



AGENDA ITEM:

SUMMARY

Report for:	Housing & Communities Overview & Scrutiny Committee
Date of meeting:	6th March 2019
PART:	1
If Part II, reason:	

Title of report:	2018/19 Quarter 3 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:	1. To update the Committee on the Performance of the Housing Service - Quarter 3 2018/19 2. To inform the Committee on the progress of the 2018/19 Housing Service Plan and Operational Risk Register
Recommendations	That the Committee note the Performance Report, Service Plan and Operational Risk Register
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)
Risk Implications	Housing Operational Risk Register details the risks associated with the management of the housing service.
Equalities Implications	Community Impact Assessments developed whenever there is a requirement to change or create a new policy or procedure.

Health And Safety Implications	Health & Safety is an identified key risk for the Housing Service.
Consultees:	Mark Gaynor – Corporate Director, Housing and Regeneration Alan Mortimer – Group Manager Property and Place Natasha Beresford – Group Manager Strategic Housing David Barrett – Group Manager, Housing Development Oliver Jackson - Team Leader, Supported Housing
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 suites of contractual performance indicators 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:	TLC – Tenants & Leaseholder Committee HRA – Housing Revenue Account TAM – Total Asset Management ASB – Anti-Social Behaviour

1.0 Introduction

- 1.0.1 This report details the performance of the Housing Service during the third quarter of 2018/19 against a raft of performance indicators. At the end of the previous financial year all indicators were reviewed 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, 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 risk 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.

2.0 Housing Performance Report – 2018/19

- 2.0.1 Appendix A shows performance against the 'Service Critical' performance indicators for the 3rd Quarter of 2018/19.
- 2.0.2 The performance in the majority of areas has been good, with the exception of three areas. The two indicators, which relate to the re-letting of empty homes, SH03a and SH04e, are red and in addition, TL 13a the percentage of Community Alarm Calls answered within 1 minute is red.
- 2.0.3 One further indicators was above target but within tolerance, TL15, which tracks the satisfaction with medium level ASB cases.
- 2.0.4 This is the third quarter, where the ability to re-let properties has been below target and still is a major cause for concern. In Q1, the average number of days to re-let an Empty Home was 43.9, which reduced slightly to 43.1 days in Q2, but has seen a further decline in Q3 with properties taking an average of 51.4 days to let. These are substantially over the 30-day target and resulting from the problems in recruiting staff and ongoing sickness absence during the period. A new officer appointed to the team resigned after a week, as they were offered another role closer to home. Feedback from the Hertfordshire Heads of Housing forum identified similar problems in recruiting experienced lettings and allocations staff.
- 2.0.5 SH04e, the percentage of all properties let in target, has also declined since Q2, when 57.41% were let within target, and in Q3 only 41.76% were let within target, which is substantially below the target of 70%. Again, the reduced level of resource has caused issues and a further recruitment campaign undertaken, which has received a more positive level of response.
- 2.0.6 TL13a the percentage of Community Alarm Calls answered within 1 minute reduced to 92.42% in the final month of the quarter. Due to the nature of the service provided by Tunstall, to support elderly residents, it is imperative that this indicator achieved.
- 2.0.7 Tenants rely on the Community Alarm to provide reassurance in the case of a fall or other incident in the home and as well as Council Tenants, there are a number of private users of the service.
- 2.0.8 Members of the Council's senior management team met with Tunstall, in January to understand the reasons for the decline in response, especially as to date the performance had been good. Tunstall advised of a system upgrade, which had created some issues with the routing of calls and the resilience of the system and advised they were working to resolve. Since the meeting, the performance has

improved slightly but there has been a system outage, on Tuesday 12th, which required the Council to invoke its emergency response.

- 2.0.9 A further meeting by conference call has been convened with Tunstall and contractual measures involved with the serving of an Improvement Notice, which requires demonstrable improvements in the service by the end of the next months performance.
- 2.1.0 TL15 Satisfaction with the outcome of medium level of ASB cases achieved 50%, which is 25% lower than target. There were 66 cases managed in the third quarter and 63 closed. The satisfaction survey is currently conducted using a snap survey, which complainants are set a link to complete. The percentage of respondents is variable on a month-by-month basis and there have been some concerns that this is not capturing a full picture of the service. The management team have reviewed a number of the comments to establish if there are patterns arising, and one observation was that a number of entries were duplicated, suggesting a system error., which is being investigated.
- 2.1.1 The ASB procedure and policies are under review, so that corporately the services can manage the persistent perpetrators in a robust manner, regardless of tenure.
- 2.1.2 The methodology for the collection of the satisfaction surveys is incorporated within this review and despite the fact that a clear action plan developed once an ASB case is reported, it is possible that the expected outcomes differ from those remedies available to the Council, especially in cases where both parties are alleging the other is at fault.

3.0 Housing Service Plan & Operational Risk Register

- 3.0.1 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.
- 3.0.2 The Service Plan objectives are all progressing, and where there have been any difficulties or delays in completion of a milestone, the reasons provided in the update column.
- 3.0.3 In addition to the Service Plan and Operational Risk Register, the Business Continuity Plan was updated in Q3 to reflect any newly arising risks that could affect the ability to deliver the services and all organisations contracted to deliver services, have been requested to provide statements about outlining their preparedness for Brexit.