



Report for:	Housing & Communities Overview & Scrutiny Committee
Date of meeting:	4th March 2020
PART:	1
If Part II, reason:	

Title of report:	2019/20 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 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

1.0 Introduction

- 1.0.1 This report details the performance of the Housing Service during the third 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 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 of any of the risks. 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 – Q3 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 continue 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 number of tenancy sustainment cases that have been prevented from rent arrears remained above target and aside from the support provided to assist with financial management there have been a number of other benefits to having a focused team to support those with complexity of needs.
- 2.0.4 The number of rough sleeper approaches has reduced from six over the same period last year to none this year. This is reflective of the proactive work that the team have delivered around the prevention of homelessness and the timely response to any reports of rough sleepers.
- 2.0.5 The rent collection improved since last quarter from 98.74% of rent due collected to 100.32% and reflects all the hard work the team are putting in to address the challenges of Universal Credit (UC). The team are working to support tenants on UC with early interventions and advice and assistance with budgeting.
- 2.0.6 The performance of the lifeline call service has again seen an improvement, with 98.4% of calls being answered within 60 seconds compared to 98.16% 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.
- 2.0.7 **Performance challenges:** Empty homes average key to key time for sheltered properties continues to be a challenge and further analysis has identified that only 20% of Category 2 sheltered schemes (those with communal areas) are let during the first advertising cycle, compared with 70% of Category 1 dispersed sheltered units. A large number of properties are being advertised multiple times before bids are received or suitable applicant is identified. Whilst demand for such accommodation remains lower than general needs, the ability to improve

performance continue to be difficult. There is an ongoing review of the sheltered schemes the findings, which will be brought to a future scrutiny committee.

- 2.0.8 The lettings of all types of properties had been impacted by some empty homes works taking longer than initially scheduled, which resulted in delays getting into properties for viewings.
- 2.0.9 Satisfaction with the outcome of the ASB cases has reduced and further analysis has shown that communication and updates during the process need to be improved to increase the confidence of those report ASB, and to understand the need for evidence can result in cases taking longer to resolve than the complainant would expect.

3.0 Interventions to address performance below target

- 3.0.1 An external consultancy Sopra Steria have been undertaking the review of the empty homes process to consider improvements to how the properties are managed, both during the notice period, before the outgoing tenant leaves and whilst the property is empty, undergoing works, being advertised and relet. The findings will be reengineered to identify improvements in process, systems and approach, to reduce the key to key time. The recommendations will be reviewed by tenant representatives to make sure their expectations of the service are considered and reflected in any changes that are introduced.
- 3.0.2 The review of the sheltered schemes and demand will provide details of those schemes which are harder to let and strategic decisions will need to be made to determine an optimum number of Category 1 and 2 schemes that are fit for purpose and attractive to those residents seeking some form of support.

4.0 Housing Service Plan & Operational Risk Register

- 4.0.1 The 2019/20 Housing Service Plan and Operational Risk Register are contained in Appendix B and provide an update on progress during the 3rd quarter against the various service objectives and an update on the operational risks.