



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

Title of report:	2018/19 Quarter 2 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 2 2019/20 2. To inform the Committee on the progress of the 2019/20 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 – the provision of good quality affordable homes, by investing in existing stock and developing new.
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 Housing and Communities Overview and Scrutiny 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 are developed whenever there is a requirement to change or create a new policy or procedure or significant change to service delivery.
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 Layna Warden – Group Manager Tenants and Leaseholders David Barrett – Group Manager, Housing Development
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>	In consultation with staff and members of the Tenants & Leaseholder Committee, a set of performance indicators are agreed, approved by the Portfolio Holder for Housing. These indicators are monitored monthly and reported to the HCOSC 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 and appendices:	TLC – Tenants & Leaseholder Committee SIE – Strategy, Improvement and Engagement Team CMT – Corporate Management Team TAM – Total Asset Management IT – Introductory tenancy UC – Universal Credit CA – Citizens Advice DWP – Department for Work and Pensions CPN – Community Protection Notice HRA – Housing Revenue Account TAM – Total Asset Management ASB – Anti-Social Behaviour HMO – Houses in Multiple Occupation

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1.0 Introduction

- 1.0.1 This report details the performance of the Housing Service during the second quarter of 2019/20, against the performance indicators. Performance indicators are extracted from Rocket, the performance-reporting tool, and contained in Appendix A
- 1.0.2 The report also details the Housing Service Plan and Operational Risk Register. The Service Plan and Risk Register are reviewed quarterly reviews 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 reduce the potential of the risk occurring, various mitigations are in place to reduce the likelihood or severity of occurrence. The Service Plan and Risk Register are contained at Appendix B.

2.0 Housing Performance Report – Q1 2019/20

- 2.0.1 Appendix A shows performance against the 'Service Critical' performance indicators for the 2nd Quarter of 2019/20.
- 2.0.2 **Performance Highlights:** Repairs and improvement programmes are being delivered with high levels of customer satisfaction, quality levels and within target timescales. All emergencies were attended within the 4 hour time limit.
- 2.0.3 The average key to key time for general needs and sheltered properties has been within target in quarter two, which is very positive and reflective of the additional work that has been undertaken to address the empty homes performance. The empty homes process will be mapped as part of one of the new normal projects, to determine if further improvements can be achieved.
- 2.0.4 The licencing of HMO's continues to increase with both the number which are licenced, 167 and applications for licencing, 13 rising since last year. The team have provided support and guidance to a number of landlords to ensure the standard of accommodation provided meets the appropriate legislative requirements and been working pro-actively with the fire service and registered providers to improve the safety of a number of blocks within the borough.
- 2.0.5 The performance of the lifeline call service has continued to improve, with 98.18% of calls being answered within 60 seconds compared to 97.66% in the last quarter. This is very positive and a result of the improvement notice served by Dacorum on Tunstall and intensive work that they subsequently invested in ensuring performance issues were adequately addressed.
- 2.0.6 The number of housing advice cases increased from 391 in quarter 1 to 467 in quarter 2 and the service continues to have more complex cases approaching. The most common being single applicants with severe mental health problems, with drug and alcohol as the main issues. The teams are working with various partners to provide support to these individuals and ensure their cases are managed appropriately whilst they are in temporary accommodation.

- 2.0.7 **Performance challenges:** The rent collection was down slightly and continues to be impacted by the increasing number of tenants who are on Universal Credit, but the commissioning of a new software tool is being rolled out which will assist with targeting tenants before arrears build up.
- 2.0.8 The increasing numbers of people presenting homeless and the complex circumstances leading to their presentation, continues to prove a challenge with ongoing levels of enhanced support often being required. There has been an increase in the length of time people are in temporary accommodation and the resource required to manage some of the complex cases has also been increasing.
- 2.0.9 The average time to re-let adapted properties was above target, but this was dramatically impacted by a single property, which due to a complex set of circumstances has been empty for a total of 598 days.
- 2.1.0 The average time to re-let general needs and sheltered properties have both experience problems and not been within target, in part due to resourcing problems within the team and partly arising from tenant refusals. The recruitment for four officers is currently underway, which will enable the team to operate more effectively and reduce the letting time.
- 2.1.1 The separation of each category of empty home for reporting, has enabled further analysis of refusal reasons and also an assessment of the numbers who are actively bidding on properties, which still remains low.
- 2.1.2 The review of the empty homes process continues and changes to the management of the functions and creating more generic roles, will provide further resilience in the teams, so that key to key times are reduced.
- 2.1.3 The number of complaints received in the second quarter increased since the same quarter last year and eight of these were responded outside of the target. Of these two were a result of system errors and the remainder were due to delays in receiving information from suppliers. This has been addressed directly with those individuals and will be monitored to prevent any future issues.

3.0 Housing Service Plan & Operational Risk Register

- 3.0.1 The 2019/20 Housing Service Plan and Operational Risk Register are contained in Appendix B and provide an update on progress during the 2nd quarter against the various service objectives and an update on the operational risks.