

WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

4 JULY 2017

Title:

HOUSING SERVICE PERFORMANCE MANAGEMENT REPORTS QUARTER 4 AND END OF YEAR 216/17

[Portfolio Holder: Cllr Carole King]

[Wards Affected: All]

Summary and purpose:

This report provides a summary of the Housing service performance over 2016/17. The report details the team's performance against the indicators that fall within the remit of the Housing Overview & Scrutiny Committee for the fourth quarter of the financial year. It also provides customer feedback data and a summary of the completed actions from the 2016/17 Housing Service Plan.

The Committee has the opportunity to comment and scrutinise the presented performance data. In addition the Committee may identify future committee reporting requirements regarding performance management.

How this report relates to the Council's Corporate Priorities:

Waverley's Performance Management Framework, and the active management of performance information, helps ensure that Waverley delivers its Corporate Priorities. The Housing Service indicators support the Customer Service, Community Wellbeing and Value for Money corporate priorities.

Financial Implications:

The Performance Management Framework ensures that services are on track and provide evidence of performance against income and spend. There are no direct financial implications included within this report.

Legal Implications:

There are no direct legal implications associated with this report.

Introduction

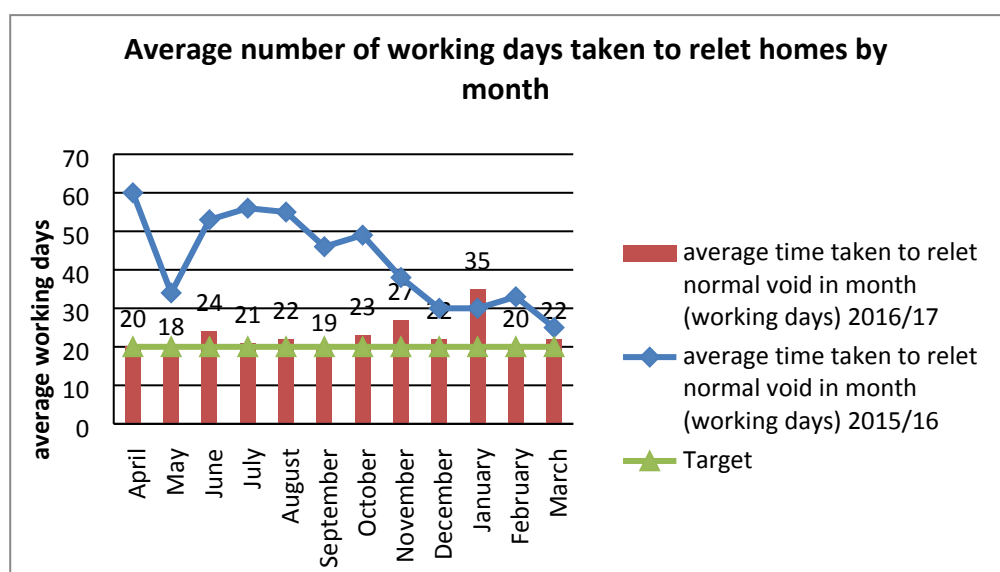
This report provides a comprehensive view of housing service over 2016/17 detailing KPIs, customer feedback and service plan outcomes.

Key Performance Indicators

1. The nine Performance Indicators for the Housing Service are set out in Annexe 1.
2. The Housing Service performed generally well during Quarter Four. The service has best practice performance in rent collection and homelessness prevention. Only three indicators did not meet the target. Comments on performance can be found for each indicator within Annexe 1. Additional information for indicators that did not meet performance targets follows:

Re-let Performance

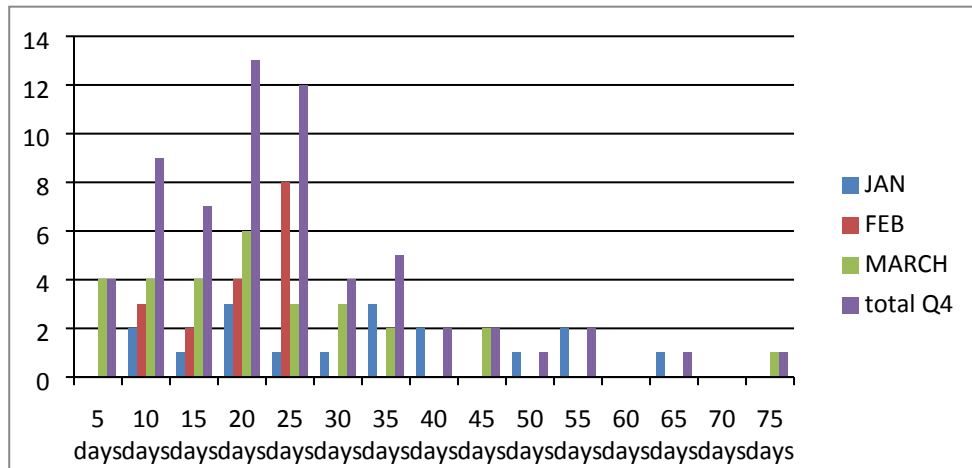
3. To ensure we provide homes for people in housing need and maximise our rental income homes must be relet promptly. There has been a second dip in the relet performance for normal voids, with an average of 24 working days. This is disappointing following the continued improvement at the start of the year. 222 homes were relet during 2016/17 with an overall average of 22 working days. This is a great improvement from the overall average of 44 working days in 2015/16.
4. The relet process involves all the housing service teams and during 2015/16 the teams drew together to review the process and have focussed on implementing the process improvements and making the best use of the notice period in 2016/17.
5. 63 homes were relet in Quarter Four of which 34 were relet within 20 working days. Performance was impacted by poor performance in January which can be attributed to changes in staffing, the poor condition of a small number of homes and more challenging to let homes due to allocation restrictions.



6. A range of actions have been taken to support the current process and address issues:
 - The new HomeChoice Officer has started in post and has received training and one to one support

- An additional database permission was added to prevent incorrect “works completed” dates been entered.
- The Tenancy and Estates team piloted viewings adding capacity to be more flexible with viewing times
- Ongoing weekly monitoring by Void Technical Officers

7. The mode average data for Quarter Four shows an average of 20 working days.



Gas Safety Checks Performance

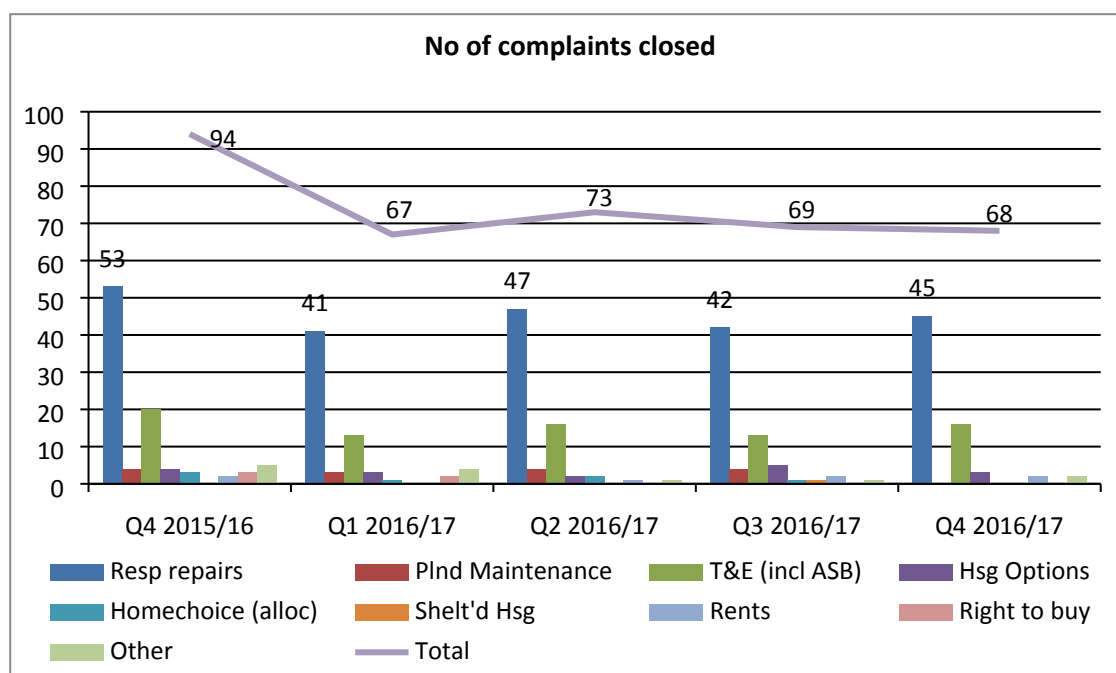
8. The Housing Service has a legal duty to ensure that all homes are safe. This includes an annual safety check and certification of all homes with a gas supply. We have a programme of work and a close working relationship with our contractor to deliver the programme. To achieve 100% target performance we are dependent on tenants making and keeping appointments. Often lack of access to a tenant’s home can be an indicator of vulnerability or tenancy fraud.
9. The team have a proactive approach to gaining access with the Tenancy and Estate Team providing support and taking legal action to gain entry if necessary.
10. In April we gained access following warrant applications to the two homes with checks outstanding at 31 March. The indicator is taken at the end of the quarter and does not reflect that 100% performance that had been achieved within the period.

Responsive repairs completed right first time

11. The number of repairs fixed at the first visit is an indicator collected from the tenants telephone satisfaction survey. The performance has improved during the year, from 71% to 76%, missing the target by 2%.
12. This indicator has not impacted the overall satisfaction with the service at 92%. However the Customer Service Team and responsive repairs contractor are continuing to work closely to improve performance by ensuring the accurate diagnosis of repairs and appropriately equipped operatives.

Customer Feedback

1. Waverley Borough Council welcomes feedback from our customers to help improve the services we provide. The Council operates a three tier complaints process as follows:
 - Level 1 – responded to by the appropriate officer.
 - Level 2 – responded to by the Head of Service.
 - Level 3 – responded to by the Executive Director.
2. If the customer is not happy with the response, they can escalate this to the next level. At each level the complaint is investigated and a response provided that can incorporate future actions for the Council.
3. If the customer is not satisfied with a Level 3 response they have two options available to them. They may pass their complaint to a 'Designated Person' (MP, Councillor or recognised tenant complaints panel) to locally resolve the complaint and/or refer the case to the Housing Ombudsman or they can choose to wait eight weeks before making a direct referral to the Housing Ombudsman.
4. The Housing Service received a total of 75 compliments in 2016/17. An increase from the 42 received in 2016/17. Compliments were received across the service, and in particular, Property Services and Sheltered Housing.
5. A total of 277 complaints were dealt with during 2016/17. The majority of complaints were regarding responsive repairs. This is to be expected due to the high level of work and contact with customers in this area compared to other services. In 2016/17 14,123 responsive repair jobs were completed:



6. The service encourages complaints to seek recurring themes and identify areas to improve services. The low number of complaints has not resulted in any specific themes this year.
 7. However common themes are breakdown in communications or expectations not met (action not taken). Ongoing review of complaints with contractors and at Housing Managers Meeting helps resolve and prevent reoccurrence of issues.
 8. Since 2014/15 the service has seen a more consistent number of complaints over each quarter, avoiding peaks of complaints. This is in part due to the service improvement work on key processes and stronger contract management.
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Service Plan 2016/17 Outturn Report

1. The Housing service plan for the past year is set out in Annexe Two. The plan had five overarching objectives:
 - To develop the service and enhance its reputation
 - To deliver and maintain affordable homes
 - To manage and maintain healthy and sustainable communities
 - To excel at customer service
 - To deliver value for money
2. To achieve these objectives there were 20 specific actions and outcomes.
3. The team have achieved all actions within target timeframes. Full details are set out in Annexe Two, however highlights of the outcomes include:
 - improved risk and compliance management with the development and implementation of new policies, processes and reporting to enhance the service's reputation
 - letting of 51 new affordable homes including 22 new Council homes to deliver and maintain affordable homes
 - management of community projects including consultative Ockford Ridge mural, ecological badger sett removal and safety lighting scheme to maintain communities
 - implementation of customer dashboard for staff to central record contact with customers and have one view of customers to improve customer service
 - reviewing the Housing Revenue Account Business Plan to balance reset priorities and balance the budget following the 1% rent reduction (2016-2020)
4. The team are proud of the achievements in the past year and look forward to delivering the challenges of the 2017/18 Service Plan.

Future Performance Scrutiny Requirements

1. With the new Overview & Scrutiny arrangements it seems an appropriate time to review performance management reporting as it relates to this committee. Annexe Three of this report sets out some guidance and best practice on performance monitoring and provides the basis for discussion on how the Committee might like to monitor and scrutinise performance in the future.
2. In considering what should be monitored, it may be helpful to consider the following:
 - Corporate Plan commitments – ensuring we achieve what we said we would achieve
 - Impact on customers – focus on areas where the impact of poor performance would be the greatest
 - Risk to the Council – focus on areas where the risk of poor performance would have the greatest impact
3. In addition the committee may also want to consider the following:
 - How does this committee want to monitor performance? (quarterly reports, reporting by exception, annual reports, specific reports focused on certain service areas?)
 - Does performance monitoring currently measure the right things?
 - Are performance indicators focused too much on inputs, outputs and processes rather than outcomes?
 - What areas should be measured in the future?

Conclusion

The housing service had a positive year in 2016/17 meeting performance targets, managing complaints and achieving service plan objectives. There have been many improvements over the year including improvements in customer satisfaction, clear communications and a comprehensive review of the business plan. The team are proud of the achievements and look forward to continue to improve the service in the future.

There is an opportunity with the new committee to refresh the way the committee scrutinises the services aims and objectives. The team welcome the opportunity for continued robust assessment and challenge to the service.

Recommendation

It is recommended that the Housing Overview & Scrutiny Committee:

1. considers the performance figures, as set out in Annexe 1, and agrees any observations or recommendations about performance it wishes to make to the Executive,
2. considers the customer feedback data and agrees any observations or recommendations about performance it wishes to make to the Executive

3. considers the Service Plan Outturn report, as set out in Annexe 2, and agrees any observations or recommendations about performance it wishes to make to the Executive
4. considers scope of work and identifies areas for the Committee future workplan, and
5. considers how performance monitoring should be achieved in 2017/18 and agrees a way forward.

Background Papers

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

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