



AGENDA ITEM:

SUMMARY

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| Report for: | Housing & Communities Overview & Scrutiny Committee |
| Date of meeting: | 5 September 2018 |
| PART: | 1 |
| If Part II, reason: | |

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|--------------------------------|---|
| Title of report: | 2018/19 Quarter 1 Performance Report, Service Plan Update & Operational Risk Register – Housing |
| Contact: | Councillor Margaret Griffiths, Portfolio Holder for Housing Author/Responsible Officer – Fiona Williamson – Assistant Director - Housing |
| Purpose of report: | <ol style="list-style-type: none"> 1. To update the Committee on the Performance of the Housing Service - Quarter 1 2018/19 2. To inform the Committee on the progress of the 2018/19 Housing Service Plan and Operational Risk Register 3. To update the Committee on the Tenants and Residents Biennial survey results |
| Recommendations | <ol style="list-style-type: none"> 1. That the Committee note the Performance Report, Service Plan, Operational Risk Register & STAR survey |
| Corporate objectives: | Affordable Housing |
| Implications: | <u>Financial</u> All areas of the service are subject to Monthly Budget Monitoring Meetings with the HRA Financial Accountant. Budget Reporting is quarterly to the Committee and 6 monthly to the Tenants & Leaseholders Committee. |
| 'Value For Money Implications' | <u>Value for Money</u> The Housing Service & its costs are reviewed annually through a national benchmarking organisation (Housemark) |

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| Risk Implications | Appendix – Housing Operational Risk Register |
| Equalities Implications | Community Impact Assessments are carried out whenever there is a requirement to change or develop a new policy or procedure. |
| Health And Safety Implications | Health & Safety is an identified key risk for the Housing Service. |
| Consultees: | <p>Mark Gaynor – Corporate Director, Housing and Regeneration</p> <p>Layna Warden – Group Manager, Tenants & Leaseholders</p> <p>Adrian Hoole – Team Leader, Contracts, Property & Place</p> <p>Cynthia Hayford – Team Leader, Strategic Housing</p> <p>Tracy Vause – Team Leader Strategic Housing</p> <p>David Barrett – Group Manager, Housing Development</p> <p>Emily-Rae Maxwell, Strategy, Improvement and Engagement Team Leader</p> |
| Background papers: | n/a |
| Historical background (<i>please give a brief background to this report to enable it to be considered in the right context</i>). | Each year, in consultation with staff and members of the Tenants & Leaseholder Committee, a set of performance indicators are agreed, which are then approved by the Portfolio Holder for Housing and reported quarterly. In addition there are a suite of contractual performance indicators that are used to monitor the performance of the contractors delivering the services and these are linked to their profit. |
| Glossary of acronyms and any other abbreviations used in this report: | <p>TLC – Tenants & Leaseholder Committee</p> <p>HRA – Housing Revenue Account</p> <p>TAM – Total Asset Management</p> |

1.0 Introduction

1.0.1 This report details the performance of the Housing Service during the first quarter of 2018/19 against a raft of performance indicators. The indicators were reviewed at the end of the previous year and some targets were altered to reflect previous performance or future challenges. Performance indicators are contained in Quarterly report extracted from Rocket, the performance reporting tool and is contained in Appendix A

- 1.0.2 The report also details the Housing Service Plan and Operational Risk Register, which have been combined into a single working document. The Service Plan and Risk Register are reviewed on a quarterly basis and updated to reflect the progress against the various milestones and establish if there have been any changes to the risk rating or likelihood of occurrence. In order to mitigate the potential of the occurring, each is managed through a series of mitigations, designed to reduce the likelihood of occurrence. The Service Plan and Risk Register are contained at Appendix B.
- 1.0.3 The results of biennial Tenants and Residents Survey is contained in Appendix C and the executive summary and percentage differences from the

2.0 Housing Performance Report – 2018/19

- 2.0.1 Appendix 1 shows performance against the 'Service Critical' performance indicators for the 1st Quarter of 2018/19.
- 2.0.2 Overall the performance has been good, with the exception of four indicators, two of which relate to the re-letting of empty homes, SH03a and SH04e, which were red, TL15, which relates to the satisfaction with medium level ASB cases and PP01, which monitors the percentage of properties with a valid Gas Safety Certificate, both of which were amber.
- 2.0.3 SH03a, the average number of days to re-let an Empty Home, had increased from at 33.7 days in quarter 4 of 2017/18 to 43.9 days in the first quarter of 2018/19. The performance was disappointing and with the continued high levels of demand for social housing, and the corresponding reduction in rent collection, it is essential that there are interventions targeted at the cause. Paragraph 2.0.5 gives a further explanation
- 2.0.4 SH04e, the percentage of all properties let in target, had dropped to 46.74%. This was the second quarter of poor performance for both of these indicators and currently a time in motion exercise being undertaken to establish the productivity and resourcing level of the lettings team and to identify areas for improvement. There have been some problems with being able to accurately assess the appropriate resourcing level through the time in motion exercise, due to issues with sickness and holiday, which have negatively impacted the team.
- 2.0.5 Detailed analysis of the performance identified two factors that have increased the key to key time; firstly, the number of properties returned in poor condition, many of which require extensive work to bring up to the re-let standard; and secondly, three properties that were being adapted for disabled applicants, which due to the complexity of their medical needs, and the requirement to work with external agencies, averaged 251 days.
- 2.0.6 The team have identified a number of service improvements to the adaptations to ensure that properties are not delayed in the empty homes process, which include earlier checks on suitability and fast tracking of design, quotations and delivery of work on site. The changes will be closely

monitored to assess if the desired reduction in key to key times are achieved. The promotion of the Our House - Your Home campaign is designed to reinforce the tenancy conditions to ensure that there is a better understanding of the condition in which departing tenants should leave the property. The pro-active approach towards recharging tenants who leave properties in a poor condition has resulted in the collection of £12,000 since April and further reinforces the Council's approach towards tenancy enforcement.

2.0.7 TL15 Satisfaction with the outcome of medium level of ASB cases achieved 70%, which is 5% lower than target. There were 10 cases in the first quarter and of these 7 were satisfied with the outcome. The satisfaction survey collects information regarding the management of each case, such as how satisfied they are with the support provided and level of contact from the Housing Officer, which has demonstrated some positive results; however, the final question, which is used to populate this indicator, is based upon the final outcome of enforcement action. Often neighbours are looking for the Council to evict the tenant, and because the enforcement must be proportionate, it is more likely to result in a service of a notice or demotion, rather than eviction. This is likely to cause dissatisfaction for some complainants.

2.0.8 PP01 The percentage of dwellings with a valid gas safety certificate improved from 99.94% in the 4th Quarter, of 2017/18 to 99.99% in the first quarter on 2018/19, which resulted from the ongoing pro-active management of cases that do not allow access for servicing within the 12-month period. All properties that were overdue were managed through the tenancy and legal teams and by the end of the quarter performance had been reinstated to 100%.

3.0 Contract Performance

3.0.1 The two main contracts for the delivery of repairs maintenance and cyclical servicing are the 'Total Asset Management' (TAM) contract, with Osborne Property Services Ltd, and the Gas Servicing and Installation contract, with Sun Realm.

3.0.2 There are also four separate contracts with specialist mechanical and electrical contractors as follows:

Installation & maintenance of passenger & stair lifts - Express/ KONE

Installation & maintenance fire alarm systems - TP Fire

Installation & maintenance of door entry & CCTV systems - IDIS

Installation & maintenance of communal heating systems - Orion

3.0.3 During Quarter 1 of 2018/19 the performance of the contracts was measured and monitored against a number of key performance indicators and overall the performance levels remained high.

3.0.4 There was one notable exception, which was the passenger and stair lift contract. The contract was originally entered into with Express Elevators, who were acquired by KONE lifts in 2017/18. The Council closely monitored performance during the transition period and the contract was novated to

KONE, at the beginning of this calendar year. There have been ongoing issues with poor response times and quality of workmanship, on the stair lifts and as a result the Council have given notice to KONE to remove this element from the contract. Interim arrangements have been put in place to deliver stair lift works, whilst a new contractor is secured.

3.0.5 TAM contract

The performance indicators, which are linked to profit were reviewed at the end of the financial year 2017/18. Under the conditions of the contract, both parties must consent to any variation that could have a material impact on the provisions set out in the original tender documents.

3.0.6 It was agreed, by both parties, to revise the allocation of performance related profit, to create separate measures for Empty Homes performance and Aids and Adaptations. The revision enables these two critical areas of performance to be individually allocated a percentage of the performance related profit.

3.0.7 The annual performance from 2017/18 was further considered to establish any indicators where performance was consistently higher than target so that the target could be considered for further improvement. Two of the targets were increased for indicators that had performed at levels consistently higher than target. The table below shows the targets in 2017/18 and the revised targets for Reducing Waste and Right First Time and also the reappportionment of performance related profit, to allow for the new indicators.

| | 2017/18 | 2018/19 | Proportion | |
|--------------------------------|---------|---------|----------------|----------------|
| | | | 2017/18 | 2018/19 |
| Defects - Repairs / Voids | 98 | 98 | 10.0% | 10.0% |
| Defects - Planned | 98 | 98 | 10.0% | 10.0% |
| Satisfaction - Repairs | 90 | 98 | 7.5% | 12.5% |
| Satisfaction - Planned | 90 | 98 | 7.5% | 12.5% |
| Formal Complaints | <1 | <1 | 15.0% | 5.0% |
| In-Target Repairs/Voids | | | 12.5% | |
| 2018/19 - Repairs | 98 | 98 | | 6.5% |
| 2018/19 - Empty Homes | | | | 4.5% |
| 2018/19 - Small Works | N/A | 98 | | 1.5% |
| In Target - Planned | | | 12.5% | 10.5% |
| 2018/19 - Minor Adaptations | N/A | 98 (8) | | 1.0% |
| 2018/19 - Major Adaptations | N/A | 98 (8) | | 1.0% |
| Health and safety incidents | 100 | 100 | 10.0% | 5.0% |
| Reducing Waste | 85 | 95 | 5.0% | 5.0% |
| Appointments Kept | 98 | 98 | 5.0% | 7.5% |
| Right First Time | 78 | 86 | 5.0% | 7.5% |
| | | | 100.00% | 100.00% |

3.0.8 The Performance in the first quarter of 2018/19 has been positive with all indicators at or exceeding target as detailed in the table overleaf.

| REF | CATEGORY | MONTHLY STATUS | CRITERIA | Apr-18 | May-18 | Jun-18 | QUARTER 1 |
|-----|-------------------------------|----------------|-------------|---------|--------|--------|-----------|
| 1.1 | Defects - Repairs / Voids | PASS | Target | 98% | | | 99% |
| | | | Performance | 99 | 100 | 99 | |
| 1.2 | Defects - Planned | PASS | Target | 98% | | | 100% |
| | | | Performance | 100 | 100 | 100 | |
| 2.1 | Satisfaction - Repairs | PASS | Target | 98% | | | 99% |
| | | | Performance | 99 | 99 | 98 | |
| 2.2 | Satisfaction - Planned | PASS | Target | 98% | | | 100% |
| | | | Performance | 100 | 100 | 100 | |
| 3 | Formal Complaints | PASS | Target | <1% | | | 0% |
| | | | Performance | 0.4 | 0.2 | 0.3 | |
| 4.1 | In Target - Repairs | PASS | Target | 98% | | | 98% |
| | | | Performance | 98 | 98 | 98 | |
| 4.2 | In Target - Planned | PASS | Target | 98% | | | 100% |
| | | | Performance | 99 | 100 | 100 | |
| 4.3 | In Target - Small Works | PASS | Target | 98% | | | 100% |
| | | | Performance | 100 | 100 | 100 | |
| 4.4 | In Target - Minor Adaptations | PASS | Target | 98% * | | | 100% |
| | | | Performance | 100 | 100 | 100 | |
| 4.5 | In Target - Major Adaptations | PASS | Target | 98% * | | | 100% |
| | | | Performance | 100 | 100 | 100 | |
| 5 | Health & Safety Incidents | PASS | Target | 100% | | | 100% |
| | | | Performance | 100 | 100 | 100.00 | |
| 6 | Reducing Waste | PASS | Target | 95% | | | 96% |
| | | | Performance | 97 | 96 | 96 | |
| 7 | Appointments Kept | PASS | Target | 98% | | | 99% |
| | | | Performance | 99 | 99 | 99 | |
| 8 | Right First Time | PASS | Target | 86% | | | 87% |
| | | | Performance | 86 | 89 | 86 | |
| 9 | Empty Homes -Cat 1 Average | PASS | Target | 4 DAYS | | | 1 |
| | | | Performance | 1 | 2 | 0.5 | |
| 10 | Empty Homes -Cat 2 Average | PASS | Target | 7 DAYS | | | 6 |
| | | | Performance | 7 | 6 | 6 | |
| 11 | Empty Homes -Cat 3 Average | PASS | Target | 17 DAYS | | | 13 |
| | | | Performance | 13 | 11 | 14 | |
| 12 | Empty Homes -Cat 4 Average | | Target | TBA | TBA | TBA | 18 |
| | | | Performance | 16 | 17 | 21 | |

Osborne performance Indicators for Quarter 1 2018/19

3.1.1 Sun Realm

The Sun Realm Contract performed well in the first quarter and despite the indicator for PP01, the percentage of dwellings with a valid gas safety certificate, being amber, there had been an improvement on the previous quarter. There were a number of challenges with prolonged periods of frost, which resulted in a higher than average number of boiler breakdowns. Sun Realm mobilised the team to respond to the breakdowns and increased the out of hours cover to work to restore heating as quickly as possible.

4.0 Housing Service Plan & Operational Risk Register

- 4.0.1 The 2018/19 Housing Service Plan and Operational Risk Register are contained in Appendix B and provide an update on progress against the various objectives and an update on the operational risks.
- 4.0.2 The Service Plan objectives are all progressing, and where there have been any difficulties or delays in completion of a milestone, the reasons are provided in the update column.
- 4.0.3 In terms of notable updates, the ISO 9001:15 quality inspection was completed in the quarter with no non-conformities identified, which is a positive outcome and validates the quality system as fit for purpose.
- 4.0.4 Additional pressure was experienced with the use of Temporary Accommodation, due to the increased length of time that people are staying in the properties (an impact of the Homeless Reduction Act which came into place in April 2018 and the overall shortage of properties). Additional properties have been identified for conversion into Temporary accommodation to satisfy this ongoing demand.

5.0 Survey of Tenants and Residents

5.0.1 In 2018, Dacorum Borough Council (DBC) housing service conducted the fourth biennial survey of its tenants and leaseholders. The results of the survey are contained in Appendix C. Once again, the overall results indicate a decline in satisfaction compared with previous years, but the vast majority of tenants and leaseholders continue to be satisfied with most aspects of the service provided. An Executive Summary of the key areas is provided below:

5.0.2 Overall satisfaction

84.5% of our general needs tenants, 88.4% of our supported housing tenants and 59.8% of leaseholders are satisfied with the overall service they receive from us as their housing landlord.

5.0.3 Quality of the home

80.4% of our general needs tenants, 90.8% of our supported housing tenants and 80.1% of leaseholders are satisfied with the quality of their home.

5.0.4 Neighbourhood

86.9% of our general needs tenants, 93.2% of our supported housing tenants and 79.4% of leaseholders are satisfied with their neighbourhood as a place to live.

5.0.5 Value for Money

87.2% of our general needs tenants, 93.8% of our supported housing tenants and 53.4% of leaseholders are satisfied the service they receive is value for money.

5.0.6 Repairs and Maintenance

66.4% of our general needs tenants, 76.0% of our supported housing tenants and 47.0% of leaseholders are satisfied with the repairs and maintenance service. A point to note, is that of those general needs tenants surveyed, the ones who actually had a repair undertaken were more satisfied than those that did not have a repair, so therefore were not basing their response on direct experience.

5.0.7 Feedback and Influence

69.6% of our general needs tenants, 73.6% of our supported housing tenants and 47.5% of leaseholders are satisfied their views are listened to and we act upon them.

5.0.8 Tenant and Resident Priorities

Developing new homes to meet local housing need was our tenants' biggest priority, very closely followed by improvements to the planned maintenance programme.

N.B. Throughout the report, all references to percentage increases or decreases are the change in percentage points rather than overall percentage change.