

**5th November 2014**

**Housing & Health Committee**

**Performance Information**

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

**Wards Affected:** *All*

**This report is:** *Public*

**1. Executive Summary**

- 1.1 This is the regular performance report produced for Committee for monitoring.
- 1.2 In addition to the four main headline key performance indicators (KPI's) we are reporting KPI's on the new repairs Contractors Waites, Living Space and Oakray Limited.
- 1.3 Importantly we are now also including the Gas Servicing KPI for regular performance monitoring by the Committee.
- 1.4 We are pleased to report early signs of performance improving as a result of the work being undertaken in the KPI workshops. A commentary is provided for each KPI within the body of the report.

**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 end of Quarter 2 (30 September 2014)

Key Performance Indicator	Quarterly Target	Q1	Q2 July to end of Sept)	Comment
Average re let times for LA Housing	23 days	32.67 days	28 days	Below Target – see commentary in 4.1
% rent Collection (annual target)	99.70%	98.42%	98.39%	Below target – see commentary in 4.2
% rent arrears of current tenants as a proportion of the rent roll	1.95%	1.63%	1.65%	Achieving target – see commentary 4.4
No. of households living in temporary accommodation	29	45	42	Below target – see commentary in 4.6

#### 4. Issue, Options and Analysis of Options

4.1 KPI Average re-let times – we are pleased to report a reduction of 4.67 days in the average re-let time for Q2. This is a significant improvement and can be attributed to the work of the KPI workshop. The improvements are a result of improved officer accountability, effective communication through a weekly voids meeting, re-calculation for the figures to remove voids with major works being undertaken from the figures.

4.2 KPI % rent collection –The first workshop was held on 8 October 2014. There were a number of issues raised by staff that influences the performance of this KPI:

- Orchard system is not fully automated and therefore not used to its full capacity. Officers have to rely on manual reports and manual monitoring of agreements.
- Existing policy and procedure needs updating to include more personal contact and welfare benefit advice.

- Delays in receiving housing benefit.
  - Only one direct debit date offered.
  - The work being undertaken in improving the average re-let time with voids will impact favorably on this KPI by maximising income over the longer term.
- 4.3 These improvements will be worked on over the next couple of months to improve performance – update to January 2015 committee.
- 4.4 KPI % rent arrears of current tenants as a proportion of the rent roll – This KPI continues to achieve top quartile performance. We will however be reviewing our income management policy and procedure in line with best practice in November 2014.
- 4.5 We will be developing money advice and income maximization with customers as part of our revised income management policy procedure. All Housing Officers will be attending Welfare Rights training delivered by Southend Council during the next couple of months.
- 4.6 KPI Number of Households living in temporary accommodation - Three workshops have now been undertaken with the Homelessness and Housing Options Team. We are pleased to report a reduction in the number of households living in temporary accommodation at the end of Quarter 2.
- 4.7 At the mid point in Quarter 2; we reported 53 households living in temporary accommodation. The number at the end of Quarter 2 is 42 households in temporary accommodation. This improvement has been as a result of the following:
- Improved prevention advice provided to customers.
  - Reviewing people who have been living in temporary accommodation over 6 months.
  - Prioritisation of backlog of homeless cases waiting to be assessed.
  - Staff being more focused.
  - Discussing performance in team meetings
- 4.8 Performance is being collated on the numbers and reasons for people approaching as either homeless or seeking housing advice (please see Appendix A). The highest number of approaches is from:
- Parental evictions
  - Section 21 Notice – private sector landlords.

- 4.9 As a result of these findings we are considering the following improvements;
- We are exploring introducing a mediation service to provide counseling and support to families with children to help them work through the issues to prevent eviction.
  - Improving our working relations with private landlords – through the introduction of the Essex Landlords Accreditation Scheme
- 4.10 Skills gaps have been identified within the Lettings team with only one Officer trained in the full administration of the Choice Based Lettings System. Training has been arranged for two homeless Officers to be able to use the Choice Based Lettings system to enable them to multi-skill and avoid disruption to service delivery if Officers are off sick or on annual leave.
- 4.11 We have also identified a cost saving to the General Fund with the non-replacement of a homeless admin post of approx £15,000. This will be considered as part of the Medium Term Financial Planning process..
- 4.12 Longer term the Homelessness/Lettings Service would benefit from a re-shape to be able to provide greater housing advice to a wider range of customers who are seeking housing advice i.e. private sector. A further report with recommendations will be submitted to Committee in March 2015.

#### Repairs and Gas Servicing Performance

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

4.14 Please see table below:

<b>New KPI Measures</b>	<b>Quarterly Target</b>	<b>Commencement of new contract July to mid point 26 August 2014</b>	<b>Q 2 July to end of September 2014</b>
Customer Satisfaction - measured by resident responses to phone surveys	95%	Waites 95.39 %	92.00%
		Oakray 97.06%	97.00%
Urgent Repairs completed on (3 day) target	99%	Waites 88.05%	84.35%
		Oakray 86.81%	94.70%
Appointments kept	100%	Waites 88.61%	98.00%
		Oakray 97.86%	99.00%
Gas Servicing	100%	Oakray 99.00%	99.50%

- 4.15 Customer Satisfaction rates - the customer satisfaction rates for Waites has reduced from 95.39% reported at 26 August 2014 to 92.0%. The target is 95.0%. The reduction in performance has been raised at Contract monitoring meeting. We will be conducting our own customer satisfaction surveys with customers to verify these satisfaction figures.
- 4.16 Oakray customer satisfaction figures above target at 97.0% which is good performance.
- 4.17 Number of urgent repairs completed to target has remained below target for Waites at 84.35%. Oakray has improved performance from 86.81% to 94.70%. Further analysis of performance is planned in the next month.
- 4.18 Appointments kept – Both Contractors have improved the number of appointments kept since we last reported to Committee. Waites have improved from 88.61% to 98.0% and Oakray have improved from 97.86% to 99.0%.
- 4.19 Gas Servicing – This is a critical KPI to ensure we are compliant in completing a gas service every 12 months in all our properties to meet our Health & Safety requirements under Gas Safety (Installation and Use) Regulations 1998. We are currently achieving 99.5%.

4.20 Currently there are 13 properties without a valid gas certificate for the following reasons:

- 6 void properties (boiler will be serviced as part of void works)
- 1 resident in hospital
- 3 properties are being served Notices seeking possession
- 3 properties now have appointments booked.

## **5. Reasons for Recommendation**

5.1 To keep members informed of the key performance levels within the Housing service.

## **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**

Appendix A – Homeless Approach Reasons (1 April – 30 Sept 2014)

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