

NOTTINGHAM CITY HOMES

HOUSING MANAGEMENT SERVICES COMMITTEE

REPORT OF DIRECTOR OF HOUSING OPERATIONS

17 AUGUST 2010

HOUSING SERVICES PERFORMANCE REPORT QUARTER 1 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 Quarter 1 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 Quarter 1 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 Quarter 1 2010 for 34 indicators

- 20 Indicators show improved performance (58.8%)
- 8 Indicators remained static (23.5%)
- 6 Indicators show deteriorated performance (17.6%)

3.2 Voids and Allocations

- 3.2.1 At the end of Quarter 1 10/11, the number of lettable voids was 295 compared to 276 at the end of 2009/10 and 382 at the end of 2008/09. This is the fourth month in a row that the number of lettable voids has been below 300. During 2010, we have moved a number of non lettable high cost voids back into the works process in order to make them lettable and ready to let. This has had an impact on the number of lettable voids in the system.
- 3.2.2 Of the 295 voids, 85 are properties in sheltered schemes and 210 are general needs properties. At the end of Quarter 1 2010/11, only 6 general needs voids were ready to let with the remaining properties going through the works process.
- 3.2.3 At the end of Quarter 1 2010/11, the average re let time was 39.44 days. Whilst there has been a slight deterioration of 1 day compared to 2009/10, so far this year, we have re let 548 voids, 68 of which were long term and or sheltered voids. The average turnaround time for sheltered and long term voids was 137.66 days which has an adverse affect on performance. The remaining 480 voids (88% of all voids) were re-let within 25.53 days. Of the 548 voids re let, 7 were long term sheltered voids which have been empty between 1 and 5 years.

Although these 7 properties only represent 1.3% of all voids re let so far this year, they have added 7 days to the average re-let time.

- 3.2.4 At the end of Quarter 1 2010/11, rent loss was 2.92% (£679,641) which is a slight improvement compared to the same period last year. Of all the rent lost, 62% can be attributed to non lettable voids. With the reduction in lettable voids, we have seen an improvement in rent loss from 1.4% to just over 1% of rent due. We are expecting to see a further improvement in this figure during the 2010/11 financial year.
- 3.2.5 Tenant satisfaction with the condition of their new home has deteriorated significantly from 6.89 to 5.87 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. Improving customer satisfaction will be a key objective for the Improvement Clinic.
- 3.2.6 Performance on properties accepted on the first offer has declined from 50.40% at the end of April 2010 to 46.32% at June 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 Significant progress is being made to register a housing application. At June 2010 it took just 2.73 days on average. There is month on month improvement and this is a vast improvement on the 8.2 days it took at March 2009.

3.3 Housing Income Management

- 3.3.1 At the end of Quarter 1 2010/11, the in year collection rate had fallen to 99.73%. This is the first time in 10 months that collection is below 100%. However, compared to 12 months ago arrears have been reduced by a further £854,000 and are £1.618 million lower than 24 months ago.
- 3.3.2 At the end of Quarter 1 2010/11, there were only 4 tenants that owed more than 52 weeks net rent and only 15 tenants that owed between 39 to 51 weeks net rent. There are 17,552 customers that have either a zero or credit balance.
The rents call centre is continuing to exceed its cash collection targets and the team has already collected £44,272 more than the same period last year.
- 3.3.3 During Quarter 1 2010/11, the average Housing Benefit total has reduced giving a total loss of £126,000 over the previous seven weeks. We are currently in the process of liaising with the Housing Benefits team to ascertain what the reasons are for this reduction so we can then take remedial action.
- 3.3.4 Although payments via the Housing Offices have declined, we have evidence to show that payments via Pay Point and the internet have both

increased significantly. There has also been a slight improvement in Direct Debit payments which have increased from 23.69% at this point last year to 25.04% currently.

- 3.3.5 The cessation of cash payments at a number of Housing Offices is likely to have an impact on performance although it is too early to assess the full impact of this. The reason for this is that there is a delay in payments from the post office and paypoint being posted to accounts, which artificially show people in arrears. To mitigate some of the impact of the closures we did write to and text customers in advance of the office closure. All rent collector customers were visited in person by a Rent Officer and a Direct Debit form completed if required or alternative payment methods discussed. Direct debit is being widely promoted as the favoured payment method. Information has been put in the News from NCH regarding the Guildhall closure. We are also planning extensive publicity to encourage payment during the rent free week.
- 3.3.6 At the end of Quarter 1 2010/11, 322 tenants had been evicted for rent arrears (and abandonments) over the previous 12 months, compared to 266 at the end of Quarter 1 2009/10.
- 3.3.7 In relation to evictions, the rents team recover possession of an abandoned property through the rent arrears process leading to the tenancy being terminated as an eviction. This has led to an increase in the number of terminations being shown as evicted due to rent arrears. We have 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
- 3.3.8 Former tenant arrears (FTAs) currently stand at £2.09million compared with £2.46 million at March 2010 and £2.11million at March 2009.
- 3.3.9 At the end of Quarter 1 2010/11, 52.88% of services charges raised in April 2010 had been collected by the leasehold team. 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
- 21 out of 42 estates are now deemed to be of a three star standard
 - 41 of the estates have been awarded a minimum of 2 stars
 - 1 estate is now deemed to be of a 1 star standard
 - No estates are deemed to be of a no star standard
- 3.4.3 Broxtowe is the only 1 Star estate at present having recently dropped

from 2 Star. A review of the way in which Estate Inspections are undertaken is underway. This will look at ways of speeding up the reporting of issues to Patch Managers and to improve the mechanisms for feedback to Tenant Inspectors.

- 3.4.4 At June 2010, 99.3% of all caretaking jobs were completed within target, well above the target of 95%. In addition to this 100% of offensive graffiti reported was removed within 1 day.
- 3.4.5 At June 2010, 99.5% of all introductory tenancy reviews were completed in target, which represents an improvement of 6.0 percentage points compared to the end of 2009/10.
- 3.4.6 Performance on biennial tenancy visits is significantly off target at 33.93%, however this is a significant improvement against the 2008/9 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. Performance continues to improve month on month.
- 3.4.7 We proactively manage Anti Social Behaviour through early intervention which is having a positive impact on performance. At June 2010, 360 early interventions were undertaken. In 2008/9 early interventions stood at 457 whilst in 2009/10 this rose to 1229 which reflects a higher proportion of cases being resolved on the first intervention.
- 3.4.8 There has also been an increase in the level of enforcement action with 59 tenancy notices, 46 injunction orders and 19 possession orders being served.
- 3.4.9 The increased use of early interventions and enforcements has contributed to significantly improved performance. At June 2010, 77.29% of cases were resolved within 3 months compared to 67.54% in 2009/10 and 51% in 2008/09. There is evidence that the improvement is being sustained month on month in 2010/11

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 at the end of Quarter 1 2010/11 was 99.6%).
- 3.5.2 Performance within the Nottingham On Call service is consistently excellent. At the end of Quarter 1, Nottingham on Call answered 97.44% of critical calls within 60 seconds. During this period, Nottingham On Call was audited for two full days to the Telecare Services Association (TSA) Code of Practice Parts 1, 2, and 3. NCH secured reaccreditation to all three parts of the code for the fourth year running

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 Quarter 1 2010

The tables below provide an overview of performance at the end of Quarter 1 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	




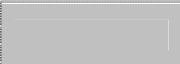











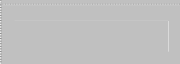


Performance against targets

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	May	June	Qtr 1 Target	Year end Target	Trend since 09/10	Benchmark
Number of lettable void properties	382	276	270	276	295	290	230		
Number of non lettable void properties	424	602	588	599	596	490	490		
Average re let time	49.0	38.4	33.56	38.36	39.44	30	30		
Void rent loss	2.34%	3.11%	2.99%	2.97%	2.92%	2.68%	2.48%		
New tenants satisfied with the overall service	7.49	7.50	7.19	7.25		8	8		
New tenants satisfied with the condition of their new home	6.35	6.57	5.86	5.87		7	7		
Average number of days taken to register an application on the Housing Register	8.20	3.58	3.24	2.86	2.73	4	4		
% of properties accepted on first offer	55.69%	50.40%	46.93%	48.99%	46.32%	70%	70%		
% of offers refused against offers made	28.50%	33.53%	31.76%	29.08%	30.83%	30%	30%		

Housing Income Management

	2008/09	2009/2010	April	May	June	Qtr 1 Target	Year end Target	Trend since 09/10	Benchmark
% of rent and rent arrears collected (In yr collection)	100.29%	100.53%	100.51%	100.39%	99.73%	100%	100.3%	↓	
Proportion of rent collected	96.87%	97.64%	97.80%	97.83%	97.74%	97.50%	98.00%	↑	
Tenants with more than seven weeks of rent arrears	7.15%	4.75%	4.86%	4.91%	4.89%	5.90%	5.00%	↔	
Tenants evicted as a result of rent arrears	0.79%	1.20%	1.12%	1.15%	1.15%	0.85%	0.85%	↑	
Former tenant arrears as a % of rent roll	2.42%	2.77%	2.80%	2.81%	2.91%	2.40%	2.40%	↔	

Tenancy and Estate Management

	2008/09	2009/2010	April	May	June	Qtr 1 Target	Year end Target	Trend since 09/10	Benchmark
Number of estates meeting minimum 2* assessment	37	40		41		42	42	↑	
Number of estates meeting minimum 3* assessment	24	24		21		32	34	↔	
Number of high rise blocks meeting minimum 2* assessment	19	20		20		21	21	↑	
Number of high rise blocks meeting minimum 3* assessment	9	14		14		16	17	↑	
Caretaking job requests completed within target		95.1%	100%	97.4%	99.3%	95%	95%	↑	
Offensive graffiti removed within target (24 hours)		100%	100%	100%	100%	100%	100%	↔	
% of new tenancy visits completed in 6 weeks	82.27%	98.57%	95.56%			100%	100%	↓	
% of introductory tenancy reviews completed in target	86.50%	93.50%	100%	100%	99.5%	100%	100%	↑	
% of biennial tenancy visits completed in target	11.22%	28.89%	30.64%	32.25%	33.93%	100%	100%	↑	

Anti Social Behaviour

	2008	2009	April	May	June	YE Target (not profiled)	Trend 08/09 - 09/10	Benchmark
Number of early interventions	457	1229	88	245	360		↑	
Tenancy notices	106	166	11	35	59		↑	
Injunction Orders	133	219	15	28	46		↑	
Possession	68	107	10	15	19		↑	
% of cases resolved within 3 months	51%	67.54%	70.75%	75.48%	77.29%	60%	↑	

Sheltered Housing

	2008/09	2009/2010	April	May	June	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%	97.18%	97.84%	97.44%	99%	99%	↔	
% of supported housing tenants with needs & risk assessment plans completed	95.80%	93.41%	100.0%	99.4%	99.6%	100%	100%	↑	

Customer Care

	2008/09	2009/2010	April	May	June	Qtr 1 Target	Year end Target	Trend since 09/10	Benchmark
% of complaints responded to within 5 days	97.4%	96.4%	96.57%	97.18%	97.73%	97%	97%	↑	
% of customer correspondence responded to within 5 days	91.6%	95.5%	89.17%	90.63%	92.30%	97%	97%	↓	
% of members enquiries responded to within 5 days	97.2%	96.8%	97.83%	98.90%	98.82%	97%	97%	↑	
% of calls answered in the rents call centre within 18 seconds	75.9%	76.3%	52.51%	51.33%	52.19%	80%	80%	↓	