these payments yourself.”  
**Insert:** “Heating charges and water charges are not covered by Universal Credit. You are required to make these payments yourself.”
4. **Explanation of rent and service charges from 01 April 2019 for flats (page 3 paragraph 3) –**  
**Delete:** “Your council tax is paid separately to your rent. Any changes to your council tax will be sent to you separately. You will receive this during March 2019. If you are in receipt of UC Housing costs and housing benefit, you may be illegible Council Tax support contact the Benefit services on 01438 242440”  
**Insert:** “Your council tax is paid separately to your rent. Any changes to your council tax will be sent to you separately. You will receive this during March 2019. If you are in receipt of UC Housing costs and housing benefit, you may be eligible for Council Tax support contact the Benefit services on 01438 242440.”
5. Update Formal Notice of a Change to Your Rent after decision has been made regarding the change from 52 weekly payments to 53 weekly payments for 2019/20
6. **Delete** page 1 paragraph 1 of leaflet “Important information on other charges not related to your property effective as from April 2019.”



7. **Important information on other charges not related to your property effective as from April 2019 - page 1 paragraph 7**  
**Delete:** “This charge will not ... to tenants who apply in good time in line with the tenancy agreement.”  
**Insert:** “This charge will not be made to tenants who apply in good time in line with the tenancy agreement.”
  
8. **Important information on other charges not related to your property effective as from April 2019 - page 2 paragraph 1**  
**Delete:** “Your tenancy agreement and repairs handbook also make it clear that if you lose your keys and cannot gain entry to your home, you are responsible for contacting a private locksmith and paying for a gain entry.”  
**Insert:** “Your tenancy agreement and repairs handbook also make it clear that if you lose your keys and cannot gain entry to your home, you are responsible for contacting a private locksmith and paying to gain entry.”

## 6 **UPDATE FROM EXECUTIVE MEETINGS**

The Assistant Director (Housing and Investment) informed the Board that she recently attended a meeting of the Association of Retained Council Housing (ARCH). ARCH was awaiting an update from government regarding the Green Paper on Social Housing and the use of Right To Buy (RTB) receipts.

The Portfolio Holder informed the HMAB that 2019 was the 100<sup>th</sup> anniversary of the Housing, Town Planning Act 1919 (Addison Act) – an Act that was passed to allow the building of new houses after the First World War, and marked the start of a long twentieth century tradition of state-owned housing, which would much later evolve into council estates. A lot of events had been lined up around the country to commemorate the centenary. Stevenage was one of the few towns that did not have buildings or streets named after Dr Christopher Addison – the minister who introduced the Act. A number of events had been lined up in Stevenage to celebrate the Addison Act Centenary. Details of the events will be provided later in the year.

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

## 7 **REPAIRS AND VOIDS UPDATE**

The Assistant Director (Stevenage Direct Services) reported that four measures had performed below target (red category). This was due to letting issues, adaptations and other repair work.

The Business Unit Review had just been completed. The Caretaking function had been transferred from Housing. There were plans for an Estate Management arrangement with Housing and area-focussed working. An in-sourcing pilot exercise was underway. The fencing contract had been successfully internalised following a pilot. The in-sourcing consultation will be extended to the HMAB.

In response to a question regarding the extension of the handyman service to residents, the Portfolio Holder indicated that the Council was open to extending the service to residents as long as this did not affect core functions. The Service

Delivery Manager (Repairs) clarified that there was no set criteria for giving tenants extra time to stay in properties after termination of the tenancy. The Assistant Director pointed out that this issue was considered on a case-by-case basis and in some cases the extension was granted on the grounds of social value. Members sought clarification on the incentives that were offered to tenants eligible for downsizing of properties. Under the current scheme, tenants received cash incentives and assistance with removals. The incentives will be reviewed as part of the overall Business Unit review. It was highlighted that government guidelines on housing allocation schemes did not allow a lot of flexibility.

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

## 8 **HOUSING ALL UNDER ONE ROOF UPDATE**

The Assistant Director (Housing and Investment) provided an update on the Housing All Under One Roof (HAUOR) programme. Members were informed that Tier 5 management restructuring had been completed. Consultation for Tier 4 management was now closed and managers involved in the consultation were now receiving feedback. Interviews for the Tier 4 positions were scheduled for February. The restructure of other tiers of the Business Unit would feature at the Away Day in July.

Housing files had been sent away for scanning for the new Electronic Document Management System. This was in line with the broad agenda to reduce paper and cut costs. The next phase of this initiative involved providing enabling online applications and interactive online engagement.

The Major Refurbishment Contract (MRC) was progressing well. Consultations events were arranged prior to the commencement of work on each block. In general, there was a low turnout of leaseholders at these consultation events. This was contribution to the misinformation about the project. In response to a question regarding charges for leaseholders, the Assistant Director informed the Board that the final cost to individual leaseholders will be provided on completion of the refurbishment. The payment options were under review.

Phase One of the bed bug treatment programme had been completed. Phase Two will involve more spraying and the final phase was scheduled for 3 February 2019. The treatment programme involved volunteers from the Council. The Council was considering the option of using sniffer dogs during inspections of other Council flat blocks. The Council was not expecting compensation claims since there had been no damage to property so far.

## 9 **ANY OTHER BUSINESS**

The Assistant Director (Housing and Investment) invited the HMAB to the Business Unit shadowing day on Thursday 24 January 2018.

The Community Development Manager informed the HMAB that a briefing on Communities and Neighbourhoods Review was now available.

It was **RESOLVED:**

1. That Members contact the Assistant Director for arrangements about shadowing with Housing and Investment teams
2. That a briefing on the Communities and Neighbourhoods Review to added to the agenda of a future HMAB meeting

10 **DATE OF NEXT MEETING**

**Thursday 21 February 2019, 6.00pm**, Shimkent Room, Daneshill House,  
Danestrete, SG1 1HN

**CHAIR**

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## Investment Programme Project Update Report

<b>Period covered</b>	Dec 2018 – Feb 2019	
<b>Date of report</b>	13/02/19	
<b>Project Name</b>	Stevenage MRC	
<b>Programme Manager</b>	Paul O'Donnell	
<b>Programme Lead</b>	Jaine Cresser	
<b>RAG status</b>	<b>G</b>	
<b>G</b>	<b>A</b>	<b>R</b>
Green	Amber	Red
<small>Green – on schedule Amber – decisions required Red – significant risks, decisions required</small>		

Budget 2018/19	Spend to date	Forecast spend 2018/19	Narrative
£5,324,162	£1,041,393.24	£5,324,162	Spend to date is low given the stage that we are at within the financial year, however works/productivity levels have now increased to levels that support the total spend requirement for the year.

Narrative on current progress and status
<p>Following lessons learned from previous contracts the project team took a deliberate decision to mobilise slowly in order to ensure that the process was as effective as possible. Processes and procedures were established and documented and standards/works specifications agreed.</p> <p>Works are in progress to blocks in Broadwater area (Wates) including to two large sheltered schemes (Pitt Court and Gladstone Court) and in Southend Close, Albert Street and Plash Drive (Mulalley).</p> <p>The standard of works completed to date is considered by SBC to be very high.</p> <p>Resident satisfaction for blocks not captured yet, as no blocks are complete to date.</p> <p>Delays associated to UKPN who own the electrical network and are required to install equipment to various blocks. The knock on effect being that the contractors are unable to complete works to the internal parts of buildings.</p> <p>Wates and Mulalley have been issued a batch of street properties which require any combination of window, door and insulation measures. 61 properties complete to date and works have been completed to a very high standard. Tenant satisfaction currently running at 100% based on 44 returns.</p>

Major deliverables	
Achieved	Not achieved
Pilots in progress.  All year 1 surveys complete.  Resident consultation events held for all open blocks and nine further blocks due to commence in Feb.  First S20 consultations complete	N/A

Further S20 consultations are ongoing with various addresses.	
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Deliverables due next period
Progress works phase. Complete end of pilot reviews. Obtain first customer satisfaction returns and review. Commence year two surveys

Key risks			
Risk	Owner	Mitigating Action	Deadline
UKPN delays	Malcolm Lucy (SBC) Paul Lynch (Mulalley)	Design and approvals process agreed. Test processes following works to year 1 blocks and amend if req.	Post year 1 blocks practical completion
Delays associated to bat roosts. Works ceased in Albert Street following discovery of a suspected roost. Works will be delayed until June/July pending emergence surveys. Scaffolds will be removed and re-erected at a later date. Additional costs will be incurred as a consequence.	All Partners  Paul O'D (SBC) Nick Price (Mulalley) Dave Callaghan (Wates)	Policy required on approach to bat conservation, to be agreed with all partners.	March 2019

## HOUSING MANAGEMENT ADVISORY BOARD PERFORMANCE REPORT, QUARTER 3, 2018/19

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**Subject: Performance Management**

**Date: 21 February 2019**

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### For Information

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

**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 3 (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 December 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 areas 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 3 (December 2018):

- 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.

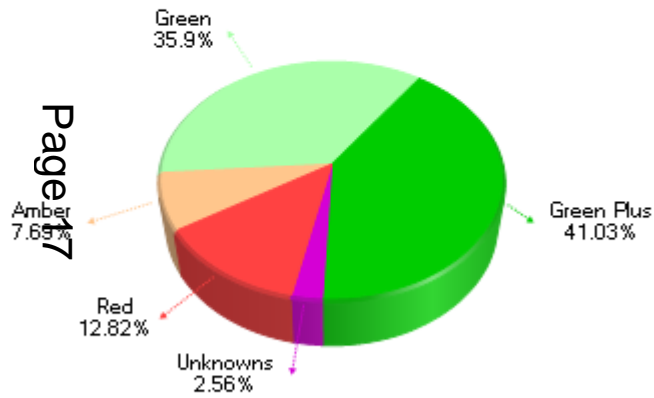


### Overview of results to June 2018

#### Overview Current Quarter

▲	●	★	☆	Unknowns	Total
5	3	14	16	1	39

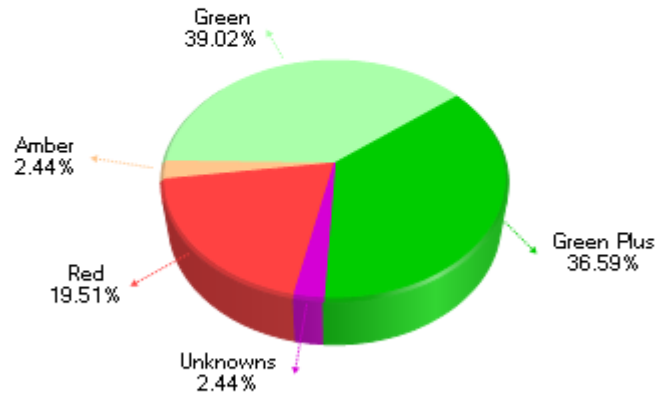
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### Overview of results to September 2018

#### Overview Current Quarter

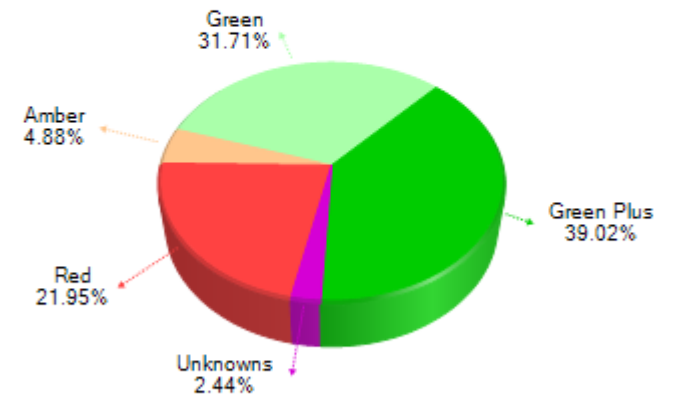
▲	●	★	☆	Unknowns	Total
8	1	16	15	1	41



### Overview of results to December 2018

#### Overview Current Quarter

▲	●	★	☆	Unknowns	Total
9	2	13	16	1	41



## **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:**

- All mutual exchanges have met the statutory deadline of 42 days in the last quarter. October was a busy month for processing for tenants to move before Christmas.
  - MX1: Percentage of mutual exchanges completed within statutory timescale, December 2018 target 96%, achieved 100%
- In 2018/19 so far 104 out of 112 RTB notices were responded to within statutory timescales
  - RTB1: Percentage of RTB notices responded to within statutory timescales, December 2018 target 95%, achieved 92.86%

#### **Improvement Focus:**

- Performance has improved significantly since last quarter for the percentage of assets that are health and safety compliant. All emergency lighting certificates were uploaded on time, however it is the failure to upload other certificates promptly that has prevented the team meeting the target despite the work being done and the site being safe.
  - Assets 5a: Percentage of (Council) assets known to be Health and Safety compliant (statutory), December 2018 target 100%, achieved 98%
  - Assets5b: Percentage of (Council) assets known to be Health and Safety compliant (as per SBC enhanced definition), December 2018 target 100%, achieved 97%

A lower actual has been forecasted for next quarter due to a change in contractors at the end of January. It was planned the outgoing contractor would release TUPE staff for induction for training, this is no longer happening and is likely to impact the service. Contractors are in place to assist with statutory functions. This is expected to improve in 2019/20 as the new contractor has more robust IT processes.

### **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] December 2018 target 80%, achieved 95.7%
- Satisfaction levels with the Aids and Adaptations service continue to exceed the target for the third quarter in a row.
  - A&Asat1: Satisfaction with Aids & Adaptations service, December 2018 target 80%, achieved 96%

## **Improvement Focus:**

- One aim of the housing transformation programme 'Housing All Under One Roof' (HAUOR) is to enhance the customer experience. This quarter 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.

Performance has improved but Housing and Investment will not achieve their targets by the end of the financial year as they would need 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, December 2018 target 95%, achieved 88.37%
- Compl2: Percentage of MP & Members enquiries answered within 10 days, December 2018 target 95%, achieved 88.97%
- Compl4: Percentage of stage 2 & 3 complaints upheld fully or partially, December 2018 target 40%, achieved 43.08%

## **Homelessness and Housing Support Theme**

### **Performance Achievements:**

- Debt Advice support workers recovered £421,469 income to December 2018 YTD. This exceeds the target for the year already.
  - IncMax1: Income maximisation for clients, December 2018 target £189,000, achieved £421,469
- The newly formed Housing Options and Supply Team have worked hard to deliver homelessness preventions in excess of the target for this quarter. The additional preventions have been achieved through enhanced client working and a having a single caseworker managing the client relationship throughout the process. Despite the challenges of the Homeless Reduction Act, the team have been able to achieve and exceed their targets. These targets are benchmarked against other 9 districts and although we are achieving currently, the footfall and homelessness person presenting cannot be predicted.
  - BV213: Homelessness Preventions, December 2018 target 270, achieved 279
- The number of households in temporary accommodation at the end of September is within target. In this quarter there have been no B & B placements. Since April clients have either received no housing duty or moved into permanent accommodation. 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, December 2018 target 100, achieved 61.

## **Improvement Focus:**

- We are currently expecting a noticeable increase in footfall in Quarter 4, but will continue to improve in order to achieve targets.

## **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 [£], December 2018 target £63,000, achieved £65,700
- Rent collection rate has been consistently increasing since April 2018. The team's effort is directed towards continuous improvement in this area aiming to achieve and exceed the required collection rate at the end of the financial year. In the final quarter of 2018/19 targeted campaigns are planned such as telephone calls and home visits.
  - BV66a: Rent Collection Rate, December 2018 target 97.8%, achieved 98.6%
- Although the measure for Aids & Adapts completion is red year to date due to an issue with works not being recorded promptly, in Quarter 3 they completed 100% on time (53 of 53). The figures for Quarter 1 were, 69.12% and for Quarter 2, 41%.
  - A&Acomp1: Percentage of Aids and Adapts work completed in time, December 2018 target 90%, achieved 68.09%

### **Improvement Focus:**

- The Aids & Adapts team will continue to work as they were in Quarter 3; however it is unlikely that they will achieve the target for the year at 90%.

## **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, December 2018 target 20 days, achieved 9.81 days.
  - RepTime2: Time taken to complete urgent repairs, December 2018 target 5 days, achieved 3.99 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, December 2018 target 32 days, achieved 27.3 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. However in December two properties were affected by extensive damp and mould work to be

carried out. Another property was taken on as a void, but was delayed to allow the previous tenant additional time to clear belongings.

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.
  
- Voids GNMW: Time taken to re-let major works general needs voids, December 2018 target 65 days, achieved 93.24 days
- Void Loss1: Void loss in year, December 2018 threshold £239,856, void loss £253,297
  
- In Quarter 3 the turnaround time in Repairs for sheltered major works was below target at 57.8 days. However there were two sheltered majors returned in December, one initially received in October returned in November and one received in September, returned in November. The standard sheltered voids spent 21.75 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, December 2018 target 70 days, achieved 100.88 days
  - Voids Sheltered: The time taken to relet standard sheltered voids, December 2018 target 70 days, achieved 117.11 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 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	Target to 31/12/18	Actual to 31/12/18	Status at 31/12/18	Comments 31/12/2018
FRA1: Percentage of dwellings with a valid Fire Risk Assessment	Compliance	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	Compliance	100.00%	100.00%	★	100.00%	100.00%	★	100.00%	100.00%	★	100.00%	100.00%	★	100.00%	100.00%	★	<ul style="list-style-type: none"> <li>• Performance has improved on last quarter considerably with all monthly emergency lighting test certificates up loaded on time and it is only the failure to up load other certificates that has prevented us reporting 100% statutory compliance, despite the work being done and the site being safe, it is not possible to report them as compliant without the certificate on file. None statutory task have also improved.</li> </ul>
Assets5b: Percentage of assets known to be health and safety compliant (Statutory)	Compliance			»			»			»	100.00%	90.00%	▲	100.00%	98.00%	▲	<p>I have predicted a lower outcome for next quarter as the change in contractor is set to happen at the end of January and the new contractor mobilise early. It was planned that outgoing contractor would only carry out emergency and essential works during January and would the release TUBE'ing staff for induction and training, but has now refused to do so, Mears (the incoming contractor) has arranged for some inductions over a weekend and split days of the first few weeks for training to take place, this is likely to impact service, contractors are in place to assist with statutory functions.</p> <p>I have added this to the risk register.</p>
Assets5b: Percentage of assets known to be health and safety compliant (as per SBC definition)	Compliance			»			»			»	100.00%	91.70%	▲	100.00%	97.00%	▲	
RTB1: Percentage of RTB notices responded to within statutory timescales	Compliance	95.00%	92.13%	●	95.00%	92.24%	★	95.00%	100.00%	☆	95.00%	93.06%	★	95.00%	92.86%	★	

Service	Focus (Sunburst Category)	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	Target to 31/12/18	Actual to 31/12/18	Status at 31/12/18	Comments 31/12/2018
EHFL1: Percentage of Homes maintained as decent	Asset Management	83.8%	83.7%	★	75.4%	75.8%	★	77.2%	77.3%	★	79.8%	80.0%	★	82.6%	82.6%	★	
VAS1: Percentage of communal areas with a valid Asbestos survey	Asset Management	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	96.00%	94.30%	★	96.00%	95.57%	★	96.00%	100.00%	☆	96.00%	100.00%	☆	96.00%	100.00%	☆	• All mutual exchanges have met the statutory deadline of 42 days in the last quarter. October was a busy month for processing for tenants to move before Christmas.
VLC1: Percentage of sites with valid legionella inspections certificate	Asset Management	100.00%	100.00%	★	100.00%	100.00%	★	100.00%	100.00%	★	100.00%	100.00%	★	100.00%	100.00%	★	
EHFL-EW1: Percentage of tenants satisfied with external works completed (for the current quarter)	Asset Management	85.0%	96.7%	★	85.0%	95.5%	★	90.0%	93.9%	★	90.0%	89.0%	★	80.0%	89.7%	★	



Service	Focus (Sunburst Category)	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	Target to 31/12/18	Actual to 31/12/18	Status at 31/12/18	Comments 31/12/2018
ECHFL-IW1: Percentage of tenants satisfied with internal works completed (for the current quarter)	Asset Management	80.0%	36.4%	▲	80.0%	44.0%	▲	80.0%	93.9%	☆	80.0%	94.3%	☆	80.0%	95.7%	☆	<ul style="list-style-type: none"> <li>YTD 363 Councillor and MP enquiries were closed within target out of 408 enquiries closed (88.97%). This is practically unchanged from November YTD (88.65%) and October YTD (88.66%).</li> </ul>
	Customer Service	95.00%	93.99%	★	95.00%	94.83%	★	95.00%	92.36%	★	95.00%	88.51%	▲	95.00%	88.97%	▲	<ul style="list-style-type: none"> <li>In December 29 Member enquiries were closed - 27 in time and 2 out of time, making December performance 93.10%, improved from the month of November 88.64%. Of the 2 Member/MP enquiries closed out of time, 1 related to Investment and 1 to Repairs. This measure has not been in target YTD this financial year. The only individual months that were in target were June and September. This measure will not be in target at years end as Housing &amp; Repairs would need to close 280 cases in Q4, all in target, which would be 93 per month compared to the average volume of 45 per month.</li> </ul>
ECHFL-IW2: Percentage of MP & Members enquiries answered within 10 days (Housing)	Customer Service	95.00%	93.47%	★	95.00%	94.44%	★	95.00%	78.17%	▲	95.00%	85.03%	▲	95.00%	88.37%	▲	<ul style="list-style-type: none"> <li>YTD - 532 complaints were closed within target out of 602 complaints closed YTD (88.37% - 6.63% below target). Which is a slight improvement on YTD end November 87.34% and end October which was 86.46%.</li> </ul>
	Customer Service	95.00%	93.47%	★	95.00%	94.44%	★	95.00%	78.17%	▲	95.00%	85.03%	▲	95.00%	88.37%	▲	<ul style="list-style-type: none"> <li>In December 57 customer complaints were closed - 56 in time and 1 out of time making December performance 98.25%, improved from November 96.00%. The 1 complaint closed out of time related to Tenancy Services. This measure has not been in target YTD this financial year. Monthly performance had improved month on month April to September. The months of September to December were all above target. Housing will not achieve target this financial year as would need 4 times the usual quarterly volume and for all those cases to be closed in target.</li> </ul>
ECHFLS: Percentage of Repairs service customers satisfied (telephone survey)	Repairs	95.00%	92.50%	★	95.00%	94.05%	★	90.00%	89.84%	★	90.00%	93.44%	★	90.00%	96.07%	★	
	Customer Service	95.00%	92.50%	★	95.00%	94.05%	★	90.00%	89.84%	★	90.00%	93.44%	★	90.00%	96.07%	★	<ul style="list-style-type: none"> <li>The Community Safety Team have had a number of achievements in the last quarter these achievements include;</li> </ul>

Service	Focus (Sunburst Category)	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	Target to 31/12/18	Actual to 31/12/18	Status at 31/12/18	Comments 31/12/2018
ASB1: ASB Satisfaction with final outcome	Anti Social Behaviour Customer Service	4.25	4.38	★	4.25	4.25	★	4.25	3.83	●	4.25	4.22	★	4.25	3.84	●	<p>The No More Service Christmas Lunch for clients, The SADA Christmas Party for clients of the service, SADA completed the 16 days of action campaign, We received the White Ribbon Accreditation Award, Highlighted the SADA Modern Slavery Service and what it provides to Hotels and Estate Agents in Stevenage on Modern Slavery Awareness Day, SADA produced a Domestic Abuse survival guide for victims of Domestic Abuse, The Community Safety Team raised awareness for interfaith week.</p>

Service	Focus (Sunburst Category)	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	Target to 31/12/18	Actual to 31/12/18	Status at 31/12/18	Comments 31/12/2018
AR&Asat1: Satisfaction with Aids & Adaptations service	Customer Service	85.00%	100.00%	☆	85.00%	97.30%	★	80.00%	95.56%	☆	80.00%	100.00%	☆	80.00%	96.00%	☆	
Comp4: Percentage of stage 2 & 3 complaints upheld fully or partially (Housing)	Customer Service	40.00%	58.24%	▲	40.00%	51.28%	▲	40.00%	44.00%	●	40.00%	38.30%	★	40.00%	43.08%	●	<ul style="list-style-type: none"> <li>YTD - 28 Stage 2 &amp; 3 complaints were upheld out of 65 YTD - 19 fully and 9 partially 43.08%, which is 3.08% beyond target. This was an improvement in performance from November YTD 44.26%. This measure is out of target, having only been in target twice previously YTD at end of May and YTD at end September. On a monthly basis 4 of the 9 months were in target.</li> <li>In December, 1 Stage 2 &amp; 3 complaints was upheld out of 4 - 1 partially, giving a performance of 25.00% for the month (an improvement in performance from the November performance of 57.14% and October performance of 71.43% for the month). The one case partially upheld related to Home Ownership.</li> </ul>
IncMax1: Income maximisation for clients	Tenancy Support			»			»	63,000	87,353	☆	126,000	296,237	☆	189,000	421,469	☆	
NI156: Number of households in temporary accommodation at end qtr	Housing Advice and Homelessne... Support	110.00	85.00	☆	110.00	46.00	☆	100.00	60.00	☆	100.00	65.00	☆	100.00	61.00	☆	<ul style="list-style-type: none"> <li>In this Qtr there have been no B &amp; B placements, there were 15 single clients accommodated under HRA and since April 24 clients have either received no housing duty or moved onto permanent accommodation. The demand for single accommodation continues as a majority of homeless accommodation is shared or for larger families.</li> </ul>
HLN2 - Percentage of Homelessness cases prevented within 56 days	Housing Advice and Homelessne... Support			»			»	50.00%	50.00%	★	50.00%	79.56%	☆	50.00%	72.22%	☆	

Service	Focus (Sunburst Category)	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	Target to 31/12/18	Actual to 31/12/18	Status at 31/12/18	Comments 31/12/2018
BV213: Homelessness preventions	Homelessn... and Housing Support	270.0	177.0	▲	360.0	231.0	▲	90.0	101.0	☆	180.0	182.0	☆	270.0	279.0	☆	<ul style="list-style-type: none"> <li>The additionally resourced and newly formed Housing Options and Supply Teams team have worked hard to deliver preventions in excess of the target for the quarter.</li> <li>The supply team have sourced 29 units this quarter compared to 18 for the same period last year. The Housing Options Team have achieved the additional preventions through enhanced client working and the new process of the same caseworker managing the client relationship throughout the journey.</li> </ul>
HLN3 - Percentage of Homelessness cases relieved within 56 days	Homelessn... and Housing Support			»			»	50.00%	100.00%	☆	50.00%	100.00%	☆	50.00%	100.00%	☆	
Recharge2: Recharges collected as a % of amount due (current tenants)	Income/S...			»			»	12.50%	?	?	12.50%	?	?	12.50%	?	?	
A&Acomp1: Percentage of Aids & adapts work completed in time (new referrals)	Income/S...			»			»	90.00%	69.12%	▲	90.00%	55.56%	▲	90.00%	68.09%	▲	
LHMW1: Leasehold major works charges collected a percentage of charges	Income/S...	95.00%	98.55%	☆	95.00%	100.00%	☆	95.00%	100.00%	☆	95.00%	100.00%	☆	95.00%	100.00%	☆	

Service	Focus (Sunburst Category)	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	Target to 31/12/18	Actual to 31/12/18	Status at 31/12/18	Comments 31/12/2018
FTA2: Former tenants arrears collected (in £)	Tenancy & Income			»													<ul style="list-style-type: none"> <li>There was an increase in former tenancy arrears collection rate of 8.3% at the end of the 3 Qtr. compared to 2017/18. The cumulative amount is standing at £65,700. as the end of December 18. There were no write offs in December 18. An action plan specifically for this area has been put in place to improve this area.</li> </ul>
Evict1: Number evictions carried out for arrears	Tenancy & Income	19	13	☆	25	17	☆	6	1	☆	13	6	☆	19	2	☆	<ul style="list-style-type: none"> <li>There were 2 evictions in December 18. The total number stands at 16 from April to date and within target. Based on the current trend so far it is expected that we will meet the target</li> </ul>
CTA1: Current Tenants Rent Arrears % rent due in year (Ytd)	Tenancy & Income	1.50%	1.18%	☆	1.50%	0.76%	☆	1.50%	1.12%	☆	1.50%	1.42%	☆	1.50%	1.00%	☆	<ul style="list-style-type: none"> <li>Performance has continued to improve each month and the arrears level have been consistently reducing since April 18, currently standing 1.00% a reduction of 0.10% compared to the 3 Quarter last year. The team's effort is directed towards continuous improvement in this area aiming to achieve and exceed the required collection rate at the end of the financial year.</li> </ul>
BY66a: Rent collection rate	Tenancy & Income	97.8%	98.3%	☆	98.8%	98.9%	☆	93.6%	94.4%	☆	96.3%	96.8%	☆	97.8%	98.6%	☆	<ul style="list-style-type: none"> <li>The annual rent collection target remains at 98.73% of the rent charged for the year, this month's profiled target is 97.80%. Income collection for the end of December is 98.57%. Performance is 0.77% above the target set for December; it has increased by 0.83% from last month. Performance has continued to improve each month and the collection rate has been consistently increasing since April 18. The team's effort is directed towards continuous improvement in this area aiming to achieve and exceed the required collection rate at the end of the financial year. As we enter into the last financial year quarter, we are going to carry out targeted campaigns such as telephone campaigns and home visits.</li> </ul>
LHSCI: Percentage of Leasehold service charges collected Ytd	Home Ownership Services	96.50%	98.44%	☆	98.25%	97.46%	☆	90.76%	89.51%	☆	95.00%	94.35%	☆	96.50%	97.45%	☆	

Service	Focus (Sunburst Category)	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	Target to 31/12/18	Actual to 31/12/18	Status at 31/12/18	Comments 31/12/2018
Rep-Time2: Average end to end repairs time (days) - Urgent Repairs	Repairs/Vo...			»			»	5.00	4.97	★	5.00	4.50	☆	5.00	3.99	☆	
Void loss 1: Void loss in year (£)	Repairs/Vo...	239,434	241,545	●	319,245	321,493	●	82,767	85,888	●	164,594	169,918	●	239,856	253,297	▲	
Void loss 2: Void loss in year (£)	Repairs/Vo...	70.00	147.00	▲	70.00	130.67	▲	70.00	79.00	▲	70.00	94.00	▲	70.00	100.88	▲	There were two Sheltered Majors returned in December. One was initially received in October, returned in November, and the other was received late September, returned on the first of November. The turnaround time in Repairs was below target leading up to December, with the target being 59 days and the average was 57.8.
Void loss 3: Void loss in year (£)	Repairs/Vo...	70.00	109.47	▲	70.00	111.31	▲	70.00	97.79	▲	70.00	129.05	▲	70.00	117.11	▲	Five Voids were let in December, three of these were returned as ready to let in September and the remaining two were ready to let in October. Sheltered hard to let properties will continue to have this effect on figures. The turnaround time in Repairs was below target leading up to December, with the target being 26 days and the average was 21.75 days.
Void loss 4: Void loss in year (£)	Repairs/Vo...	27.78	33.18	▲	26.00	32.11	▲	32.00	29.89	☆	32.00	27.49	☆	32.00	27.32	☆	

Service	Focus (Sunburst Category)	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	Target to 31/12/18	Actual to 31/12/18	Status at 31/12/18	Comments 31/12/2018
Ⓢ VoidsGMW - The time taken to relet major works general needs voids	Repairs/Vo...	55.00	98.38	▲	51.25	105.35	▲	65.00	72.25	▲	65.00	93.53	▲	65.00	83.24	▲	There were five Voids that were let in December 2018, most required multiple Decent Homes elements. Two of these properties had extensive Damp and Mould work carried out. One property delayed as we gave extra days to previous tenant to clear their belongings after the property had been taken on as a void. There was also a property held at the request of Lettings whilst suitability for Aids and Adaptations was considered for the new tenant.
Ⓢ ECH-Rep3: Percentage repairs appointment made and kept	Repairs	95.00%	97.08%	★	95.00%	96.98%	★	95.00%	96.23%	★	95.00%	95.76%	★	95.00%	99.26%	★	
Ⓢ ECH-Rep4: Percentage repairs fixed first time	Repairs	90.00%	84.88%	▲	90.00%	83.82%	▲	87.50%	89.35%	★	87.50%	92.13%	★	87.50%	97.47%	☆	
Ⓢ Rep Cost1: Average responsive repair cost per dwelling	Repairs	206.73	237.18	▲	275.69	327.07	▲	80.25	59.77	☆	160.50	146.03	☆	240.75	222.17	☆	
Ⓢ Rep-Time1: Average end to end repairs time (days) - Emergency Repairs	Repairs			»			»	1.00	0.28	☆	1.00	0.45	☆	1.00	0.47	☆	

Service	Focus (Sunburst Category)	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	Target to 31/12/18	Actual to 31/12/18	Status at 31/12/18	Comments 31/12/2018
Repairs	Repairs/Vo...			»			»	20.00	14.84	☆	20.00	10.83	☆	20.00	9.81	☆	

⚠ Rep-Time3:  
Average end to end repairs time (days) - Routine Repairs



Additional Performance Results (Where target not applicable)

Service	Actual to 30/09/18	Actual to 31/12/18	Comments 31/12/2018
<p>Compl3: Percentage of stage 1 complaints upheld fully or partially (Housing)</p> <p>Customer Service</p>	63.04	61.08	<ul style="list-style-type: none"> <li>328 Stage 1 complaints were upheld out of 484 YTD (61.08%) - 236 fully and 92 partially. This is an improvement on November YTD 61.36% and October YTD 62.81% and is now 11.08% above target.</li> </ul> <p>In December 31 Stage 1 complaints were upheld out of 53 - 21 fully and 10 partially, giving a performance of 58.49% for the month (which is 8.49% out of our 50% target). This was a decrease in performance compared to November performance of 46.51% for the month. Of the 31 complaints upheld in December, 16 related to Gas &amp; Compliance, 8 to Investment, 5 to Repairs and 2 to Tenancy Services.</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 (i.e. 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 RCI: Average repair cost per void property</p> <p>Voids-Sheltered: Time taken from tenancy termination ready to let for standard sheltered voids</p>	3,118.29	?	
	19.67	15.89	



# Communities & Neighbourhoods

Business Unit Introduction

HMAB – February 2019



# Our Vision

**The neighbourhoods of Stevenage are places where residents are proud to live in and feel safe and well, and where people and organisations work together (co-operatively) to make things better.**

# 3 New Service Groupings



## Community Development

To drive working across the town's neighbourhoods to improve the quality of life for our residents, improve life chances and build stronger and more empowered communities.

Community Development  
Neighbourhood Management  
CNM Programme Management  
Resident Involvement  
Social Inclusion  
Voluntary and Community Sector Development



## Culture, Wellbeing and Leisure

To create opportunities to enable the town's residents to improve their wellbeing and sense of belonging through the provision of good quality play, leisure and cultural facilities and activities

Community Transport  
Culture & Civic Events  
Museum  
Leisure Services Contract  
Play Service  
Sports and Wellbeing



## Community Safety

To make people feel safe and supported by working with our staff, communities and partners to safeguard the most vulnerable and positively tackle crime and ASB

ASB Service  
Community Safety  
Environmental Enforcement  
No More Service  
Safeguarding  
SADA (Stevenage Against Domestic Abuse)

# Service Managers

**Assistant Director Communities and Neighbourhoods**

Rob Gregory

**Community Development Manager – Neil Baker**

**Community Safety Manager - Sarah Pateman**

**Culture, Wellbeing and Leisure Manager - Geoff Caine**

# Delivering positive change

- Creating a unified offer, reducing duplication and unnecessary referrals
- Embedding joint working and shared resources
- Ensuring excellent staff communication and patch-based teams
- Encouraging innovation and creativity
- Improving diversity and inclusion across our service reach
- Delivering better outcomes for our residents

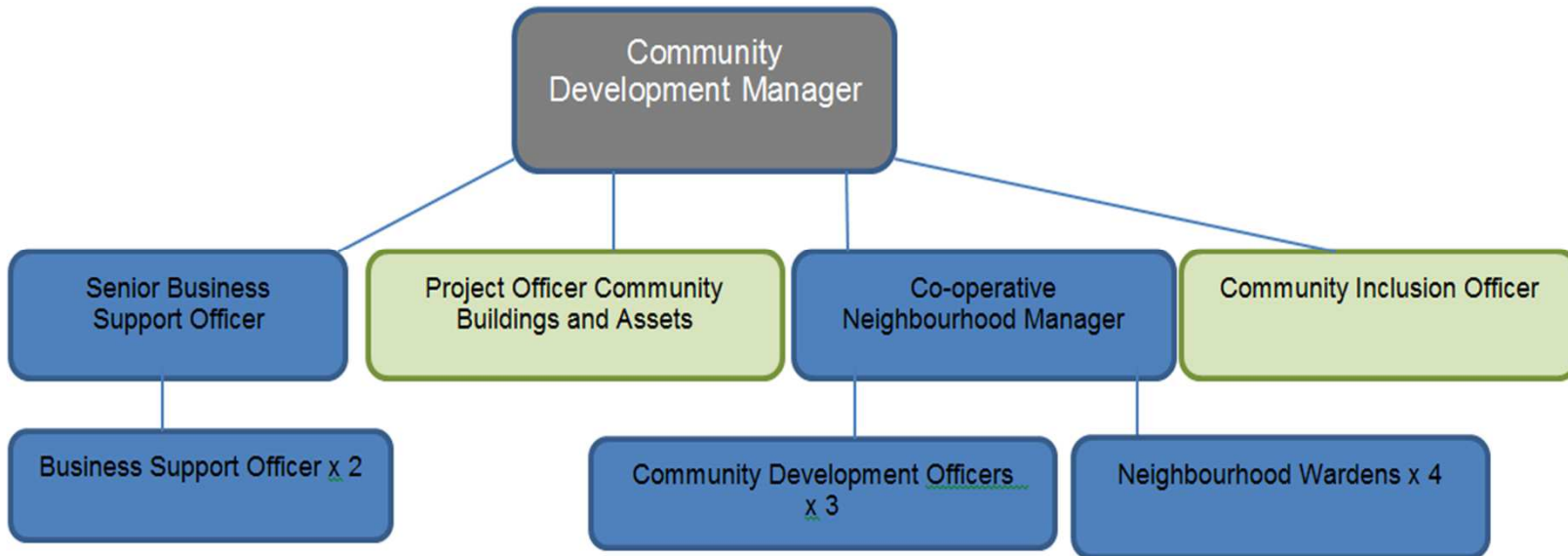
# Community Development

- A council-wide approach to community engagement and involvement
- Integrating other policy areas that dovetail with community development
- Better integrating youth council and youth mayor functions
- Refocussing Neighbourhood Warden functions alongside other teams
- Introducing a new Community Engagement Framework
- Integrating LCB with other funding support and advice for local groups
- Integrating the previous resident involvement offer to create a holistic service



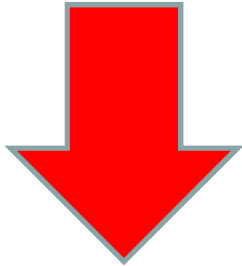
# New Structure

Blue posts = mainstream posts  
Green posts = externally funded



# Area Based Working

Neil Baker  
Community  
Development Manager



Jane Konopka  
Cooperative  
Neighbourhoods  
Manager

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## **NORTH** Old Town; Woodfield; Pin Green; St Nicholas and Martins Wood

Community Development Officer – **Sharon Wood**

Neighbourhood Warden – **Sue Amey**

Team thematic areas: **Youth Council, Youth Mayor, Child Poverty and Health**

Community Centres: **St Nicholas; The Oval; Hampson Park; Springfield House**

## **CENTRAL** Symonds Green; Bedwell; Chells; Chells Manor

Community Development Officer – **Guru Lota**

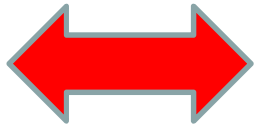
Neighbourhood Warden – **Lisa Ellis-Timbery**

Team thematic areas: **CSP, Disability Panel, Diversity and Housing Information**

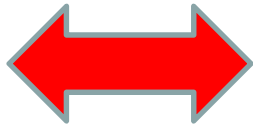
Community Centres: **Symonds Green; Bedwell; Chells Manor; Timebridge**

# Area Based Working

Community Inclusion  
Officer (1 year)



Project Officer  
Community Buildings  
and Assets (1 year)



Business Support

## TOWN CENTRE WARDEN

VACANT

Working with the Town Centre manager and CDO/Warden Central

Thematic areas: **Resident Inspectors; Town Centre Meetings; Events**

## SOUTH Roebuck; Longmeadow; Shephall; Bandle Hill

Community Development Officer – **VACANT**

Neighbourhood Warden – **John Marshall**

Team thematic areas: **Arts and Culture Strategy; Community Safety**

Community Centres: **Shephall & Bragbury End**

# Community Safety

- Multi-skilled Community Enforcement Team to maximise council's enforcement powers
- Introducing paperless referrals to increase the speed of community resolution
- Develop new and integrated roles and the capacity in the right places
- Future models for No More and SADA

# New Structure

Blue posts = mainstream posts  
Green posts = externally funded  
..... = strategic links

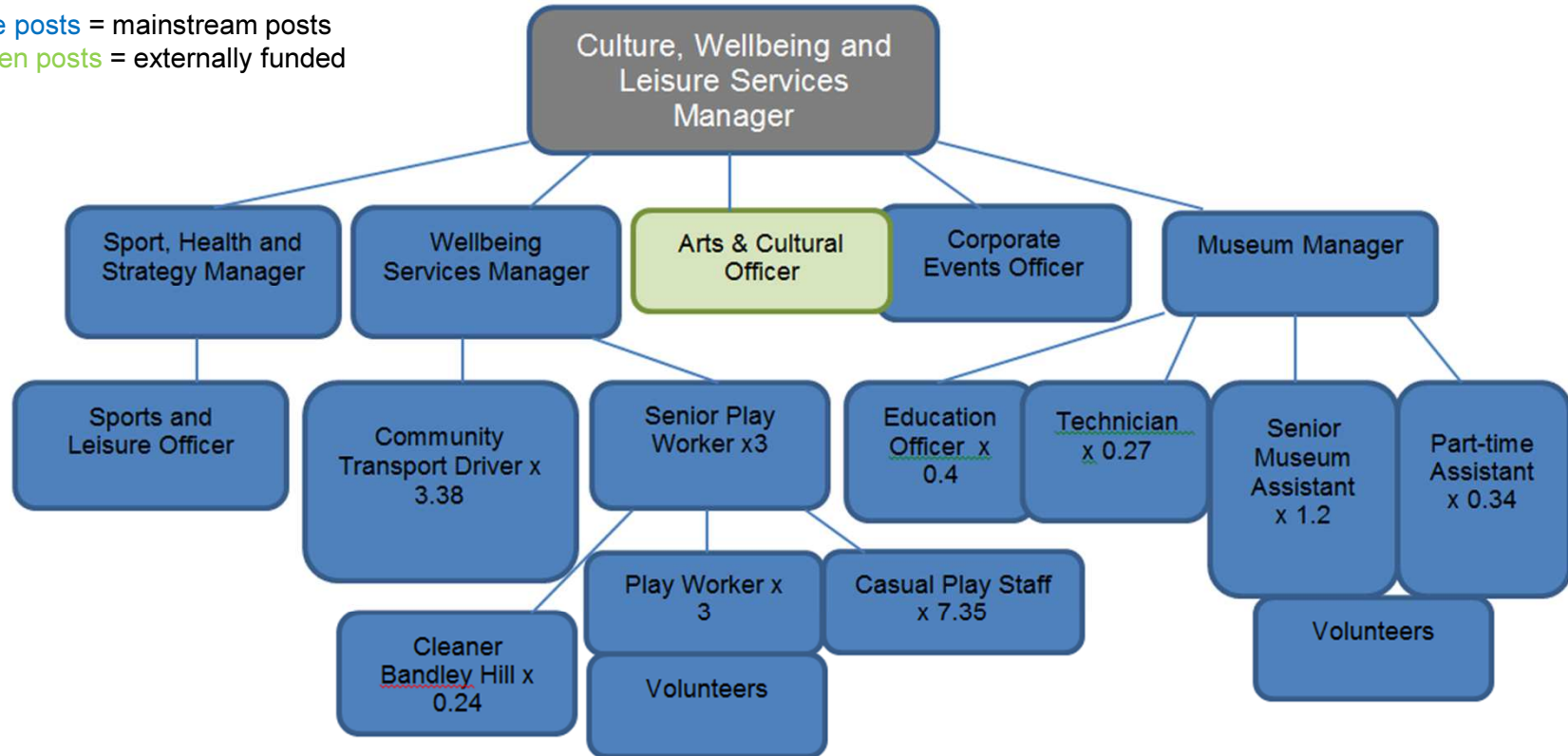


# Culture, Wellbeing and Leisure

- Merge oversight of Play and Community Transport to drive community wellbeing agenda
- Align services to better deliver strategic agendas i.e. Museum and Cultural Strategy, Play and Community Transport and Healthy Stevenage Strategy, Play Service and CNM programme, Events and Leisure
- Re-balance capacity in the right areas
- Income maximisation across play and leisure assets

# Proposed Structure

Blue posts = mainstream posts  
 Green posts = externally funded



# A New Way of Working

These proposal embeds the importance of staff working together co-operatively to achieve results by ensuring:

- Area based working is reflected across all service areas, creating virtual and practical area based teams who can work together in solving local issues (e.g. CDO / Warden / Senior Play Worker / Community Safety Worker) and can work effectively with other teams such as Housing and Stevenage Direct Services.
- Staff are encouraged to be locality based, using our local ward resources as working bases.
- We don't think in isolation – we work together to make things happen.
- A more integrated approach to social inclusion and reaching those we aren't currently working with.



# Questions



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