



HOUSING MANAGEMENT ADVISORY BOARD

Date: Thursday, 20 June 2019

Time: 6.00pm,

Location: Shimkent Room, Daneshill House, Danestrete

Contact: Fungai Nyamukapa

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

Members:	Councillors:	Liz Harrington, Lizzy Kelly, John Lloyd, Lin Martin-Haugh and Margaret Notley
	Resident Members:	Fiona Plumridge (Tenant), Len Saunders (Tenant), Christine Smith (Tenant), Jon Thurlow (Leaseholder) and Customer Scrutiny Panel representative (to be confirmed)
	Staff Members:	Jaine Cresser (Assistant Director – Housing and Investment) and Craig Miller (Assistant Director – Direct Services)

AGENDA

PART 1

1. APPOINTMENT OF HMAB CHAIR

To appoint the Housing Management Advisory Board (HMAB) Chair for 2019/20

2. APPOINTMENT OF HMAB VICE-CHAIR

To appoint the HMAB Vice-Chair for 2019/20

3. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

To receive apologies for absence and declarations of interest

4. MINUTES - 14 MARCH 2019

To approve as a correct record the minutes of the Housing Management Advisory Board (HMAB) meeting held on 14 March 2019

5. HOUSEKEEPING

- a. To note HMAB Terms of Reference
- b. To note HMAB Code of Conduct

Pages 9 – 20

6. HOUSING SERVICE QUARTER 4 PERFORMANCE

To receive Housing Service Performance Report for Quarter 4

Pages 21 – 40

7. REPAIRS AND VOIDS UPDATE

To receive Repairs and Voids update

8. HOUSING ALL UNDER ONE ROOF UPDATE

To receive Housing All Under One Roof (HAUOR) update

9. UPDATE FROM EXECUTIVE MEETINGS

To receive update from Executive Meetings

10. ANY OTHER BUSINESS

To consider any other business accepted by the Chair as urgent

11. DATES OF NEXT MEETINGS

18 July 2019
15 August 2019
12 September 2019
24 October 2019
21 November 2019
6 January 2020
16 January 2020
20 February 2020
12 March 2020
April 2020 (to be confirmed – if required)

STEVENAGE BOROUGH COUNCIL

HOUSING MANAGEMENT ADVISORY BOARD MINUTES

Date: Thursday, 14 March 2019

Time: 6.00pm

Place: Shimkent Room - Daneshill House, Danestrete

Present: **Councillors:** Philip Bibby CC (Chair), Sandra Barr, Lizzy Kelly, and Sarah-Jane Potter

Resident Members: Fiona Plumridge (Tenant) (Vice-Chair), Len Saunders (Tenant) and Christine Anderson (Tenant)

Staff Members: Craig Miller (Assistant Director – Stevenage Direct Services)

In Attendance: Neil Baker (Community Development Manager), Dennis Panter (Asset Management & Major Works Manager), Katrina Shirley (Housing Policy, Performance & Improvement Manager) and Councillor J Thomas (Portfolio Holder – Housing, Health and Older People)

Start / End Time: Start Time: 6.00pm
End Time: 6.45pm

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

Apologies for absence were received from Councillor L Martin-Haugh, J Cresser (Assistant Director – Housing and Investment), L Storey (Tenant) and J Thurlow (Leaseholder).

There were no declarations of interest.

2 **MINUTES - 21 FEBRUARY 2019**

Update on actions – The Community Development Manager informed the Housing Management Advisory Board (HMAB) that the Older People thematic area had been assigned to the Community Development Officer (South). It was confirmed that Marriotts School did not have a representative on the Youth Council. Bedwell Ward was lagging behind in terms of diversity mix of forums for young people. The Community Development Manager informed the HMAB that an update will be provided on completion of the ongoing review of diversity in groups for young people.

It was **RESOLVED** that the Minutes of the HMAB meeting held on 21 February 2019 are agreed as a correct record and signed by the Chair.

HRA BUSINESS PLAN Q3 UPDATE

The Housing Policy, Performance & Improvement Manager updated the HMAB on Quarter Three Business Plan update. The update covered the following:

Housing Development

- 36 homes have been delivered since the beginning of this financial year
- The contractor for Burwell Court and Ditchmore Lane is on site and both schemes are on track for delivery in Q4 2019/20
- Architectural and site preparation work is currently being completed for the North Road, Symonds Green and Shephall Way schemes
- Work is now being carried out to identify the best route for delivery of the Kenilworth scheme (236 homes, retail shops and community centre)

Housing Investment

- At the end of December 2018, 82.6% of council homes were decent, meeting the Q3 target
- Major Refurbishment Contract (MRC) works were in progress at blocks in the Broadwater area (Wates) including two large sheltered schemes (Pitt Court and Gladstone Court) and in Southend Close, Albert Street and Plash Drive (Mulalley)
- Works at the “amber” Fred Millard sheltered scheme are now complete and the Silkin Court project has been agreed following consultation and is currently out to tender

Housing Management and Maintenance Service

- In just under 18 months, fifteen out of 23 projects were completed under Phase One of the Housing All Under One Roof (HAUOR) programme
- The review of the 5th tier management structure for Housing and Investment was due for completion in April 2019
- An external review on how the Council could further enhance the use of its current digital housing system has been completed
- An Electronic Document Management system, mobile digital application and Northgate Task Manager were some of the digital services that are being implemented to enhance service efficiency
- The Repairs and Voids service continues to implement an ongoing programme of improvements

HRA Investment Strategy & Savings

- The revised HRA capital programme was approved by the Executive in February 2019
- Following the announcement of the lifting of the debt cap, there is scope to convert revenue to borrowing and so increase the size of the capital programme
- The HRA 2019/20 budget was approved by Council on 30 January 2019

The Housing Policy, Performance & Improvement Manager confirmed that local authorities will be eligible for funding under the recently announced affordable homes guarantee scheme. The Assistant Director (Housing Development) will be contacting Homes England to clarify the scheme's details.

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

4 **GAS CONTRACT UPDATE**

The Asset Management & Major Works Manager provided an update on the gas contract performance. The current gas contract is now entering the final 6 months of a 48 month contract. The procurement of a new contractor is now well underway and it is planned that the new contract will start on the first of October. The contract had several problems during the early stages. This led to the implementation of an improvement plan that covered issues to be resolved, objectives, milestones and completion dates. Since the introduction of the plan, improvements such as the following have been delivered:

- Complaints responded to usually the same day. Historically not responded to
- Greater communication between SBC Admin team and Liberty Admin team
- A dedicated engineer for voids
- Winter planning in place and running smoothly
- New phone line provider and Liberty's call back feature
- PDAs to enable engineers to order parts while they are still at the address. These orders are processed by an embedded Parts Centre member of staff
- Introduction of an MOT style servicing programme through 2019
- Overall the Liberty Contact centre has continued to improve month-on-month and during the period from 24th December – 2nd January - all calls being answered within 51 seconds
- Complaints have continued to fall most months and many are not upheld or only partially upheld

The Gas Manager also updated the HMAB on the following:

- Winter Plan
- Emergency Contacts & Escalation
- Temporary Heaters
- Customer Care
- Training Requirements
- Adverse Weather
- Parts & Boiler Supplies

The Asset Management & Major Works Manager that the Council was at market engagement phase for the new contract. SBC had invited Liberty for discussions regarding the contract demobilisation plan. The current gas servicing contract did not have a provision for re-procurement. It was confirmed that the contract will be procured in line with the Council's procurement guidelines on quality and price.

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

5 **REPAIRS AND VOIDS UPDATE**

The Assistant Director (Stevenage Direct Services) informed the HMAB that repairs are being fixed promptly and exceeding target. Voids General Needs Major Works, Voids Sheltered Major Works and Voids Sheltered performed below target during the review period. Following the transfer of the caretaking service to Stevenage Direct Services, a pilot project was now underway to schedule work and report issues via the electronic platform (Northgate). Members were informed that the Council was tracking the potential implications of Brexit. It was confirmed that the Council was reviewing the supply chain and identifying alternative suppliers to mitigate any effects of Brexit. The Assistant Director reported that there were mixed approaches to the potential implications of Brexit among suppliers to the Council. Some of the Council's suppliers were proactive and had contingency plans and other suppliers appeared not to be planning ahead. The Council was planning for a possible Brexit-related increase in the price of fuel. Members were informed that it was unlikely that Brexit will have any effect on staff supply for Stevenage Direct Services.

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

6 **HOUSING ALL UNDER ONE ROOF UPDATE**

The Housing All Under One Roof (HAUOR) update was circulated to the HMAB before the meeting. The update highlighted the following:

Phase 1 on the HAUOR programme

- Tier 4 restructure completed
- Tier 5 restructure due for completion by end of March
- Business vision agreed
- Staff cohesion continues through newsletters annual away days and quarterly sessions
- Health checks on Northgate completed
- Housing Advice, Key details and task manager modules implemented
- Housing Options and Housing supply team in place
- Mobile working for supported housing in place

Seventeen (17) projects have been agreed for Phase 2 (Jan 2019 – March 2020). The Phase 2 projects include:

- Transformation of housing advice including Homelessness Case Level Information Collection (H-CLIC) returns to Government
- Electronic document management system goes live in March
- Northgate self-serve for customers
- Start of tier 6 restructure including area focussed approach to delivering services to customers linked into Communities and Neighbourhoods (CNM) and Stevenage Direct Services (SDS)

- Housing Older Persons Strategy
- Delivery of the Major Refurbishment Contract
- Implementation of the Customer service module
- Northgate/Keystone interface
- Service charge review
- Estate management offer in conjunction with colleagues in SDS and CNM

Four sessions have been scheduled to brief staff on the progress of the transformation project and the outcome of the tier 5 management structure. HMAB members are welcome to come along to these briefings on 20 March 2019.

It was **RESOLVED**:

1. That the update is noted
2. That the Assistant Director provides timings for the four Housing and Investment staff sessions

7 **UPDATE FROM EXECUTIVE MEETINGS**

The Portfolio Holder (Housing, Health and Older People) informed Members that the following items were considered at the March meeting of the Executive:

- Third Quarter Monitoring Revenue report 2019/20 for the General Fund and Housing Revenue Account
- Third Quarter Capital Monitoring report 2019/20 for the General Fund and Housing Revenue Account
- Housing Revenue Account Asset Management Strategy
- Summary of the delivery of the Co-operative Neighbourhood
- Management (CNM) Programme to date and the outline plans for 2019-20 delivery moving forwards

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

8 **ANY OTHER BUSINESS**

The Chair informed Members that he was recently appointed to the Board of Directors for Groundwork East – a community charity that works to create better places, improve people's prospects and encourage greener living and working. The Community Development Manager informed the HMAB that Groundwork was currently not involved in any of the Council's projects. It was indicated that there was scope for a partnership between SBC and Groundwork.

Members were reminded to consider nominations for the positions of Chair and Vice-Chair of the HMAB for the 2019/20 Municipal Year. It was indicated that regular updates were the only items on the draft agenda for the April meeting.

It was **RESOLVED:**

1. That the Chair contacts the Community Development Manager to explore partnership options between the Stevenage Borough Council and Groundwork
2. That the April meeting of the HMAB be cancelled

9 **DATE OF NEXT MEETING**

Thursday 20 June 2019, 6.00pm, Shimkent Room, Daneshill House, Danestrete, SG1 1HN (**subject to confirmation**)

CHAIR

Housing Management Advisory Board - Terms of Reference	
Author: Resident Involvement Manager	
Owner: Resident Involvement Manager	Last update: 21 June 2018
Date Created: June 2014	Next Revision Date: March 2020

The role of the Housing Management Advisory Board (HMAB)

The Housing Management Advisory Board (HMAB) is a group of council tenants and leaseholders, councillors and staff who work in partnership with the Council's Executive and other relevant committees and acts in an advisory role on housing related decisions.

The HMAB makes recommendations to the Portfolio holder for Housing, Health and Older People, the Council's Executive and Full Council as appropriate acting as the link to other involved housing customer groups including the Customer Scrutiny Panel (CSP).

The HMAB's work includes:

- Involvement in the development of housing related strategies.
- Involvement in the development of the housing business plan, how this is delivered and the key projects identified within the plan.
- Involvement in budget setting for housing
- Reviewing overall, high level performance.
- Regular review of the Business Plan and associated Capital and Revenue Budgets.
- Review and comment on draft reports on key decisions to be taken by the Executive.
- Involvement and ability to comment on key changes to strategy, key policies, significant service changes and development proposals.

The HMAB is not involved with day-to-day operational matters or matters of detailed service delivery or performance. It will monitor key performance indicators using a red/amber/green system to highlight areas of concern, where concerns are related to operational matters they may be discussed.

Contents of the Terms of Reference

1. Mission
2. Vision
3. Values
4. Responsibilities, objectives and functions of the Housing Management Advisory Board
5. Membership
6. Election of Chair and Vice Chair
7. Training and induction
8. Access to information
9. Accountability

- 10. Governance and support
- 11. Communication
- 12. Meetings information

1. Mission

- 1.1 The Housing Management Advisory Board is committed to working to improve housing services for customers through 'co-regulation', involving tenants and leaseholders in decision-making and scrutinising housing services.
- 1.2 This supports the Council's corporate objective to be a "co-operative council".
- 1.3 The HMAB is actively involved in shaping the future for housing services through early involvement in policies and strategies and important business decisions.

2. Vision

- 2.1 The vision is for council housing services to be effective and accessible; meeting the needs of customers and the local community.
- 2.2 The HMAB's strategic direction, challenge and advisory guidance will promote continuous improvement and value for money in housing services.

3. Values

- 3.1 HMAB will be professional and transparent in its activities.
- 3.2 HMAB will reflect the needs of all customers, including internal customers, showing respect for all regardless of background, ethnicity or orientation. This is in line with the Council's Equality and Diversity Framework.
- 3.3 The work of HMAB will be representative of the Council's corporate values.

4. Responsibilities, objectives and functions of the Housing Management Advisory Board

- 4.1 HMAB commit to the following to achieve the mission and vision:
 - a. A key strategic overview of the management of the Council's Housing Revenue Account (HRA) business, including the 30 year plan and associated strategies
 - b. Early involvement and influence in the creation of key strategic policies and strategies
 - c. A key consultation mechanism and representative voice between the Council's Executive and customer engagement structure on all HRA management matters including, but not exclusive to, rent setting, capital programme, service level performance
 - d. To represent tenants, residents and leaseholders, to ensure that the Council provides high standard housing services that meet resident needs
 - e. To operate in the interests of the whole borough and not as individuals or areas
 - f. To challenge and question staff who manage and deliver the service
 - g. Make strategic recommendations on how housing services can be improved
 - h. To commission (as appropriate) and receive Service Reviews and reports from Customer Scrutiny Panel (CSP)
 - i. To monitor the service improvement plans agreed after CSP reviews on a six monthly basis. The CSP representative will be responsible for this item.
- 4.2 HMAB will not cover the following:

- i. Operational staffing concerns (although strategic reviews of structures will be received)
- ii. Procurement decisions (where staff are already delegated to take decisions),
- iii. Individual cases (which are best handled through other mechanisms)

5. Membership

- 5.1 The membership of the HMAB will comprise of up to ten housing customers (tenants and one resident leaseholder), five councillors and two Stevenage Borough Council Housing staff - the relevant Assistant Directors dealing with housing, investment and repairs
- 5.2 Staff may be co-opted onto HMAB provided they have relevant knowledge.
- 5.3 One of the customer members will be a member of the Customer Scrutiny Panel (CSP), elected by the full CSP.
- 5.4 Councillors are elected by their political party after public elections (usually in May) to the HMAB and subject to party selection processes they may stay on HMAB for the remainder of their term as a councillor.
- 5.5 To remain a member of HMAB, tenants/leaseholders must
 - Be a current tenant or resident leaseholder of Stevenage Borough Council;
 - Be within the terms of their tenancy/lease without any breaches;
 - Not be an employee of Stevenage Borough Council
- 5.6 To remain a member of the HMAB, staff must
 - Be a current employee of Stevenage Borough Council;
 - Not become a tenant or leaseholder of Stevenage Borough Council;
 - Not be subject to any disciplinary action in their capacity as a member
- 5.7 To remain a member of the HMAB, councillors must
 - Be a current councillor of Stevenage Borough Council
- 5.8 All HMAB members must adhere to the code of conduct.
- 5.9 Recruitment is carried out using the Council's website and via an interview with existing HMAB members.
- 5.10 Members must send apologies via the Chair if they cannot attend a meeting. Missing three consecutive meetings without sending apologies will result in a resignation being assumed.
- 5.11 The quorum for meetings is six HMAB members, with three customers, two councillors and one member of staff. This is proportional.

Term of office for HMAB members

- Councillors may remain on HMAB for the term of their councillor office (four years). Councillors may serve two terms on HMAB. A maximum of 8 years.
- Tenants and leaseholder members of HMAB serve a term of four years. Tenants and leaseholders may serve two terms on HMAB. A maximum of 8 years.
- Staff HMAB members remain in post during their employment in the position related to HMAB membership.

6. Election of Chair and Vice-Chair

- 6.1 The positions of Chair and Vice Chair will be elected annually at the Away Day or the first meeting after Annual Council whichever comes first.
- 6.2 The Chair should either be a tenant or a councillor, on a yearly rotation with the Vice-Chair as the opposite.

- 6.3 Either the Chair or Vice-Chair can attend the Executive meeting; alternatively another member can be co-opted to attend.

7. Training and induction

- 7.1 HMAB members will receive induction training.
7.2 This will be a minimum of basic housing law and introduction to social housing.

8. Access to information

- 8.1 The board will adhere to the requirements of the data protection legislation.
8.2 The board will only access information that is applicable to their activities.
8.3 All information will be kept confidential; breaches in confidentiality will result in exclusion from the HMAB.
8.4 Confidential information will be heard as “part two” items and identified by printing on pink paper. This information will not be available to the public.

9. Accountability

- 9.1 The Board are accountable to tenants and leaseholders and the council’s Executive.
9.2 Declarations of interest should be made at the beginning of each meeting under “Apologies for Absence and Declarations of Interest.”
9.3 The Portfolio Holder for Housing is invited to attend the meetings of the HMAB. They will observe, respond and report back to the Executive. They are available to answer queries and inform HMAB on policy decisions.

10. Governance and support

- 10.1 The Resident Involvement Team and Housing Performance and Improvement Officer will provide support for HMAB, providing appropriate resources to help it operate effectively, for example:
- relevant training;
 - access to IT equipment;
 - expenses to cover any HMAB-related activities
 - Updating the tracker.
- 10.2 Constitutional Services Officers will provide administrative support including distributing papers and providing minutes.
10.3 These terms of reference will be reviewed every three years. (Next renewal due 2020) or where structure changes in the council require this to be necessary.

11. Communication

- 11.1 The HMAB will publish information about their work and meetings on the Stevenage Borough Council website and in their annual report; this will include the generic email address.
11.2 The tracker will be available on the website and updated monthly.

12. Meetings information

- 12.1 Decisions will be made by show of hands, and the Chair shall have the casting vote. A simple majority in favour will carry a proposal. HMAB members may abstain from voting.

- 12.2 HMAB will meet monthly. Papers will be published five clear working days in advance.
- 12.3 The Away Day will take place in July; this will review the work over the past year and be an opportunity to set the work plan.
- 12.4 The work of HMAB is linked to the Council's forward plan (Future Town, Future Council) plus the wider housing arena.
- 12.5 The public may attend part one of HMAB meetings in an observer role only.

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Housing Management Advisory Board

Code of Conduct

Purpose

1. The purpose of this Code of Conduct is to provide clear guidance to members of the Housing Management Advisory Board (HMAB) on acceptable standards of conduct required of its members.
2. All members of the HMAB must adhere to the terms of the Code of Conduct and Terms of Reference at all times.
3. This document should be read in conjunction with relevant aspects of the Stevenage Borough Council Constitution, HMAB terms of reference, and the Nolan Committee "Seven Principles of Public Life" (see appendix 1).

Conduct - general

4. All HMAB members should be familiar with the seven principles established by the Nolan Committee: selflessness; integrity; objectivity; accountability; openness; honesty; leadership.
5. In carrying out the day-to-day business of the HMAB, members must be aware of their responsibility to act in a fair, open, transparent and responsive manner.
6. All members of the HMAB will: actively engage in discussions; contribute positively; listen carefully; challenge sensitively; and, avoid conflict.
7. All members of the HMAB recognise that others may have different points of view, and that all perspectives should be acknowledged. However, any differences should not impede discussion or prevent the HMAB from carrying out its work.
8. In conducting day-to-day business all members of the HMAB will respect confidentiality. Any confidential information discussed at meetings will be identified as such, and members should maintain the confidentiality of the information and never disclose it to anyone, except with the express permission by the person or persons concerned.
9. Members of the HMAB are jointly responsible for their decisions and actions. Decisions will be taken by majority vote and recorded in the minutes. Once a

decision is made, all members of the HMAB must follow that decision, even if they did not vote for it.

10. Should any member of the HMAB feel they require further guidance or training, they should approach the Resident Involvement Team for guidance or to explore training options.
11. If a HMAB member fails to attend three consecutive meetings without giving accepted apologies, the member shall be deemed to have resigned from the HMAB. Having missed two consecutive meetings without explanation the relevant council officer will write to the individual outlining the consequences of missing another meeting.
12. All HMAB members have a duty to feed back at the first opportunity to the HMAB any business they have undertaken on the HMAB's behalf.

Conduct during meetings

13. The Chair, Vice-Chair, or whoever is presiding at the meeting shall have control of the conduct of the meeting.
14. Members will do their best to arrive at meetings on time and, if arriving late, should take a seat quietly and apologise.
15. Members must be polite and courteous at all times during meetings.
16. Members must respect others' perspectives, and allow each other to speak.
17. Members must always bear in mind that the purpose of the meeting is to benefit tenant and leaseholders of Stevenage Borough Council, and not specific individuals.
18. Grievances concerning conduct during a meeting should be brought to the attention of the Chair. In the event of a breach of the Code of Conduct, the relevant council officer will issue a warning. Should the warning not be heeded, the Chair will have the right to ask any attendee to leave the meeting.

Conduct – written communication

19. Written communication refers to any written communication both between members of the HMAB and between the HMAB and external individuals or bodies. It includes, but is not exclusive to: letters; emails; text messages; instant messenger; any VOIP communications (such as Skype); Facebook; and, Twitter.
20. Any formal communication on behalf of the HMAB will normally be undertaken by the Chair, Vice-Chair, or a nominated officer of SBC.

Conflict of Interest

21. A conflict of interest may arise where a member's personal or family interests and/or loyalties may conflict with those of the HMAB.
22. Accordingly, all members of the HMAB must declare their interests, including any gifts or hospitality received in connection with their role within the HMAB with an estimated value of at least £25. New interests should be declared at the earliest opportunity, normally at the next HMAB meeting.
23. If you are unsure as to whether you have a conflict of interest, you should raise your concerns with the Resident Involvement Team at the earliest opportunity.

Code of Conduct – dealing with a breach

24. Any member of the HMAB should alert the rest of the HMAB to a breach in the Code of Conduct either by raising the issue directly with the Chair or the Resident Involvement Team.
25. Any allegations of a breach must be backed up either by evidence or by at least two corroborating independent witnesses.
26. The process for dealing with a breach is set out below:
 - **Stage 1.** An informal discussion will be held between the Chair and the member who is alleged to have breached the Code. The Chair and member should discuss the breach and agree a way forward, such as an apology to the group or a written commitment from the member that they will not breach the Code again. It should be noted at the following HMAB meeting that an informal discussion was held.
 - **Stage 2.** Following the informal discussion, should the breach continue, the Chair should issue a formal written warning to the member in question, and let them know that a continuation of the breach or a further breach will result in the case being referred to the HMAB.
 - **Stage 3.** Should the breach continue after Stage 2, the case should be brought before a closed HMAB meeting, convened as quickly as possible after the breach (ideally within 15 working days). The member under investigation should not be present at the closed meeting. HMAB members must have at least 48 hours' notice of the meeting. The HMAB will hear the case, and vote by simple majority to either suspend the member in question or to allow them to continue.
27. The suspended member would only be permitted to become a member again with the permission of the HMAB, by majority vote.
28. If the suspended member wishes to appeal the decision, he/she should make his application to the Chair in writing within 14 days of the suspension. The Chair should then refer the case to senior management who will hear the case.

29. The senior manager/s should then hear the appeal within 28 days and vote whether or not to accept or reject the evidence presented to them.
30. The decision of the senior manager/s is binding and will have immediate impact. If the appeal is upheld, the member concerned can re-join the HMAB. If the appeal is rejected, refer to item 26.
31. Should the member alleged to have breached the Code of Conduct be the Chair, or should the Chair have an interest in the case, another member of the HMAB will be nominated by three further members of the HMAB to undertake the Chair's duties in the breach process outlined above.
32. This Code of Conduct shall not be altered except by agreement of the HMAB where amendments must be carried by a simple majority of the members.

Appendix 1

Nolan Committee The Committee on Standards in Public Life

The Seven Principles of Public Life

Selflessness

You should take decisions solely on the basis of the values and objectives of the Association. You should not do so in order to gain financial or other material benefits for yourself, your family or friends.

Integrity

You should avoid placing yourself under any obligations, financial or otherwise, to outside individuals or organisations that might influence you in the performance of your duties.

Objectivity

You should ensure that in the delivery of services, the appointment of staff or the awarding of contracts, you maintain impartiality and base decisions on merit alone.

Accountability

You must accept accountability for your decisions and actions and submit yourself to whatever scrutiny is appropriate such as by the boards of management or trustees, residents, the providers of public funds and other stakeholders.

Openness

You should be as open as possible about all the decisions and actions that you take. You should give reasons for your decisions and restrict information only when individual or commercial confidentiality clearly so demand.

Honesty

You must declare any private interests relating to your duties, and take steps to resolve any conflicts arising in a way that is lawful and protects the reputation, values and mission of the Association.

Leadership

You must promote and support these principles by leadership and example.

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Agenda Item 6

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

Subject: Performance Management

Date: 20 June 2019

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

Action Required:

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

SUMMARY:

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

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

In advance of HMAB meetings, HMAB Members receive:

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

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

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

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

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

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

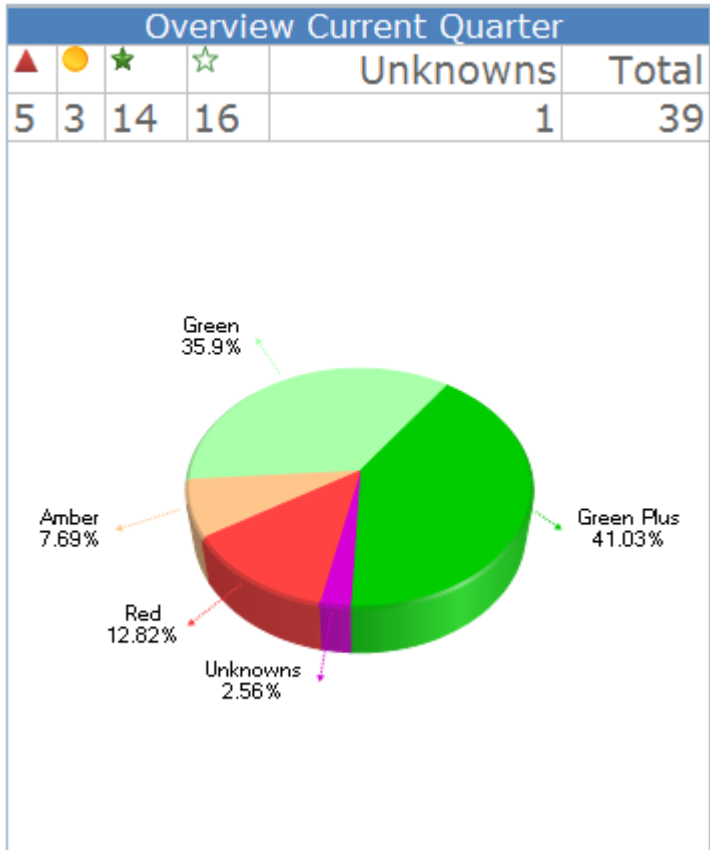
- Voids Shelt-a: Time taken from tenancy termination to ready to let for standard sheltered voids – supporting information for sheltered voids performance measure.
- Voids RC1: Average repair cost per void property – performance trend being assessed.

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

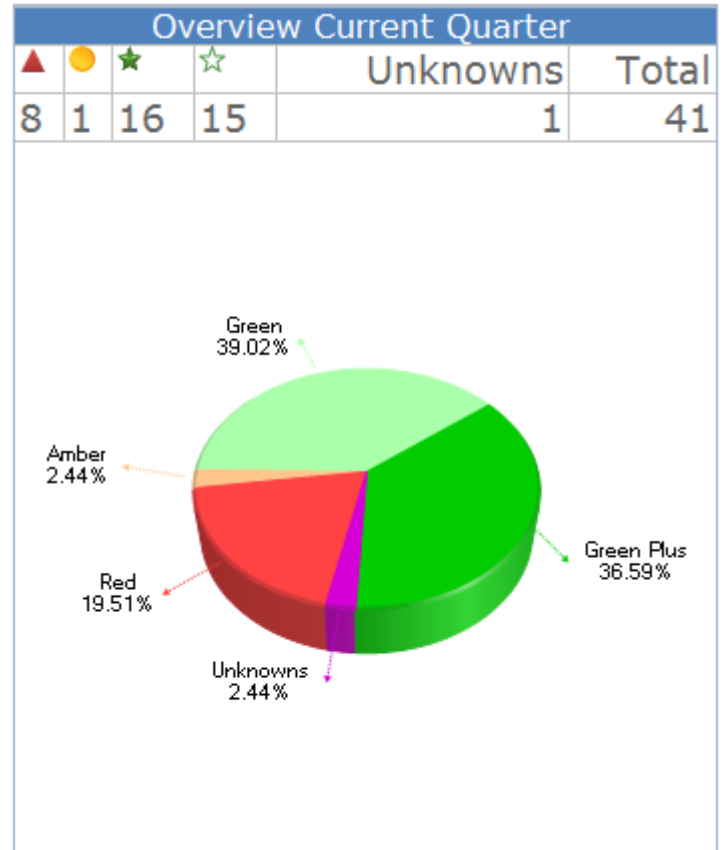
Missing result: Recharge2 - Recharges collected as a % of amount due (current tenants). This measure has been reviewed to ensure that robust information is provided. The new measures will be in place April 2019. It has been agreed to have two measures in this area; one for the old debt pre- 2017 with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

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

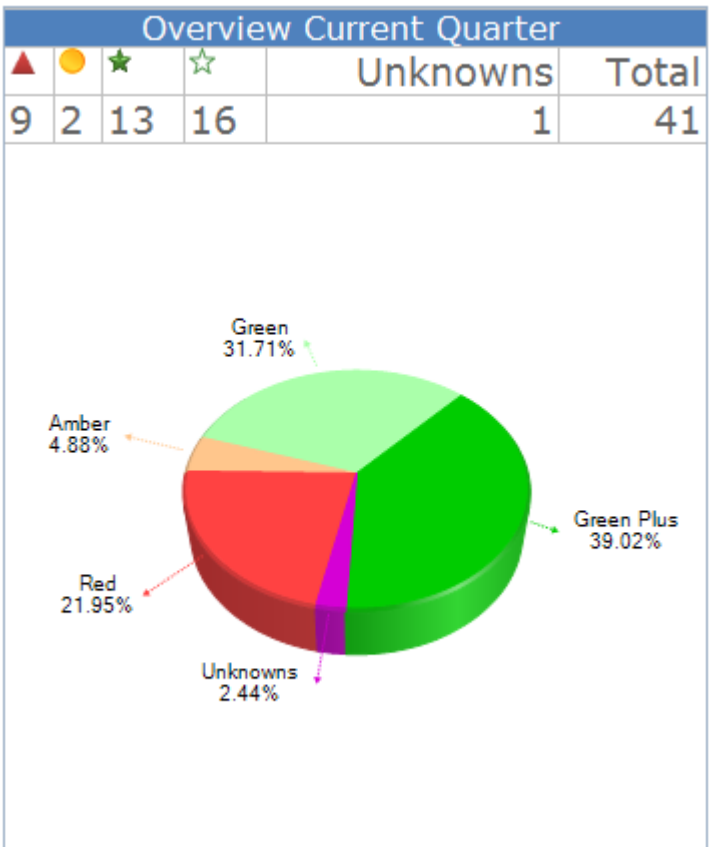
Overview of results to June 2018



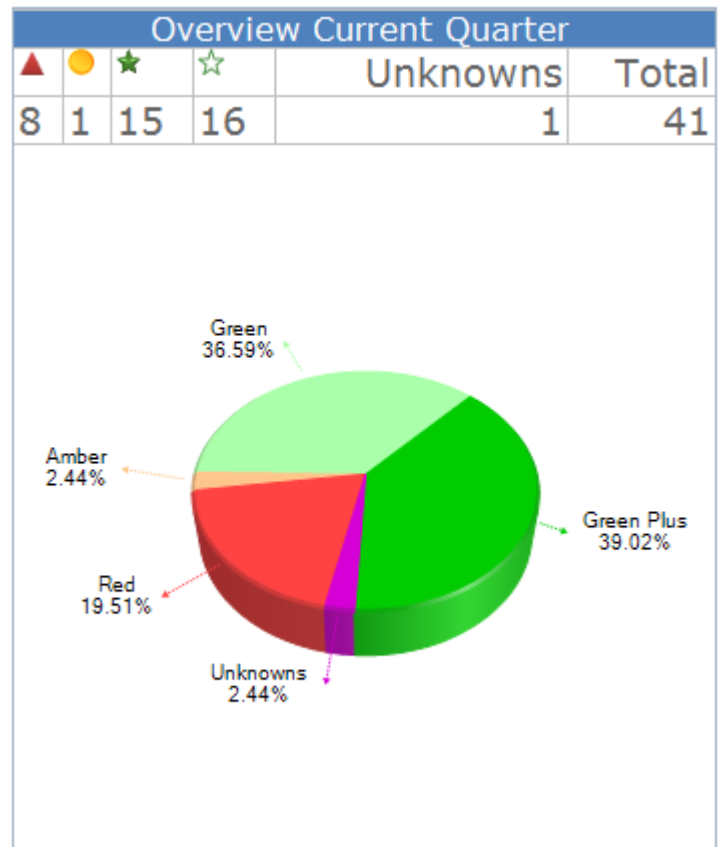
Overview of results to September 2018



Overview of results to December 2018



Overview of results to March 2019



Performance Highlights and areas for improvement

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

Compliance Theme

Performance Achievements:

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

Improvement Focus:

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

Customer Service Theme

Performance Achievements:

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

Improvement Focus:

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

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

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

Homelessness and Housing Support Theme

Performance Achievements:

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

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

Improvement Focus:

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

Income/Spend Theme

Performance Achievements:

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

Improvement Focus:

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

Repairs and Voids Theme

Performance Achievements:

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

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

Improvement Focus:

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

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








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

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

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

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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 31/03/18	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	Target to 31/03/19	Actual to 31/03/19	Status at 31/03/19	Comments 31/03/2019	
+	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%	★	
+	RTB1: Percentage of RTB notices responded to within statutory timescales	Home Ownership Services	Compliance	95.00%	92.24%	★	95.00%	100.00%	☆	95.00%	93.06%	★	95.00%	93.10%	★	95.00%	94.87%	★	
+	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%	★	
+	FRA1: Percentage of dwellings with a valid Fire Risk Assessment	Asset Management	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	Asset Management	Compliance	100.0%	100.0%	★	100.0%	100.0%	★	100.0%	100.0%	★	100.0%	100.0%	★	100.0%	100.0%	★	

	Service	Focus (Sunburst Category)	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	Target to 31/03/19	Actual to 31/03/19	Status at 31/03/19	Comments 31/03/2019	
+	ECHFL1: Percentage of Homes maintained as decent	Asset Management	Compliance	75.4%	75.8%	★	77.2%	77.3%	★	79.8%	80.0%	★	82.6%	82.6%	★	75.3%	75.4%	★	
+	MX1: Percentage of mutual exchanges completed within statutory timescale	Tenancy & Income	Compliance	96.00%	95.57%	★	96.00%	100.00%	☆	96.00%	100.00%	☆	96.00%	100.00%	☆	96.00%	98.92%	☆	<ul style="list-style-type: none"> Towards the end of the quarter team received and working on a lot of requests to move over Easter. Although met target on those completed we have experienced various issues resulting in cases being put on hold. These being tenants not being in for appointments or rearranging, delay in receiving external Landlords reports and remedial work to be carried out following electrical inspections.
	Assets5b: Percentage of assets known to be health and safety compliant (as per SBC definition)	Asset Management	Compliance			»			»	100.00%	91.70%	▲	100.00%	97.00%	▲	100.00%	91.00%	▲	
	Assets5a: Percentage of assets known to be health and safety compliant (Statutory)	Asset Management	Compliance			»			»	100.00%	90.00%	▲	100.00%	98.00%	▲	100.00%	91.00%	▲	<ul style="list-style-type: none"> This quarter includes a month of the outgoing contractor and two in which the incoming contractor has mobilise; access arrangements have prevent a number of tasks from being completed in time to achieve the targets. All high risk tasks have been performed including Gas and Fire, all other tasks have been completed and up loaded but not in time for this report. Mears have completed outstanding tasks left by the previous contractor, have mobilised well and invested in the contract by training staff up to date, their IT and reporting tools are behind schedule by are progressing steadily.
+	Compl1: Percentage of complaints from customers closed on target (Housing)	Customer Service	Customer Service	95.00%	94.44%	★	95.00%	78.17%	▲	95.00%	85.03%	▲	95.00%	88.37%	▲	95.00%	90.03%	●	<ul style="list-style-type: none"> YTD – 677 complaints were closed within target out of 752 complaints closed YTD (90.03% - 4.97% below target). This is practically unchanged from YTD end February 89.73%, but shows an overall improvement from the previous months YTD January 89.03%, December 88.37%, November 87.34% and October which was 86.46%. In March 51 customer complaints were closed - 48 in time and 3 out of time making March performance 94.12%. This was disappointing compared to the previous monthly performance of February 98.15%, January 98.25% and December 98.25%. The 3 complaints closed out of time in March related one each to Gas & Compliance, Home Ownership and Tenancy Services. This measure has not been in target YTD this financial year. Monthly performance had improved month on month April to September. The

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	Service	Focus (Sunburst Category)	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	Target to 31/03/19	Actual to 31/03/19	Status at 31/03/19	Comments 31/03/2019	
																			months of September to February were all above target.

	Service	Focus (Sunburst Category)	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	Target to 31/03/19	Actual to 31/03/19	Status at 31/03/19	Comments 31/03/2019
<p>Compl2: Percentage of MP & Members enquiries answered within 10 days (Housing)</p>	Customer Service	Customer Service	95.00%	94.83%	★	95.00%	92.36%	★	95.00%	88.51%	▲	95.00%	88.97%	▲	95.00%	88.26%	▲	<p>YTD 481 Councillor and MP enquiries were closed within target out of 545 enquiries closed (88.26% - 6.74% below target). This is an improvement from February YTD 87.89%, but a dip in performance from January YTD (89.04), December YTD (88.97%), November YTD (88.65%) and October YTD (88.66%).</p> <p>In March 58 Member enquiries were closed - 53 in time and 5 out of time, making March S/L 91.38%. This is an improvement on February's performance 77.55%, but lower than the month of January 90.00%. Of the 5 Member/MP enquiries closed out of time, 2 related to Lettings and 1 each to Gas & Compliance, Tenancy Services and Investment. This measure has not been in target YTD this financial year. The only individual months that were in target were June and September.</p>
<p>Page 32</p> <p>Compl4: Percentage of stage 2 & 3 complaints upheld fully or partially (Housing)</p>	Customer Service	Customer Service	40.00%	51.28%	▲	40.00%	44.00%	●	40.00%	38.30%	★	40.00%	43.08%	●	40.00%	39.51%	★	<p>YTD end March was in target - 32 Stage 2 & 3 complaints were upheld out of 81 closed YTD - 19 fully and 13 partially (39.51%), which is 0.49% within target. This was an improvement compared to 41.33% YTD in February, 40.58% YTD in January, 43.08% YTD in December and 44.26% YTD in November. This measure is in target, having only been in target twice previously YTD at end of May and YTD at end September. On a monthly basis 6 of the 12 months were in target.</p> <p>In March, 1 Stage 2 & 3 complaint was upheld out of 6 (1 partially), giving a performance of 16.67%, an improvement in monthly performance compared to February 50.00%. The previous months were also in target - January 0.00% and December 25.00%. The 1 case partially upheld in March related to Home Ownership.</p> <p>This performance matches our forecast at end of February.</p>
ECHFL-EW1: Percentage of tenants satisfied with external works completed (for the current quarter)	Asset Management	Customer Service	85.0%	95.5%	★	90.0%	93.9%	★	90.0%	89.0%	★	80.0%	89.7%	★	80.0%	91.2%	★	
ECHFL-IW1: Percentage of tenants satisfied with internal works completed (for the current quarter)	Asset Management	Customer Service	80.0%	44.0%	▲	80.0%	93.9%	☆	80.0%	94.3%	☆	80.0%	95.7%	☆	80.0%	96.0%	☆	
																		<p>Community Safety team have been allocated neighbourhood</p>

	Service	Focus (Sunburst Category)	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	Target to 31/03/19	Actual to 31/03/19	Status at 31/03/19	Comments 31/03/2019
ASB1: ASB Satisfaction with final outcome	Anti Social Behaviour	Customer Service	4.25	4.25	★	4.25	3.83	●	4.25	4.22	★	4.25	4.36	★	4.25	4.54	★	patches which has included monitoring of their cases fortnightly and the satisfaction surveys. This has resulted in an increase of surveys carried out. In particular during quarter four, 25 surveys were attempted, 20 were completed, 17 of those were very satisfied and only 1 was fairly dissatisfied.

	Service	Focus (Sunburst Category)	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	Target to 31/03/19	Actual to 31/03/19	Status at 31/03/19	Comments 31/03/2019	
+	A&Asat1: Satisfaction with Aids & Adaptations service	Asset Management	Customer Service	85.00%	97.30%	★	80.00%	95.56%	☆	80.00%	100.00%	☆	80.00%	96.00%	☆	80.00%	100.00%	☆	
+	ECHFL5: Percentage of Repairs service customers satisfied (telephone survey)	Repairs	Customer Service	95.00%	94.05%	★	90.00%	89.84%	★	90.00%	93.44%	★	90.00%	96.07%	★	90.00%	96.13%	★	
	NI156: Number of households in temporary/emerge accommodation at end qtr	Housing Advice and Homelessne...	Homelessn... and Housing Support	110.00	46.00	☆	100.00	60.00	☆	100.00	65.00	☆	100.00	61.00	☆	100.00	73.00	☆	<ul style="list-style-type: none"> Qtr 4 was a busy period impacted by the provision of SWEP. A total of 102 people were accommodated of which 29 had moved on by way of either a permanent offer or no housing duty and a further 22 clients were placed into B and B. Alternative accommodation is currently being explored through a housing provided thus reducing the impact of using B and B.
	BV213: Homelessness preventions	Housing Advice and Homelessne...	Homelessn... and Housing Support	360.0	231.0	▲	90.0	101.0	☆	180.0	182.0	★	270.0	279.0	★	360.0	399.0	☆	<ul style="list-style-type: none"> Figures now updated to include CAB preventions. The total represents achievement significantly above target
+	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%	☆	50.00%	72.22%	☆	50.00%	70.34%	☆	

	Service	Focus (Sunburst Category)	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	Target to 31/03/19	Actual to 31/03/19	Status at 31/03/19	Comments 31/03/2019
+	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%	☆	50.00%	100.00%	☆	50.00%	100.00%	☆	
	IncMax1: Income maximisation for clients	Tenancy Support Homelessn... and Housing Support			»	63,000	87,353	☆	126,000	296,237	☆	189,000	421,469	☆	252,000	511,053	☆	
+	A&Acomp1: Percentage of Aids & adapts work completed in time (new referrals)	Asset Management Income/S...			»	90.00%	69.12%	▲	90.00%	55.56%	▲	90.00%	68.09%	▲	90.00%	74.47%	▲	
+	LHMW1: Leasehold major works charges collected as a percentage of charges due	Home Ownership Services Income/S...	95.00%	100.00%	☆	95.00%	100.00%	☆	95.00%	100.00%	☆	95.00%	100.00%	☆	95.00%	88.89%	▲	<ul style="list-style-type: none"> Unable to achieve 100% as one of the leaseholder's has passed away and the estate is currently going through probate. It is anticipated this account will be clear once ownership is changed and this is likely to occur in this service charge year (2019-2020).
	FTA2: Former tenants arrears collected (in £)	Tenancy & Income Income/S...			»	21,000	28,392	☆	42,000	46,457	☆	63,000	65,700	☆	84,000	89,959	☆	

	Service	Focus (Sunburst Category)	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	Target to 31/03/19	Actual to 31/03/19	Status at 31/03/19	Comments 31/03/2019
Evict1: Number evictions carried out for arrears	Tenancy & Income	Income/S...	25	17	☆	6	2	☆	13	13	★	19	16	★	25	24	★	
CTA1: Current Tenants Rent Arrears % rent due in year (ytd)	Tenancy & Income	Income/S...	1.50%	0.76%	☆	1.50%	1.12%	☆	1.50%	1.42%	★	1.50%	1.00%	☆	1.50%	0.68%	☆	
BV66a: Rent collection rate	Tenancy & Income	Income/S...	98.8%	98.9%	★	93.6%	94.4%	★	96.3%	96.8%	★	97.8%	98.6%	★	98.7%	99.1%	★	
LHSC1: Percentage of Leasehold service charges collected ytd	Home Ownership Services	Income/S...	98.25%	97.46%	★	90.76%	89.51%	★	95.00%	94.35%	★	96.50%	97.45%	★	98.25%	98.52%	★	
Rep-Time1: Average end to end repairs time (days) - Emergency Repairs	Repairs	Repairs/Vo...			»	1.00	0.28	☆	1.00	0.45	☆	1.00	0.47	☆	1.00	0.52	☆	

	Service	Focus (Sunburst Category)	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	Target to 31/03/19	Actual to 31/03/19	Status at 31/03/19	Comments 31/03/2019
+	Rep Cost1: Average responsive repair cost per dwelling	Repairs	275.69	327.07	▲	80.25	59.77	☆	160.50	146.03	☆	240.75	222.17	☆	321.00	316.42	☆	
+	ECH-Rep4: Percentage repairs fixed first time	Repairs	90.00%	83.82%	▲	87.50%	89.35%	☆	87.50%	92.13%	☆	87.50%	97.47%	☆	87.50%	97.47%	☆	
+	ECH-Rep3: Percentage repairs appointment made and kept	Repairs	95.00%	96.98%	☆	95.00%	96.23%	☆	95.00%	95.76%	☆	95.00%	99.26%	☆	95.00%	98.68%	☆	
+	VoidsGN: The time taken to relet standard general needs voids	Voids	26.00	32.11	▲	32.00	29.89	☆	32.00	27.49	☆	32.00	27.32	☆	32.00	27.86	☆	
+	Voids sheltered: The time taken to relet standard sheltered voids	Voids	70.00	111.31	▲	70.00	97.79	▲	70.00	129.05	▲	70.00	117.11	▲	70.00	121.43	▲	

	Service	Focus (Sunburst Category)	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	Target to 31/03/19	Actual to 31/03/19	Status at 31/03/19	Comments 31/03/2019	
+	Voids Sheltered MW - The time taken to relet major works sheltered voids	Voids	Repairs/Vo...	70.00	130.67	▲	70.00	79.00	▲	70.00	94.00	▲	70.00	100.88	▲	70.00	117.10	▲	
	Void loss 1: Void loss in year (£)	Voids	Repairs/Vo...	319,245	321,493	●	82,767	85,888	●	164,594	169,918	●	239,856	253,297	▲	319,245	312,631	★	
+	Rep-Time2: Average end to end repairs time (days) - Urgent Repairs	Repairs	Repairs/Vo...			»	5.00	4.97	★	5.00	4.50	☆	5.00	3.99	☆	5.00	3.87	☆	
+	VoidsGNMW - The time taken to relet major works general needs voids	Voids	Repairs/Vo...	51.25	105.35	▲	65.00	72.25	▲	65.00	93.53	▲	65.00	83.24	▲	65.00	80.67	▲	
+	Rep-Time3: Average end to end repairs time (days) - Routine Repairs	Repairs	Repairs/Vo...			»	20.00	14.84	☆	20.00	10.83	☆	20.00	9.81	☆	20.00	9.82	☆	

Additional Performance Results (Where target not applicable)

	Service	Actual to 31/12/18	Actual to 31/03/19	Comments 31/03/2019
+ Compl3: Percentage of stage 1 complaints upheld fully or partially (Housing)	Customer Service	61.08	59.02	<ul style="list-style-type: none"> 396 Stage 1 complaints were upheld out of 671 YTD (59.02%) – 275 fully and 121 partially. This is an improvement from February 60.54%, unchanged from January YTD (60.55%) and an improvement on December YTD (61.08%), November YTD 61.36% and October YTD 62.81% and is now 8.794% above target. In March 17 Stage 1 complaints were upheld out of 45 – 7 fully and 10 partially, giving a performance of 37.78% for the month, within target. This is an improvement in performance compared to February 60.42%, January 53.66% & and December 58.49%. Of the 17 Stage 1 complaints upheld in March, 8 related to Gas & Compliance, 6 to Repairs and 3 to Investment. 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.
+ Void #1: Average repair cost per void property	Voids	?	?	
Voids-Shelt-a: Time taken from tenancy termination to ready to let for standard sheltered voids	Voids	15.89	13.57	

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