




# Summary for TSMB 20<sup>th</sup> August 2015

## Housing and Communities Quarter 1 2015/16

### Overview & Summary

Section	No. of measures	 Green	 Amber	 Red	N/A	Trend (to be reported from Q2)
1) Managing Finances	9	56% (5)	33% (3)	11% (1)	0% (0)	
2) Satisfaction	12	42% (5)	33% (4)	25% (3)	0% (0)	
3) Decent Homes	2	0% (0)	0% (0)	100% (2)	0% (0)	
4) Staffing	3	33% (1)	67% (2)	0% (0)	0% (0)	
5) Operational Delivery	18	55% (10)	22% (4)	22% (4)	0% (0)	
<b>TOTALS</b>	<b>44</b>	<b>21 (48%)</b>	<b>13 (30%)</b>	<b>10 (22%)</b>	<b>0% (0)</b>	

<b>Movement To be reported from Q2</b>	<b>0 Measures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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### 10 RED ISSUES

Planned actions are off course.

- **Income Against Asset Income** – due to vacant commercial dwellings we do not expect to recover all income budgeted.
- **Two customer complaints response measures** - both sides of the directorate are not currently hitting the response times. However response times have been changed to 20 days to allow Officers a more realistic time to respond.
- **Lettings** - % of tenants satisfied with the lettable standard of the property. This has reduced to 72% and is due to our need to manage void budget overspend.
- **2 Measures for Decent Homes are off course.** Average SAP (energy efficiency) rating is below target. **Dwellings with a valid gas safety certificate** – 99.84% - 7 properties were not serviced, all now resolved.
- **Housing Services Diversity Information.** We hold 65% of diversity information. This percentage is increasing slowly.
- **2 Repairs and Maintenance measures are off course.** The focus on DLO completion rates show that they are now hitting some targets but focus now needs to begin on other contractors. However, we are still

experiencing frequent breakdowns in the new computer system which results in time lost passing works to contractors.

- **Local Authority Major Aids and Adaptions.** End to end completion time is reported as 41 weeks including exceptions against 22 week target, due to long term staff sickness and contractors unable to start works for 3-4 weeks.

### 13 AMBER ALERTS 😊

Some uncertainty in meeting planned actions

- **Estate Management Team** – Current tenant arrears are not on target but expected to be by the end of the year (March 2016).
- **Two Housing Debt Measures** – debt has increased but reasons are understood.
- **Housing Services – 4 Satisfaction measures** below target, survey due to be refreshed August 2015.
- **Both PRED measures** – Not all staff have received a performance review in the last 12 months, this is expected to be addressed shortly.
- **Average Re-let Times** – 24.8 days against a target of 21 days. Some properties not let due to various reasons which are listed on scorecard.
- **Lettings Team** – % of properties accepted on first offer, percentage has decreased to 63% various reasons covered in full scorecard.
- **Two Extra Care Measures** - % of extra care customers with a needs and risk assessment and % with a support plan reviewed in last six months, both are short of target but an action plan is in place.

### 21 ON TRACK 😊

Planned actions are on course

- **Managing Finances** – 5 measures are on target.
- **Satisfaction** – 5 measures are on target.
- **Staffing** – 1 measure on target
- **Housing Stock** – 10 measures are on target.

**NO MEASURES UNDER DEVELOPMENT, NOT REPORTED OR WITHOUT ALERTS**

## Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
<b>Managing Finances</b>							
HC1.1		Budgets – Expenditure  - To achieve a balanced budget by the financial year end in HRA  - Compliance with TSA financial viability standards	Housing Revenue Account Overall expenditure against budget	£1.269m underspent (4.8% of overall budget)	GREEN		This measure is reported as a whole directorate HRA measure and not for each Assistant Director.
HC1.2	TM	Budgets – Income	Income against asset income budget, target £471,370	New Measure	RED	Worsening	Q1 £145,629 with a projected Q4 figure of £339,370 (therefore we anticipate being £132,000 from target hence measure is red). The shortfall is due to vacant commercial dwellings.
HC1.3	SL	Budgets – Income  To maximise income opportunities and collection	Income - Former tenant arrears as a % of rent due Target = 5%	Q1 – 0.45% Q2 – 0.50% Q3 – 0.55% Q4 - 0.31%	GREEN	Worsening	Q1. 0.41%
HC1.4	SL	Budgets – Income  To maximise income opportunities and collection	Income - Rent written off as a % of rent due Target = 0.70%	Q1 – 0.78% Q2 – 0.89% Q3 – 0.87% Q4 - 0.54%	GREEN	Improving	Q1. 0.02%
HC1.5	SL	Budgets – Income  To maximise income opportunities and collection	Income - % of rent lost through dwellings being vacant Target = 2%	Q1 – 0.78% Q2 – 0.89% Q3 – 0.87% Q4 - 0.87%	GREEN	Improving	Q1. 0.83%

## Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
HC1.6	SL	Budgets – Income (Housing Rents - Current tenants)  To maximise income opportunities and collection	Estate Management Team Rent arrears owed by current tenants as at end of quarter. Target = £360,000 Corporate Indicator	Q1 £392,876.34 Q2 £366,766.18 at end week 26. Q3 £440,411.12 at end week 39 Q4 £412,303.38	AMBER	Improving	Q1 £391,240.06 it is envisaged that this will be on track by Q4
HC1.7	SL	Budgets – Income  To maximise income opportunities and collection	Estate Management Team Rent collected as a % of rent due excluding arrears b/f Target = 98.3%	Q1 – 103.9% Q2 – 101.5% Q3 – 99.3% Q4 - 99.3%	GREEN	Improving	Q1. 104.37%
HC1.8a	TM	HRA Debt	Housing Debt Total amount of housing debt across all categories, houses, shops, land, etc.	Previously reported as whole directorate.	AMBER	Worsening	Q1 £1,443,462.69 (this is due to one large Development bill which was raised for £1.4m, Enabling and leasehold bills that were issued). There is no overall increase in debt levels but it is isolated in areas which are understood but figures are higher hence amber flag.
HC1.8b	SL	HRA Debt	Housing Debt Total amount of housing debt across all categories, houses, shops, land, etc.	Previously reported as whole Directorate Debt.	AMBER	Worsening	Q1 £628,674.10 up on April 2015 which was £557,259.72 mainly due to current and former tenant arrears.
<b>Satisfaction</b>							
HC2.1	TM	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	All complaints responded to within 20 working days	Reporting using new sharepoint site 2015-16 for whole Directorate not Assistant Director area	RED		Q1 Q1 8% responded on time, 61% not indicated, 31% not responded on time. During this timeframe the response date for complaints has been changed from 10 working days to 20. Managers have requested missing data is completed in order to report a true result.

## Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
HC2.1	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	All complaints responded to within 20 working days	Reporting using new sharepoint site 2015-16 for whole Directorate not Assistant Director area	RED		Q1 71% responded on time, 29% not indicated, 0% not responded on time. During this timeframe the response date for complaints has been changed from 10 working days to 20. Managers have requested missing data is completed in order to report a true result.
HC2.10	TM	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Satisfaction of Gas Servicing % of tenants satisfied with the Gas Service procedure Target = 90% Annual Housemark Measure	2014/15 Q1 - 98.5% Q2 - 99% Q3 - 99.98% Q4 – 100%	GREEN	No Change	Q1 100% satisfaction reported
HC2.11	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Local Authority Major Aids and Adaptions % satisfaction, target 95%.	Q1 not reported Q2 - 90% Q3 - 100% Q4 - 90%	GREEN	Improving	Q1 - 100% satisfaction based on 5 surveys
HC2.2	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	1a. Housing Services General needs tenants' satisfaction with landlord services overall Target = Top quartile performance status survey - 88% Result from 2013 STAR Survey	86%	AMBER	No Change	86%, Data will be the same until 2015 when the next STAR survey results are released.
HC2.3	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Housing Services Sheltered housing tenants' satisfaction with landlord services overall Target = Top quartile performance status survey 95% Result from 2013 STAR Survey	88%	AMBER	No Change	88%, Data will be the same until 2015 when the next STAR survey results are released.

## Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
HC2.4	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Housing Services % of general needs tenants satisfied that their views are taken into account Target = Top quartile performance status survey - 73% Result from 2013 STAR Survey	65%	AMBER	No Change	65%, Data will be the same until 2015 when the next STAR survey results are released.
HC2.5	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Housing Services % of sheltered housing tenants satisfied that their views are taken into account and acted upon Target = Top quartile performance status survey - Result from 2013 STAR Survey	71%	AMBER	No Change	71%, Data will be the same until 2015 when the next STAR survey results are released.
HC2.6	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Lettings Team % of tenants who have reported anti-social behaviour in the past 12 months, rating the help and advice given as excellent or good Target = 66%	Q1 – 93% Q2 – 92.3% Q3 – 95% Q4 - 98%	GREEN	Worsening	96%
HC2.7	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Lettings Team % of new tenants satisfied with the allocations and letting process Target = 86%	Q1 - 94% Q2 - 97% Q3 - 98.7% Q4 - 83% cumulative 93%	GREEN	Improving	94%

## Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
HC2.8	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Lettings Team % of new tenants satisfied with the lettable standard of property Target = 86%	Q1 - 94% Q2 - 97% Q3 - 97.3% Q4 - 93%	RED	Worsening	<p>72% This is an area which causes concern for Landlord Services, there has been a decline in the levels of new tenant satisfaction in relation to the standard of our properties at re-let. This directly associated to a reduction in void works in an effort to manage a potential void budget overspend.</p> <p>The void process is currently being reviewed and is being audited by SWAG in order to identify areas where the process can be improved and more effective expenditure can be achieved.</p> <p>A new lettable standard is currently in draft stage and colleagues and tenants are being consulted on content.</p> <p>Authority has been approved to recruit two officers to conduct pre-void and tenancy enforcement action for a fixed term period.</p>
HC2.9	TM	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Repairs & Maintenance % of tenants satisfied with the most recent repair Target = 98%	Q1 - 98% Q2 - 98% Q3 - 98% Q4 - 98%	GREEN	No Change	Q1 - 98% (97.8)%

## Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
<b>Decent Homes</b>							
HC3.1	TM	Decent Homes - To comply with Government Standards - To improve energy efficiency of housing stock	Asset Management Average SAP (energy efficiency) rating of housing stock Target = 70 Annual Housemark Indicator	Red 67.08	RED	No Change	67.08. This score is not a true indication of our SAP score but is the last calculated value. Works are being undertaken all the time to improve SAP scores of properties but the remeasurements cannot be easily recalculated across the whole stock. We have started to take steps to update these scores against properties where practical but longer term an ICT solution will be required which will not be a quick fix.
HC3.2	TM	Decent Homes - To comply with Government Standards  - To improve energy efficiency of housing stock	Asset Management % of dwellings with a valid gas safety certificate Target = 100%	Q1 – 100% Q2 – 99.98% Q3 – 99.89% Q4 - 99.95%	RED	Worsening	99.84% 7 properties out of 4366 did not have a valid certificate. All have now been updated. 5 were tenants own gas assets and two were meeting halls.
<b>Staffing</b>							
HC4.1		Wellbeing & sickness management A reduction in absence levels whilst maintaining morale & wellbeing	Theme overall and service unit sickness days. Target = max 8.5 working days lost per FT employee  Long term sickness cases YTD and active	12.73 days lost due to sickness absence year to date 2014-15. This is reported for the whole theme and not by Assistant Director Area.	GREEN	Improving	Q1 - 5.32 days lost due to sickness, projected to year end (Housing and Communities overall not by Assistant Director Area) Two cases of long term sickness absence.



## Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
HC4.2	TM	Learning and Development maintain effective performance management of people	100% completion of full Performance Review and Employee Development during the last 12 months	Previously reported as whole Directorate not by Assistant Director	AMBER		Q1 45% completed in the last year. Managers have been asked to focus on completing staff PRED by end September 2015.
HC4.2	SL	Learning and Development maintain effective performance management of people	100% completion of full Performance Review and Employee Development during the last 12 months	Previously reported as whole Directorate not by Assistant Director	AMBER		Q1 29% completed in the last year. Managers have been asked to focus on completing staff PRED by end September 2015. The new Housing Structure has meant a significant change in managers within the service resulting in discontinuity which has affected performance review and development meetings with staff
<b>Operational Delivery</b>							
HC5.1	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Lettings Team % of closed ASB cases that were resolved Target = 66%	Q1 – 88.24% Q2 – 96.67% Q3 – 95.08% Q4 – 97.62%	GREEN	Improving	98.8%
HC5.2	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Lettings Team Average re-let time (calendar days) Target = 21 days	Q1 - 21.54 Q2 - 19.76 Q3 - 26.25 Q4 - 24.63	AMBER	Worsening	Q1 24.8 days We have had some properties that have not been let which are sheltered accommodation, they tend to be 1st floor flats one in particular is still not let despite it being advertised on 8 cycles. Some of the refusal reasons are: Health reasons, wanted a bungalow, wanted a garden, disliked area, property too small, and condition of property.

## Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
HC5.3	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Lettings Team % of dwellings that are vacant but unavailable to let (this includes dwellings undergoing or awaiting major works, held for decant, illegally occupied or awaiting demolition) Target = 0.5%	Q1 – 0.7% Q2 – 0.6% Q3 – 0.7% Q4 - 0.55%	GREEN	Improving	0.37%
HC5.4	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Lettings Team % of dwellings that are vacant and available to let Target = 0.5%	Q1 – 0% Q2 – 0.01% Q3 – 0 Q4 – 0.01%	GREEN	Worsening	0.12%
HC5.5	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Lettings Team % of properties accepted on first offer Target = 75%	Q1 – 69.98% Q2 – 75.8% Q3 – 77.5% Q4 – 80%	AMBER	Worsening	63.21% As an example: 1 x 1st floor sheltered flat has been advertised over 8 cycles and has not been let, refusal reasons were: Health, wanted a bungalow, wanted a garden, disliked area, too small, condition. General themes are 1st floor sheltered regularly refused. Condition of property, applicants have stated that they felt they were being expected to do too much themselves and that works should be done during void period, particularly decoration. Additionally some refusals for kitchen and bathrooms not being replaced.

## Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
HC5.6	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Housing Services % of tenants on whom the landlord holds diversity information Target = 90%	Q1 – 69.98% Q2 - 59.84% Q3 – 60.48% Q4 - 63.59%	RED	Improving	Q1 65.28% we continue to maintain efforts to collect this data
HC5.7	TM	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Repairs & Maintenance Completion of repairs within priority target times: Emergency (within 24 hours) Target =98%	Q1 – 95% Q2 – 94% Q3 – 93.83% Q4 - 90.57%	RED	Worsening	Q1 86% Breakdown DLO 90%, Alhco 82%, Fixit 78%, Home n/a, T&C 80% The focus on DLO completion rates shows that they are now hitting some targets. The focus now needs to begin on other contractors performance. However, we are still experiencing frequent breakdowns in the job ticketing systems which means that time is lost reporting jobs to contractors.

## Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
HC5.8	TM	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Repairs & Maintenance Completion of repairs within priority target times: Urgent (within 3 working days) Target =94%	Q1 – 91% Q2 – 91% Q3 – 90.97% Q4 - 82.95%	RED	Improving	Q1 85% DLO 92%, Alhco 78%, Fixit 83%, Home 100%, T&C 75% The focus on DLO completion rates shows that they are now hitting some targets. The focus now needs to begin on other contractors performance. However, we are still experiencing frequent breakdowns in the job ticketing systems which means that time is lost reporting jobs to contractors.
HC5.9	TM	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Repairs & Maintenance Completion of repairs within priority target times: Non Urgent (up to 28 days) Target =85%	Q1 – 81% Q2 – 83% Q3 – 83.71% Q4 - 91.37%	GREEN	Worsening	Q1 - 90% DLO 95%, Alhco 74%, Fixit 81%, Home 90%, T&C 86% The focus on DLO completion rates shows that they are now hitting some targets. The focus now needs to begin on other contractors performance. however, we are still experiencing frequent breakdowns in the job ticketing systems which means that time is lost reporting jobs to contractors.

## Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
HC5.10	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Events supported Number of events/activities put on or supported by the team, broken down by area	Green	GREEN	No Change	<p>Events North Taunton include: community clean-up days, youth shelter and skate park up-grade consultation, Routes to the River Tone planning, talk to The Monday Club, regular attendance at the Youth Drop-In and Raising Aspirations Programme at the Academy.</p> <p>Wellington, seven public events, including two health and well-being events at both Rockwell Green CofE Primary School and Wellington Young People's Centre, two Community Clean-up Days in Priory Estate and Milverton, two Dreamscheme events on the Priory Estate, and a public consultation for a piece of open green space in Rockwell Green.</p>
HC5.11	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Local Authority Major Aids and Adaptions Number of applications completed, target 55.	40 applications completed.	GREEN	No Change	Q1 - 10 (anticipate reaching target by end of year)
HC5.12	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Local Authority Major Aids and Adaptions End to end completion time, target 22 weeks.	Q1 – 26 weeks Q2 – 27 weeks Q3 - 31 weeks Q4 - 42 weeks (including exceptions).	RED	Improving	Q1 - 41 weeks. Due to long term staff sickness and contractors unable to start works for 3-4 weeks.

## Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
HC5.13	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Minor Aids and Adaptions Number of applications completed. Target 350	302 cases approved to end of quarter 4 2014-15	GREEN	No Change	Q1 - 45 completions by end of Q1 77 applications as at 3rd August 2015, numbers are similar to last year. On target to complete.
HC5.15	Simc	How many Disabled facility grant applications have been referred to the Council by Occupational Heath/Therapist. KPI 52a	Measure Only - no target	New Measure	GREEN		Q1 - 5 The number of Recommendations is dictated to some extent by the Occupational Therapists available to undertake the assessments. The number for this quarter is constant.
HC5.16	SL	Sheltered Housing Tenants with a needs assessment and risk assessment and support plan in the last 12 months, target 100%	Percentage of tenants with a needs and risk assessment / support plan in the last year.	New Measure	GREEN		Q1 100%
HC5.17	SL	Sheltered Housing Tenants with a support plan reviewed within the last 12 months.	Percentage of tenants with a support plan reviewed within the last 12 months, target 95%	New Measure	AMBER		Q1 - 85% The sheltered housing team have had 33% of the team long term sick, had to adjust to one team management and new areas which has caused a disruption in their working patterns. Area Community Managers have been notified of specific areas for concern and will implement action plans to resolve.
HC5.18	SL	Extra Care Customers with a needs and risk assessment and support plan	Percentage of Extra Care Customers with a needs and risk assessment and support plan = target 100%	New Measure	GREEN		Q1 100%
HC5.19	SL	Extra Care Tenants with a Support Plan reviewed in the last six months.	Percentage of Extra Care Tenants with a Support Plan reviewed in the last six months. Target 100%	New Measure	AMBER		Q1 60% due to staffing issues, action plan is in place to address.

## Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG) Direction	Comments
				21	Green	
				13	Amber	
				10	Red	
				0	Not due	