

WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

19 SEPTEMBER 2017

Title:

HOUSING SERVICE PERFORMANCE MANAGEMENT REPORT QUARTER ONE 2017/18

[Portfolio Holder: Cllr Carole King]

[Wards Affected: All]

Summary and purpose:

This report provides a summary of the housing service performance over the first quarter of the financial year. The report details the team's performance against the indicators that fall within the remit of the Housing Overview & Scrutiny Committee. It also provides a summary of customer feedback data.

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 summary view of housing service detailing KPIs and customer feedback.

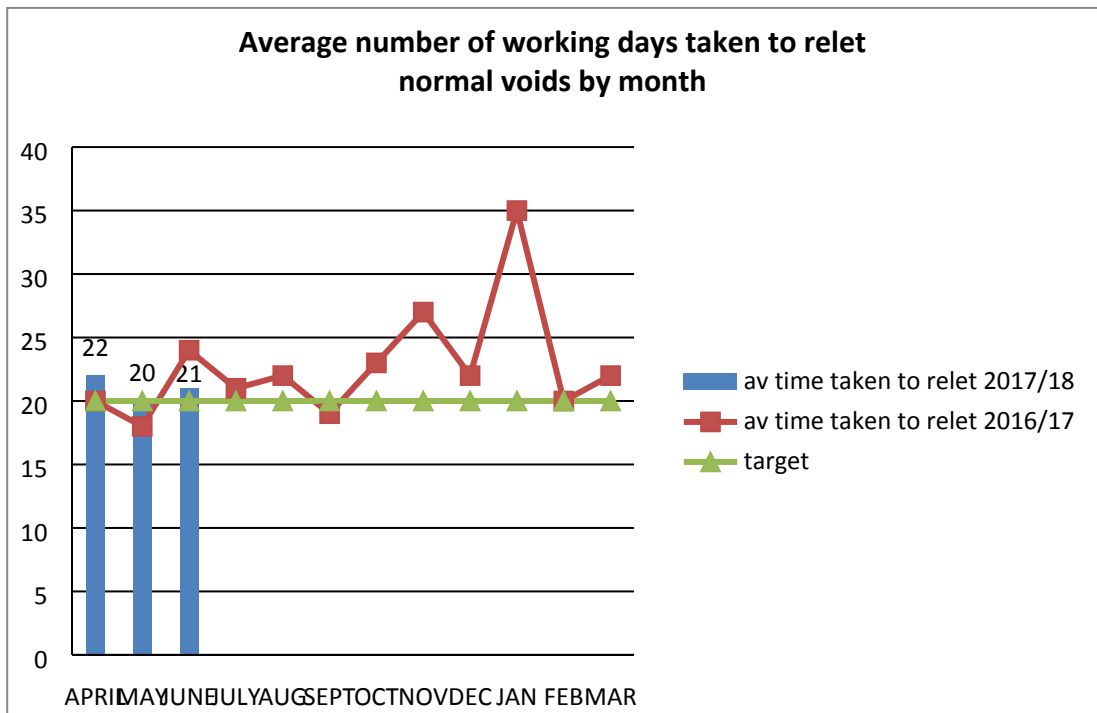
Key Performance Indicators

1. The nine Performance Indicators for the Housing Service are set out in Annexe 1.

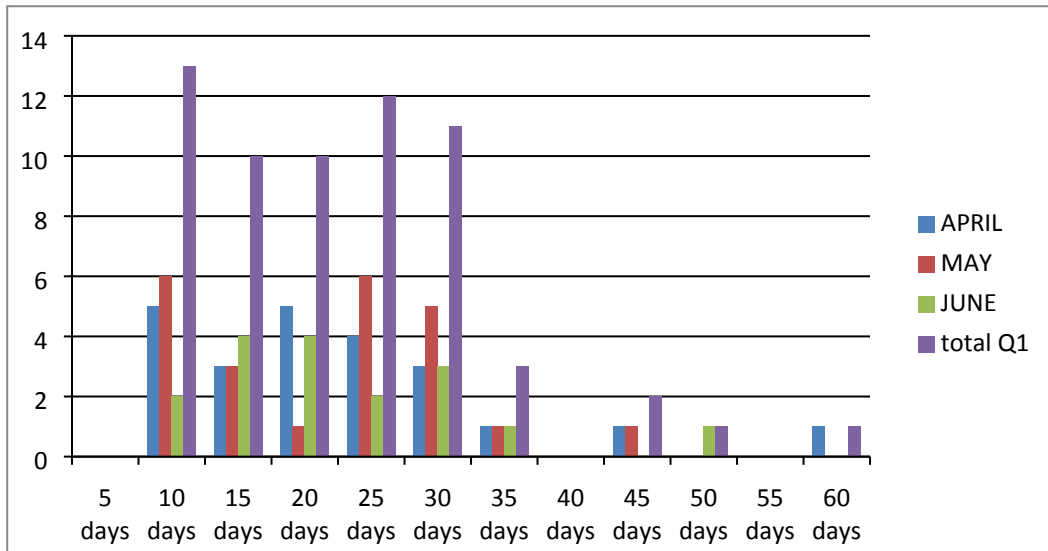
- The Housing Service performed generally well during Quarter One. Only three indicators did not meet the target. Comments on performance can be found for each indicator within Annexe 1. Additional information for indicators that did not meet performance targets follows:

Re-let Performance

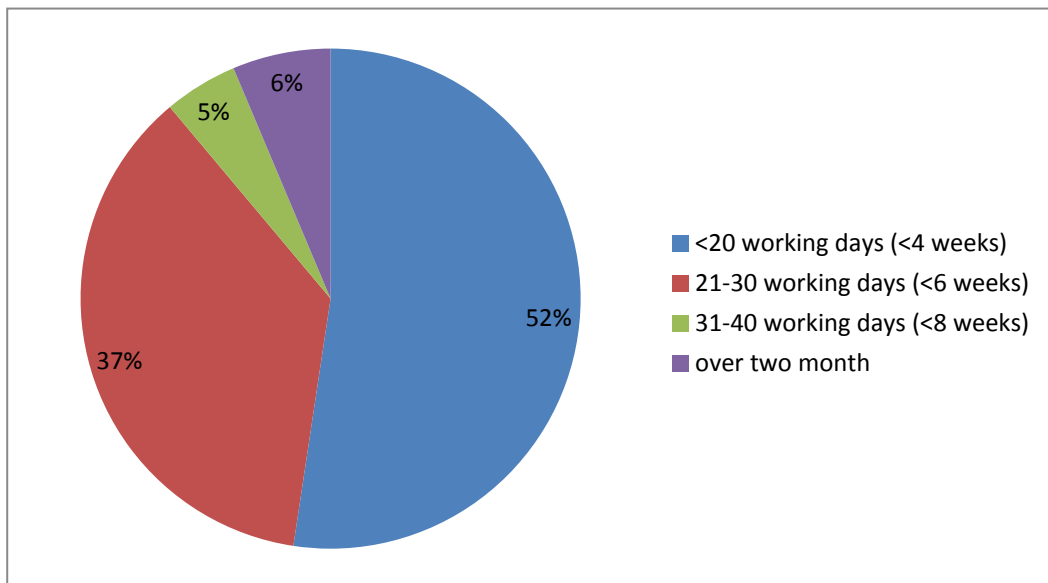
- To ensure we provide homes for people in housing need and maximise our rental income homes must be relet promptly. There has been an improvement in the relet performance for normal voids, but performance has not met target. This is disappointing following the continued improvement at the start of the 2016/17.
- 63 homes were relet during Quarter One with an overall average of 22 working days. 33 homes were let within target. The breakdown by month demonstrates that the target was met in May and was just off target in June.



- The mode average data for Quarter One shows an average of 10 working days. Only four homes took over two months to be relet.



6. 52% of homes were let within target and the majority (89%) within six weeks.



7. Performance was impacted by:

- a number of refusals for some homes,
- the poor condition of a small number of homes,
- disabled adaptations,
- debts on prepaid utility meters, and
- more challenging to let homes due to allocation restrictions.

8. A range of actions have been taken to support the current process and address issues:

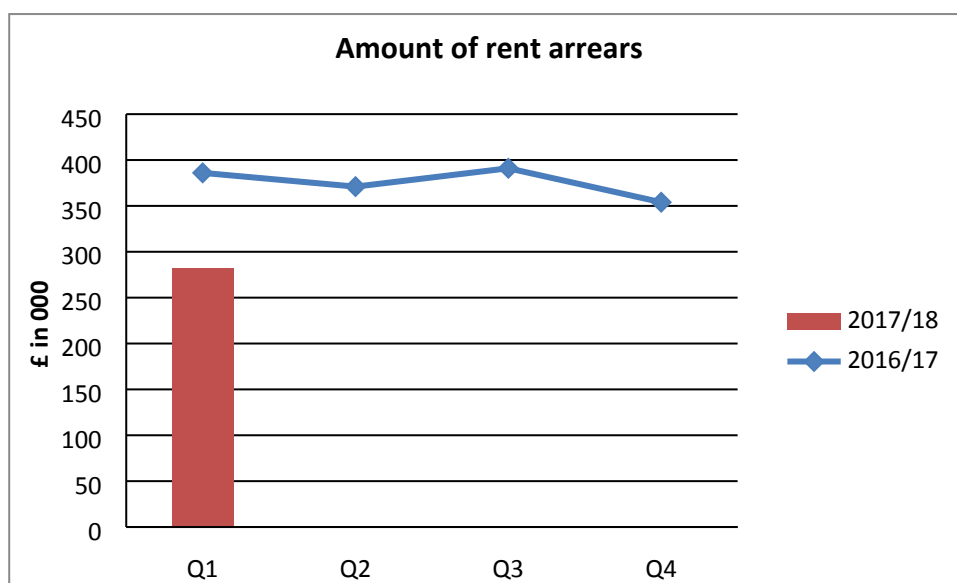
- activated application suspensions for applicants who refuse three offers
- end of tenancy visits and visits to those expected to move within six months identifying works to be completed by tenant and advising of estimated costs of recharge
- to complete disabled adaptations after move where possible
- new arrangements to clear utility meters
- review of age restricted homes

Rent Collection

- The team have an excellent history of rent collection performance and this figure is an anomaly. Due to the water charge credit¹ and some proactive work to ensure rent is paid in advance there has been a reduction in the total rent collected this quarter.
- This is because tenants in credit have reduced their payments either manually or through the direct debit system. The below table illustrates the increase in tenants in credit compared to the previous year. There are an additional c500 tenants in credit amounting to an additional c£147,000.

Time period (13)	Number of rent accounts in credit	Total credit
End June 2016/17	3,107	£462,000
End June 2017/18	3,619	£609,000

- The amount of total arrears also demonstrates good performance and an improvement from 2016/17.



- Less than 1% of tenants are in arrears and the majority of tenants in arrears (46%) owe less than £100.

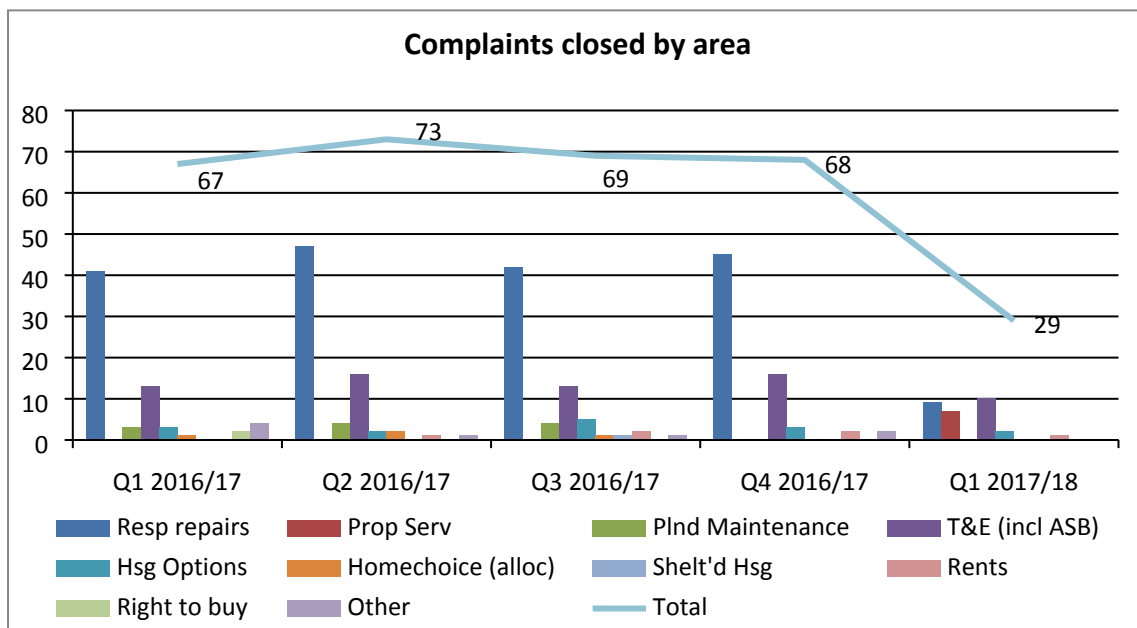
Responsive repairs completed right first time

- The number of repairs fixed at the first visit is an indicator collected from the tenants' telephone satisfaction survey. The performance improved during the previous year, from 71% to 76%, but dipped again in Q1.
- 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.

¹ c2500 tenants received a credit to their rent account to reflect commission received by Waverley. This assisted tenants in rent arrears and enabled payment in advance.

Customer Feedback

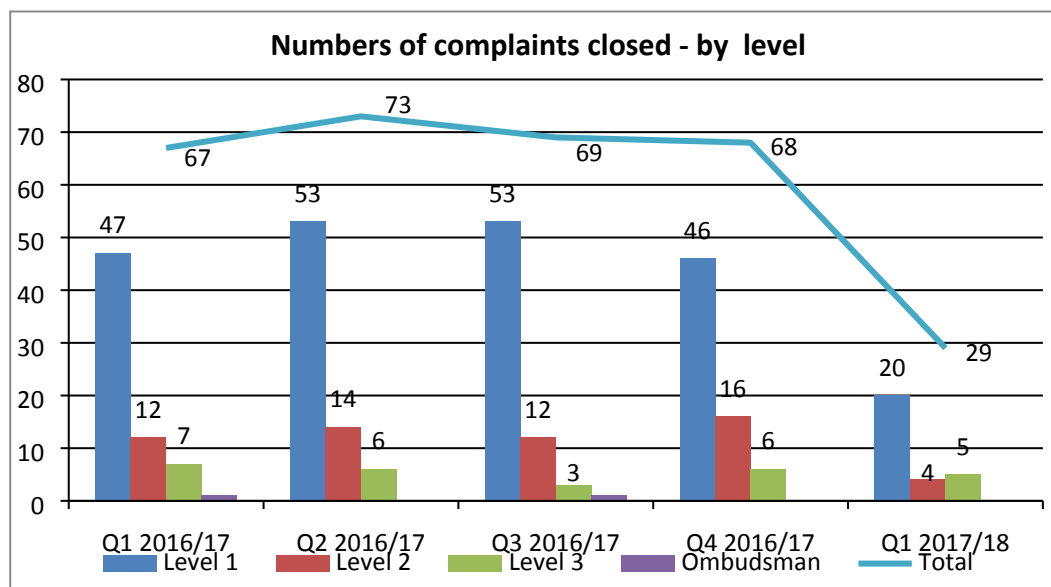
15. Waverley Borough Council welcomes feedback from our customers to help improve the services we provide. The Council operates a three tier complaints process as follows:
- Level 1 – responded to by the appropriate officer.
 - Level 2 – responded to by the Head of Service.
 - Level 3 – responded to by the Executive Director.
16. 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.
17. 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.
18. The Housing Service received 19 compliments in Q1. An increase from the 12 received in Q1 2016/17. Compliments were received across the service, and in particular, Property Services.
19. Only 28 complaints were received in Q1 2017/18. There has been a significant drop in the number of complaints because of the fall in complaints regarding the responsive repairs.



20. This can be attributed to a number of changes implemented in Property Services:
- a single contact point for complaints
 - greater focus on the quality of the overall customer journey
 - a closer working relationship with Mears, and

- inspectors having greater autonomy to deal with issues as they arise.

21. A general lower demand for repairs has also freed up resources to be proactive in service delivery.
22. This in turn, means that as fewer Level 1 complaints are received, there are fewer cases to escalate to Level 2 or 3. The breakdown of the cases by level of complaint is shown below:



23. The five level three cases were comprehensively investigated with three cases not upheld, one partly upheld and one upheld. The two partly/upheld cases received a small increase in the compensation offer.

Conclusion

The housing service had a positive start to 2017/18 meeting key performance targets on gas safety, temporary accommodation and overall satisfaction with responsive repairs. The team continually focus on void works and relets to improve turnaround time and are close to target.

There has been a significant reduction in complaints received during Q1 with the largest reduction in Property Services. This has been achieved by the Waverley team and its contractors communicating more effectively with tenants and each other

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, and

3. considers scope of work and identifies areas for the Committee future workplan.

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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