

Guide to Housing and Communities Scorecard for Members of the Tenant Services Management Board

The scorecard sets out the Services performance for each of its key themes for each quarter of the financial year.

Members of the Tenant Services Management Board will be provided with this information on a quarterly basis so that they are able to measure the Housing and Communities Performance against each of the Key Objectives for the Service.

In total there are two main or overarching Objectives that the Service measures itself against, which are further broken down in particular individual objectives.

The Two Key Objectives are:

- **Managing Finances**
- **Service Delivery**

The report will provide members of the Board with the opportunity to monitor performance and also enable them to raise concerns, or questions over performance and in cases where there is under performance enable them to ask what measures are being taken to improve performance. It is also the opportunity to offer comment where measures are being met.

Objectives

Under this each of the Services key objectives is set out e.g. Managing Finances > Budgets – Expenditure

Under each objective is an Action under each of the Objectives, e.g. For MF1 the Objective is set out- this is 'To achieve a balanced budget by the financial year end in HRA'

Measures

The next Column along to the right is Measures, for each Objective there is a measure setting out how this Objective will be assessed as to whether or not this objective is being achieved.

Therefore, for MF1 the measure of success will be "1. Housing Revenue Account Overall expenditure against budget"

Alerts

For each quarter for the financial year, e.g. Quarter 1 April until the end of June 2014, an alert is provided setting out whether or not the service is meeting the Objective determined by performance against the measure, i.e. whether the target is being met.

The colour of the alert column shows the performance:

Red - off target

Amber - off target with uncertainty of meeting target

Green - on target.

Issues (current and future) and Impacts

In this column an explanation is provided for the performance toward achieving each objective against each agreed measure.




In this column a statement is also provided about the impact of the performance for that quarter with a prediction as to whether or not the measure will be met by the end of the financial year i.e. quarter 4.

Summary for TSMB 15th September 2014

Housing and Communities Quarter 1 2014/2015

Outturn performance

Overview & Summary

Section	No. of measures	 Green	 Amber	 Red	N/A	Trend (reported from Q2)
1) Managing Finances Housing	9	78% (7)	11% (1)	0% (0)	11% (1)	
2) Service Delivery – Satisfaction	11	55% (6)	36% (4)	0% (0)	9% (1)	
3) Service Delivery – Decent Homes	2	50% (1)	0% (0)	50% (1)	0% (0)	
4) Service Delivery – Manage Housing Stock	17	35% (6)	24% (4)	24% (4)	18% (3)	
TOTALS	39	51% (20)	23% (9)	13% (5)	13% (5)	

Movement To be reported from Q2	-1 Measures				
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5 RED ISSUES

Planned actions are off course.

- **1 Measure for Decent Homes is off course.** Average SAP (energy efficiency) rating is below target. Eco funding bid for external wall insulation to around 400 homes being considered along with pilot scheme for 46 Cornish Properties. Focus has been on the DLO COSY IT system replacement so no further progress on the SAP upgrade at present.
- **Housing Services Diversity Information.** We hold 69.98% of tenant diversity information, this is an increase of 11.98% since Q4 last year. Estates have redesigned the Diversity Information survey and are developing processes to collect incomplete data so this figure should continue to improve.
- **3 Repairs and Maintenance measures are off course.** 95% of emergency repairs were completed on time against a target of 98%. 91% of urgent repairs were completed on time against a target of 94%. And 81% of non-urgent repairs were completed on time against a target of 85%. The COSY IT system replacement which has just gone live should enable us and the DLO to report completions more accurately with the phased introduction of hand held mobile devices. Open Contractor IT system should also provide us with a better suite of reports which will enable us to tackle poor performance sooner.

9 AMBER ALERTS 😞

Some uncertainty in meeting planned actions

- **Estate Management Team.** Current tenant arrears are £32,876 over target, but it is anticipated that this will fall as the year progresses.
- **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.
- **Housing Stock.** Average re let time and % of dwellings that are vacant but unavailable are just slightly over target. The historic trend of our performance in this area is on or below target. We don't feel this is anything to be concerned about as performance should just fall back in line with our targets in the coming months.
- **Local Authority Major Aids and Adaptions.** Performance for end to end completion time is 26 weeks against a target of 22, which is an 8 week improvement on previous year.
- **Local Authority Minor Aids and Adaptions.** Number of applications completed has a target for the year of 350, which when pro rata is 87 per quarter, we have completed 71 applications. However this service is demand led and responds to those applications received. The measure for applications completed on Major Aids and Adaptations is on target.

20 ON TRACK 😊

Planned actions are on course

- **Managing Finances – 3 measures** are on target and 4 measures are better than target.
- **Satisfaction –** Majority of measures are substantially above target. The biggest improvement being tenants satisfied with most recent repair which remained at an amber alert for the entirety of 2013/14.
- **Decent Homes Gas Servicing –** 100% of dwellings have a valid gas safety certificate against 100% target.
- **Lettings Team –** 88% of closed ASB cases were resolved against a target of 66% and the number of available properties vacant was 0.
- **3 Community Development measures** are on track.
- **Local Authority Major Aids and Adaptions –** 21 applications completed against a target of 84. With 15 tenants on the waiting list and 9 grants awaiting approval, the Q2 target of 42 should be exceeded by 3.

5 MEASURES UNDER DEVELOPMENT, NOT REPORTED OR WITHOUT ALERTS

- **Total amount of housing debt –** this will be reported from Q2
- **Local Authority Major Aids and Adaptions –** satisfaction figures are not yet available.
- **Repairs and Maintenance –** 3 measures are under development.

Housing and Communities Scorecard Q1 2014/15

Housing HRA

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					Q1: Forecast £372,550 underspend – (1.4%)
		2. Local Authority Major Aids and Adaptions Amount spent to date, target £339,100.					Actual = £50,576 and commitment of £68,591. Commitment and actual, the budget is £119,167. Including the allocations to Officers which is work not yet approved the six month target of £175,000 will be exceeded by £10,000. The budget is therefore on target for spend by year end.
		3. Minor Aids and Adaptions Amount spent to date, target £135,000					Actual = £22,474 and commitment £7,195. Including commitment and actual the budget is £29,669. Including the current commitment for July of £1,000 the budget is on target.
MF2	Budgets – Income To maximise income opportunities and collection	1. Income Team Former tenant arrears as a % of annual rent due Target = 5%					Q1 – 0.45%
		2. Income Team Rent written off as a % of rent due Target = 0.70% <i>Annual Measure</i>					Q1 – 0.10%

		3. Income Team % of rent lost through dwellings being vacant Target = 2%					Q1 – 0.78%
		4. Estate Management Team Rent arrears owed by current tenants as at end of quarter. Target = £360,000 <i>Corporate Indicator</i>					£392,876.34
		5. Estate Management Team Rent collected as a % of rent owed excluding arrears b/f Target = 98.3%					Q1 – 103.9%
MF3	HRA Debt	Housing Debt Total amount of housing debt across all categories, houses, shops, land, etc.					To be reported from Q2
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>Result from 2013 STAR Survey</i>					Data will be the same until 2015 Actual – 86% 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>					Data will be the same until 2015 Actual – 88% Target – 95%
		2a. Housing Services % of general needs tenants satisfied that their views are taken into account Target = Top quartile performance status survey					Data will be the same until 2015 Actual – 65% Target – 73%

		<i>Result from 2013 STAR Survey</i>				
		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>				Data will be the same until 2015 Actual – 71%
		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%				Q1 – 93%
		4. Lettings Team % of new tenants satisfied with the allocations and letting process Target = 86%				Q1 – 94%
		5. Lettings Team % of new tenants satisfied with the lettable standard of property Target = 86%				Q1 – 94%
		6. Repairs & Maintenance % of tenants satisfied with the most recent repair Target = 98%				Q1 – 98.5%
		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				Q1 – 98.5%

		Gas Service procedure Target = 90% <i>Annual Housemark Measure</i>					
		9. Local Authority Major Aids and Adaptions % satisfaction, target 95%.					Figures not yet available.
SD2	Decent Homes - To comply with Government Standards - To improve energy efficiency of housing stock	1. Asset Management Average SAP (energy efficiency) rating of housing stock Target = 70 <i>Annual Housemark Indicator</i>					We are considering an eco funding bid for external wall insulation to around 400 homes, embarking on a pilot scheme of 46 Cornish properties. Focus has been on the DLO COSY replacement so no further progress on the SAP software upgrade at present.
		2. Asset Management % of dwellings with a valid gas safety certificate Target = 100%					Q1 – 100%
SD3	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	1. Lettings Team % of closed ASB cases that were resolved Target = 66%					Q1 – 88.24%
		2. Lettings Team Average re-let time (calendar days) Target = 21 days					Q1 – 21.54
		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%					Q1 – 0.7%
		4. Lettings Team % of dwellings that are vacant and available to let Target = 0.5%					Q1 – 0%
		5. Repairs & Maintenance					Under development

		% of properties re-let that meet lettable standard (20% sample) Target = 100%					
		6. Housing Services % of tenants on whom the landlord holds diversity information Target = 90%					Q1 – 69.98% We continue to incrementally collect this data.
		7. 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
		8. Repairs & Maintenance % of repairs completed on first visit Target = TBC					Under development
		9. Repairs & Maintenance Completion of repairs within priority target times: Emergency (within 24 hours) Target =98%					Q1 – 95% The COSY replacement which has just gone live should enable us and the DLO to report completions more accurately with the phased introduction of hand held mobile devices. Open Contractor should also provide us with a better suite of reports which will enable us to tackle poor performance sooner.
		10. Repairs & Maintenance Completion of repairs within priority target times: Urgent (within 3 working days) Target =94%					Q1 – 91% See above for commentary
		11. Repairs & Maintenance Completion of repairs within priority target times:					Q1 – 81% See above for commentary

		Non Urgent (up to 28 days) Target =85%				
		12. Community Clean ups Number of events held, broken down by area				Outer Circle, Halcon Valley Road, Halcon
		13. Tonnage removed From clean ups, broken down by event				Outer Circle, Halcon – 11.78 tonnes Valley Road, Halcon – 8.24 tonnes
		14. Events supported Number of events/activities put on or supported by the team, broken down by area				<p>North Taunton:</p> <ul style="list-style-type: none"> • Dementia Friendly Group <p>East Taunton:</p> <ul style="list-style-type: none"> • Link Power – volunteers tidying up the neighbourhood and training days • Creechbarrow Road Development – drop in sessions • Scouts events • Lions Club • Taunton East Community Day – Football tournament • Friends of Hamilton Gault Fun Day <p>Borough Wide:</p> <ul style="list-style-type: none"> ➤ Anti dog fouling – publicity/dog bins ➤ National Citizenship Service (NCS)
		15. Local Authority Major Aids and Adaptions				21 completed applications. There are currently 15 tenants on the

		Number of applications completed, target 84.				waiting list and 9 grants being prepared by Officers for approval. Therefore by the six monthly period the target of 42 will have been exceeded by 3.
		16. Local Authority Major Aids and Adaptions End to end completion time, target 22 weeks.				Q1 the end to end completion times was 26 weeks, this is an improvement of 8 weeks on the previous year. Removing the exceptions, the team would have achieved 23 weeks. All in all a vast improvement on last years average of 34 weeks.
		17. Minor Aids and Adaptions Number of applications completed. Target 350				Completed 71 applications. It would be expected by this period to be 87. The service is demand led and responds to those applications received. Part of the reason for the lower number is that a number of stairlifts were upgraded last year which removed them from the yearly maintenance plan.