10 September 2014

Housing & Health Committee

Performance Report

Report of: *Helen Gregory, Head of Housing Services*

Wards Affected: *All*

This report is: *Public*

1. Executive Summary

1.1 The Committee receives regular updates on performance. Four key performance indicators were presented to Housing and Health Committee on 9 July 2014.

1.2 This report provides early feedback from the workshop sessions held with Managers and frontline staff to improve performance of KPI's; and the first results from the new repairs KPI's.

2. Recommendation(s)

2.1 For Members to note the contents of the report.

3. Introduction and Background

3.1 There are currently four key performance indicators used to measure the performance of the Housing team. These are:

- Average re let times
- % rent collection
- % rent arrears of current tenants as a proportion of the authority's rent roll
- Number of households living in temporary accommodation

3.2 The table below displays performance at the 26 August 2014 (mid point Quarter 2)

Key Performance Indicator	Quarterly Target	Q1	Q2 up to 26 August 2014	Comment
Average re let times for LA Housing	23 days	32.67 days	33.5 days	Below Target
% rent Collection (annual target)	99.70%	98.42%	98.47%	Below target
% rent arrears of current tenants as a proportion of the rent roll	1.95%	1.63%	1.56%	Achieving target
No. of households living in temporary accommodation	29	45	53	Below target

4.   Issue, Options and Analysis of Options

4.1   KPI Average re-let times – Three KPI improvement workshops have now been completed with Managers and front-line staff. During the workshops staff have conducted a process mapping exercise to 'map' the journey of re-letting a property from start to finish. This process has enabled staff to a gain a greater understanding of the process; identification of duplications, blockages, pressures and responsibility gaps have been hi-lighted.

4.2   Throughout this process the importance of prioritising the re-letting of void properties to staff has been reinforced ; the quicker the void property is turned around and ready to let, the quicker a new home is provided to a resident in need and, importantly, income loss is minimised to the Council.

4.3   The following improvements have been identified so far;

- Improve communication – between Lettings/Repairs and Estates teams.
- Re- introduction of weekly voids meeting.
- Installation of voids board in the office.
- Prioritisation of hard to let properties to minimise void loss.
- Ensure viewings are conducted the same week as property becoming void.
- Advise the Contractor of target time for the property to be let to ensure works are progressed on time.
- Train an additional Officer in the Choice Based Letting IT system Locator.
- Work towards developing a performance culture.

4.4   The improvements identified so far, are simple; the basics need to be right; responsibility, communication, prioritisation, teamwork and effective/regular monitoring from Managers.

4.5   It should be noted that the performance target agreed is the House Mark top quartile target. The housing team wanted to maintain this ambitious target to aim to be one of the best performers nationally.

4.6   KPI % rent arrears of current tenants as a proportion of the rent roll - A workshop session is planned for September 2014. This KPI is currently achieving top quartile performance; but the Estate Management team is keen to aspire to best practice and is planning to review the rent arrears policies and procedures at the end of the year.

4.7   KPI % rent collection – A workshop session is planned for September 2014. This KPI is currently not achieving target. The work that is being undertaken with improving the average re-let time with voids will impact favorably on this KPI by maximising income on the number of properties let.

4.8   KPI Number of households living in temporary accommodation- The first of several planned workshops have began with the Homeless Prevention team. The number of households living in temporary accommodation has increased for Q2 to 53; which is an increase up from 45 in Q1.

4.9   The immediate priority for the Homeless Prevention team is to prioritise a large backlog of homeless cases waiting to be assessed in accordance with Part VII of the Housing Act 1996; the Homelessness Act 2002 . The backlog of cases is causing a blockage in temporary accommodation.

4.10   We expect that the new allocations policy of allowing tenants one month to bid, for suitable available properties living in temporary will generate turnaround/vacancies in temporary accommodation.

4.11   Early findings from the KPI workshop have hi-lighted the following:

- Lack of alternative housing options other than Council temporary accommodation i.e. lack of private sector housing.
- Lack of defined roles/responsibilities within generic Officer roles to process cases.
- Lack of performance data giving reasons for Homeless applications to help direct the future service provision.

4.12   The team will continue to work through the findings to find solutions and new methods of working and report progress to the next committee.

4.13   As part of the governments 'Gold Standard challenge' we have been invited by Uttlesford Council to conduct a peer review in the autumn; The challenge is a local authority, sector led peer review scheme designed to help local authorities deliver more efficient and cost effective homelessness prevention services.

4.14 The challenge follows a 10 step continuous improvement approach that starts with a pledge for local authorities aspiring to 'strive for continuous improvement in front line housing services' and culminates in an application for the Gold Standard Challenge. Although this is not a compulsory requirement, it will provide an opportunity to learn and share best practice with another Local Authority. A future report will be provided to Housing Committee.

4.15 As agreed at 9 July 2014 Committee, we have incorporated three additional headline KPI's to help us monitor the new repairs contract.

4.16 Please see table below:

New KPI Measures	Quarterly Target	Q2 (July to 26 August 2014)	
Customer Satisfaction - measured by resident responses to phone surveys	95%	Wates	95.39 %
		Oakray	97.06%
Delivery of Urgent Repairs to target – date raised V contractor completion date	99%	Wates	88.05%
		Oakray	86.81%
Appointments kept	100%	Wates	88.61%
		Oakray	97.86%

4.17 The initial performance data although not validated yet; demonstrates high levels of Customer Satisfaction levels in meeting the target of 95%. However the target delivering urgent repairs within target of 99% is not being met by either Contractor. A contract meeting is being held on 2 September 2014 with Wates; performance monitoring will be discussed including the number of missed appointments. A verbal update will be provided at Committee.

5. Reasons for Recommendation

5.1 To inform members of the key performance levels within Housing.

6. Consultation

6.1 Regular feedback on Performance information is provided at Residents talkback meetings and will also be reported in the Annual Report

7. Reference to Corporate Plan

7.1 Improving service delivery will meet the Council's commitment to service improvements and will also enhance the efficiency of the service. Increasing the number of headline PIs regularly published and analysed will improve the openness of governance.

8. **Implications**

   Financial Implications
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8.1 Improvements in each of these headline performance measures will have financial benefits by increasing rental income through rent collection and reducing the period when homes are empty. Fewer households in temporary accommodation will also reduce the cost of this service.

9.0 **Legal Implications**
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9.1 None.

10. **Background Papers**

   None

11. **Appendices to this report**

   None

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