

Public Document Pack



HOUSING MANAGEMENT ADVISORY BOARD

Date: Thursday, 20 February 2020

Time: 6.00pm,

Location: Shimkent Room, Daneshill House, Danestrete

Contact: Fungai Nyamukapa

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

Members:

Resident Members: Len Saunders (Tenant) (Chair),
Fiona Plumridge (Tenant) and Jon Thurlow (Leaseholder)

Councillors: John Lloyd (Vice-Chair), Liz Harrington,
Lizzy Kelly, Lin Martin-Haugh and Margaret Notley

Staff Member: David Brown (Interim Assistant Director - Stevenage
Direct Services) and Jaine Cresser (Assistant Director – Housing and
Investment)

AGENDA

ITEM NO.	SUBJECT	LEAD	MINS ALLOCATED	TIME
	Refreshments		15 Minutes	5:45pm to 6:00pm
1.	APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST To receive apologies for absence and declarations of interest	Chair	2 Minutes	6.00pm to 6.02pm
2.	MINUTES – 16 JANUARY 2020 To approve as a correct record the minutes of the Housing Management Advisory Board (HMAB) meeting held on 16 January 2020 Pages 3 - 8	Chair	3 Minutes	6.02pm to 6.05pm

3.	Q3 HOUSING SERVICE PERFORMANCE REPORT To consider Housing Service Performance Report for Quarter Three (Q3) Pages 9 - 28	Chloe Norton	20 minutes	6.05pm to 6.25pm
4.	HOUSING OLDER PEOPLE STRATEGY To receive update on the Draft Housing Older People Strategy Pages 29 - 64	Karen Long	25 minutes	6.25pm to 6.50pm
5.	TENANCY AGREEMENT To consider the draft Tenancy Agreement Pages 65 - 164	Denis Kinyera	25 minutes	6.50pm to 7.15pm
6.	HOUSING ALL UNDER ONE ROOF UPDATE To receive Housing All Under One Roof update	Jaine Cresser	10 minutes	7.15pm to 7.25pm
7.	REPAIRS AND VOIDS UPDATE To receive Repairs and Voids update	David Brown	10 minutes	7.25pm to 7.35pm
8.	UPDATE FROM EXECUTIVE MEETINGS To note update from Executive meetings	Cllr J Thomas	5 Minutes	7.35pm to 7.40pm
9.	ANY OTHER BUSINESS To consider any business accepted by the Chair as urgent	Chair	5 minutes	7.40pm to 7.45pm
10.	DATE OF NEXT MEETING Thursday 12 March 2020, 6.00pm, Shimkent Room	Chair		

STEVENAGE BOROUGH COUNCIL

HOUSING MANAGEMENT ADVISORY BOARD MINUTES

Date: Thursday, 16 January 2020

Time: 6.00pm

Place: Shimkent Room - Daneshill House, Danestrete

Present: **Resident Members:** Len Saunders (Tenant) (Chair) and Jon Thurlow (Leaseholder)

Councillors: John Lloyd (Vice- Chair), Liz Harrington, Lizzy Kelly, John Lloyd, Lin Martin-Haugh, Margaret Notley and Jon Thurlow

Staff Members: David Brown (Interim Assistant Director – Stevenage Direct Services) and Jaine Cresser (Assistant Director – Housing and Investment)

In Attendance: Stephen Archer (Project Manager), Lydia Butcher (Energy & Sustainability Co-ordinator), Elizabeth Ddamulira (Tenancy and Income Manager), Di Dharmasuriya (Service Delivery Manager – Property Repairs), John Farquharson (Damp and Condensation Manager), Chris Philippou (Investment Programme Manager), Andrew Sowden (Investment Programme Manager) and Councillor Jeannette Thomas (Portfolio Holder – Housing, Health and Older People)

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

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

Introductions were made around the table.

Apologies for absence were received from Fiona Plumridge.

There were no declarations of interest.

2 **MINUTES - 21 NOVEMBER 2019**

It was **RESOLVED** that the Minutes of the Housing Management Advisory Board (HMAB) meeting held on 21 November 2019 be approved as a correct record for signature by the Chair.

3 **MAJOR REFURBISHMENT CONTRACT UPDATE**

The Investment Programme Manager provided an update on the Major Refurbishment Contract. The HMAB were informed that lessons learned from Phase 1 works had now been incorporated into the scope of Phase 2 works and

some processes had been altered accordingly. A number of resident consultation events were rescheduled due to the December 2019 Parliamentary elections. The standard of work being completed to date was considered by SBC to be high. Preliminary analysis of resident feedback forms indicated that the majority of residents were satisfied with the work carried out so far. Some internal works were affected by delays associated with UK Power Network work schedules. A series of standard items had been identified for delivery across the programme.

It was acknowledged that there were numerous reports of problems with concrete (Finlock) gutters. This issue was being resolved by replacing concrete with plastic guttering systems. Costs of the refurbishment programme were in line with expectations. However, costs could be ascertained after inspection of the properties. The Investment Programme Manager also highlighted delays relating to signage. The HMAB noted the lack of uniformity of the signage around the Borough. It was pointed out that one could use the type of signage to speculate property tenure type. This was likely to promote the stigma of social housing. The Portfolio Holder confirmed that the new signage had a modern feel and was designed to last long. The Council had long-term plans to replace signage throughout the Borough and ensure uniformity.

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

4 **REVISED HOUSING INCOME POLICY AND RENT NOTIFICATION LETTERS**

The Income Services Manager presented the Housing Income Policy for annual review by the HMAB. The Executive Portfolio Holder (Housing, Health and Older People) indicated that she would submit amendments to correct typographical errors in the draft Policy.

The Income Services Manager also presented the Draft Rent Adjustment Notification Letter, Explanation of rent and water charges from 06 April 2020 for houses and Explanation of rent and water charges from 06 April 2020 for flats. Members pointed to errors on the letter and explanatory notes. The HMAB stressed the importance of adhering to the Crystal Mark standard on internal documents and documents that were sent to customers. It was indicated that the documents had to be clear and concise in view of the fact that this would be the first rent increases in four years. It was noted that rent increases were often sensitive and complicated.

The Income Services Manager informed the HMAB that a debt advice support worker was available to assist Universal Credit applicants. It was confirmed that some tenants paid for a portion of housing costs that was not covered by Universal Credit.

It was **RESOLVED**:

1. That the Income Services Manager updates the Housing Income Policy before submitting the document for approval by the Executive
2. That the Income Services Manager amends the Rent Adjustment Notification Letter, Explanation of rent and water charges for houses and Explanation of

rent and water charges for flats before sending them to customers

5 AIDS AND ADAPTATIONS POLICY

The Investment Programme Manager informed the HMAB that the current Aids and Adaptations policy did not fulfil the requirements to provide a fair and affordable service for Stevenage Borough Council and its tenants. The proposed policy took into consideration the Borough's aging demographic and how to futureproof homes for tenants requiring adaptation assistance. The policy aimed to support more people to stay independent longer in suitable housing.

The Aids and Adaptations Manager reported that an independent review of the Disabled Facilities Grant (DFG) had recommended that whichever funding source was used to access assistance with home adaptations, it should be tenure neutral with all applicants given equal access to funding. The proposed policy would allow SBC to meet the current and future demand and deliver assistance to more households in need within budget.

In response to a question, officers advised that the demand for suitably adapted properties could be addressed by providing cheaper temporary adaptations that did not require structural modifications. It was noted that some of the technical options had an adverse impact on the budget for aids and adaptations. It was confirmed that SBC was still a member of the Hertfordshire Home Improvement Agency (the HHIA). HHIA was a shared service that provided home and housing adaptations to Hertfordshire residents with Disabled Facilities Grant (DFG) allocations. The HMAB expressed concerns regarding the lack of clarity on the responsibilities of SBC and HCC in relation to aids and adaptations. Members welcomed plans to provide a dedicated role within SBC housing structure for a specialist officer to provide comprehensive housing options advice and support for tenants requiring adaptation assistance.

The HMAB recommended that the following policy recommendations be rephrased:

9. Where the adaptation is considered unreasonable and unsuitable for the tenants needs, for example installing a level access shower to a flat above 1st floor that doesn't have a lift
12. Where the proposed adaptation might put others at risk, for example communal area stair lifts
16. Introduce a financial means test in line with current DFG statutory legislation...Benefits are considered as income and working tax credit and child tax credit are 'passport' where income is below £15,050 per annum

It was **RESOLVED**:

1. That the Draft Aids and Adaptations be noted
2. That contact details and interim assessment procedures for aids and adaptations be provided on the SBC website and the Council's magazine for residents (Chronicle) pending approval of the Aids and Adaptations Policy

6 DAMP AND CONDENSATION POLICY

The Investment Programme Manager informed the HMAB that the Council did not currently have a policy relating to damp and condensation. The damp and condensation service was moved from the Council's Voids and Repair service to Housing and Investment in 2016. A Damp and Condensation Strategy was developed in 2016 and an update on the recommendations and Action Plan was presented to Executive in October 2018. The new policy was aimed at delivering a cost-effective service, identifying the Council's responsibilities and clarifying responsibilities of the tenant and leaseholder.

The HMAB welcomed the recruitment of specialist resources for damp and condensation. It was reported that damp and condensation cases were on the list of top five complaints received by the Council. The backlog of live cases peaked at 450 in March 2018. Members recommended that more clarity be provided on the responsibilities of tenants. The HMAB also recommended that general advice and examples of cases be included in the policy. The Damp and Condensation Manager informed the HMAB that it was cheap to run residential extractor fans. It was therefore reasonable to expect residents to keep rooms ventilated and to report faulty extractor fans. It was reported that the estimated running cost for the common extractor fan (Vent-Axia) was £0.01 per day (£0.16 per month or (£1.81 per year). This estimate was based on an electricity cost of 14 pence per hour per kilowatt, an average of 21 hours per day to run fan on trickle mode (Trickle Time) and an average of 3 hours per day to run fan in boost mode (Boost Time). The Assistant Director informed the Board that the Council carried out detailed analyses of void properties with the aim of identifying and resolving damp and condensation cases at void stage. It was noted that the effective management of damp and condensation in void properties would minimise the loss of income. The Council was seeking legal advice and guidance regarding the conversion of out-houses.

In response to questions, officers pointed out that:

- The Council used a combination of visits and data loggers to analyse temperature, humidity and power use for heating and air conditioning in properties that had persistent damp and condensation problems
- Mould washes were carried out in extreme cases of damp and condensation
- The Council recommended the use of safe off-the-shelf fungicidal washes (mould eradication products)
- Due to cost considerations and not safety concerns, the recommendation to provide mould eradication starter kits would not be included in the Damp and Condensation Policy
- Staff training would be extended to operatives involved in carrying out MOT-style gas servicing inspection if the Council resolved to adopt this inspection regime

Officers welcomed the suggestion that void properties be thoroughly inspected for damp and condensation and appropriate action taken prior to re-letting. It was pointed out that measures should be put in place to ensure that the corrective action did not have adverse impact on voids income. The Assistant Director informed the

HMAB that the issue of over-occupiers in properties affected by damp and condensation would be considered in the upcoming Housing Allocations Policy Review.

It was **RESOLVED** that issues raised by the HMAB be considered for inclusion in the Damp and Condensation Policy.

7 **UPDATE FROM EXECUTIVE MEETINGS**

It was **RESOLVED** that the item be deferred to the next meeting.

8 **ANY OTHER BUSINESS**

The Assistant Director circulated the new structure chart for Housing and Investment.

9 **DATE OF NEXT MEETING**

Thursday 20 February 2020, 6.00pm, Shimkent Room, Daneshill House, Danestrete

CHAIR

This page is intentionally left blank

HOUSING MANAGEMENT ADVISORY BOARD PERFORMANCE REPORT, QUARTER 3, 2019/20

Subject: Performance Management

Date: 20 February 2020

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 3 (2019/20); 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 December 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 3 (December 2019):

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

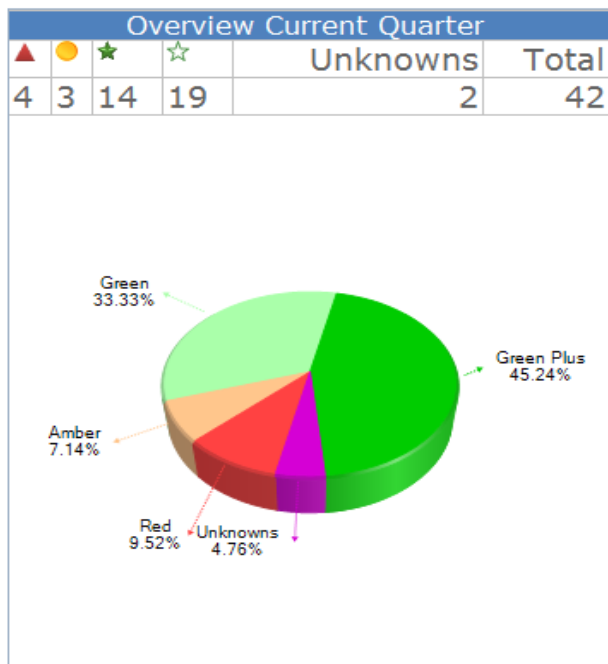
In addition, there are three data measures providing supporting information or where performance trend is being assessed to determine future target setting.

- 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.

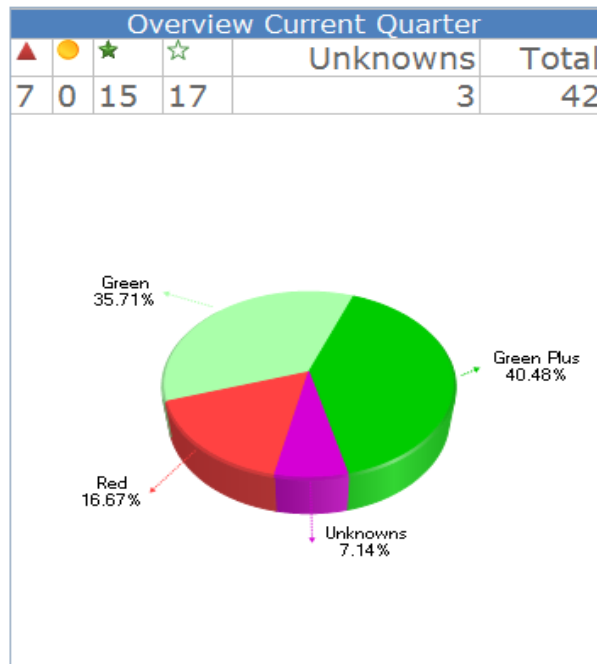
(Results are included in the full measure set at Appendix 1)

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

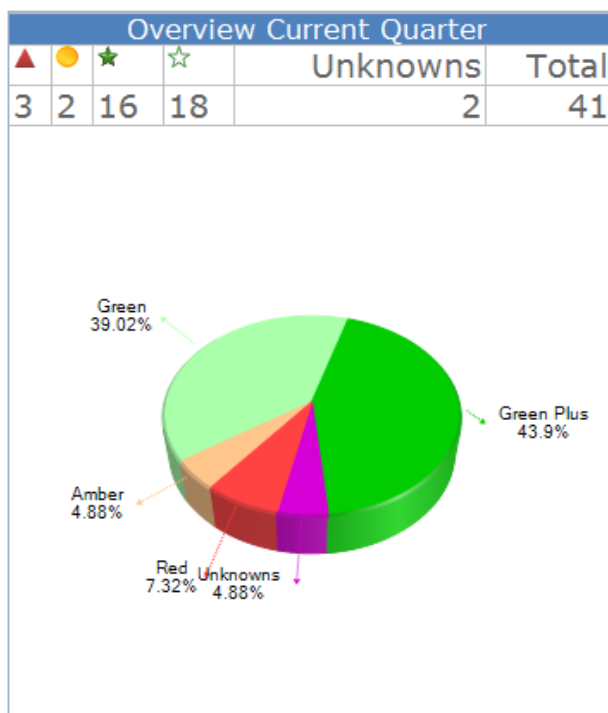
Quarter 1 2019/20 Status



Quarter 2 2019/20 Status



Quarter 3 2019/20 Status



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'.

Two of the unknowns relate to Homelessness and Housing Support measures that currently have no targets available. There are currently no targets set by the Government for this.

Compliance Theme

Performance Achievements:

- In quarter three the contractor achieved 100% compliance for the service and inspection of assets that have a statutory requirement. The compliance team have carried out an audit and can confirm that 100% of certificates are available. It should also be noted that in order to maintain this level, the compliance team are currently using additional contractors.
 - Assets 5a: Percentage of (Council) assets known to be Health and Safety compliant (statutory), December 2019 target 100%, achieved 100%. This measure relates to General fund assets and not our council homes.

- All other compliance measures relating to dwellings met their target of 100%.
 - FRA1: Percentage of dwellings with a valid fire risk assessment, December 2019 target 100%, achieved 100%
 - VAS1: Percentage of communal areas with a valid asbestos survey, December 2019 target 100%, achieved 100%
 - VGC1: Percentage of dwellings with a valid gas certificate, December 2019 target 100%, achieved 100%
 - VLC1: Percentage of sites with valid legionella inspections certificate, December 2019 target 100%, achieved 100%

- In quarter three all (45 of 45) mutual exchanges were completed within statutory timescales.
 - MX1: Percentage of mutual exchanges completed within statutory timescale, December 2019 target 96%, achieved 100%

- In quarter 3 all 111 notices served were issued within the timescales.
 - RTB1: Percentage of RTB notices responded to within statutory timescales, December 2019 target 95%, achieved 92.66%

Improvement Focus:

- There are no improvement focuses identified for the Compliance theme

Customer Service Theme

Performance Achievements:

- In 2019/20 for the year to date 648 out of 667 complaints were closed within target (97.15%). This shows a significant improvement from last year (88.37%). In the first three

quarters of 2019/20 21 of 85 stage 2 and 3 complaints were upheld. This is a further improvement from last year, 28 of 65 (43.08%).

- Compl1: Percentage of complaints from customers closed on target (Housing), December 2019 target 95%, achieved 97.15%
- Compl4: Percentage of stage 2 & 3 complaints upheld fully or partially (Housing), December 2019 target 40%, achieved 24.71%

Improvement Focus:

- There were no red or amber measures within the Customer Service theme in quarter three.

Homelessness and Housing Support Theme

Performance Achievements:

- The homelessness preventions measure has exceeded its target for the quarter.
 - BV213: Homelessness Preventions, December 2019 target 270, achieved 428

Improvement Focus:

- Number of households in temporary/emergency accommodation is red in quarter 3. As detailed in Q2 there are additional households in non-secure accommodation where a main homeless duty is owed. Due to the process in place at the time, discharge of duty was not formally completed and as a result these are still officially designated as temporary accommodation. These cases are being reviewed and a programme is in place to rectify this where so far 8 out of the 58 original cases have been moved into alternative accommodation or been made a permanent offer for their current accommodation.

The improvement plan in place should result in completion of outstanding cases by the end of the current financial year subject to customer engagement and any appeals received.

- NI156: Number of households in temporary accommodation at end qtr, December 2019 target 75 days, achieved 89 days
- Two measures relating to preventions, cases completed within relief duty and cases where housing duty is accepted, cannot be reported as there are currently no targets available for these measures.
 - HHA1: Number of homelessness preventions completed within relief duty, December 2019 target not available, achieved 428
 - HHA2: Number of homelessness cases where housing duty is accepted, December 2019 target not available, achieved 65

Income/Spend Theme

Performance Achievements:

- In quarter three both recharges measures have exceeded their targets. The team are working hard to ensure this is maintained throughout the year.
 - Recharges3: Percentage of recharges collected of amount due (2018 to ytd), December 2019 target 8.3%, achieved 8.49%
 - Recharges 4: Percentage of recharges collected of amount due (old debt to 2017), December 2019 target 7.75%, achieved 12.47%

- Since the start of the financial year 100% of aids and adapts works were completed on time (203 out of 203). This is a significant improvement from last year.
 - A&Acomp1: Percentage of Aids and Adapts work completed in time, December 2019 target 80%, achieved 100%
- The percentage of leaseholder service charges collected (ytd) has exceeded its target for quarter 3. During this period accounts were audited and adjustments applied to each leaseholder's service charge account, overall this resulted in a large service charge credit. All direct debit plans have now been adjusted to ensure the balance will be clear by the end of the service charge year, however a large proportion of leaseholders are still in credit. This is expected to reduce in quarter 4, as the remaining charges will be due, which will mean that both prepayments and direct debit collections should correlate with the remaining service charge due.
 - LHSC1: Percentage of leasehold service charges collected ytd, December 2019 target 96.25%, achieved 100.89%
- The amount of leasehold major works charges collected as a percentage of charges due has exceeded its target for quarter 3. As mentioned in the previous quarter, the target was unable to be achieved due to the death of a leaseholder where the account was going through probate. This has now been resolved and the remaining major works balance has been paid in full as the ownership has now changed.
 - LHMW1: Leasehold major works charges collected as a percentage of charges due, December 2019 target 95%, achieved 874.41%

Improvement Focus:

- In quarter 3 the rent collection rate is amber. The performance is 0.5% below target. The trend for collection is slightly lower than the target due to the increase in numbers of tenants in receipt of Universal Credit (UC). There are currently 1,071 tenants in receipt of UC and this is expected to increase to approximately 1,115. Based on current trend it is expected that collection at the end of Quarter 4 will be lower than target.

An income and arrears collection action plan is in place, focusing on proactive and preventative approaches. The Income Service's team effort will be directed towards ensuring income collection is at expected levels, whilst supporting tenants experiencing financial challenges.

In addition to this the level of current tenants rent arrears % rent due in year has increased currently standing at 0.09% above target. This is also due to the impacts of the rise of tenants in receipt of Universal Credit. The team are targeting those in arrears and in receipt of Universal Credit, in particular those who are in arrears of more than 5 weeks, which is the allowance for claim assessment.

We are experiencing increasing numbers of tenants in receipt of Universal Credit (UC) currently standing at 1071 which is 14% of all current tenants. 745 of them are in arrears totalling £444,258 accounting for 65% of the total level arrears.

- BV66a: Rent Collection Rate, December 2019 target 97.8%, achieved 97.3%
- CTA1: Current Tenants Rent Arrears % rent due in year (ytd), December 2019 target 1.5%, achieved 1.59%

Repairs and Voids Theme








Performance Achievements:


























- Repairs are being fixed promptly and exceeding target, this has improved by 5 days this year. Closer management of the scheduling system combined with efforts to review and improve processes, has improved performance and productivity.
 - RepTime3: Time taken to complete routine repairs, December 2019 target 20 days, achieved 7.08 days.
 - RepTime2: Time taken to complete urgent repairs, December 2019 target 5 days, achieved 2.77 days.
 - RepTime1: Time taken to complete emergency repairs, December 2019 target 1 day, achieved 0.88 days.
- In quarter two out of 1230 repairs completed, only 11 of those were not fixed the first time.
 - ECH-Rep4: Percentage repairs fixed first time, December 2019 target 87.5%, achieved 99.11%
- In quarter two 1229 of 1237 repairs appointments were made and kept.
 - ECH-Rep3: Percentage repairs appointments made and kept, December 2019 target 95%, achieved 99.35%
- 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. In October and November the performance was over target, however performance in December was far better.
 - VoidsGN: The time taken to relet standard general needs voids, December 2019 target 32 days, achieved 31.82 days

Improvement Focus:

- Although Voids Sheltered (Time taken to relet standard sheltered voids) is a red measure, the Year to Date average is now down to 88.81 days in comparison to 92.74 days last quarter. The isolate figure for the quarter is very low at 82.2 days.
 - Voids Sheltered: The time take to relet standard sheltered voids, December 2019 target 70 days, achieved 88.81 days
- Void loss in year is currently not achieving target and is over by £31,342. This is due to an increase in the number of void properties in comparison to the previous year by 11%, however void loss has only increased by 7%.
 - Void loss1: Void loss in year (£), December 2019 target £239,856, achieved £271,198 (13.07% over target)

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 31/12/18	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	Target to 30/06/19	Actual to 30/06/19	Status at 30/06/19	Target to 30/09/19	Actual to 30/09/19	Status at 30/09/19	Target to 31/12/19	Actual to 31/12/19	Status at 31/12/19	Comments 31/12/2019	
+	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%		<ul style="list-style-type: none"> The compliance team could report 100% , but unable to enter data = system not working
	Assets5a: Percentage of assets known to be health and safety compliant (Statutory)	Asset Management	Compliance	100.00%	98.00%		100.00%	91.00%		100.00%	99.60%		100.00%	100.00%		100.00%	100.00%		<ul style="list-style-type: none"> The compliance have carried out a 100% desk top audit and can confirm that 100% of certificates are available, The team are now down loading two years or two full cyclical certificates and linking to Keystone. It should be noted that in order to maintain the 100% compliance the team are use additional contractors to support Mears.
+	RTB1: Percentage of RTB notices responded to within statutory timescales	Home Ownership Services	Compliance	95.00%	93.10%		95.00%	94.87%		95.00%	83.87%		95.00%	88.06%		95.00%	92.66%		<ul style="list-style-type: none"> All 11 Notices served were issued within the time scales this month. this is a cumulative figure which reflects previous months performance and all the incidents of not meeting target have been outside of our control mostly to do with enhanced checks to prevent fraud.
+	MX1: Percentage of mutual exchanges completed within statutory timescale	Tenancy & Income	Compliance	96.00%	100.00%		96.00%	98.92%		96.00%	100.00%		96.00%	100.00%		96.00%	100.00%		

	Service	Focus (Sunburst Category)	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	Target to 30/06/19	Actual to 30/06/19	Status at 30/06/19	Target to 30/09/19	Actual to 30/09/19	Status at 30/09/19	Target to 31/12/19	Actual to 31/12/19	Status at 31/12/19	Comments 31/12/2019	
+	ECHFL1: Percentage of Homes maintained as decent	Asset Management	Compliance	82.6%	82.6%	★	75.3%	75.4%	★	76.9%	77.0%	★	79.4%	79.5%	★	81.5%	81.5%	★	• Although slightly behind target we are confident the shortfall (4 properties) will be made up during January. We are confident as additional properties have been prevented from becoming non-decent and as a result the number becoming non-decent in January will be reduced.
+	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%	★	
+	VLC1: Percentage of sites with valid legionella inspections certificate	Asset Management	Compliance	100.00%	100.00%	★	100.00%	100.00%	★	100.00%	100.00%	★	100.00%	100.00%	★	100.00%	100.00%	★	
+	ECHFL-EW1: Percentage of tenants satisfied with external works completed (for the current quarter)	Asset Management	Customer Service	80.0%	89.7%	★	80.0%	91.2%	★	80.0%	98.9%	☆	80.0%	100.0%	☆	80.0%	100.0%	☆	
+	ECHFL-IW1: Percentage of tenants satisfied with internal works completed (for the current quarter)	Asset Management	Customer Service	80.0%	95.7%	☆	80.0%	96.0%	☆	80.0%	100.0%	☆	80.0%	100.0%	☆	80.0%	100.0%	☆	

	Service	Focus (Sunburst Category)	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	Target to 30/06/19	Actual to 30/06/19	Status at 30/06/19	Target to 30/09/19	Actual to 30/09/19	Status at 30/09/19	Target to 31/12/19	Actual to 31/12/19	Status at 31/12/19	Comments 31/12/2019
<p>Compl4: Percentage of stage 2 & 3 complaints upheld fully or partially (Housing)</p>	Customer Service	Customer Service	40.00%	43.08%		40.00%	39.51%		40.00%	35.00%		40.00%	20.00%		40.00%	24.71%		<p>Q1-Q3 was within target. 21 Stage 2&3 complaints were upheld out of 85 closed, making performance 24.71%. This compares to Apr-Nov 25.33%, Apr-Oct 22.73%, Q1-Q2 20.00% and Apr-Aug 22.92%, after a disappointing April 44.44%. This also compares favourably to 2018/19 full year performance of 39.51%.</p> <p>In December 2 Stage 2&3 complaints were upheld out of 10 cases closed, 1 fully and 1 partially, giving a performance of 20.00%. This compares favourably to November 44.44% and October 33.33%. The 2 upheld cases related to Repairs (1 fully and 1 partially).</p> <p>This is a very promising start to the financial year. If Housing can continue with their improved performance from the end of the last financial year, they can be at target again at the end of this financial year.</p>
<p>Page 17</p> <p>Compl1: Percentage of complaints from customers closed on target (Housing)</p>	Customer Service	Customer Service	95.00%	88.37%		95.00%	90.03%		95.00%	97.77%		95.00%	96.44%		95.00%	97.15%		<p>Q1-Q3 Housing were above target and closed 648 complaints within target out of 667 complaints closed (97.15%). This is an improvement from Q1-Q2 97.03% and compares favourably to Q1 97.77% and 2018/19 Q1-Q4 90.03%. Last year's disappointing S/L was due to the poor performance Apr - Aug 2018. April 2018 was 74.36%, so it is pleasing to note the improvement in performance from then.</p> <p>In December 78 customer complaints were closed - 76 in time and 2 out of time making December performance 97.44%, compared to the months of November 97.22%, October 100.00%, September 94.44% and August 98.55%. The 2 complaints closed out of time in December related one each to Home Ownership and Lettings. The other Housing services all achieved 100%.</p> <p>This measure has remained in target this financial year compared to not being in target YTD for the whole of the last financial year, though monthly performance had improved month on month April to September 2018. (The months of September to February 2018/19 were all above target). This is a much improved start to the year.</p>
<p>ECHFL5: Percentage of Repairs service customers satisfied (telephone survey)</p>	Repairs	Customer Service	90.00%	96.07%		90.00%	96.13%		90.00%	93.08%		90.00%	93.36%		90.00%	93.01%		

	Service	Focus (Sunburst Category)	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	Target to 30/06/19	Actual to 30/06/19	Status at 30/06/19	Target to 30/09/19	Actual to 30/09/19	Status at 30/09/19	Target to 31/12/19	Actual to 31/12/19	Status at 31/12/19	Comments 31/12/2019	
+	ASB1: ASB Satisfaction with final outcome	Anti Social Behaviour	Customer Service	4.25	4.36	★	4.25	4.54	★	4.25	4.72	☆	4.25	4.69	☆	4.25	4.74	☆	
+	A&Asat1: Satisfaction with Aids & Adaptations service	Asset Management	Customer Service	80.00%	96.00%	☆	80.00%	100.00%	☆	80.00%	100.00%	☆	80.00%	100.00%	☆	80.00%	100.00%	☆	

	Service	Focus (Sunburst Category)	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	Target to 30/06/19	Actual to 30/06/19	Status at 30/06/19	Target to 30/09/19	Actual to 30/09/19	Status at 30/09/19	Target to 31/12/19	Actual to 31/12/19	Status at 31/12/19	Comments 31/12/2019
Compl2: Percentage of MP & Members enquiries answered within 10 days (Housing)	Customer Service	Customer Service	95.00%	88.97%	▲	95.00%	88.26%	▲	95.00%	91.73%	●	95.00%	92.42%	★	95.00%	93.56%	★	<ul style="list-style-type: none"> Q1-Q3 was below target, but within tolerance. 392 Councillor and MP enquiries were closed within target out of 419 enquiries closed (93.56% - only 1.44% below target). This compares to Apr-Nov 93.99%, Apr-Oct 93.11%, Q1-Q2 92.42% and YTD at end of August 92.02% and is an improvement compared to 2018/19 - 88.26%. In December 36 Member Enquiries were closed - 32 in time and 4 out of time, making December performance 88.89%. This compares to November 100%, October 95.71%, September 94.12% and the month of August S/L 92.31%. This measure had not been in target YTD for the whole of the last financial year. The only individual months that had been in target were June and September 2018. This is a much improved start to the year.
IncMax1: Income maximisation for clients	Tenancy Support	Homelessn... and Housing Support	189,000	380,722	☆	252,000	470,075	☆	63,000	91,456	☆	126,000	126,795	☆	189,000	186,658	☆	
NI156: Number of households in temporary/emergency accommodation at end of quarter	Housing Advice and Homelessne...	Homelessn... and Housing Support	100.00	61.00	☆	100.00	73.00	☆	75.00	73.00	★	75.00	81.00	▲	75.00	89.00	▲	<ul style="list-style-type: none"> There are a further 50 households in non-secure accommodation where a duty is owed, however due to previous processes the accommodation was not made permanent. The team is currently going through a process to fully discharge duty.
HHA1: Number of homelessness preventions completed within relief duty	Housing Advice and Homelessne...	Homelessn... and Housing Support			»			»	?	128.00	!	?	272.00	!	?	428.00	!	
BV213: Homelessness preventions	Housing Advice and Homelessne...	Homelessn... and Housing Support	270.0	279.0	★	360.0	399.0	☆	90.0	128.0	☆	180.0	272.0	☆	270.0	428.0	☆	

Page 19

	Service	Focus (Sunburst Category)	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	Target to 30/06/19	Actual to 30/06/19	Status at 30/06/19	Target to 30/09/19	Actual to 30/09/19	Status at 30/09/19	Target to 31/12/19	Actual to 31/12/19	Status at 31/12/19	Comments 31/12/2019
HHA2: Number of homelessness cases where housing duty accepted	Housing Advice and Homelessne...	Homelessn... and Housing Support			»			»	?	18.00	!	?	37.00	!	?	65.00	!	
Recharges4: Recharges collected as a % of amount due (old debt to 2017)	Tenancy & Income	Income/S...	?	?	!	?	?	!	7.75%	12.47%	☆	7.75%	12.47%	☆	7.75%	12.47%	☆	
A&Acomp1: Percentage of Aids & adapts work completed in time (new referrals)	Asset Management	Income/S...	90.00%	68.09%	▲	90.00%	74.47%	▲	80.00%	100.00%	☆	80.00%	100.00%	☆	80.00%	100.00%	☆	
LHSC1: Percentage of Leasehold service charges collected ytd	Home Ownership Services	Income/S...	96.50%	97.45%	☆	98.25%	98.52%	☆	90.75%	91.77%	☆	95.00%	87.38%	▲	96.25%	100.89%	☆	<ul style="list-style-type: none"> During this period, our accounts were audited and all adjustments applied to each leaseholder's service charge account. Overall the audited accounts resulted in a large service charge credit. All direct debit plans have been adjusted to ensure the balance will be clear by the end of the service charge year, however a large proportion of our leaseholders are still in credit. Equally some of our leaseholders choose to pay the service charge in full during the first quarter for the remaining quarters. For both of these reasons we have collected more than was required during this service charge quarter. I would expect this to reduce in our last quarter as the remaining service charge will be due which will mean that the pre-payments and the direct debit collections should correlate with the remaining service charge due.
LHMW1: Leasehold major works charges collected as a percentage of charges due	Home Ownership Services	Income/S...	95.00%	100.00%	☆	95.00%	88.89%	▲	95.00%	66.67%	▲	95.00%	66.67%	▲	95.00%	874.41%	☆	<ul style="list-style-type: none"> As mentioned in the previous quarter, we were unable to achieve our target set as the leaseholder was deceased and the account was going through probate. This has since been resolved and the remaining major works balance has been paid in full as the ownership has now changed.

	Service	Focus (Sunburst Category)	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	Target to 30/06/19	Actual to 30/06/19	Status at 30/06/19	Target to 30/09/19	Actual to 30/09/19	Status at 30/09/19	Target to 31/12/19	Actual to 31/12/19	Status at 31/12/19	Comments 31/12/2019
FTA2: Former tenants arrears collected (in £)	Tenancy & Income	Income/S...	63,000	65,700	★	84,000	89,959	☆	21,000	19,636	●	42,000	42,130	★	63,000	60,006	★	
Evict1: Number evictions carried out for arrears	Tenancy & Income	Income/S...	19	16	★	25	24	★	6	5	★	13	14	★	19	14	☆	<ul style="list-style-type: none"> There were no evictions in the month of December 19. The total number stands at 14 from April 19 to date and within target. Based on the current trend so far it is expected that we will be within target at the end of Qtr. 4
CTA1: Current Tenants Rent Arrears % rent due in year (ytd)	Tenancy & Income	Income/S...	1.50%	1.00%	☆	1.50%	0.68%	☆	1.50%	1.34%	★	1.50%	1.44%	★	1.50%	1.59%	●	<ul style="list-style-type: none"> The level of arrears has increased currently standing at 0.09% above the set target. The number of tenants in receipt of Housing Benefit (HB) has decreased by 4% since April 2019, currently standing at 41.40% of current tenants. We are experiencing increasing numbers of tenants in receipt of Universal Credit (UC) currently standing at 1071 with 745 (37%) in arrears totalling £444, 258 accounting for 65% of the total arrears. Given the current trend, we expect that at the end of Qtr. 4, we will have approximately 1155 tenants in receipt of UC and an increase in arrears to approximately £460,000. An income and arrears collection Action plan has been put in place since November 2019 focusing on proactive and preventative approaches. The team's efforts is directed towards targeting those in arrears and in receipt of UC in particular those who are in arrears of more than 5 weeks which is the allowance for claim assessment.
Recharges3: Percentage of recharges collected of amount due (2018 to YTD)	Tenancy & Income	Income/S...			»			»	2.46%	19.08%	★	4.98%	9.00%	☆	8.30%	8.49%	★	
BV66a: Rent collection rate	Tenancy & Income	Income/S...	97.8%	98.6%	★	98.7%	99.1%	★	93.6%	93.8%	★	96.3%	96.9%	★	97.8%	97.3%	●	<ul style="list-style-type: none"> The performance is 0.50% below target. There is a trend for collection from December is relatively lower than the set targets which is due to the increase in numbers of tenants in receipt of Universal Credit (UC) and expected to be standing at approximately 1,115 at end of the Qtr. 4. An income and arrears collection Action plan has been put in place since November 2019 focusing on proactive and preventative approaches. The Income Services team's collective and individual effort will be directed towards sustaining income collection to expected levels and tenancy sustainment, whilst supporting those tenants experiencing financial challenges. We have started to carry out campaigns such as telephone campaigns and

Service	Focus (Sunburst Category)	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	Target to 30/06/19	Actual to 30/06/19	Status at 30/06/19	Target to 30/09/19	Actual to 30/09/19	Status at 30/09/19	Target to 31/12/19	Actual to 31/12/19	Status at 31/12/19	Comments 31/12/2019
																	home visits targeting those in arrears and in particular those that are in receipt of UC .This will be closely monitored to ensure that collection of all income streams under the service is maximised.

	Service	Focus (Sunburst Category)	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	Target to 30/06/19	Actual to 30/06/19	Status at 30/06/19	Target to 30/09/19	Actual to 30/09/19	Status at 30/09/19	Target to 31/12/19	Actual to 31/12/19	Status at 31/12/19	Comments 31/12/2019
+	Rep-Time2: Average end to end repairs time (days) - Urgent Repairs	Repairs/Vo...	5.00	3.99	☆	5.00	3.87	☆	5.00	2.83	☆	5.00	2.80	☆	5.00	2.77	☆	
+	Rep-Time1: Average end to end repairs time (days) - Emergency Repairs	Repairs/Vo...	1.00	0.47	☆	1.00	0.52	☆	1.00	0.79	☆	1.00	0.85	☆	1.00	0.88	☆	
+	Rep Cost1: Average responsive repair cost per dwelling	Repairs/Vo...	240.75	222.17	☆	321.00	316.42	☆	81.77	62.40	☆	163.54	162.78	☆	245.30	218.46	☆	
+	ECH-Rep4: Percentage repairs fixed first time	Repairs/Vo...	87.50%	97.47%	☆	87.50%	97.47%	☆	87.50%	98.96%	☆	87.50%	99.14%	☆	87.50%	99.11%	☆	
+	ECH-Rep3: Percentage repairs appointment made and kept	Repairs/Vo...	95.00%	99.26%	☆	95.00%	98.68%	☆	95.00%	98.61%	☆	95.00%	98.49%	☆	95.00%	99.35%	☆	

	Service	Focus (Sunburst Category)	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	Target to 30/06/19	Actual to 30/06/19	Status at 30/06/19	Target to 30/09/19	Actual to 30/09/19	Status at 30/09/19	Target to 31/12/19	Actual to 31/12/19	Status at 31/12/19	Comments 31/12/2019	
+	VoidsGN: The time taken to relet standard general needs voids	Voids	Repairs/Vo...	32.00	27.32	☆	32.00	27.86	☆	32.00	30.31	☆	32.00	30.27	☆	32.00	31.82	☆	
+	Voids sheltered: The time taken to relet standard sheltered voids	Voids	Repairs/Vo...	70.00	117.11	▲	70.00	121.43	▲	70.00	103.94	▲	70.00	92.74	▲	70.00	88.81	▲	• YTD average now down to 88.81 days, this is an improvement on last quarter indicating the direction of travel is positive.
+	Voids Sheltered MW - The time taken to relet major works sheltered voids	Voids	Repairs/Vo...	70.00	100.88	▲	70.00	117.10	▲	70.00	0.00	☆	70.00	91.00	▲	70.00	70.00	☆	
	Void loss 1: Void loss in year (£)	Voids	Repairs/Vo...	239,856	253,297	▲	319,245	312,631	☆	82,767	85,775	●	164,594	191,858	▲	239,856	271,198	▲	• There has been an increase in the number of void properties by 11% on the previous year however void loss has only increased by 7%. If the number of voids decreases in the next quarter the void loss would decrease in line with this.
+	VoidsGNMW - The time taken to relet major works general needs voids	Voids	Repairs/Vo...	65.00	83.24	▲	65.00	80.67	▲	65.00	51.92	☆	65.00	59.88	☆	65.00	59.00	☆	

	Service	Focus (Sunburst Category)	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	Target to 30/06/19	Actual to 30/06/19	Status at 30/06/19	Target to 30/09/19	Actual to 30/09/19	Status at 30/09/19	Target to 31/12/19	Actual to 31/12/19	Status at 31/12/19	Comments 31/12/2019
+	Rep-Time3: Average end to end repairs time (days) - Routine Repairs	Repairs/Vo...	20.00	9.81	☆	20.00	9.82	☆	20.00	6.45	☆	20.00	7.16	☆	20.00	7.08	☆	

Additional Performance Results (Where target not applicable)

	Service	Actual to 30/09/19	Actual to 31/12/19	Comments 31/12/2019
+ Compl3: Percentage of stage 1 complaints upheld fully or partially (Housing)	Customer Service	33.53	33.85	<ul style="list-style-type: none"> Q1-Q3 was within target. 197 Stage 1 complaints were upheld out of 582 achieving 33.85%. This compares to YTD Apr-Nov 31.13%, Apr-Oct 32.05%, Q1-Q2 33.53%, Apr-Aug (35.02%) and Q1 34.59%. This measure is within target and is a vast improvement from 2018/19 performance of 59.02%. In December 37 Stage 1 complaints were upheld out of 68 – 16 fully and 21 partially, giving a performance of 54.41% (4.41% out of target). This compares to November 27.27%, October 25.32%, September 26.67% and August 36.21%. Of the 37 Stage 1 complaints upheld in December, 13 related to Repairs, 12 related to Gas & Compliance, 8 to Investment, 2 to Tenancy Services and 1 each to Housing options and Lettings. 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	3,456.68	3,428.22	
Voids-Shelt-a: Time taken from tenancy termination to ready to let for standard sheltered voids	Voids	14.00	?	

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank