

## NOTTINGHAM CITY HOMES

### HOUSING MANAGEMENT SERVICES COMMITTEE

REPORT OF DIRECTOR OF HOUSING OPERATIONS 17 NOVEMBER 2009

#### HOUSING SERVICES PERFORMANCE REPORT QUARTER 2 2009

#### 1 SUMMARY

- 1.1 The purpose of this report is to advise the Housing Services Committee of the Directorates performance to the end of Quarter 2 2009 against Key Performance Indicators.

#### 2 RECOMMENDATIONS

It is recommended that the Housing Management Services Committee:

- 2.1 Note and comment upon the Directorates performance to the end of Quarter 2 2009 with regards to Key Performance Indicators; and
- 2.2 Consider remedial action proposed to address any issues of performance

#### 3 DIRECTORATE PERFORMANCE REPORT APPENDIX 1

##### 3.1 Comparison 08/09 year end to Quarter 2 2009 for 27 indicators

- 16 Indicators show improved performance (64%)
- 4 Indicators remained static (16%)
- 5 Indicators show deteriorated performance (20%)
- 2 indicators have no trend data as they are new for this year

##### 3.2 Voids and Allocations

- 3.2.1 At the end of Quarter 2 2009, the number of Lettable Voids increased to 474 compared to 382 at the end of the 08/09 financial year. However, the number of long term Lettable Voids has reduced to 31, a sizeable reduction when compared to the 48 long term properties at the end of Quarter 2 2008
- 3.2.2 NCH have undertaken a LEAN system review of voids in order to identify where efficiencies can be made across the voids service.
- 3.2.3 Following this review, working arrangements have been revised so that only essential repairs are carried out when the property is void. This is in line with our peer organisations thereby reducing the void period and ensuring customers are able to get into their properties quicker.

- 3.2.4 Where possible, works required to meet the Decent Homes standard will be carried out in line with the schedule for the Secure, Warm and Modern programme, from the appropriate budget. Each incoming tenant will be given information specific to their particular property, detailing which elements are to be replaced, such as a new kitchen or replacement windows, and when. This also ensures that improvement works are carried out to all properties in an area at the same time, as opposed to the current situation whereby a tenant moving into a void property in an area may have been given a new kitchen several years before other long standing residents in the area.
- 3.2.5 The majority of properties will no longer be redecorated during the void period. However, new tenants will be able to select products from a range of decorating materials as a result of a new decoration scheme currently being piloted.
- 3.2.6 However, some properties will still require extensive works during the void period, such as a new kitchen or bathroom, when a property has been vandalised or has had no repair works for many years. There will also be occasions when a property will be redecorated, such as a sheltered property in a poor condition or when an incoming tenant is particularly vulnerable.
- 3.2.7 The new working arrangements mean we are currently on track to reduce voids to 300 by the end of the financial year. The current number of lettable voids is 452.
- 3.2.8 The average re let time has improved significantly at the end of Quarter 2, with a cumulative performance of 38.7 days. This represents an improvement of 11 days compared to 08/09 year end. However, performance remains off the year end target of 35 days. The current average re let time places NCH in median quartile position.
- 3.2.9 During Quarter 2, 1224 voids were re-let, 135 of which were long term and or sheltered voids. The average turnaround time for sheltered and long term voids was 104 days which has an adverse affect on performance. The remaining 1089 voids (89% of all voids) were re-let within 30.5 days.
- 3.2.10 The turnaround time is expected to decrease because of the new working arrangements whereby only essential repairs are carried out when the property is void.
- 3.2.11 At the end of Quarter 2 2009, rent loss was 3.2% (£1,407,790). Of this, 1.84% was lost due to Lettable Voids. A further 1.35% (£594,280) rent was lost due to Non Lettable Voids. The number of Non Lettable voids has significantly increased over the past year which is impacting on rent loss.
- 3.2.12 New tenant satisfaction with the condition of their new home and with the lettings service has improved over the past year. We have in place service improvement groups which have helped to identify and implement

service improvements based on feedback received through surveys and our 3 Cs (complaints, comments and complements) service.

- 3.2.13 At the end of Quarter 2 2009, 53.5% of properties were accepted on the first offer. In order to improve this, we are:
- Reviewing all customer feedback from VMS. The Quality Improvement Group will seek to introduce service improvements to increase first time take up
  - Undertaking multiple viewings
  - Implementing a refusal action plan to improve the offer to let ratio
  - Reviewing the advert and website to ensure more information is available pre-bidding
- 3.2.14 Performance in relation to the registration of waiting list forms has improved significantly since the end of last year and Quarter 2 last year. Progress is on target and will continue to be closely monitored.

### **3.3 Housing Income Management**

- 3.3.1 At the end of Quarter 2, over 100% (100.3%) of rent was collected. This has been achieved in the last two consecutive months. This means that arrears are £625,000 lower compared to the end of Quarter 2 last year. The arrears are over £1.11 million lower when compared to the same point two years previously.
- 3.3.2 There are now only 3 cases city-wide that owe more than 52 weeks net rent. There are now only 33 tenants out of 29,000 that owe between 39 to 51 weeks net rent.
- 3.3.3 There are 17,282 cases that have either a zero or credited balance.
- 3.3.4 The Rents Call Centre had their best month ever - answering 99.06% of calls with an average answer time of just 6 seconds.
- 3.3.5 Going forward, 'Patch Plans' are being devised for those areas where arrears are highest. We have profiled specific groups of tenants where there is an increased risk of tenancy failure through arrears.
- 3.3.6 A meeting has taken place with the Tenancy and Estate Management section and new process and actions are being devised to reduce the amount of evictions for arrears that are taking place.
- 3.3.7 Former tenant arrears (FTAs) currently stand at £2.87 million. A request has been made for 2 additional posts, contained within existing budget, to look solely at the collection of FTAs.
- 3.3.8 The responsibility for the collection of Leaseholder Service Charges has recently moved from Nottingham City Council to Nottingham City Homes. At the end of Quarter 2 2009, 75.6% of services charges had been collected. This is better than the 75% target and higher than what was

collected throughout 2008/09 (61%). We anticipate a further increase in performance as collection now sits in house.

### 3.4 **Tenancy and Estate Management**

- 3.4.1 The percentage of new tenancy visits completed increased in July (most up to date for reporting) to 88.86%. Performance has improved when compared to the end of 2008/09.
- 3.4.2 92.83% of introductory tenancy reviews were completed at the end of Quarter 2 2009. This represents a 6 percentage point improvement on 2008/09.
- 3.4.3 Performance in relation to tenancy visits has been hindered due to ongoing staff shortages. However, performance will be improved by closer monitoring of tenancy visits.
- 3.4.4 26 (67%) out of 39 estates are now deemed to be of a three star standard during September's assessments. In comparison, September 2008 figures showed 11 (28%) estates achieving 3 stars.
- 3.4.5 35 (90%) of the estates have been awarded a minimum of 2 stars at the end of September 2009 compared to 39 (100%) in September 2008.
- 3.4.6 4 (10%) estates are now deemed to be of a 1 star standard compared to 0% in September 2008.
- 3.4.7 No estates are deemed to be of a no star standard.
- 3.4.8 A project group has been established to develop improvement actions for 1 star estates. This work is being supported by the caretaking team who have offered to support cleansing of the estates.
- 3.4.9 A programme of resident inspections of all high rise blocks has been completed. Each block was given a star rating (0 to 3 stars) based on standards set and agreed with Resident Inspectors. A pictorial guide to provide consistency has been developed. Current 2 star blocks will be improved by:
- Ensuring that floors are cleaned right to the skirting boards
  - Removing all cob webs
  - Ensuring that lift doors are clean and free from smears
  - Lift tracks being clean and free from dirt
  - Encouraging caretakers to work towards three stars
  - Caretakers accompanying patch managers on estate inspections.

### 3.5 **Supported Housing**

- 3.5.1 At the end of Quarter 2 2009, 95.84% of Nottingham On Call alarm activations were answered within 30 seconds. Performance is significantly above the 80% target and has improved since the end of the 2008/09 financial year when performance was 90.9%.
- 3.5.2 Nottingham On Call has achieved TSA accreditation to all three parts of the code of practice in July 2009. This means that for a third year running, the Nottingham On Call service has been reaccredited.
- 3.5.3 91.1% of sheltered tenants had a support plan in place at the end of Quarter 2 compared to 95.77% at the end of 08/09 financial year.
- 3.5.4 The percentage of tenants with support plans decreased during April and May this year. This was a direct result of staff shortages. However, newly recruited staff have now commenced work and the backlog of support plans is being cleared. In September alone, 96.4% of all support plans were completed.
- 3.5.5 Performance targets are broken down monthly by each scheme so that any problems can be identified, discussed and rectified.
- 3.5.6 The Supported Housing review is now being finalised. Work is being done to ensure that key priorities and targets are maintained as roles for sheltered housing and Nottingham On Call staff potentially change.

### 3.6 **Customer Care**

- 3.6.1 The 3Cs procedure is maintaining the consistently high levels of customer feedback. There has been a significant reduction of 28% in the number of complaints received in Quarter 2 of 2009/10 in comparison to Quarter 2 2008/09.
- 3.6.2 At the end of Quarter 2 2009, 97.2% of complaints were responded to in the 5 day target.
- 3.6.3 The percentage of enquiries responded to in 5 days has increased from 91.6% at the end of 08/09 to 95.8% at the end of Quarter 2 2009.
- 3.6.4 At the end of Quarter 2 2009, 95.9% of members' enquiries had been responded to in target.
- 3.6.5 Reminders are being sent weekly to Managers identifying which mail is out of target and in target to enable them to respond in time. To support this, the Customer Relations Manager actively liaises with managers where there are problem areas in order to put improvement actions into place.
- 3.6.6 Month end report has been designed to identify weak areas in responding to enquiries. This is to be analysed monthly and key areas of the

business are contacted as issues arise.

- 3.6.7 Performance in relation to members enquiries is being monitored by the Customer Services Manager who is liaising with Heads of Service regarding answering these enquiries in time.
- 3.6.8 Quality Improvement Groups and Clinic Groups have merged to encompass a consistent approach to learning from feedback. This will allow processes to be changed where necessary to improve the customer experience and journey, rather than just resolve a particular dispute.
- 3.6.9 During the first six months of 2009/10, 291 compliments were logged. The Customer Relations Team is promoting the 3 Cs service in team meetings, at call centres and through competitions in the team brief. These have helped to promote the service and raise awareness across NCH and our customer base. All staff have their achievements recognised to reinforce positive behaviours and the increasing number of compliments logged provides evidence of the culture and attitude change within NCH.

### 3.7 **Resident Involvement**

- 3.7.1 At the end of September 2009, 68% of tenants said they were satisfied with the opportunities to take part in management and decision making compared to 59% in 2008.
- 3.7.2 At present, there are over 2000 customers on the NCH involved database. We have a menu of involvement which is set up to encourage people to get involved in different ways and in ways that suit them.
- 3.7.3 With regards to uninvolved tenants we regularly attend key events throughout the city to encourage involvement from those not currently involved. We get involved in partner initiatives such as the weeks of action.
- 3.7.4 Information is provided in sign up packs to new customers and is posted regularly on the website and in the tenant newsletter and mailshots about involvement opportunities.
- 3.7.5 More recently, the tenant involvement team have been working with young people on the housing register to engage them around tenancy sustainment issues. The getting involved message has been incorporated into this process.
- 3.7.6 The team has also attended community centres and places of worship to try to reach those groups that are under represented.
- 3.7.7 Over the next 2 months, the Get Involved Month will be launched which will be about people engaging in their communities and getting involved in new ways. This will also include the use of the Tenant Participation tracker which will enable us to monitor more effectively which tenants

aren't getting involved so that we can target work as effectively as possible toward them.

### **3.8 Customer Satisfaction (Status Survey)**

3.8.1 At the end of September 2009, overall customer satisfaction had risen again to 80%, compared to 69% last year and 60% in 2007.

3.8.2 The responses showed we have improved in many of our services to tenants, but also identified areas we need to work on. Some of the highlights of the survey include:

- Satisfaction has risen across the six equality strands
- 74% of tenants are satisfied with the value for money for their rent compared to 68% in 2008
- 75% of tenants are satisfied with the overall quality of their home compared to 69% in 2008
- 74% of tenants are satisfied with their local area compared to 71% in 2008
- The words and phrases most commonly used to describe NCH staff were friendly, helpful and 'efficient'.

3.8.3 To achieve this target, a number of actions have been put in place. During 2009, we widened the scope of Vision Management Surveys leading to increased awareness of customer perception of services. To support this, there has been improved performance in the completion of rectification notices leading to an increased resolution of complaints. This process identifies trends so we can be proactive in ensuring similar issues don't arise again in the future.

3.8.4 We have seen improved performance in relation to the Rents Call Centre.

3.8.5 Decent Homes is underway and improvements are being delivered. We are achieving consistently high satisfaction scores from customers who have received Decent Homes work.

3.8.6 Going forward, we have recently undertaken a review of the Performance Management Framework which will lead to a more customer focussed approach to performance management leading to service improvement.

## **4 OTHER OPTIONS**

4.1 None

## **5 FINANCIAL AND RISK IMPLICATIONS**

5.1 There are no direct implications associated with the contents of this report other than those specifically mentioned.

## **6 IMPLICATIONS FOR NOTTINGHAM CITY HOMES OBJECTIVES**

6.1 Effective performance management is an essential requirement of

achieving the Company's objectives.

## **7 VALUE FOR MONEY AND EFFICIENCY ISSUES**

- 7.1 Effective performance management is an essential requirement of achieving improved value for money in respect of both performance and costs.

## **8 EQUALITY AND DIVERSITY IMPLICATIONS**

- 8.1 There are no direct implications associated with the content of this report other than those specifically mentioned.

## **9 BACKGROUND MATERIAL AND PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT**

- 9.1 None





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## Housing Services Directorate Performance Report Quarter 2 2009

NCH is a member of Housemark ALMO Benchmarking Club. The Club allows us to measure our services against other similar organisations across the country. The tables below provide an overview of performance at the end of Quarter 2 2009. Where possible, performance has been compared against the 2008/2009 year end result and performance attained the same period last year.




### Metropolitan ALMO Benchmarking

Upper Quartile (top 25%)	
Median (middle 50%)	
Lower Quartile (bottom 25%)	
Performance Indicator not benchmarked	









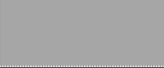








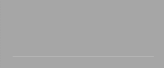


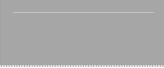
### Performance against targets

Meeting or exceeding our target	
Marginally below target	
Significantly below target	

### Trend data

Performance has improved	
Performance remained same or dipped marginally	
Performance deteriorated significantly	

### Voids and Allocations

	Historical data		Qtr 1 2009			Qtr 2 2009			Target	Trend Qtr 2 08 to Qtr 2 09	Year end trend	Benchmark
	Qtr 2 2008	08/09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09				
Average re-let time (days)	49.5	49.0	48.8	39.1	38.9	38.1	38.0	38.7	35.0			
Rent Loss against voids	2.29%	2.3%	2.9%	2.9%	3.0%	3.1%	3.2%	3.2%	3.0%			
Number of lettable voids	418	382	418	398	425	458	538	474	300			
New tenants satisfied with the overall service	7.1	7.50	7.56	7.23	7.26	7.6	7.9		8			
New tenants satisfied with the condition of their new home	6.18	6.89	6.89	6.69	6.84	7.1	8		8			
Average length of time taken to register an application on the Housing Register	11.34	8.20	3.56	3.21	3.17	3.19	3.53	3.63	5			
% of properties accepted on first offer	55.1%	55.7%	51.9%	54.0%	54.3%	54.1%	54.0%	53.5%	70%			

## Housing Income Management

	Historical data		Qtr 1 2009			Qtr 2 2009			Target	Trend Qtr 2 08 to Qtr 2 09	Year end trend	Benchmark
	Qtr 2 2008	08/09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09				
% of rent and rent arrears collected (of rent due during 2009-10)	100.3 %	100.3 %	98.2%	99.2%	99.6%	99.7%	100.7 %	100.3 %	100.3%	↑	↑	
% of tenants with more than seven weeks of rent arrears	8.4%	7.2%	7.3%	7.4%	7.03%	7.1%	6.3%	6.3%	8.7%	↑	↑	
% of tenants evicted as a result of rent arrears	1.01%	0.79%	0.88%	0.91%	0.95%	1.00%	1.11%	1.08%	0.95%	↔	↓	
% of service charges collected from leaseholders		61%						75.6%	75%		↑	

## Tenancy and Estate Management

	Historical data		Qtr 1 2009			Qtr 2 2009			Target	Trend Qtr 2 08 to Qtr 2 09	Year end trend	Benchmark
	Qtr 2 2008	08/09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09				
% of estate assessments meeting 2 or 3 rating	100%	95%	90%			90%			96%	↔	↔	
% of estate assessments meeting 3 star rating	28%	62%	62%			67%			67%	↑	↑	
High Rise blocks achieving 2 star tenant inspectors rating	90%		90%			100%			100%	↑ (since Qtr 1 2009)		
Caretaking job requests completed within target	No data		100%	75.6%	96.6%	95.6%	90.8%	91.0%	TBC	KPI new for 09/10		
Offensive graffiti removed within target (24 hours)	No data		100%	None	100%	100%	100%	None	100%	KPI new for 09/10		
% of new tenancy Visits completed in 6 weeks	78.5%	82.3%	77.9%	83.3%	88.1%	86.9%			100%	↑	↑	
% of introductory tenancy reviews completed	77.1	86.5%	84.4%	91.3%	92%	93.7%	93.5%	92.8%	100%	↑	↑	
% of stock turnover during the previous 12 month period	8.77%	8.09%	8.16%	8.24%	8.12%	8.19%	8.51%	8.52%	8%	↑	↓	

## Sheltered Housing

	Historical data		Qtr 1 2009			Qtr 2 2009			Target	Trend Qtr 2 08 to Qtr 2 09	Year end trend	Benchmark
	Qtr 2 2008	08/09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09				
% of alarm activations responded to within 30 seconds	90.5%	90.9%	94.9%	95.2%	95.1%	95.6%	95.7%	95.8%	80%	↑	↑	
% of sheltered housing tenants with support plans in place	98.6%	95.8%	86.0%	82.4%	86.1%	88.5%	90.1%	91.1%	100%	↔	↓	

## Customer Care

	Historical data		Qtr 1 2009			Qtr 2 2009			Target	Trend Qtr 2 08 to Qtr 2 09	Year end trend	Benchmark
	Qtr 2 2008	08/09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09				
% of complaints responded to within 5 days	97.3%	97.4%	97.3%	97.2%	97%	97.5%	97.3%	97.2%	97%	↔	↔	
% of customer correspondence responded to within 5 days	90.7%	91.6%	95.1%	95.6%	95.4%	95.2%	96.5%	95.8%	97%	↑	↑	
% of members enquiries responded to within 5 days	97.4%	97.2%	96.1%	96.3%	97.6%	97.1%	97.4%	95.9%	97%	↔	↔	
% of calls answered in the rents call centre within 18 seconds	76.1%	75.9%	69.3%	73.0%	74.9%	77.1%	79.1%	80.9%	80%	↑	↑	

## Resident Involvement

	2007	2008	2009	Target	Trend	Benchmark
% of tenants satisfied with the opportunities to take part in management decision making	55%	59%	68%	75%	↑	

### **Customer Satisfaction (Status Survey)**

	2007	2008	2009	Target	Trend	Benchmark
Overall satisfaction with services provided by NCH	60%	69%	80%	75%	↑	
% of tenants satisfied with the opportunities to take part in management decision making	55%	59%	68%	75%	↑	