

Housing Service Plan Q3 Progress Report

April – December 2010

**Housing Service Management Team - Senior Managers
Performance Meeting**

19th January 2011

**Service Plan Performance Report covering the period April –
December 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 December 2010, and progress on quarter 3 actions contained in the Service Plan.
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. Annex 1 provides a complete list of all the indicators, which are in the service plan, with current performance and status where this is available.
3. The new indicator suite drew on advice from 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 in year is limited.

Changes to Performance Frameworks and Indicators

4. The indicator suite includes 11 National Indicators. As part of the changes 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. A draft of the new data list is currently out to consultation. The new list focuses on data returns and collections rather than indicators and measures, although many of the indicators which have been used over recent years are based on the data items in these collections.
5. Some data collections and national indicators are no longer required by central government, and it remains for local authorities to determine whether they wish to continue to collect them, for local use.
6. The national Place survey has been cancelled. The Tenant Satisfaction Survey (STATUS) is no longer a statutory requirement, but this will be continued on an annual basis, for local use. Questions relating to place survey indicators have been

included in the Annual Housing Monitor and we will continue to report against the old indicators, but relating to Council tenants only.

7. The Department for Energy and Climate Change (DECC) announced in December 2010 that NI 187 is no longer required to be collected: "NI 187 imposes a significant burden on local authorities. DECC statisticians have developed a methodology that more accurately measures fuel poverty at a local authority level and this doesn't impose a burden on local authorities. NI 187 will be discontinued for the remaining reporting period to 31 March 2011 and will not be included on the comprehensive data list. Local authorities are therefore no longer obliged to collect data for NI 187 unless they wish to for their own purposes."
8. NI 195c (Neighbourhood Services indicator relating to graffiti) is no longer required nationally, but the Communities and Neighbourhoods directorate has decided to continue collecting this indicator for 2010/11.
9. Customer First data. The indicator on the percentage of letters replied to within 10 days is no longer required to be reported centrally, and is no longer being collected. The percentage of external telephone calls answered within 20 seconds is still monitored, but quarter 3 reports have not yet been received.
10. Equalities data: There is an indicator in the service plan "Percentage of lettings by equality strands" which represents a body of data which is best presented in the form of a broader equalities report. As it is not a single indicator, it is not possible to report this data in the performance report.

Performance Scorecard

11. Annex 1 and the tables from paragraph 17 below show a performance scorecard, which looks at the performance against target, direction of travel and benchmarking information. Performance status measures the current (Q3) 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

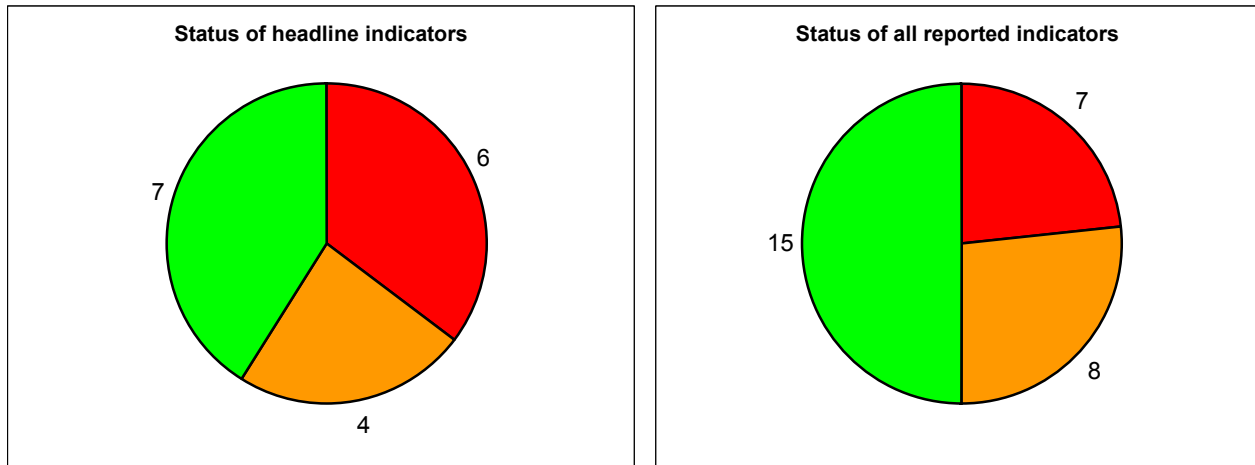
12. Direction of travel compares current performance with the last reported figure, usually 2010/11 Q2, or in the case of profiled indicators, the 09/10 quarter 3 performance.

↑	Improving
↔	Stable
↓	Declining

13. 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.

14. The pie charts below show the status of current performance for those headline indicators for which updated data is available (17 indicators), and for all reported indicators (30 indicators). Three indicators which were reported at Q2 do not have data available in the current report. These are highlighted in red text in Annex 1 and the reasons are described in the paragraphs below.

Current performance against target



Based on 17 reported indicators with a further 25 unreported

Based on 30 reported indicators with a further 72 unreported

15. Of the 17 headline indicators reported, 7 have declined, 2 remained stable and 8 improved from the relevant comparator position.
16. Considering all 30 reported indicators, only 9 have declined; 6 are stable and 15 improved from Q2 or the relevant comparator.

Performance issues to note

17. 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 Q2 performance.

Homelessness Service

	09/10 actual	10/11 Q2	Current perf	Annual Target	DoT
NI156 Number of homeless households living in temporary accommodation	79	76	95	75	↓
Number of 16-17 years olds accepted as homeless	35	26	32	33	↓
Number of households prevented from homelessness	1076	305	447	1130	↓
Homelessness decisions made within 33 working days (average time to make decisions)	21.47	21.75	15.02	33	↑

18. 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 2010/11 has not been able to sustain this level or meet the challenging targets set as a result of last year's achievements. Quarter 3 has been particularly busy, and this

combined with a lack of opportunities for move-on into permanent accommodation, has contributed to an increase in the number of households in temporary accommodation. In the current economic climate it is difficult to secure private rented accommodation, and this also affects the ability to prevent/relieve homelessness. Preventions continue to run at a much lower level than last year, hence are not hitting target, but at a steady rate quarter on quarter. It is recommended that this indicator be used as a context setting measure of volume rather than a targeted indicator for future reporting.

- Although there has been a significant increase this year in young people approaching all agencies as homeless or for advice, the number of 16 and 17 year olds accepted as homeless this quarter has dropped (6 in Q3 compared to 12 and 14 in previous quarters). An increased number of young people are being picked up by children's social care, and this trend is expected to continue. Decisions are being made promptly, with the average time taken well down on previous quarters.

Affordable homes

	09/10 actual	09/10 Q3	Current actual	Current perf	Annual Target	DoT
NI 155 Number of affordable homes delivered (gross)	130	99	153	249 (forecast)	252	↑

- Homes are not delivered in equal numbers over each quarter. 153 homes have been delivered to date, but the current forecast is for 249 homes to be delivered by year-end against a target of 252. We are working with Yorkshire Housing to secure a further 50 affordable homes that will be completed within the financial year and could therefore bring the year end total to almost 300 homes. Negotiations are at an advanced stage but have not been concluded in time to include them in the forecast above. Irrespective of whether we can secure these additional homes, to achieve 249 additional homes against an ambitious LAA target of 252 would be a considerable achievement against the backdrop of a very challenging housing market and economic downturn.

Other 'Your Place' indicators

	09/10 actual	Current perf	Annual Target	DoT
NPI 195c: % of relevant land and highways that is assessed as having unacceptable levels of graffiti	2.1%	0.5%	4%	↑
NPI 196: Fly-tipping Performance	2	3	2	↓
NI 141 Percentage of vulnerable people achieving independent living (Supporting People)	69.38%	69.4%	72%	↓

- The latest November data for fly tipping shows 25% more tipping taking place. Levels of graffiti at the November survey point are much improved on last year's position. Supporting People data is only available 4 weeks after the end of the quarter. Q2 figures have declined compared to Q1 and are at last year's level. This has been affected by one underperforming provider, and relates to a changing client group. It is being managed to support improvements.

Repairs

	09/10	10/11	Current	Annual	DoT

	actual	Q2	perf	Target	
Percentage of 4 hour repairs completed on time	91.4%	96.3%	97.3%	95.0%	↑
Percentage of same day repairs completed on time	97.1%	98.9%	99.1%	98.1%	↔
Percentage of general repairs (20 working days) completed on time	96.1%	94.8%	95.6%	98.0%	↑
Average number of days to complete all repairs	4.26	4.93	4.54	5.30	↑
Percentage of urgent repairs completed within govt timescale	96.92%	97.4%	N/A	99%	
Average number of days to complete non-urgent repairs	5.03	5.63	5.61	7	↔
Gas safety - percentage of properties having a valid gas safety certificate	98.9%	99.03	95.85	100%	↓

22. Quarter 3 has posed challenges to the repairs service due to the early onset of the freezing weather and its duration. This caused a very significant increase in emergency and non emergency gas/heating repairs, to such an extent that the decision was taken to suspend gas servicing to allow a focus on responsive repairs to meet customer need. The repairs were significantly higher than the previous years (1571 jobs in Dec 10, 941 in Dec 09 and 892 in Dec 08).
23. Due to the suspension of gas servicing work at the end of December there were 312 certificates outstanding, with 21 warrants raised (compared to 160 at the end of November, and only 73 at the last reporting point at end September). A plan has been developed to bring the servicing back on track during the next quarter.
24. Although the increased number of repairs jobs is not fully reflected in the wider performance data (jobs are reported only once invoiced, so not all December's jobs are currently included), the number of 04 and SD reported jobs in December is much higher than November (522 04 compared to 338, and 801 SD compared to 519), and than December 2009 (251 04 and 521 SD). Despite this increased volume, the proportion of jobs completed on time continues to improve.
25. There is an issue with the reporting of the percentage of urgent repairs completed within government timescales this quarter. The introduction of mobile working and resulting changes in SOR codes have had unforeseen impacts on the reporting process relating to jobs classed as RTR. November and December's figures have proved inaccurate and are not reported here, pending further investigation.

Adaptations

	09/10 actual	10/11 last	Current perf	Annual Target	DoT
Percentage of minor adaptations completed within 20 days of assessment (council tenants)	89.0%	90.8%	87.0%	92.0%	↓
Percentage of major adaptations completed within 60 days of assessment (council tenants)	33.7%	44.4%	40.6%	40.0%	↓
Percentage of customers satisfied with overall grants and loans service	95.4%	100%	100%	95%	↔
Percentage of customers satisfied with adaptations service (council tenants & owner occupiers)	97%	96.5%	99.9%	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%	97.1%	100%	↑

26. Although performance on completion of both minor and major adaptations has declined this quarter, 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.
27. Customer satisfaction indicators for the adaptations service are available some weeks after the quarter end, so Q2 figures are now available. Satisfaction levels are generally very high, but the number of respondents is very small so few conclusions can be drawn.

Income management and voids

	09/10 actual	09/10 Q3	Current perf	Q3 Target	Annual Target	DoT
Rent lost through voids	0.98%	0.73%	0.83%	0.72%	0.95%	↓
% of tenants evicted as a result of rent arrears	0.30%	0.23%	0.14%	0.22%	0.29%	↑
Current rent arrears as % of annual rent due	1.80%	2.88%	2.51%	2.56%	1.49%	↑
Former rent arrears as % of annual rent due	3.32%	3.44%	2.67%	3.26%	1.79%	↑
% rent collected (including current arrears b/fwd)	97.50%	95.53%	96.27%	96.62%	98.54%	↑
% rent collected (excluding current arrears b/fwd)	99.60%	98.26%	98.51%	98.93%	100.28%	↑
% of rent collected (BV66a)	98.40%	95.71%	96.32%	96.46%	98.68%	↑
	09/10 actual	10/11 Q2	Current perf	Q3 Target	Annual Target	DoT
Average number of days to re-let empty properties (overall)	20.94	21.58	20.35	-	21	↑
Average number of days to re-let empty properties (excluding temporary accommodation)	22.70	20.50	20.27	-	21	↑
Average number of offers per letting (excluding non-secure)	1.998	1.82	1.81	-	2	↔

28. The cumulative re-let time was adversely affected in Q1 by the letting of hostel rooms and temporary properties which had been vacant for extended periods due to the success in avoiding homeless presentations. Performance in quarters 2 and 3 has been consistently within target, and consequently the cumulative figure has now reached target levels. The rent loss through voids was similarly affected by the situation with temporary accommodation. However, the main influence on this indicator has been the Discus bungalows. The demolition of a number of Discus properties in the latter part of 2010 has not yet been fully reflected in the figures, and work is underway to calculate a corrected void rent loss figure.
29. Four rent arrears indicators have been introduced based on the HouseMark annual core benchmarking. A more accurate profile of targets for these indicators has been calculated for this report, together with comparative figures for last year, to enable robust comparisons for in-year monitoring. Current tenant arrears are more than £90k less than at the same point last year, ahead of target. Former tenant arrears have reduced steadily over the year and are now nearly £200k below last year's level. All three rent collection indicators are running slightly behind target, but are still ahead of last year's position.
30. Evictions for rent arrears are well below last year's level, with 11 evictions to date (compared to 18 at this point last year).

Customer

	09/10 actual	Current perf	Annual Target	DoT
Percentage of complaints responded to in full within target time	73.20%	63.3%	88%	↓

31. Within Housing Services in Q3 only 63.3% of complaints were dealt with within the appropriate timescale, declining from 81% in Q2. However the number of complaints received was much higher (60 compared to 36 in Q2). A separate report on complaints provides further details.
32. Data on the Customer First indicator of external telephone calls answered within 20 seconds has not yet been received for Q3.

Staff

	09/10 actual	Current perf	Annual Target	DoT
Reduce average number of days sickness per employee	15.03 days		9 days (annual)	
Complete all staff appraisals by the end of June 2010	71%	97%	100%	↑

33. Figures on the number of sickness days lost per FTE are not yet available for Q3. Compared to last year significant progress has been made in completing staff PDR's, with only 5 left outstanding. For those PDR's remaining line managers have programmed in PDR meetings.

Service Plan Action Update

34. 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 145 milestones to be completed in year 1 of the Housing Service Plan (by March 2011). Although the following actions have had timescales extended to reflect the impact of the organisational review and a freeze on appointing staff.
- Develop a customer access strategy reviewing service standards and performance measures with customers. This will be taken forward once service standards are agreed with customers as part of the work on developing local offers to be in place by April 2011
 - Appoint Equalities and Engagement Facilitator - pending outcome of the organisational review
 - Review CRE compliance and identify gaps - this will be picked up following peer review of the Council's Single Equality Framework in the spring
 - Develop Equalities and Diversity Strategy including action plans ensuring that EIAs are undertaken as appropriate - as above
 - Involve customers in programming works and contractor selection - As part of the council's efficiency drive many of the contracts have been extended. This will be taken forward as soon as an opportunity presents itself.
 - Establish an Asbestos Management lead - This is on hold until the Asset Manager is being appointed.

- Extend benchmarking to include , Complaints , ASB, Homelessness and Resident Involvement. This will be progressed once the Local Offers have been agreed
- Review funding arrangements for resident involvement
- Develop HRA Business Plan - This is to be completed following outcome of HRA Subsidy Review.
- Review training plan to take into account NMU operatives transferring to Housing and report to HSMT on impact on training resources. This was delayed due to the current post holder being on maternity leave who has now returned and will be taken forward in the next couple of months.
- Publish Tenant and Leaseholder information leaflets incorporating service standards on website
- Hold staff recognition award ceremony - This is on hold due to organisational development review.

35. Of the 119 milestones to be completed by the end of December 2011 (The progress status for each of these milestones is attached at Annex 2, as follows - 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):

- 75 milestones have been completed (63%).
- 28 are In progress (24 %)
- 8 to start (7%)
- 7 dropped (6%)

36. Of the completed actions this has included :

- The development of key strategies, including ASB, Housing, Older Person's Value for Money , ICT, Customer Engagement and Value for Money strategies
- Implementation of customer profiling
- Developing a procedure from moving fire hazards in blocks of flats including guidance to tenants
- Adoption of a Contractors Code of Conduct
- Reviewing the decoration policy and introducing decoration packs following Tenant Choice work which will make significant efficiency savings
- Reviewing Asset Management Contractors list
- Completion of benchmarking information so we are able to determine how we compare in terms of value for money and performance against other housing organisations
- Improvements to the allocations policy through introducing accompanied viewing and auditing a percentage of lettings.
- Reviewing the gas servicing procedure which has reduced the backlog significantly
- Improving the performance management framework through the production of a 3 year service plan, the introduction of quarterly extended HSMT with service managers dedicated to performance issues, the establishment of a scrutiny sub group of the Residents Federation so tenants are able to challenge performance
- The introduction of tenancy verification visits

- Strengthened the approach to dealing with Anti-Social Behaviour not just through the implementation of the ASB strategy but through extending the mediation service to RSLs
- The review of cleaning arrangements in blocks of flats and the introduction of notice boards displaying cleaning service standards to occupants
- Reviewed customer satisfaction surveys
- Review of staff sickness and the introduction of quarterly reports which are considered by HSMT
- Production of a communication plan across all service areas
- Established a peer education scheme in schools covering teenage pregnancy, homelessness and child poverty
- The relocation of Housing Options to St Leonards
- Reviewed the YorHome scheme and Project 92
- Reviewed the Occupational Therapist service

37. Whilst there has been significant progress in actioning the service plan there are eight milestones 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.

38. Milestones still to commence

Action	Milestone	Officer	Date	Comments
Develop Housing approach to equalities and diversity	Work with corporate team to ensure diversity is featured within Housing's procurement processes	A Davies	June 2010	Work on this has slipped . This will be taken forward in June 2011 following the peer review of the Council's Single Equality Scheme.
Clarify the decoration policy and deliver training to appropriate staff on how it should be applied	Review assistance and support for elderly and disabled customers who are unable to undertake decorations. Consider providing assistance from funding for decoration vouchers and added value options.	A Wilcock	Sept 2010	The decoration policy following Tenant Choice works has been reviewed changing from vouchers to decoration packs. This will form part of the decoration/disturbance allowance review to be completed by April 2011.
Improve Leasehold Management	Consider extending the service offering to leaseholders including routine repairs or access to capital improvements	Asset Manager	Aug 2010	This will commence when the new Asset Manager is appointed
Improve Procurement	Encourage corporate to develop a procurement strategy	K Grandfield	Dec 2010	Due to other work commitments this action has been put on hold and will be taken forward for inclusion in Housing's Service Plan 2011/12
	Develop a Housing Procurement Strategy and include an action plan for all housing procurement linked to value for money	K Grandfield	Dec 2010	Due to other work commitments this action has been put on hold and will be taken forward for inclusion in Housing's Service Plan 2011/12
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 action. It is to be incorporated onto 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	S Brown	Dec 2010	This action was to be taken forward by K Robinson who has now left the authority. It is therefore being action by S Brown. A policy has been drafted and is currently out to consultation with the Councils Complaints Manager and Insurance Manager and will be considered by HSMT in Feb 2011. Following approval it will be disseminated to staff. Suggest that the timescale for this is revised to March 2011.
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39. The following milestones have been dropped

- Establish with customers the demand to move to two hour slots for repair appointments and offer evening and weekend appointments and incorporate external contractors into appointment scheme looking to mobile working/optitime project. – This action is a More for York action.
- 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.
- Agree discretionary documents for inspection. It is unlikely that the service will be inspected due to the changes in Housing's Regulatory framework.

Conclusions

40. 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 30% of all indicators are reportable at this stage in the year.
41. Reported performance is generally similar to Q2, or slightly improved. Half of the reported indicators are now on target and less than a quarter are at red status. Half the indicators are also improving compared to last quarter, or the relevant comparator.
42. The timeliness of completion of emergency repairs continues to improve, despite exceptional seasonal demand. Re-let times are now on target, with good performance in Q2 and Q3 compensating for the significant issues with void times for temporary housing in Q1. Targets for arrears are being exceeded, although those for rent collection have slipped slightly. Exceptional demands on services have had an

effect on performance, in relation to households in temporary accommodation and timely response to complaints. The demand for gas and heating repairs has led to the suspension of gas servicing operations, hence this indicator is well below target. HSMT and Service Managers are asked to consider what actions could drive further improvement and address weaknesses in performance in their areas.

43. 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 8 actions at this 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

44. HSMT is asked to note progress on Service Plan actions to date and agree the revised timescales for completing the actions still to start.
45. In the light of changing requirements for indicators and data to be reported to central government and corporately, HSMT is asked to consider whether the following indicators should be removed from service plan monitoring for the current year, or from the refreshed 2011/12 service plan
- NI 187 – no longer nationally required for 10/11, to be replaced with a nationally collated measure for 2011/12. Recommend removing from plan and replacing with appropriate national or local measure.
 - NI 195c - no longer nationally required for 10/11 but being locally collected for 10/11
 - Customer First - % of letters replied to within 10 days – no longer internally reported, and not being collected for 10/11. Recommend reviewing as part of work on service standards.
 - Customer First - % of external telephone calls answered within 20 seconds – no longer internally reported, but data is still available. Recommend reviewing as part of work on service standards.
 - Percentage of lettings by equality strands – this is not a single indicator, but a body of data which contributes to a wider picture of equalities. Recommend removing from performance measures section of plan, and reporting as part of a broader report on equalities.

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