

NOTTINGHAM CITY HOMES

HOUSING MANAGEMENT
SERVICES COMMITTEE

21 JUNE 2010

REPORT OF DIRECTOR OF HOUSING OPERATIONS

HOUSING SERVICES PERFORMANCE REPORT APRIL 2010

1 SUMMARY

- 1.1 The purpose of this report is to advise the Housing Services Committee of the Directorates performance to the end of April 2010 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 April 2010 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 09/10 year end to April 2010 for 35 indicators

- 24 Indicators show improved performance (69%)
- 7 Indicators remained static (20%)
- 4 Indicators show deteriorated performance (11%)

3.2 Voids and Allocations

- 3.2.1 At the end of April 2010, the number of lettable voids decreased to 270 compared to 382 at the end of the 08/09 financial year. Performance is already better than the quarter 1 target of 290 lettable voids.
- 3.2.2 The average re let time has improved significantly over the last two years. The current average re let time is 33.56 days. This represents an improvement of 15 days compared to 08/09 year end. Performance remains off the year end target of 30 days.
- 3.2.3 During April, 180 voids were re-let, 27 of which were long term and or sheltered voids. The average turnaround time for sheltered and long term voids was 90 days which has an adverse affect on performance. The remaining voids were re-let within 30.5 days.
- 3.2.4 At the end of April 2010, rent loss was £214,621 (2.99%) of rental

income). Two thirds of void rent loss is attributable to the increase in the number of non lettable voids. A full up date on the position of non lettable voids is prepared for the Housing Services Committee in another agenda item.

- 3.2.5 Tenant satisfaction with the condition of their new home has deteriorated significantly from 6.89 to 5.92 out of ten and remains off our target of 7 out of 10. Our Voids and Lettings Improvement Clinic follows up individual concerns regarding the standard and we have a pool of Tenant Inspectors who work with us to regularly inspect the quality of void properties.
- 3.2.6 Performance on properties accepted on the first offer has reduced over the year from 55.69% to 46.93% at the end of April 2010. Of these refusals only 6% were due to the condition of the property, the majority of applicants refusing properties on the grounds of 'inadequate facilities' or the property being in the 'wrong area'.
- 3.2.7 Ongoing remedial action to address this includes:
- reviewing the website and advert information to ensure it is correct and up to date
 - further research into the reasons why applicants are refusing properties
 - following two refusals applicants will have an in depth interview to discuss their housing needs and preferences
- 3.2.8 At the end of April, we further reduced the time it takes to register an application on the Housing Register from to 3.24 days. This represents a significant improvement compared to 08/09 last year when performance was 8.2 days.

3.3 Housing Income Management

- 3.3.1 At the end of April 2010, over 100% (100.52%) of rent was collected. This has been achieved in the last nine consecutive months. Increased collection rates mean that arrears are £850,000 lower compared to 12 months ago and £1.43 million lower when compared to the same point two years previously.
- 3.3.2 There are now only 2 cases city-wide that owe more than 52 weeks net rent. There are now only 20 tenants out of 29,000 that owe between 39 to 51 weeks net rent.
- 3.3.3 There are 18,413 cases that have either a zero or credited balance.
- 3.3.4 During April, the rents call centre collected £162,991 in cash payments. Cash collection targets are being exceeded and the call centre is among the top performing in the city for rent collection.
- 3.3.5 Former tenant arrears (FTAs) currently stand at £2.51 million compared to £2.11 million at the end of 08/09 and £1.98 million at the end of 07/08.

The request made for 2 additional posts to look at the collection of FTAs has been declined. The section now needs to explore ways in which this work can be incorporated into the existing structure.

- 3.3.6 At the end of April, 313 tenants had been evicted for rent arrears over the previous 12 months, compared to 248 at the end of April 2009. There is a 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 rents team recover possession of an abandoned property through the rent arrears process leading to the tenancy being terminated as an eviction. 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.
- 3.3.9 The responsibility for the collection of Leaseholder Service Charges transferred to Nottingham City Homes in October 2009. At the end of April 2010, 73.34% of services charges had been collected. Performance has improved significantly since responsibility transferred to Nottingham City Homes.

3.4 Tenancy and Estate Management

- 3.4.1 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.
- 3.4.2
- 24 out of 42 estates are now deemed to be of a three star standard
 - 40 of the estates have been awarded a minimum of 2 stars
 - 2 estates are now deemed to be of a 1 star standard
 - No estates are deemed to be of a no star standard
- 3.4.3 Bells Lane and St Anns are both one star estates. St Anns has been one star since June 2009, whereas Bells Lane has not been one star since July 2008.
- 3.4.4
- 14 out of 21 blocks are now deemed to be of a 3 start standard
 - 20 blocks have been awarded a minimum of 2 stars
 - 1 block (Highcross Court) 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 During April 2010, 100% of all caretaking jobs were completed within target. In addition to this 100% of offensive graffiti reported was removed within 1 day.
- 3.4.7 During April 2010, 100% of all introductory tenancy reviews were completed in target, which represents an improvement of 6.5 percentage points compared to the end of 09/10
- 3.4.8 Performance on biennial tenancy visits is significantly off target at 30.64%, however this is a significant improvement against the last financial year (11.22%). There is a drive to improve performance in this area with a clear focus through the monthly Area Performance Bulletin and Area Housing Manager meetings. Customer profiling information is provided to Housing Patch Managers for all outstanding visits so they can prioritise these visits. This will also be addressed as part of the modernisation of Tenancy and Estate Management and the review of the Housing Patch Manager role.
- 3.4.9 We proactively manage Anti Social Behaviour through early intervention which is having a positive impact on performance. During April 2010, 88 early interventions were undertaken. Over the past 12 months early interventions rose from 457 to 1229 which is reflected by a higher proportion of cases being resolved on the first intervention.
- 3.4.10 We have also increased the number of enforcements. During April we issued 11 tenancy notices, 13 injunction orders and 9 possession orders.
- 3.4.11 The increased use of early interventions and enforcements has contributed to significantly improved performance. During April, 70.75% of cases were resolved within 3 months compared to 67.54% in 2008/09 and 51% in 2007/08.

3.5 Supported Housing

- 3.5.1 Between 2008/09 and 2009/10, the number of tenants with sheltered support plans in place dropped from 95.8% to 93.4%. However, we are confident this performance will improve as the team is now at full compliment (performance for April 2010 is at 100%).
- 3.5.2 Performance within the Nottingham On Call service is consistently excellent. At the end of April, Nottingham on Call responded to 426 alarm activations, 414 of which were answered within 60 seconds (97%).

3.6 Customer Care

- 3.6.1 During April, we received 437 complaints, 422 of which were responded to in target (96.57%). Although this represents an improvement

compared to the end of 09/10, performance over the past 12 months has dipped marginally.

- 3.6.2 However, performance in relation to members' enquiries has improved over the last 2 financial years and is currently above target at 97.8%. During April, all housing offices responded to 100% of members enquiries.
- 3.6.3 During April 2010, the percentage of customer correspondence responded to in target deteriorated significantly. The areas that performed below target in April are Aspley housing office, leasehold team, voids and allocations, supported housing and responsive repairs
- 3.6.4 The percentage of calls answered in target in the rents call centre also fell significantly during April to 52.51%. There are currently 3 posts vacant and one on hold. This is having a significant impact on performance. However, last year, the rents call centre had its best year collecting £1,650,952 in cash payments, compared to £1,372,979 for 2008/09. Cash collection targets are being exceeded.
- 3.6.5 Over the last 2 years, performance has been consistent for both customer correspondence and rent call centre response times. So April's performance has bucked this trend and performance will be closely monitored over the next two months to ensure this is not an ongoing trend.
- 3.6.6 The number of compliments logged in April was 44. All staff have their achievements recognised to reinforce positive behaviours and the consistent number of compliments logged provides evidence of the culture/attitude change within NCH.
- 3.6.7 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.
- 3.6.8 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 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.

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 April 2010

The tables below provide an overview of performance at the end of April 2010. Where possible, performance has been compared against the 2009/2010 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	




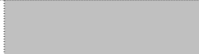

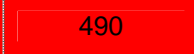

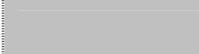





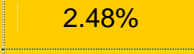


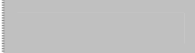









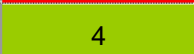






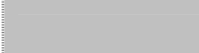



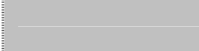
Performance against targets

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

	2008/09	2009/2010	April 2010	Qtr 1 Target	Year end Target	Trend since 09/10	Benchmark
Number of lettable void properties	382	276	270				
Number of non lettable void properties	424	602	588				
Average re let time	49.0	38.4	33.56				
Void rent loss	2.34%	3.11%	2.99%				
New tenants satisfied with the overall service	7.50	7.37					
New tenants satisfied with the condition of their new home	6.89	5.92					
Average number of days taken to register an application on the Housing Register	8.20	3.58	3.24				
% of properties accepted on first offer	55.69%	50.40%	46.93%				
% of offers refused against offers made	28.50%	33.53%	31.76%				

Housing Income Management

	2008/09	2009/2010	April 2010	Qtr 1 Target	Year end Target	Trend since 09/10	Benchmark
% of rent and rent arrears collected (In yr collection)	100.29%	100.53%	100.52%	100%	100.3%	↑	
Proportion of rent collected	96.87%	97.64%	97.80%	97.50%	98.00%	↑	
Tenants with more than seven weeks of rent arrears	7.15%	4.75%	4.86%	5.90%	5.00%	↔	
Tenants evicted as a result of rent arrears	0.79%	1.20%	1.12%	0.85%	0.85%	↑	
Former tenant arrears as a % of rent roll	2.42%	2.77%	2.80%	2.40%	2.40%	↔	

Tenancy and Estate Management

	2008/09	2009/2010	April 2010	Qtr 1 Target	Year end Target	Trend since 09/10	Benchmark
Number of estates meeting minimum 2* assessment	37	40		42	42	↑	
Number of estates meeting minimum 3* assessment	24	24		32	34	↔	
Number of high rise blocks meeting minimum 2* assessment	19	20		21	21	↑	
Number of high rise blocks meeting minimum 3* assessment	9	14		16	17	↑	
Caretaking job requests completed within target		95.1%	100%	95%	95%	↑	
Offensive graffiti removed within target (24 hours)		100%	100%	100%	100%	↔	
% of new tenancy visits completed in 6 weeks	82.27%	98.57%		100%	100%	↑	
% of introductory tenancy reviews completed in target	86.50%	93.50%	100%	100%	100%	↑	
% of biennial tenancy visits completed in target	11.22%	28.89%	30.64%	100%	100%	↑	
% of stock turnover during the previous 12 month period	8.09%	8.93%	8.86%	8%	8%	↑	

Anti Social Behaviour

	2008	2009	April 2010	YE Target (not profiled)	Trend 08/09 - 09/10	Benchmark
Number of early interventions	457	1229	88		↑	
Tenancy notices	106	166	11		↑	
Injunction Orders	133	219	13		↑	
Possession	68	107	9		↑	
% of cases resolved within 3 months	51%	67.54%	70.75%	60%	↑	

Sheltered Housing

	2008/09	2009/2010	April 2010	Qtr 1 Target	Year end Target	Trend since 09/10	Benchmark
% of 'critical call' alarm activations responded to within 60 seconds	96.90%	98.70%	97.20%	99%	99%	↔	
% of supported housing tenants with needs & risk assessment plans completed	95.80%	93.41%	100%	100%	100%	↑	

Customer Care

	2008/09	2009/2010	April 2010	Qtr 1 Target	Year end Target	Trend since 09/10	Benchmark
% of complaints responded to within 5 days	97.4%	96.4%	96.57%	97%	97%	↑	
% of customer correspondence responded to within 5 days	91.6%	95.5%	89.6%	97%	97%	↓	
% of members enquiries responded to within 5 days	97.2%	96.8%	97.80%	97%	97%	↑	
% of calls answered in the rents call centre within 18 seconds	75.9%	76.3%	52.51%	80%	80%	↓	