

CABINET (HOUSING) COMMITTEE

29 June 2011

2010/11 PERFORMANCE MONITORING OUTTURN - HOUSING REVENUE
ACCOUNT (HRA) SERVICES

REPORT OF HEAD OF LANDLORD SERVICES

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RECENT REFERENCES:

None.

EXECUTIVE SUMMARY:

This report sets out the performance outturn information for 2010/11 against key performance indicators and the Housing Revenue Account Business Plan which in 2010/11 fell within the responsibility of the Portfolio Holder for Communities (now managed by the Portfolio Holder for Strategic Housing and Landlord Services).

RECOMMENDATIONS:

That Cabinet (Housing) Committee notes the performance information and considers whether further actions are required to address any areas of concern.

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DETAIL:

1 Purpose of the Report

1.1 The Committee is asked to review and monitor the performance, on behalf of Cabinet, those areas of responsibility of the Portfolio Holder for Communities (now managed by the Portfolio Holder for Strategic Housing and Landlord Services). For future meetings, it is intended that this report focus on “exceptions” or areas where performance is not achieving targets. However, full business plan progress and performance data has been included in this report for completeness and to ensure members and TACT have the opportunity to review and monitor all areas of the Council’s Landlord Services function.

2 Progress against Business Plan targets and objectives

2.1 The main successes of the year have included the following:

- a) Voids – Performance has improved greatly in this area during 2010/11. The target average number of days void was 25 days and the actual out-turn figure is 25.63 days. This is due to constant reviewing of the void process to eliminate delay where possible. This has also been helped by a reducing number of voids. In addition £150,000 has been saved through reducing the rent and charges lost through vacant dwellings.
- b) Arrears – The amounts of outstanding arrears as a percentage of rent due was 1.09% last year. The number of tenants using the Citizens Advice Bureau Money Advice Service has remained at capacity over the year, but this does not seem to have had the adverse effect on the Council’s rent collection service as might have been expected.
- c) Local Offers – A series of consultations has helped to produce the Local Offers to tenants in line with the national requirements of the Tenants Services Authority (TSA). These will be reviewed on an ongoing basis over the forthcoming years. Performance against the Council’s local standards is reported to tenants annually every October as required by the TSA. The Council’s first report was published in October 2010, which set out Landlord Services draft local standards in accordance with the

TSA guidelines.

<http://www.winchester.gov.uk/Housing/CouncilHousing/TenantInvolvement/Newsletters/>

- d) Tenants' Satisfaction Survey – the bi-annual survey was completed in November 2010. The results for General Needs tenants remain high and there were very positive results from Older Persons, as detailed in the table below. All results have been reviewed in detail and have informed the preparation of the Business Plan and service plans for 2011/12:

	General Needs	Older Persons
Overall satisfaction with the service provided by your landlord?	85.4% satisfied	96.6% satisfied
Overall, how satisfied are you with the overall quality of your home?	87.3% satisfied	97.3% satisfied
Generally, how satisfied are you with the way your landlord deals with repairs and maintenance?	85.0% satisfied	87.2% satisfied
How satisfied are you that your views are being taken into account by your housing association/landlord?	63.6% satisfied (29.2% neither satisfied or unsatisfied, or had no opinion)	62.6% satisfied (29.1% neither satisfied or unsatisfied, or had no opinion)

- e) Estate Improvements Programme – there have been some positive improvements over the past year. Examples have included:

- Parking at Drummond Close, The Gardens at Hambledon, Attwoods Drove and Martins Field in Compton
- Garage Lighting at 4 Winchester sites
- Door Entry Scheme at Lisle Court
- Bin Stores at Woolford Close
- Re-carpeting at Forder Court
- Youth Notice Boards at Highcliffe and Winnall

2.2 Main areas where work has not progressed in accordance with business plan:

- a) Gas Servicing – whilst performance in this area remains at 98.94%, this is in the bottom 25% against the Council's peers. Whilst there are local issues with the court process (in terms of

the Court's preferred approach in particular cases), a review has meant that more robust procedures and monitoring should result in improved performance in 2011/12.

- b) Repairs –Performance against “the number of jobs completed within target” and “appointments made and kept” is below target. Customer satisfaction remains very high (as recorded on the customer green cards and from the bi-annual survey in point 2.1 above). Working with the newly appointed contractor may bring improved performance and reviewed targets.
- c) Asset Management – the prioritisation of individual stock types (a key element of any long term asset management strategy) has been deferred until a new system is in place to help with this review.
- d) Supported Housing – Landlord Services have been working with the Home Group to rationalise provision for tenants with learning difficulties within the Council's stock. However, agreeing leases between both partners has caused delays in resolving this matter. 5 sheltered units have been reserved as part of this project, although the delays with leases has resulted in them being empty for the last year. Leases have now been agreed and the properties will be occupied as soon as formal Government consents are obtained.

3 Benchmarking and Value for Money

- 3.1 Performance against key indicators is detailed in Appendix 2. Performance in relation to Decent Homes, Tenant Satisfaction and Arrears remain in line with the top 25% of landlords nationally.
- 3.2 As highlighted above, void re-let times (25.63 days) improved in 2010/11, taking Winchester out of the bottom 25% of landlords. Using last year's benchmarking data, this would mean Winchester was performing above average against its peers. In addition the improved performance means that Winchester reduced the rent and charges lost through vacant dwellings by £150,000.
- 3.3 The Council has completed very detailed benchmarking comparisons with other Council landlords. The results can be viewed on the Council's website at:
<http://www.winchester.gov.uk/Housing/CouncilHousing/HousingPerformance/>.
- 3.4 Winchester is in the top 25% of landlords for most of its performance in 2009/10. The set of results against 2010/2011 performance will be available in October and published to tenants in the Annual Report in October 2011.
- 3.5 An Informal Members and Officers Group met last year to discuss the results from the 2008/09 benchmarking exercise, and to consider

improvements to the service. The 2009/10 benchmarking results were also available for this meeting and because the results of this period were much improved from the previous year, it was decided not to meet again. The following points were made at the meeting:

- a) Void performance is reported in the bottom 25% performers. It was highlighted that this matter is in hand for 2010/2011 and better results have now been achieved.
- b) Gas Servicing is in the bottom 25%, as highlighted at point 2.2 steps are in place to deal with this.

4 Conclusions and Recommendations

- 4.1 Winchester City Council's Landlord Services Team has improved their performance against their peers in the national benchmarking validated by Housemark. This improvement is demonstrated in Appendix 3, comparing 2008/09 results against 2009/10.
- 4.2 The results from 2010/2011 will be available from October 2011 and initial findings show that the Winchester's performance against its peers should be as positive as they were last year.
- 4.3 The initial look at the first quarter's performance from 2011/12 remains positive with no exceptions to report.

5 TACT Comment

- 5.1 TACT is now dealing with a former Portfolio Holder for Strategic and Landlord Services, so we really cannot praise or blame for the past year.
- 5.2 However by and large praise was due in many cases, and we like to think it will continue to do so, and I am sure TACT and Cllr Tony Coates will do everything we can to make sure this is so.
- 5.3 It is great to see Winchester out of the bottom 25% of landlords, our thanks to all involved in achieving this.
- 5.4 Being in the top 25% of landlords for most of its performance is another achievement, but with all the problems ahead regarding funding, and paying the debt figure for self financing, will make it harder to remain there.
- 5.5 Gas Servicing is in the bottom 25%; the company in question is receiving a lot of bad press, and not just because of the financial problems, although reading: "Bid to find cover as group and some subsidiaries enter administration" hardly fills TACT with confidence. TACT is aware the officer in question is keeping a close eye on things from WCC side of things.

- 5.6 TACT are grateful that we have a strong performance management, even though you cannot always deliver what we want, it was gratifying to hear that the former Compton Post Office is going to be converted in two council dwellings, long may such actions continue.

OTHER CONSIDERATIONS:

6. SUSTAINABLE COMMUNITY STRATEGY AND CHANGE PLANS (RELEVANCE TO):

- 6.1 The Community Strategy places emphasis on strong performance management. This report forms part of the quarterly performance and financial monitoring processes, designed to check progress being made against agreed targets.

7 RESOURCE IMPLICATIONS:

- 7.1 There are no direct resource implications the need to be considered as part of this report, although obviously ensuring strong performance in areas such as voids and arrears is essential to the financial health of the HRA.

8 RISK MANAGEMENT ISSUES

- 8.1 Risk management plans form an integral part of the HRA Business Plan and key risks have been assessed and actions are in place to mitigate those risks.

BACKGROUND DOCUMENTS:

Working documents held in the Landlord Services Division

APPENDICES:





Appendix 1: Progress against Key Landlord Services Division Business Plan Objectives.

Appendix 2: Landlord Services Performance Indicators






Appendix 3: Benchmarking Summary for 2008/09 and 2009/10

Appendix 4 Voids Scorecard






Landlord Services Business Plan 2010-2015

Description	Desired Outcome	Progress	Status	Due Date	Notes & History Latest Note
HRA Reform – To update financial projections for the future management of Landlord Services in light of announcements from the Government review of Housing Finance	A sustainable landlord service	100 %		31-Mar-2011	The Council has submitted its formal response to the consultation process, giving qualified support. Localism Bill has confirmed the current government's commitment to reform; details of a revised offer are expected within the next month.
Local Offers - To ensure all Landlord Services comply with new TSA National Standards for Social Housing and to address new local standards with tenants	Compliance with key standards and national good practice	100 %		31-Mar-2011	Compliance with National Standards submitted to TSA through the Annual Report and reported to tenants in October 2010. Consultation with tenants on local standards completed and will now be subject to further focus group work.
Tenant Satisfaction - To complete the bi-annual test of tenant satisfaction in line with the Status guidance and to determine actions to address issues of concern	Increased satisfaction and clear action plan on priorities for tenants	100 %		31-Mar-2011	Survey completed and detailed report analysed. All results have been used to determine priorities for the 2010/11 Business Plan and were reported to the Social Issues Scrutiny Panel in SO124 dated Feb 2011.
Housing Systems - To procure and implement a fully supported Housing Management system	Fully upgraded system implemented	75 %		01-Jul-2011	All testing and initial training complete. "Go live" date for new system is now 20 June. Final update training planned for completion by 1 July 2011. Progress with project has been delayed partly by supplier and also by problems with Citrix, which are now being resolved.

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Equalities - Meeting Housing Equalities Action Plan targets	Council is compliant with equalities legislation	100 %		31-Mar-2011	Training programme on track. Customer profile information being used to determine communication methods with tenants.
Tenant Inspections - In association with South Coast Training Group, to undertake two "cross landlord" tenant inspections of key landlord services	Inspections completed	100 %		31-Mar-2011	Tenant inspection of Resident Involvement completed in February. Final report from cross Landlord tenant panel still awaited.
Mystery Shopping - To test delivery of Landlord Services through tenant led mystery shopping	3 shops completed with positive feedback	100 %		31-Mar-2011	Mystery shop of complaints and repairs completed in 2011.
Procurement - To review options for the long term procurement of all responsive and planned maintenance contracts beyond 2011.	Existing Responsive Repairs and Voids contract re-tendered	100 %		31-Mar-2011	Letter of Intent now issued to Osbourne. The potential challenge from an unsuccessful tenderer is still outstanding and correspondence raising procedural questions is currently being reviewed by the Head of Legal Services
Decent Homes – To deliver targets and priorities as set out in the Major Repairs and Renewals Strategy	100% Decent Homes Compliance	100 %		31-Mar-2011	Programme delivered. Decent Homes maintained and budget fully committed.
Energy Efficiency – To contribute towards the Councils carbon reduction commitments and ensure the energy efficiency of the housing stock is in the top 25% of all local authority landlords	Increase in current SAP rating	100 %		31-Mar-2011	Programme completed. Over £1m invested on boiler improvements and high average SAP across all housing stock rating maintained. Potential for Solar PV solution subject to contractor negotiations.
Digital Switchover - To ensure aerial systems at all communal housing schemes are upgraded to latest digital standards	All communal aerial systems upgraded for digital reception	100 %		31-Mar-2011	Programme completed.
Asset Management - To review and update existing stock condition data and determine the most effective method of maintaining an up to date	Clear up to date and auditable information on all housing assets	100 %		28-Mar-2011	Review completed. Business Plan priority for 2011/12 to procure Asset Management solution to link with

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and accurate database for all stock					existing Housing Management system. Finances approved as part of 2011/12 HRA Budget.
Asset Management - To review and determine future priorities for all general needs and supported housing stock	Clear management strategy for all property types	0 %		31-Oct-2010	This target was deferred and included in 2011/12 HRA Business Plan to link with new Asset Management solution
Sheltered Housing - Extending and improving provision of community facilities (internet access, guest rooms, shops and other services to dedicated supported housing schemes	Improved facilities at core sheltered schemes	100 %		31-Mar-2011	Progress report was considered by Supported Housing IMOG.
Under Occupation - Implementing an Incentives programme aimed at encouraging those under occupying family homes and in need of support to relocate to more appropriate accommodation	At least 10 under occupied homes vacated	100 %		28-Mar-2011	Good practice reviewed. No further actions to be funded through HRA. Strategic options to be reviewed by Housing Board.
Resident Involvement - To promote wider resident involvement in service delivery through "tenant led" estate management in all housing areas	Greater resident involvement and services that take account of customer expectation	100 %		31-Mar-2011	All resident groups contributed to Estate Improvement programme. This programme overtook plans for local compacts and will be continued in 2011/12
Respect - To procure specialist Mediation services funded on a "case by case" basis	Reduced Anti social behaviour	100 %		31-Oct-2010	New contract awarded. All serious cases now subject to independent assessment process.

Action Status

 Completed

 Assigned; In Progress

 Unassigned; Check Progress; Not Started

 Overdue

 Cancelled

Landlord Performance Indicators 2010/2011

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PI Code	Short Name	2008/09			2009/10			2010/2011			All DCs - TQ 2007/08
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
NI 158 BV184a	% non-decent council homes	0.3%	0%		0%	0%		0%	0%		7%
NI 160 BV74a	Local authority tenants' satisfaction with landlord services	85.7%	85%		85.7%	85%		85.4%	85%		86%
BV63	Energy Efficiency of Housing Stock	78	78		75	75		75*	75		73
LPI	Current tenant rent arrears as a % of rent due	1.2%	1%		1.13%	1%		1.09%	1%		
LPI0270	Responsive repairs - % of jobs completed within target	93%	98%		91%	98%		89%	95%		
LPI0271	Responsive repairs - % of appointments made and kept	99%	98%		98%	98%		95%	98%		
LPI0278	Gas servicing - The % of homes with current gas servicing certificate	99.7%	100%		98.94%	100%		98.94%	100%		
LPI0310	% Stock empty at the end of the year	1.4%	1%		1.47%	1%		1.09%	1%		
LPI0314	Rent & charges lost through vacant dwellings (%)	2.15%	2%		1.52%	2%		1.12%	2%		
LPI0372	Total number of tenancies/ licences owing over 13 weeks rent	58			32			35			
LPI0378	Value of former tenant arrears	£237,556	£160,000		£222,288	£160,000		£179,071	£160,000		
BV212	Average re-let time for all properties	41.89	35		43.5	35		25.63	25		
LPI0335	Average re-let time for General Needs properties	25.91	25		34.06	25		21.75	25		
LPI0336	Average re-let time for Older Persons properties	55.92	40		50.51	40		27.5	40		
LPI0337	Average re-let time for Hostels	33.53	25		49.85	25		32.1	25		

* This is the 2009/10 SAP figure – an update for 2010/11 will be reported verbally to the meeting

Landlord Performance Indicators 2010/2011CAB2194 (HSG)
APPENDIX 2**Landlord Services - General Quantitative Indicators/Service Volumes**

	2008/09	2009/10	2010/11
Description	Value	Value	Value
New tenancies - Waiting list	184	256	216
New tenancies – Transfers	116	136	72
New tenancies - Mutual Exchanges	69	94	79
No. of Introductory Tenancies commencements	165	236	196
No. of terminations: Eviction	11	11	10
Number of Evictions (rents)	9	6	5
Number of Evictions (nuisance)	2	3	2
Number of Notices Seeking Possession (rents)	728	645	677
Number of Notices Seeking Possession (nuisance)	6	8	10
Number of Acceptable Behaviour Contracts	4	1	2
Number of Anti Social Behaviour Orders	8	1	0
Number of Harassment Cases	3	2	4

Landlord Services – Disabled Adaptation Indicators

	2008/09	2009/10	2010/11
Description	Value	Value	Value
Total no. of tenants receiving adaptations	524	564	624
No. of level access showers installed	119	90	152
No. of stair lifts installed	23	17	17
No. of assisted access works completed	2	24	15
No of major building adaptations completed	1	1	1

Landlord Performance Indicators 2010/2011CAB2194 (HSG)
APPENDIX 2**Landlord Services - Quantitative Indicators/Service Volumes for Repairs**

MAJOR WORKS	2008/09			2009/10			2010/11		
	Number	Ave Value	Total	Number	Value	Total	Number	Value	Total
Kitchen upgrades	156	£4,152	£647,712	90	£3,228	£290,520	155	£3,846.00	£596,130
Heating upgrades	392	£2,297	£900,424	406	£2,358.00	£957,348	510	£2,548.00	£1,299,480
Door upgrades	218	£521	£113,578	141	£509.00	£71,769	265	£520.00	£137,800
Bathroom upgrades	147	£3,075	£452,025	112	£3,169.00	£354,928	202	£3,240.00	£654,480
Insulation upgrades	110	£180	£19,800	96	£190.00	£18,240	179	£225.00	£40,275
Window upgrades (Dwellings)	0	£0	£0	0	£0.00	£0.00	54	£3,065.00	£165,510
Cost of "Other" works			£2,354,000			£2,208,000.00			£2,579,000.00
Total Cost of Major Works	1023		£4,487,539	845		£1,692,805	1365		£2,893,675

RESPONSIVE REPAIRS	2008/09		2009/10		2010/11	
	Number	Value	Number	Value	Number	Value
Responsive Repairs - No. of Emergency jobs	3,491		3,906		3,515	
Responsive Repairs - No. of Urgent (5 day) jobs	5,929		6,229		6,330	
Responsive Repairs - No. of Routine (12 day) jobs	3,338		3,156		2,465	
Responsive Repairs - No. of Routine (30 day) jobs	6,260		3,717		4,827	
Responsive Repairs - total no of jobs	19,018		17,008		17,137	
Responsive Repairs - Total value of Serco work		£741,000		£687,000.00		£780,000.00
Responsive Repairs - Total value of Nationwide work		£320,000		£207,000.00		£225,000.00
Responsive Repairs - Total value of work to other contractors		£167,000		£118,000.00		£166,000.00
Responsive Repairs - total cost of jobs		£1,228,000		£1,012,000		£1,171,000
Responsive Repairs – Average cost per job		£65		£60		£68

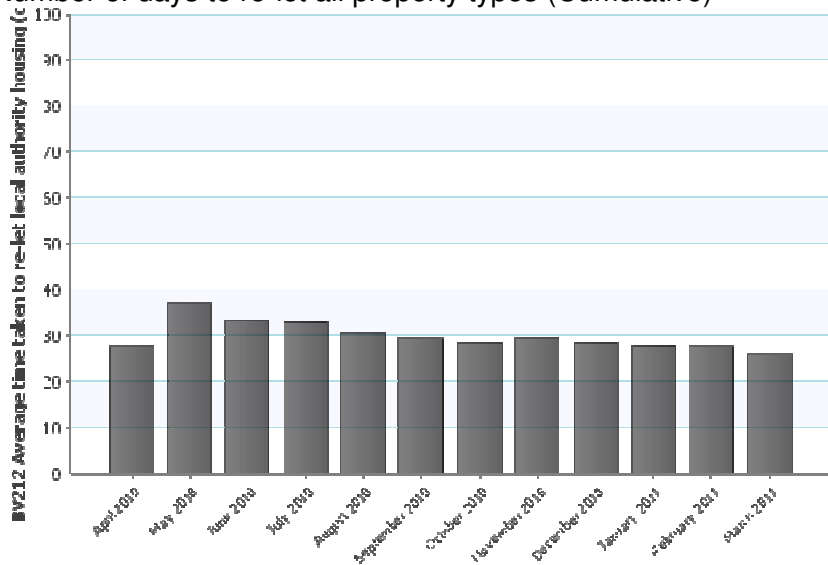
Management Benchmarking Overview (Produced by Housemark)

The following Value For Money Summary has been prepared by Housemark as part of an annual independent benchmarking exercise and is provided to illustrate the relationship between cost and performance across the main national TSA standards for Housing. It shows Winchester City Councils performance compared to 30 other local social housing providers. 2010/11 comparisons will be available in October 2011.

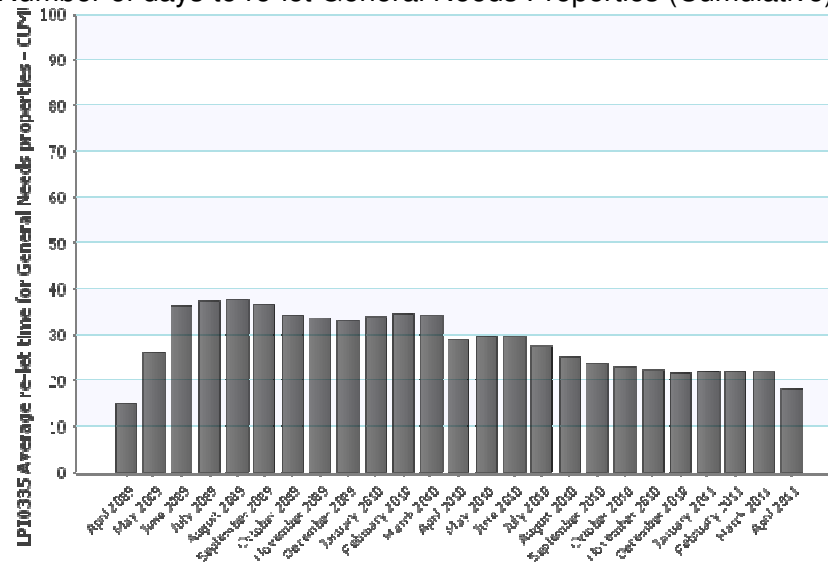
TSA Standard Summary for Winchester City Council						
TSA Standard	Cost KPI	Cost KPI Quartile		Quality KPI	Quality KPI Quartile	
		Winchester City Council (2009/2010)	Winchester City Council (2008/2009)		Winchester City Council (2009/2010)	Winchester City Council (2008/2009)
Tenant Involvement and Empowerment	Direct cost per property of Resident Involvement	Above Average	Below Average	Percentage of tenants satisfied that views are being taken into account (GN)	Top 25%	Top 25%
				Percentage of respondents who felt staff were able to deal with their problem (GN)	Top 25%	Top 25%
				Percentage of tenants satisfied with complaints handling	No data	No data
Home	Direct cost per property of Responsive Repairs & Void Works	Top 25%	Top 25%	Percentage of tenants satisfied with the repairs and maintenance service (GN)	Top 25%	Top 25%
				Repairs completed 'right first time'	No data	No data
	Direct cost per property of Major Works & Cyclical Maintenance	Top 25%	Above Average	Percentage of tenants satisfied with overall quality of home (GN)	Top 25%	Top 25%
				Percentage of dwellings failing to meet the Decent Homes Standard	Top 25%	Above Average
Tenancy (Including Allocations, Rents and Tenure)	Direct cost per property of Housing Management	Top 25%	Below Average	Average time in days to re-let empty properties (GN)	Bottom 25%	Bottom 25%
				Percentage of tenants satisfied with overall services provided (GN)	Top 25%	Top 25%
				Current tenant rent arrears as % of rent due	Top 25%	Top 25%
Neighbourhood and Community	Direct cost per property of Estate Services	Top 25%	Top 25%	Percentage of tenants satisfied with their neighbourhood as a place to live (GN)	Top 25%	Top 25%
	Direct costs per case of Anti social behaviour	Above Average	No data	Percentage of respondents satisfied with anti-social behaviour case handling	No data	No data

Re-let times/rent lost for Vacant Properties

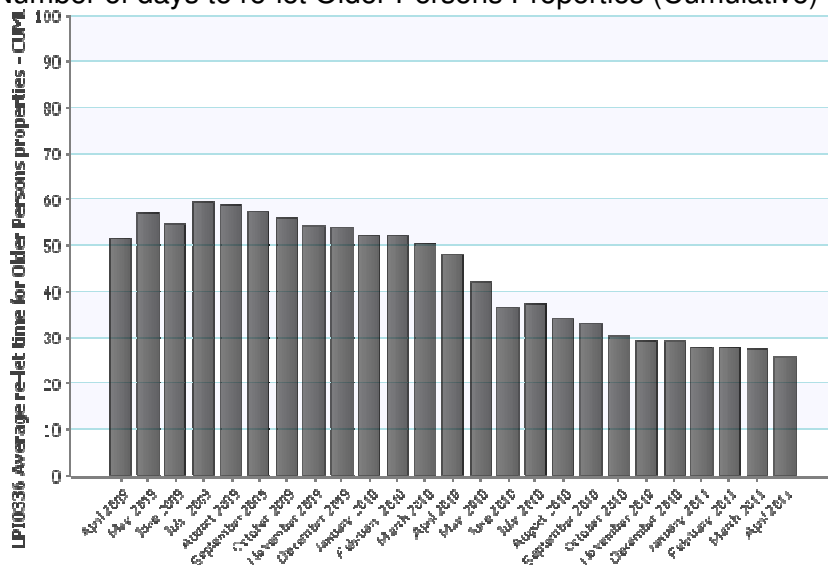
Number of days to re-let all property types (Cumulative)



Number of days to re-let General Needs Properties (Cumulative)



Number of days to re-let Older Persons Properties (Cumulative)



Rent lost through vacant dwellings

