




Summary for TSMB 17th February 2014

Health and Housing Quarter 3 / Outturn performance

Overview & summary

Section	No. of measures	 Green	 Amber	 Red	N/A	Trend (from last quarter)
1) Managing Finances Housing	9	56% (5)	33% (3)	0% (0)	11% (1)	↔
2) Service Delivery – Satisfaction	11	55% (6)	45% (5)	0% (0)		↔
3) Service Delivery – Decent Homes	2	0% (0)	0% (0)	100% (2)		↔
4) Service Delivery – Manage Housing Stock	18	50% (9)	0% (0)	33% (6)	17% (3)	↓
TOTALS	40	50% (20)	20% (8)	20% (8)	10% (4)	

Movement since Q4	+0 Measures	-0%	-2.5%	+2.5%	-0%

7 RED ISSUES

Planned actions are off course.

- **2 Measures for Decent Homes are off course.** Average SAP (energy efficiency) rating is below target. Eco funding bid for external wall insulation to around 400 homes being considered. Also Gas Safety Certificates 99.9% of dwellings have a valid gas safety certificate against 100% target, this represents 3 properties which did not have certificates at the end of the quarter (now rectified).
- **Lettings Measure** – 0.9% of dwellings were vacant but unavailable to let, the target is 0.5%. A high percentage (69%) of major voids and Christmas close down period has adversely affected the figures.
- **Housing Services Diversity Information.** We hold 57% of diversity information this is an increase since last quarter (we have increased our target this year from 58% to 90%).
- **2 Repairs and Maintenance measures** 93% of Emergency repairs were completed on time against a target of 98% also 86% of urgent repairs were completed on time against a target of 94%. We will meet with contractors to ascertain why performance is not making improvement. Changes to our ICT systems next year will assist us in identifying reductions in performance earlier.
- **Local Authority Major Aids and Adaptations, number of applications** 43 applications were completed against a target of 84. This is expected to be 65 completions in Q4 which is below target.
- **Local Authority Major Aids and Adaptations, end to end completion time.** The 34 week figure that was reported is not expected to be on target (22 weeks) by the end of the quarter. Several complex cases have extended the timescales.

9 AMBER ALERTS 😊

Some uncertainty in meeting planned actions

- **Housing Services - Estate Management.** Our arrears figures are higher than target (£360,000) at the end of the quarter £437,105.92 but on 14th Jan the figure was £385,303.13 which is above target. Arrears always increase over the Christmas period. We will continue to take effective steps to manage the rent accounts within the service.
- **Local Authority Major Aids and Adaptations, spend against budget** – £169,689 committed spend at end of Q3 against a £339,100 budget, underspend predicted.
- **Local Authority Minor Aids and Adaptations, spend against budget** – £77,048 spend at end of Q3 against a £135,000 budget underspend predicted.
- **Housing Services – 4 Satisfaction measures.** The 2013 Star survey (conducted every two years) reported satisfaction figures for general needs tenants and sheltered housing tenants which were below target. Council national rankings show that we are in quartile 2 for housing measures and lower quartiles for supported housing. These measures will not change until 2015 when the Star Survey is conducted again.
- **Repairs and Maintenance.** 97% of tenants are satisfied with the repairs and maintenance service, our target is 98%

20 ON TRACK 😊

Planned actions are on course

- **Housing Services, expenditure against budget.** The current forecast is for the revenue account to be £240k underspent against a budget of £24 million which is 0.9% underspend.
- **Housing Managing Finances** – 4 measures are better than target.
- **Lettings Team Measures** – 7 measures are better than target.
- **Gas Servicing** satisfaction measure better than target.
- **Supported Housing Satisfaction Measure** – is better than target (100% versus an 86% target).
- **Local Authority Major Aids and Adaptations** – 100% satisfaction.
- **Three Community Development** measures are on track.
- **Repairs and maintenance** – 92% of non urgent repairs are complete within priority time of 28 days. Target is 85%.
- **Local Authority Minor Aids and Adaptations** – 249 end of Q3, therefore 365 predicted by year end against a target of 350

4 MEASURES UNDER DEVELOPMENT, NOT REPORTED OR WITHOUT ALERTS

- Rent written off as a % of rent roll is now an annual, not a quarterly measure so will be reported in quarter 4.
- Three Repairs and Maintenance Measures are under development.

Health & Housing Services Scorecard Q3 2013/14

PLEASE NOTE THAT THE FORMAT OF THIS REPORT HAS BEEN CHANGED TO ALSO SHOW PERFORMANCE OVER THE PREVIOUS QUARTERS OF THE YEAR

Ref	OBJECTIVES	MEASURES	ALERT				ISSUES (current and future) and IMPACTS
			Q1	Q2	Q3	Q4	
MANAGING FINANCES							
MF1	Budgets – Expenditure - To achieve a balanced budget by the financial year end in HRA - Compliance with TSA financial viability standards	1. Housing Revenue Account Overall expenditure against budget	0.4%	(0.5%)	(0.9%)		Q1: Forecast £99,580 overspend - 0.4% Q2: Forecast £129,166 underspend – (0.5%) Q3: Forecast £240,024 underspend - (0.9%)
		2. Local Authority Major Aids and Adaptations Amount spent to date, target £339,100.					Budget £339,100; Q3: £169,689 spent to date. Q4: With £32,626 commitment + Officers cases £84,353 = an estimated spend by the 31 st March 2014 of £286,668. This leaves £52,432 of which £21,000 is to be allocated to a through floor lift which may complete in this financial year plus £7,332 for contingencies. Remainder of budget to be set aside for stock modelling project subject to approval from James Barrah.
		3. Minor Aids and Adaptations Amount spent to date, target £135,000					Budget £135,000; Q3 £77,048 spent to date with £3,678 commitment = £80,726 spend. With predicted spend in the final quarter of £30,000 plus the Handsfree apartment phones for

						the Door Entry Systems from Tim Haynes of £2880 (email dated the 10/01/14) the total spend for the year will be £113,606. Decision to be made as to whether remaining funding to be used for stock modelling.
MF2	Budgets – Income To maximise income opportunities and collection	1. Income Team Former tenant arrears as a % of annual rent debit Target = 5%	0.5%	0.5%	0.5%	
		2. Income Team Rent written off as a % of annual rent roll Target = 0.70% <i>Annual Measure – to report Q4</i>				Annual Measure
		3. Income Team % of rent lost through dwellings being vacant Target = 2%	0.8%	0.8%	0.7%	
		4. Estate Management Team Rent arrears owed by current tenants as at end of quarter. Target = £360,000 <i>Corporate Indicator</i>				Arrears figures are reported at the quarter end which means the figures are overstated as they do not take account of the direct debit payments that are due. On the 14 th Jan the figure was £385,303.13. Whilst this figure is above target, the Christmas period always sees increased arrears figures and we will continue to take effective steps to manage the rent accounts within the service. Q1: £416,216.93 arrears Q2: £411,360.11 arrears Q3: £437,105.92 arrears

		5. Estate Management Team Rent collected as a % of rent owed excluding arrears b/f Target = 98.3%	104%	100%	99.2%		
MF3	HRA Debt	Housing Debt Total amount of housing debt across all categories, houses, shops, land, etc.					Q1 debt: £894,727 Q2 debt: £820,853.64 Q3 debt: £900,557.12 Lower than same period in previous year

Service Delivery

Excellent services – Customer driven – A dynamic organisation – Local focus

SD1	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 <i>Annual Measure</i> <i>Result from 2013 STAR Survey</i>	86%			Data will be the same until 2015 Target = 88%
		1b. Housing Services Sheltered housing tenants' satisfaction with landlord services overall Target = Top quartile performance status survey <i>Result from 2013 STAR Survey</i>	88%			Data will be the same until 2015 Target = 95%
		2a. Housing Services % of general needs tenants satisfied that their views are taken into account Target = Top quartile performance status survey <i>Result from 2013 STAR Survey</i>	65%			Data will be the same until 2015 Target = 73%
		2b. Housing Services % of sheltered housing tenants satisfied that their views are taken into account and acted upon Target = Top quartile performance status survey <i>Result from 2013 STAR Survey</i>	71%			Data will be the same until 2015

SD2	Decent Homes	3. 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%	94%	85%	95%		
		4. Lettings Team % of new tenants satisfied with the allocations and letting process Target = 86%	90%	92%	97%		
		5. Lettings Team % of new tenants satisfied with the lettable standard of property Target = 86%	90%	92%	97%		
		6. Repairs & Maintenance % of tenants satisfied with the most recent repair Target = 98%	97%	97%	97%		We have analysed the unsatisfied responses and don't believe that all can be upheld. We don't feel that the survey sample size is large enough, but increasing this would be costly to the service. We are looking at changing the way we collect and report repairs satisfaction next year with the use of tablets/handheld devices.
		7. Supported Housing % of tenants satisfied with the Extra Care Housing service Target = 86%	100%				Annual measure reported in September each year.
		8. Satisfaction of Gas Servicing % of tenants satisfied with the Gas Service procedure Target = 90% <i>Annual Housemark Measure</i>	98%	98%	98%		
		9. Local Authority Major Aids and Adaptations % satisfaction, target 95%.	100%	100%	100%		
		1. Asset Management	66.08	66.08	66.08		We are considering an eco funding

	<p>- To comply with Government Standards</p> <p>- To improve energy efficiency of housing stock</p>	<p>Average SAP (energy efficiency) rating of housing stock Target = 70 <i>Annual Housemark Indicator</i></p>					<p>bid for external wall insulation to around 400 homes, embarking on a pilot scheme of 40 Cornish properties. Focus has been on the DLO COSY replacement so no further progress on the SAP software upgrade</p>
		<p>2. Asset Management % of dwellings with a valid gas safety certificate Target = 100%</p>	100%	99.9%	99.9%		<p>Q2: 3 properties were without a valid gas certificate Q3: 3 properties were without a valid certificate, all properties are now serviced (reason for delays, one tenant passed away, one in hospital, changes in access date).</p>
SD3	<p>Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants</p>	<p>1. Lettings Team % of closed ASB cases that were resolved Target = 66%</p>	100%	100%	96.4%		
		<p>2. Lettings Team Average re-let time (calendar days) Target = 21 days</p>	17 days	12.33 days	20.85 days		
		<p>3. 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%</p>	0.5%	0.7%	0.9%		<p>69% of voids during Q3 were major works, in addition to this the Christmas closing period meant no works could take place at the end of the quarter.</p>
		<p>4. Lettings Team % of dwellings that are vacant and available to let Target = 0.5%</p>	0.03%	0%	0.02%		
		<p>5. Repairs & Maintenance % of properties re-let that meet lettable standard (20% sample) Target = 100%</p>					Under development
		<p>6. Lettings Team % of properties accepted on first</p>	74%	78%	79%		

		offer Target = 75%				
		7. Housing Services % of tenants on whom the landlord holds diversity information Target = 90%	55%	56%	57%	We continue to incrementally collecting this data.
		8. Repairs & Maintenance Proportion of expenditure on emergency and urgent repairs to HRA dwellings compared to non-urgent repairs expenditure to HRA dwellings. Performance criteria = lowest Target = 15%				Under development
		9. Repairs & Maintenance % of repairs completed on first visit Target = TBC				Under development
		10. Repairs & Maintenance Completion of repairs within priority target times: Emergency (within 24 hours) Target =98%	95%	94%	93%	We have analysed the completion times and the below target performance cannot be attributed to one particular contractor. With regards to improving our performance we are planning to meet with our contractors to ascertain why the performance is not making significant improvement. Changes to our systems in the next financial year will assist us in identifying reductions in performance earlier in order for us to challenge contractors.
		11. Repairs & Maintenance Completion of repairs within priority target times:	86%	86%	86%	As above

		Urgent (within 3 working days) Target =94%				
		12. Repairs & Maintenance Completion of repairs within priority target times: Non Urgent (up to 28 days) Target =85%	92%	92%	92%	
		13. Community Clean ups Number of events held, broken down by area				Community Clean Up days are not held in Winter, nothing to report Q3.
		14. Tonnage removed From clean ups, broken down by event				Community Clean Up days are not held in Winter, nothing to report Q3.
		15. Events supported Number of events/activities put on or supported by the team, broken down by area				<p>Halcon:</p> <ul style="list-style-type: none"> ➤ Happy Halcon Halloween ➤ Fire display and Sparklers Evening ➤ Christmas lights switch on ➤ Neroche Woodlanders Christmas Decoration making ➤ Parkour equipment at Viridor Green ➤ Happy Halcon Children's Christmas party ➤ Supported Sports ➤ Brunch Club <p>Other:</p> <ul style="list-style-type: none"> ➤ Wyndhams community garden ➤ Priorswood Christmas market <p>Borough Wide:</p> <ul style="list-style-type: none"> ➤ Advice/publicity on "trick or

						<p>treating” at Halloween</p> <ul style="list-style-type: none"> ➤ Domestic Abuse Awareness Week <p>Anti dog fouling – publicity/dog bins</p>
		<p>16. Local Authority Major Aids and Adaptations Number of applications completed, target 84.</p>	18	24	43	<p>Q3; 43 cases completed. By Q4 it is estimated that the total completions will be 65. A number of potential applications have been referred to the Minor Works budget through the reablement programme.</p>
		<p>17. Local Authority Major Aids and Adaptations End to end completion time, target 22 weeks.</p>	32 weeks	34 weeks	34 weeks	<p>Q3; 34 weeks. Estimated to be 31 weeks in Q4. Several complex cases extend the timescales. With the exceptions removed, the time would be down to 27 weeks.</p>
		<p>18. Minor Aids and Adaptations Number of applications completed. Target 350</p>	113	179	249	<p>This year has seen a significant rise in the number of Minor Works applications as the team working in conjunction with the Housing Options Occupational Therapist have looked at alternatives to the major disabled adaptation for tenants. Minor Works reduces disruption to the tenant, reduces the cost to the HRA and reduces any significant changes to the stock. Q4 is estimated to be 365.</p>

Housing Benchmarking Comparison Q3 2013/14



1	1 st Quartile	2	2 nd Quartile	3	3 rd Quartile	4	4 th Quartile
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1. MANAGING FINANCES

REF	MEASURES	ACTUAL	COMPARISON WITH ALL COUNCILS NATIONALLY			COMPARISON WITH ALL HOUSING PROVIDERS NATIONALLY		
			QUARTILE	NO. IN SAMPLE	TDBC RANK	QUARTILE	NO. IN SAMPLE	TDBC RANK
MF2	1. Income Team Former tenant arrears as a % of annual rent debit Target = 5%	0.5%	1	26	4	1	130	20
	2. Income Team Rent written off as a % of annual rent roll Target = 0.70% <i>Annual Measure – to report Q4</i>							
	3. Income Team % of rent lost through dwellings being vacant Target = 2%	0.7%	1	28	6	2	128	38
	5. Estate Management Team Rent collected as a % of rent owed excluding arrears b/f Target = 98.3%	99.2%	3	26	16	3	121	65

2. SERVICE DELIVERY

REF	MEASURES	ACTUAL	COMPARISON WITH ALL COUNCILS NATIONALLY			COMPARISON WITH ALL HOUSING PROVIDERS NATIONALLY		
			QUARTILE	NO. IN SAMPLE	TDBC RANK	QUARTILE	NO. IN SAMPLE	TDBC RANK
SD1	1a. Housing Services General needs tenants' satisfaction with landlord services overall Target = Top quartile performance status survey <i>Annual Measure</i> <i>Result from 2013 STAR Survey</i>	86%	2	23	10	3	190	97
	1b. Housing Services Sheltered housing tenants' satisfaction with landlord services overall Target = Top quartile performance status survey <i>Result from 2013 STAR Survey</i>	88%	4	17	14	4	131	106
	2a. Housing Services % of general needs tenants satisfied that their views are taken into account Target = Top quartile performance status survey <i>Result from 2013 STAR Survey</i>	65%	2	22	11	3	185	132
	2b. Housing Services % of sheltered housing tenants satisfied that their views are taken into account and acted upon Target = Top quartile performance status survey <i>Result from 2013 STAR Survey</i>	71%	3	15	10	4	124	97
	4. Lettings Team % of new tenants satisfied with the allocations and letting process Target = 86%	97%	1	11	3	2	46	17

	6. Repairs & Maintenance % of tenants satisfied with the most recent repair Target = 98%	97%	3	29	16	2	140	56
	8. Satisfaction of Gas Servicing % of tenants satisfied with the Gas Service procedure Target = 90% <i>Annual Housemark Measure</i>	98%						
SD2	1. Asset Management Average SAP (energy efficiency) rating of housing stock Target = 70 <i>Annual Housemark Indicator</i>	66.08						
	2. Asset Management % of dwellings with a valid gas safety certificate Target = 100%	99.9%	2	35	17	3	177	117
SD3	1. Lettings Team % of closed ASB cases that were resolved Target = 66%	96.4%	2	24	9	2	132	49
	2. Lettings Team Average re-let time (calendar days) Target = 21 days	20.85 days	1	28	7	2	125	39
	3. 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%	0.9%	3	26	18	3	115	85
	4. Lettings Team % of dwellings that are vacant and available to let Target = 0.5%	0.02%	1	26	2	1	117	5

	6. Lettings Team % of properties accepted on first offer Target = 75%	79%	1	16	2	1	71	15
	10. Repairs & Maintenance Completion of repairs within priority target times: Emergency (within 24 hours) Target =98%	93%	4	36	29	4	180	155
	11. Repairs & Maintenance Completion of repairs within priority target times: Urgent (within 3 working days) Target =94%	86%	4	34	29	4	158	145
	12. Repairs & Maintenance Completion of repairs within priority target times: Non Urgent (up to 28 days) Target =85%	92%	4	35	27	4	172	142