

# Annex 1

## Housing Service Plan Q2 Progress Report




**April – September 2010**

## Introduction




1. This report provides a quarterly update on the Performance Indicators in the Housing Service Plan 2010/11 for the period April to September 2010, and progress on quarter 2 actions contained in the Service Plan. The report also provides an overview of Value for Money (VFM) initiatives.
2. For 2010/11 the suite of indicators included in service plans and performance reports have been reviewed, to ensure that performance monitoring aligns with the drives for quality improvement across the service. 102 indicators covering all aspects of the housing service have been identified, with 42 classed as headline indicators to focus on key areas of performance. A complete list of all the indicators, which are in the service plan, with current performance and status where this is available can be provided on request.
3. The new indicator suite has drawn on advice from the recent mock inspection, and on the range of indicators used in the HouseMark core benchmarking. Many of the indicators have not been collected in York before, so the focus has been on confirming definitions, establishing collection methods, calculating baselines and extrapolating targets. Also many of the indicators are satisfaction measures based on an annual survey, or other annual measures, so the number of indicators for which data is available at this stage in the year is limited.
4. The indicator suite includes 11 National Indicators. As part of the changes being introduced by the coalition Government, the national indicator set is being replaced with a new single comprehensive list of all the data Central Government require. Further announcements about the new list are expected following the Comprehensive Spending Review, but at present we do not know whether any of the national indicators will remain on the new list.

## Performance Scorecard

5. Annex 1a and the tables from paragraph 11 below show a performance scorecard, which looks at the performance against target, direction of travel and benchmarking information. Performance status measures the current (Q2) actual performance against target. The scorecard shows the annual target for 2010/11, but also a profiled target where necessary. Status is shown as follows:

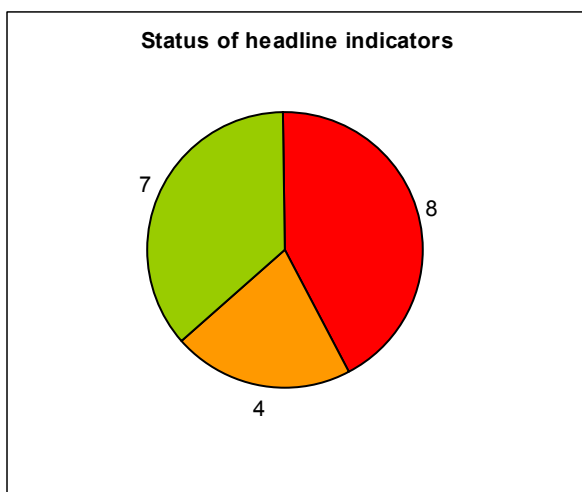
	On or exceeding profiled target
	Less than 5% outside profiled target
	More than 5% outside profiled target

6. Direction of travel compares current performance with the last reported figure, usually 2010/11 Q1, or in the case of profiled indicators, the 09/10 quarter 2 performance.

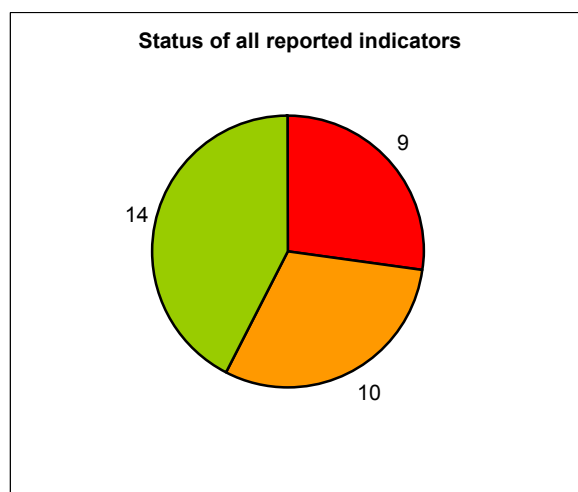
	Improving
	Stable
	Declining

7. Where possible, the scorecard provides the top quartile threshold value from the 08/09 HouseMark core benchmarking data from 276 housing providers. For some indicators this data is not available, so quartile values from 08/09 HIP data or BVPI 07/08 have been used to provide a benchmark.
8. The pie charts below show the status of current performance for those headline indicators for which data is available (19 indicators), and for all reported indicators (33 indicators).

### Current performance against target



Based on 19 reported indicators with a further 23 unreported



Based on 33 reported indicators with a further 69 unreported

9. Of the 19 headline indicators reported, only 4 have declined, none remained stable and 15 improved from the relevant comparator position.
10. Considering all 33 reported indicators, 10 have declined; one is stable and 20 improved from Q1 or the relevant comparator.

### Performance issues to note

11. The paragraphs below show the reported indicators by service area, identifying indicators where the status is red together with comments and action to be taken to improve performance, and also highlighting notable successes and significant changes from Q1 performance.

### Homelessness Service

	09/10 actual	09/10 Q2	Current perf	Q2 Target	Annual Target	DoT
NI156 Number of homeless households living in temporary accommodation	79	-	76	77	75	↑
Number of 16-17 years olds accepted as homeless	35	18	26	17	33	↓
Number of households prevented from homelessness	1076	597	305	565	1130	↓
Homelessness decisions made within 33 working days (average time to make decisions)	21.47	23.92	21.75	-	33	↑

12. The Homelessness Service had an exceptional year in 2009/10, with a concerted effort leading to very high performance on all indicators. However performance in the first quarter of 10/11 was not able to sustain this level or meet the challenging targets set as a result of last year's achievements. In Q2 the team have worked hard to clear the backlog of applications, so the number of households in temporary accommodation is now better than target. Decisions are also being made promptly, with the average time taken below performance at this point last year.
13. There has been a significant increase in young people approaching all agencies as homeless or for advice, which may be in part due to the use of legal highs but no definitive reason. All agencies are working hard to tackle this issue. Preventions are particularly low compared to last year, but this indicator has been affected by incomplete returns, as some external agencies have been unable to provide data. We are also seeing a slight reduction in cases, and many cases are significantly more complex and take longer or are harder to resolve. The target remains challenging.

### Affordable homes

	09/10 actual	09/10 Q2	Current perf	Q2 Target	Annual Target	DoT
NI 155 Number of affordable homes delivered (gross)	130	37	83	126	252	↑

14. Homes are not delivered in equal numbers over each quarter. Current forecast is for 225 homes to be delivered by year-end against a target of 252. The forecast will undoubtedly change as we approach the end of the year, but I would stress that achieving delivery of over 200 new homes in the current housing market and economic climate will be a considerable achievement and therefore overall performance must be viewed in this wider context.

### Other 'Your Place' indicators

	09/10 actual	Current perf	Annual Target	DoT
NPI 196: Fly-tipping Performance	2	3	2	↓
NI 141 Percentage of vulnerable people achieving independent living (Supporting People)	69.38%	71.11%	72%	↑

15. The latest August data for fly tipping shows 21% more tipping taking place, but 30% more enforcement action to address the problem. Supporting People data is only available 4 weeks after the end of the quarter. Q1 figures show an improvement on the position at year-end, and progress towards the target.

### Repairs

	09/10 actual	Current perf	Annual Target	DoT
Percentage of 4 hour repairs completed on time	91.4%	96.3%	95.0%	↑
Percentage of same day repairs completed on time	97.1%	98.9%	98.1%	↑
Percentage of general repairs (20 working days) completed on time	96.1%	94.8%	98.0%	↑
Average number of days to complete all repairs	4.26	4.93	5.30	↓
Percentage of urgent repairs completed within govt timescale	96.92%	97.4%	99%	↑

Average number of days to complete non-urgent repairs	5.03	5.63	7	↓
Gas safety - percentage of properties having a valid gas safety certificate	98.9%	99.03%	100%	↑

16. A comprehensive review has taken place of emergency repairs jobs, and processes have been improved, and amended to reduce recording errors. Manual corrections have been made to the first quarter's data, so the significantly improved performance is now a truer picture of delivery. Average time to complete overall and non-urgent repairs is increasing slightly, as part of the planned shift in priorities to focus on the emergency jobs, but these indicators are well within target.
17. Progress on gas safety has continued with the number of outstanding certificates reduced from 93 at the end of June (22 over 30 days) to 73 at the end of September (6 over 30 days). Actions are in hand to undertake gas servicing in these properties.

### Income management and voids

	09/10 actual	09/10 Q2	Current perf	Q2 Target	Annual Target	DoT
Rent lost through voids	0.98%	0.49%	0.58%	0.48%	0.95%	↓
% of tenants evicted as a result of rent arrears	0.30%		0.08%	0.15%	0.29%	↑
Current rent arrears as % of annual rent due	1.80%		2.61%	2.45%	1.47%	
Former rent arrears as % of annual rent due	3.32%		2.95%	3.26%	1.77%	
% rent collected (including current arrears b/fwd)	97.50%		94.77%	95.58%	98.54%	
% rent collected (excluding current arrears b/fwd)	99.60%		97.89%	98.73%	100.28%	
% of rent collected (BV66a)	98.40%	94.36%	94.94%	94.24%	98.68%	↑
Average number of days to re-let empty properties (overall)	20.94		21.58		21	↑
Average number of days to re-let empty properties (excluding temporary accommodation)	22.70		20.50		21	↑
Average number of offers per letting (excluding non-secure)	1.998		1.82		2	↔

18. The overall re-let time continues to be adversely affected by the success in reducing the need for temporary accommodation. A number of hostel rooms and temporary properties, vacant for extended periods due to the success in avoiding homeless presentations, were let during quarter 1, with a disproportionate effect on the cumulative re-let time. Although performance in quarter 2 has been consistently within target, the cumulative figure has not yet reached target levels. The rent loss through voids is similarly affected by the situation with temporary accommodation. A significant proportion of the void rent loss (over 50%) is due to Discus bungalows (without Discus properties the current rent loss is 0.26% compared to 0.58%).
19. Four rent arrears indicators have been introduced based on the HouseMark annual core benchmarking. Profiling of targets for these indicators is still being refined to ensure robust comparisons for in-year monitoring, but profiled targets are included in this report. Although current tenant arrears are £75k less than at the same point last year, this has slipped against the usual profile of arrears levels, hence the

performance status is red. Former tenant arrears have reduced steadily over the first half of the year and are now £100k below last year's level. The new rent collection indicators are running slightly behind target.

## Adaptations

	09/10 actual	Current perf	Annual Target	DoT
Percentage of minor adaptations completed within 20 days of assessment (council tenants)	89.0%	90.8%	92.0%	↓
Percentage of major adaptations completed within 60 days of assessment (council tenants)	33.7%	44.4%	40.0%	↑
Percentage of customers satisfied with overall grants and loans service	95.4%	100%	95%	↑
Percentage of customers satisfied with adaptations service (council tenants & owner occupiers)	97%	96.5%	95%	↓
% of customers satisfaction – quality of life in their home has been improved by work carried out (Disabled facilities grant and adaptations – owner occupier & council tenant)	97.8%	95.7%	100%	↓

20. Performance on completion of major adaptations has continued to improve this quarter, but minor adaptations performance has slipped slightly. However small numbers on both these indicators increases the variability. Work is ongoing to refine the indicators to better reflect the performance and drive improvement in the adaptations service.
21. Customer satisfaction indicators for the adaptations service are available some weeks after the quarter end, so Q1 figures are now available. Performance is generally good, but the number of respondents is very small so few conclusions can be drawn from one quarter's performance.

## Customer

	09/10 actual	Current perf	Annual Target	DoT
Percentage of complaints responded to in full within target time	73.20%	72.4%	88%	↑
Percentage of external telephone calls answered within 20 seconds	97.0%	95.65%	97%	↓

22. Within Housing Services in Q2 only 74.4% of complaints were dealt with within the appropriate timescale, an improvement from below 70% in Q1. However the Service Development team have been working with service managers with regards complaints handling and training has been implemented. It is expected that performance will continue to improve in this area.
23. Performance on the percentage of external telephone calls answered within 20 seconds has declined from last year and from Q1. However, these figures now include Building Maintenance and EcoDepot Repairs Partnership staff who were not included in the Q1 figure.

## Staff

	09/10 actual	Current perf	Annual Target	DoT
Reduce average number of days sickness per employee	15.03 days	6.53 days	9 days (annual)	↑
Complete all staff appraisals by the end of June 2010	71%	92.1%	100%	↑

24. The number of sickness days lost per FTE is 6.53 days compared to the April to September profile target of 4.5 days lost per FTE. Of the days lost only 1.65 days was due to short-term sickness with 4.88 days lost due to long-term sickness. Managers are actively pursuing the sickness absence procedure to ensure staff sickness is tackled effectively. Compared to last year significant progress has been made in completing staff PDR's, with only 13 left outstanding. For those PDR's remaining line managers have programmed in PDR meetings.

## Service Plan Action Update

22. Following the mock inspection and reflecting the recommendations and improvement timescales suggested by the inspectors, Housing set a very challenging improvement action plan with a total of 63 actions broken down into a 145 milestones to be completed in year 1 of the Housing Service Plan (by March 2011).
23. Of these milestones 127 were to be completed by the end of September 2010. The progress status for each of these milestones is attached at Annex 1b (Green status denotes those actions that have been completed (or dropped), amber those actions that are in progress and red denotes actions still to start).
24. Considerable progress has been made in progressing and completing milestones with :
- 64 milestones completed (50.5%).
  - 40 In progress (31.5%)
  - 17 to start (13%)
  - 6 withdrawn (5%)
25. Seventeen milestones are still to start which are outlined below. However lack of progress against these should be considered in the context of the challenging programme set and achievements to date despite a number of staff vacancies in various teams. HSMT are asked to consider the milestones below, note comments and revise completion timescales.

## Milestones still to commence

Action	Milestone	Officer	Date	Comments
Develop Housing approach to equalities and diversity	Review CRE compliance and identify gaps	A Davies	June 2010	CRE compliance gap analysis not carried out. Will form part of Equality & Diversity strategy/ statement for Housing services. It's suggested that the time scale for this is revised to January 2011
	Work with corporate team to ensure diversity is featured within Housing's procurement processes	A Davies	June 2010	Work on this has slipped slightly, this will now be completed November 2010
Involve customers in programming works and contractor selection	Arrange in - house training for customer representatives in contractor selection by Asset Management Officers	J Whitehouse	July 2010	Customers will have an opportunity to be involved in Tenant Choice Procurement in April. It is suggested that training for interested customers takes place in January and that the current timescale is revised to January 2011
	Involve customers in the development of specifications, contractor selection and scrutiny of contracts	Asset Manager	Aug 2010 onwards	Not actioned yet, will look at this when TC OJUE goes out in the New Year. It is suggested that the timescale is revised to Jan 2011 to coincide with the timetable to procure Tenant's Choice.
Improve Asbestos Management	Establish an Asbestos Management lead	Asset Manager	April 2010	Work has yet to proceed on this. In the absence of an Asset Manager a decision is required on who have overall responsibility for this. It is suggested that the timescale is revised to March 2011 for completion allowing for an Asset Manager to be appointed
Develop a protocol for pre tenancy risk assessment to identify vulnerability/s upport needs	Working with partners audit the range of work currently done around the prevention/early intervention agenda and following this identify any gap in service that needs to be addressed.	P Morrison	May 2010	Developing the ASB as a Safer York Partnership Strategy has taken priority. This action will be implemented with SYP when strategy complete. Suggested revised timescale Feb 2011
Improve Leasehold Management	Consider our approach to a sinking fund for leaseholders	D Southall	Aug 2010	Work has still to commence on this action; long-term staff sickness has had an impact on the ability to take this action forward. Initial meeting with Legal on possibility of altering the lease to incorporate a sinking fund has been arranged / imminent. Suggested revised timescale is March 2011.



	Consider extending the service offering to leaseholders including routine repairs or access to capital improvements	D Southall	Aug 2010	This action was originally down for the Housing Operations Manager who suggests that this should be taken forward by Asset Management. It is suggested that the Asset Manager is responsible for taking this forward, following consultation with leaseholders by the Service Development Team and that the timescale is revised to March 2011 allowing for the appointment of an Asset Manager.
Develop HRA Business Plan	Following consultation period of HRA subsidy review undertake base review of business plan	D Mitchell	June 2010	Received confirmation that subsidy system to be abolished, but now awaiting Comprehensive Spending Review announcement in October. In view of this it is suggested that the timescale for completion is revised to February 2011
	Feed resource implications into the financial planning process	D Mitchell	Sept/Oct 2010	Awaiting CSR in October and final subsidy determination in December. It is suggested that the timescale is revised to February 2011
Develop the website to ensure that this provides a comprehensive approach to information, is accessible and is utilised as a self-serve tool	Publish Tenant and Leaseholder information leaflets incorporating service standards on website	A Davies	July 2010	Delays due to unavailability of service development manager and support services manager to sign off leaflet content prior to formatting in new design. To be completed November 2010
Develop measures to reduce young people homelessness	Undertake prevention work with families to prevent future homelessness	B Ward	Mar 2010	Work has not started on this as this action is to be incorporated into the bigger review of Homelessness to be undertaken later in the year Suggested timescale is put back to March 2011
Develop a compensation policy and ensure customers and staff are clear about the policy	Raise awareness of policy with staff and customers including providing information on the website and in the information handbook	K Robinson	June 2010	Compensation policy has been drafted and will be presented to HSMT in November 2010. Once the policy has been considered by HSMT then awareness raising issues will be implemented
Develop staff recognition scheme	Hold staff recognition award ceremony	S Waddington	Sept 2010	The scheme was to be presented to DMT on 28 <sup>th</sup> Oct 2010. The item has been pulled and will not be considered in the foreseeable future. HSMT are requested what further action if any is to be taken
Ensure we are inspection ready	Agree discretionary documents for inspection	A Davies	May 2010	This will be completed in November once all self-assessments of the Landlord Service are finalised.

Improve communication with and involvement of staff	Introduce regular meeting with operatives and integrate them into the performance management framework	Asset Manager	April 2010	The Asset Managers post is vacant so this action has not been taken forward. It is suggested that the timescale for completion is revised to March 2011.
	Produce Housing quarterly newsletter	Tracy Botterill	Quarterly	This action is being revised as part of the development of the Communication Plan

26. The following Milestones have been withdrawn

- Review the approach to letting adapted properties to ensure that delays are minimised~ No work intended on this as the new CBL policy should ensure only appropriate customers bid for vacancies
- Consider introducing a housing applicants newsletter~ The CBL implementation from April 2011 will provide a regular newsletter as part of the implementation
- Carry out work with Annual Housing Survey respondents to establish why satisfaction with opportunities to participate is low ~ This action is unable to be taken forward due to confidential issues with the release of names of respondents
- Bring back 15 empty hospital properties back into use. Report options to HSMT. Agree terms with hospital. Having considered the options available it was not financially viable to take this project forward.

### Value for Money

27. HSMT earlier in the year agreed the Value for Money Strategy. A key action within the strategy was to develop a value for money register in order to capture value for money savings. Outlined in the table below are value for money initiatives, which have resulted in savings or improvements in service delivery or both. At the present time the register does not capture the VFM savings, which have occurred through Housing's More for York programmes.

### Value for Money Initiatives

Team	Value for Money Initiative	Budget Saving	Improvement in Service	HRA Surplus	Other
Hsing Ops	Review of ground maintenance SLA leading to an under spend of £18k which has been reinvested into the service to undertake additional environmental works		£18k		
Hsing Ops	Income generation -Provide a tenancy			£70k	

	management service for Fabric HA which results in a net income of £70k which is part of the HRA Surplus				
Hsing Ops	Income generation- Provide specialist tenancy enforcement and legal services to RSL's in York. This is reinvested into the Family intervention project		£5k		
Asset Management	Review of Tenant Choice work to the end of Oct expected to make a 10% saving on contract price	£75k			
Standards & Adaptations	Reviewed the procurement for the supply and installation of stair lifts making a saving of £2.5k on the average cost of installation. Will quantify at the end of the financial year		✓		Reduced installation costs Speedier service
Service Development	Using customer profiling information reviewed the number of languages required as strap line for housing leaflets making a £25 saving on translation costs. This will be quantified when all the leaflets have been completed	✓			

## Conclusions

26. The performance indicators included in the 2010/11 Service Plan represent a significant change from those previously reported. As such the collection methods, baselines and targets for many indicators are still in development. Many indicators

are also based on annual or periodic data collection or surveys. As a result only about 45% of the headline indicators and over 30% of all indicators are reportable at this stage in the year.

27. Reported performance has improved significantly from the disappointing levels of Q1. Two thirds of indicators are improving and less than a third are at red status. The performance of the Homelessness Service has improved from the dip in Q1, although preventions and acceptances of young people are still below target. The actions to address issues with emergency repairs have resulted in significant improvement. There are still issues around staff sickness and the timely response to complaints, but all have made progress since Q1. HSMT and Service Managers are asked to consider what actions could drive further improvement and address weaknesses in performance in their areas.
28. Significant progress as been made in completing Service Plan actions with the majority of year 1 milestones either having been completed or in progress with only 13 actions at this midway point still to start. HSMT and Service Managers are advised to regularly review progress against the Housing Service Plan to minimise slippage against completion timescales.

### **Recommendations**

30. Executive Member is asked to note progress to date and agree the revised timescales for completing the actions still to start.

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