

## NOTTINGHAM CITY HOMES

### HOUSING MANAGEMENT SERVICES COMMITTEE

REPORT OF DIRECTOR OF HOUSING OPERATIONS 17 FEBRUARY 2010

#### HOUSING SERVICES PERFORMANCE REPORT QUARTER 3 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 3 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 3 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 3 2009 for 33 indicators

- 21 Indicators show improved performance (68%)
- 8 Indicators remained static (26%)
- 2 Indicators show deteriorated performance (6%)
- 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 3 2009, the number of lettable voids decreased to 374 compared to 382 at the end of the 08/09 financial year. As of 1<sup>st</sup> February 2010, the number of lettable voids reduced further to 319.

- 3.2.2 The number of long term lettable voids has reduced to 30, a sizeable reduction when compared to the 46 long term properties at the end of Quarter 3 2008.

- 3.2.3 The average re let time has improved significantly at the end of Quarter 3, with a cumulative performance of 38.5 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.

- 3.2.4 During Quarter 3, 2038 voids were re-let, 206 of which were long term

and or sheltered voids. The average turnaround time for sheltered and long term voids was 105 days which has an adverse affect on performance. The remaining 1832 voids (90% of all voids) were re-let within 31 days.

- 3.2.5 It is anticipated that the turn around time will increase over the next few months as we let some long term and sheltered voids.
- 3.2.6 At the end of December 2009, rent loss was £2,063,655 (3.17% of rental income). Of this, approximately 40% of 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.
- 3.2.7 During Quarter 3 2009, new management arrangements were introduced and working practices revised. This involved developing new processes, giving employees specialist roles and increasing the number of multiple viewing. All of these have contributed to significantly improved performance.
- 3.2.8 Only essential work is carried out when the property is void and the majority of properties will no longer be redecorated during the void period. At the end of Quarter 3, 50.4% of properties were accepted on the first offer and there were 763 refusals. Of the refusals, only 6% were due to the condition of the property. The majority of refusals are due to inadequate facilities or the property being in the wrong area. In order to reduce the number of refusals, we are:
- Reviewing customer feedback from surveys (VMS). The Quality Improvement Group will seek to introduce service improvements to increase first time take up
  - Undertaking multiple viewings
  - Reviewing the advert and website to ensure more information is available pre-bidding
- 3.2.9 New tenant satisfaction with the condition of their home and with the lettings service has remained relatively static over the last year. We have in place service improvement groups which aim to identify and implement improvements based on feedback received through surveys and our 3Cs (complaints, comments and complements) service. NCH has a pool of tenant inspectors who work with us to regularly inspect the quality of void properties. This work is instrumental in driving forward the improvements that have been seen in the standard of void properties.
- 3.2.10 Performance in relation to the registration of waiting list forms has improved significantly since the end of last year and Quarter 3 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 3, over 100% (100.5%) of rent was collected. This has been achieved in the last five consecutive months. Increased collection rates mean that arrears are £739,000 lower compared to the 12 months ago and £1.2 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 24 tenants out of 29,000 that owe between 39 to 51 weeks net rent.
- 3.3.3 There are 17,417 cases that have either a zero or credited balance.
- 3.3.4 The Rents Call Centre are having their best year ever collecting £1,214,955 in cash payments between April and December 2009, compared to £1,372,979 for the whole of 2008/09.
- 3.3.5 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.
- 3.3.6 At the end of December 2009, 347 tenants had been evicted for rent arrears over the previous 12 months, compared to 258 at the end of December 2008. Although there has been an increase in evictions, we have shown improvement compared to 3 years ago when 420 people were evicted due to rent arrears. This is due to the range of support in place for tenants who can't pay their rent such as debt advice referral, support from Financial Inclusion Officers. We actively ensure tenants are aware of their rights and the support available. Once an eviction request has gone to court, tenants also have the opportunity to attend court to request that evictions are postponed.
- 3.3.7 We proactively support tenants who can't pay; however, we take robust action against those who have funds to pay but won't pay in order to ensure effective management of the housing stock.
- 3.3.8 The increase in the number of evictions is also partly due to changes in working practices in relation to abandoned properties. The new working practices mean that the rents team recover possession of an abandoned property through the rent arrears process leading to the tenancy being terminated as an eviction. The working practice has been adopted to ensure we are not left open to legal challenge.
- 3.3.9 The change in working practice has resulted in a lower number of terminations being recorded as abandoned. Between April and December 2009 there were 18 terminations recorded as abandoned compared to 120 for the whole of 2008/09. Although we are evicting more people through the rent arrears process, fewer are being evicted due to abandonment. This means that the combined number of evictions due to rent arrears and abandonments has remained relatively static.
- 3.3.10 The responsibility for the collection of Leaseholder Service Charges transferred to Nottingham City Homes in October 2009. At the end of December 2009, 45.21% of services charges had been collected over a 3 month period. Performance has improved significantly since responsibility transferred to Nottingham City Homes. The revised Escalation Policy and implementation of the Leasehold Module in

Northgate have contributed to improved performance. It is anticipated that by the end of October 2010, performance will exceed the 75% target.

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

3.4.1 Nottingham City Homes is one of the many agencies who contribute to the maintenance of the public realm. Over the past 2 years we have improved the condition of our estates. This has been achieved through improved partnership working with Street Scene and Neighbourhood Management to improve estates with co-ordinated action plans. There are regular high level strategic meetings in place.

3.4.2 At an operational level we undertake quarterly estate inspections with tenants and from these develop action plans for NCH and other providers. This has contributed to the improved appearance on the estates we manage.

- 3.4.3
- 26 (67%) out of 39 estates are now deemed to be of a three star standard
  - 35 (90%) of the estates have been awarded a minimum of 2 stars
  - 4 (10%) estates are now deemed to be of a 1 star standard
  - No estates are deemed to be of a no star standard

3.4.4 A programme of resident inspections of all high rise blocks has been completed.

- Of the 21 blocks, 14 are now deemed to be of a 3 start standard compared to 9 a year ago.
- 20 blocks have been awarded a minimum of 2 stars and only 1 block is considered to be of a 1 star standard.

3.4.5 A project group has been established to develop improvement actions for 1 star estates and blocks. NCH will be undertaking deep cleaning of high rise blocks in-house. We also have an in-house graffiti van which has led to cost savings on graffiti removal. Equipment has also been purchased to complete communal window cleaning in low rise sites and carpet cleaning in some blocks.

3.4.6 All of NCH caretakers undertake a professional qualification and are BICS certified (British Institute of Cleaning Standards).

3.4.7 Between April and November Housing Patch Managers undertook 1549 new tenancy visits (86.5%) and 1335 (93.2%) introductory tenancy reviews. Performance has been hindered due to ongoing staff shortages and although we are off target, performance has improved compared to 2008/09.

3.4.8 We proactively manage Anti Social Behaviour through early intervention which is having a positive impact on performance. So far this year we have undertaken 796 early interventions which have resulted in 74.07% of cases being resolved on the first intervention. This represents significantly improved performance compared to the previous two years.

During 2008/09 we undertook 457 early interventions and 67.4% cases were resolved first time. In 2007/08, we undertook 204 early interventions and just 18.6% of cases were resolved on the first intervention.

- 3.4.9 We have also increased the number of enforcements. So far this year we have issued 113 tenancy notices, 36 ASBOs, 181 injunction orders and 85 possession orders. We are also tackling drug related ASB through enforcements. During the 3rd quarter we obtained our 50th possession order (since April 2008) and as a result 27 additional tenancies have been surrendered as a direct result of our action against drug related offenders.
- 3.4.10 The increased use of early interventions and enforcements have contributed to significantly improved performance. So far this year, 68.46% of cases were resolved within 3 months compared to 51% in 2008/09 and 19.6% in 2007/08.

### 3.5 **Supported Housing**

- 3.5.1 A review of the Supported Housing Service has been undertaken to ensure it is fit for purpose and meets the needs not only of customers but also meets the expectations of the Supporting People Commissioning team.
- 3.5.2 New National outcome focused support plans incorporating risk assessments have recently been devised involving partner agencies and customers and are highlighted as good practice by the Supporting People Team.
- 3.5.3 At the end of Quarter 3, 93.1% of sheltered tenants had a support plan in place compared to 96% at the end of 08/09 financial year. 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.
- 3.5.4 Performance within the Nottingham On Call service is consistently excellent. Between April and December 2009, Nottingham On Call responded to 3488 alarm activations, 3348 of which were answered within 30 seconds (96%). Performance is significantly above the 80% target and has improved since the end of the 2008/09 financial year when performance was 90.9%.
- 3.5.5 Performance targets are broken down monthly by each scheme so that any problems can be identified, discussed and rectified.

### 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 19% in the number of complaints received in Quarter 3 of 2009/10 in comparison to

Quarter 3 2008/09.

- 3.6.2 Between April and December we received:
- 3111 Stage One Complaints
  - 201 Stage 2 Complaint Appeals
  - 4 Stage 3 Complaint Appeals
  - 19 Local Government Ombudsman Enquiries
  - 447 Compliments
- 3.6.3 1179 (38%) of stage 1 complaints were deemed to have been justified, with a further 795 (26%) being classed as partly justified. The number of stage 1 complaints considered to have been unjustified was 1030 (33%). A number of complaints are still being investigated.
- 3.6.4 So far this year, we have 17 Local Government Ombudsman (LGO) enquiries. Of these, 12 were deemed as premature complaints and closed as part of the LGO process and 5 are still live.
- 3.6.5 Repairs and Maintenance work accounts for the majority of complaints (2420 or 78%), reflecting the high volume of work undertaken by this section. Approximately 150,000 repairs per year are carried out, which represents an average of 0.50% of the number of complaints received per year. It is the general practice of the Customer Service Improvement Team to log all expressions of dissatisfaction as a complaint to enable the capturing of information to take place effectively.
- 3.6.6 Of all the complaints received, we responded to 96.9% within the 5 day target.
- 3.6.7 For the first time in two years, we are recording an under spend of £14,000 against the ex gratia complaints budget. This is due to stringent management of the budget and a reduction in the number of complaints being received which reflects the improvements made in customer care.
- 3.6.8 So far this year, we have received 2776 enquiries, 2663 of which were responded to in 5 days (95.9%). Performance is similar in relation to members enquires. We received 676 enquires, with 655 being responded to in target (96.9%).
- 3.6.9 The number of compliments logged between April and December was 447. All staff has their achievements recognised to reinforce positive behaviours and the consistent number of compliments logged provides evidence of the culture/attitude change within NCH.
- 3.6.10 In order to ensure consistently high levels of performance, weekly reminders are sent to managers identifying which mail is out of 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.
- 3.6.11 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.

- 3.6.12 There are various VMS improvement clinics across services of NCH, from repairs, gas, fencing, rents etc. These are designed to use customer feedback as part of a discussion and following this discussion, action plans for improvements to services are designed and monitored.

### 3.7 **Customer Satisfaction**

- 3.7.1 At the end of September 2009, overall customer satisfaction had risen again to 80%, compared to 69% last year and 60% in 2007.
- 3.7.2 We monitor customer satisfaction on a monthly basis using Vision Management Surveys. Over the past year, we have widened the scope of customer surveys so all services areas are covered. Performance is monitored on a monthly basis and all customers who give us a low score are contacted so their dissatisfaction can be dealt with swiftly. This process is supported by quarterly service area improvement groups. Learning from this process is captured which enables us to identify trends so we can be proactive in ensuring similar issues don't arise again in the future.

### 3.8 **Resident Involvement**

- 3.8.1 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.
- 3.8.2 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.
- 3.8.3 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.
- 3.8.4 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.
- 3.8.5 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.
- 3.8.6 The team has also attended community centres and places of worship to try to reach those groups that are under represented.
- 3.8.7 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.

#### **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 January 2010

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 January 2010. 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	









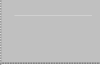












### Performance against targets

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			Qtr 3 2009			Target	12 Month trend	Year end trend	Bench mark
	Position 12 months ago	08/ 09	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec				
Average re-let time (days)	49	49	48.79	39.08	38.91	38.09	38.04	38.68	39.41	38.91	38.52	35			
Rent Loss against voids	2.35%	2.30%	2.87%	2.92%	2.99%	3.12%	3.20%	3.20%	3.20%	3.19%	3.17%	3%			
Number of lettable voids	415	382	418	398	425	458	538	474	452	436	374	300			
New tenants satisfied with the overall service	7.1	7.5	7.56	7.23	7.26	7.6	7.9	7.27	7.32	7.19		8			
New tenants satisfied with the condition of their new home	6.8	6.89	6.89	6.69	6.84	7.1	8	6.88	6.82	6.64		8			
Average length of time taken to register an application on the Housing Register	9.92	8.2	3.56	3.21	3.17	3.19	3.53	3.63	3.77	3.84	3.76	5			
% of properties accepted on first offer	55.6%	55.7%	51.9%	54.0%	54.3%	54.1%	54.0%	53.5%	53.7%	51.4%	50.4%	70%			

## Housing Income Management

	Historical data		Qtr 1 2009			Qtr 2 2009			Qtr 3 2009			Target	12 Month trend	Year end trend	Bench mark
	Position 12 months ago	08/ 09	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec				
% of rent and rent arrears collected (of rent due during 2009-10)	100.6%	100.3%	98.2%	99.2%	99.6%	99.7%	100.7%	100.25%	100.2%	100.3%	100.5%	100.45%	↑	↑	
Tenants with more than seven weeks of rent arrears (12 month rolling period)	8.3%	7.2%	7.3%	7.4%	7.0%	7.1%	6.3%	6.29%	6.2%	5.8%	5.6%	8.3%	↑	↑	
Tenants evicted as a result of rent arrears (12 month rolling period)	0.95%	0.8%	0.9%	0.9%	0.9%	1.0%	1.1%	1.08%	1.2%	1.2%	1.2%	0.85%	↓	↓	

## Tenancy and Estate Management

	Historical data		Qtr 1 2009			Qtr 2 2009			Qtr 3 2009			Target	12 Month trend	Year end trend	Bench mark
	Position 12 months ago	08/ 09	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec				
% 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	No data	90%		90%			100%			95%		100%	↑ (since Mar 09)		
Caretaking job requests completed within target	No data		100%	76%	97%	96%	90.8%	91%	100%	98%	86%	100%	KPI new for 09/10		
Offensive graffiti removed within target (24 hours)	No data		100%	None	100%	100%	100%	None	100%	None	None	100%	KPI new for 09/10		
% of new tenancy Visits completed in 6 weeks	79.80%	82.3%	77.9%	83.3%	88.1%	86.9%	86.6%	88.7%	88.2%	86.5%		100%	↑	↑	
% of introductory tenancy reviews completed	83.00%	86.5%	84.4%	91.3%	92%	93.7%	93.5%	92.8%	92.7%	92.2%	93.2%	100%	↑	↑	
% of stock turnover during the previous 12 month period	8.43%	8.09%	8.16%	8.24%	8.12%	8.19%	8.51%	8.52%	8.81%	9.04%	8.94%	8%	↔	↔	

## Anti Social Behaviour

	2007	2008	2009 YTD	Target	Trend	Benchmark
Number of early interventions	204	457	796	1050	↑	
% cases resolved on 1st intervention	18.6%	67.74%	74.07%	70%	↑	
Tenancy notices	99	106	113	140	↑	
ASBO	15	51	36	36	↑	
Injunction Orders	42	133	181	115	↑	
Possession	39	68	85	92	↑	
% of cases resolved within 3 months	19.6%	51%	68.46%	60%	↑	

## Sheltered Housing

	Historical data		Qtr 1 2009			Qtr 2 2009			Qtr 3 2009			Target	12 month trend	Year end trend	Bench mark
	Position 12 months ago	08/09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09				
% of alarm activations responded to within 30 seconds	90%	0.9%	94.9%	95.2%	95.1%	95.6%	95.7%	95.8%	96.0%	96.0%	96.0%	80%	↑	↑	
% of sheltered housing tenants with support plans in place	96%	95.8%	86.0%	82.4%	86.1%	88.5%	90.1%	91.1%	92.0%	92.4%	93.1%	100%	↔	↔	

## Customer Care

	Historical data		Qtr 1 2009			Qtr 2 2009			Qtr 3 2009			Target	12 month trend	Year end trend	Bench mark
	Position 12 months ago	08/09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09				
No. of complaints and % responded to within 5 days	97.6%	97.4%	97.3%	97.2%	97.0%	97.5%	97.3%	97.2%	97.0%	96.8%	96.9%	97%	↔	↔	
No. of customer correspondence and % responded to within 5 days	91%	91.6%	95.1%	95.6%	95.4%	95.2%	96.5%	95.8%	96.1%	95.8%	95.9%	97%	↑	↑	
No. of members enquiries and % responded to within 5 days	96.7%	97.2%	96.1%	96.3%	97.6%	97.1%	97.4%	95.9%	96.3%	96.6%	96.9%	97%	↑	↔	
% of calls answered in the rents call centre within 18 seconds	76.3%	75.9%	69.3%	73.0%	74.9%	77.1%	79.1%	80.9%	80.5%	80.1%	79.5%	80%	↑	↑	

## Resident Involvement and Customer Satisfaction

	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%	↑	