

BUSINESS SUPPORT OVERVIEW AND SCRUTINY COMMITTEE

8 JULY 2010

UPDATE ON PERFORMANCE INDICATORS H5, H8 & NI156

Report from: Deborah Upton, Housing and Corporate Services

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Summary

The purpose of this report is to provide Members with further information on three performance indicators, as requested at the meeting on 25 May 2010.

1. Budget and Policy Framework

1.1 This document contains further performance against the Council Plan 2009-12, which is a key part of the budget and policy framework.

2. Background

2.1 In February 2009 council agreed the Council Plan 2009-12, setting out the key outcomes and actions to be achieved in the medium term, together with the key indicators and associated targets which will be used to measure achievement. This report responds to Member's request to review further the outcome of three indicators. By reviewing and analysing performance in this way the council is able to be clear about key challenges and the activities required to deliver improved performance for Medway's residents.

2.2 At its meeting on 25 May 2010, the committee considered the performance for 2009/2010 and asked for further in-depth reports on the cluster of issues on NI 156 (Number of households living in temporary accommodation), H5 (Average time for non-urgent repairs) and H8 (Average time taken to re-let council dwellings).

3 Risk Management

- 3.1 The purpose of this performance report is to enable Members to manage the key risks identified to the council delivering the priorities set out in the council plan. This provides the opportunity to review any remedial action required to ensure effective performance is delivered during 2010/2011.

4 Financial and legal implications

- 4.1 The report and its attached appendices summarises performance for three performance indicators. As such there are no financial or legal implications to report.

5 Recommendations

- 5.1. The committee is asked to consider and comment on the further information for performance indicators H8 and NI156, reviewing outcomes achieved against priorities.

Lead officer contact

Deborah Upton, Assistant Director Housing and Corporate Services

Background papers

Council Plan 2009-12
Annual Report 2008/9

Performance indicator H5 – average time for non-urgent repairs.

1. This indicator for 2009/10 was a Council Plan indicator to monitor the average length of time it took the main responsive maintenance contractor (Mears) to complete non urgent repairs that were raised to them.
2. When repair orders are raised these are allocated a priority which assigns the contractor a timescale in which they must complete the repair. This is benchmarked against other organisations.
3. At the 31 March 2010 Medway was placed in the lower quartile for performance against other similar organisations, however it should be noted that not all organisations are necessarily comparing like for like data as explained below.
4. During 2009/10 it was identified by the Service Improvement Team as part of regular data quality checks that this indicator was only measuring the timescale that it was taking the contractor to complete the repair. The Audit Commission require organisations to monitor the whole “customer experience”. This is defined as the whole length of time that the tenant or leaseholder waits for the repair to be completed from the time they contact the Council and request the repair to it being completed. As a result of this further improvements were made to ensure mechanisms were in place to change the processes for measuring the average length of time to include the whole timescale. As a result whilst this was now the correct method of recording the KPI this did impact negatively on the outcome and make the performance look poorer. This is however due to the new method of calculation.
5. As a result of this change additional local KPIs have been developed to monitor the repairs timescales in various ways.
6. The two charts below show the Councils current performance in terms of repairs.

Chart 1

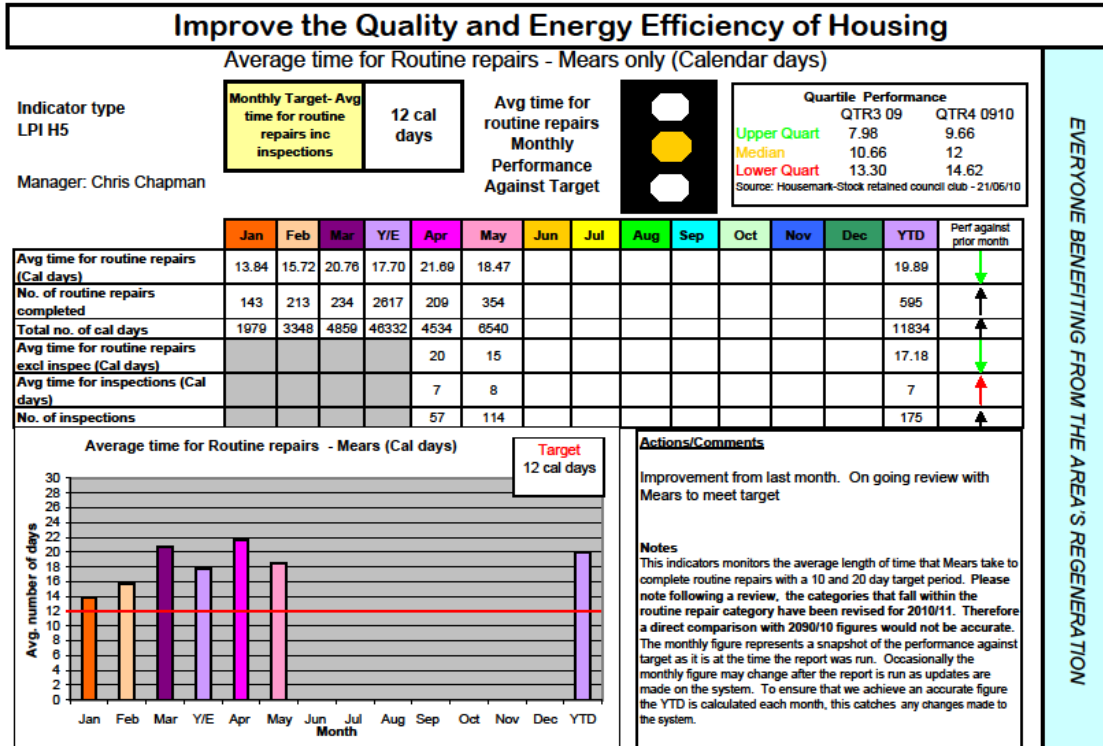
This shows the time taken from the point of reporting a repair to the completion by the contractor for the various repair priorities. This is the accepted and correct method that the Audit Commission require monitoring.

Promote Better and Fair Access to Housing Services																
Responsive Repairs - Measuring the customer experience																
Indicator type: LPI		Target	Monitoring													
Manager: Chris Chapman																
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	Perf against prior month
Avg days for day emergency repairs	P0 2 hr	0.5	2.12												1.22	▲
	1R 1 day	2.27	1.74												1.99	▼
Avg days to complete all Day Emergency repairs		1.9	1.8												1.8	▼
Avg days for urgent repairs	3R 3 day	5.12	4.39												4.93	▼
	P2 5 day	6.2	9.6												8.6	▲
	7R 7 day	8.1	8.5												7.4	▲
Avg days to complete all urgent repairs		5.8	6.4												6.2	▲
Avg days for non urgent repairs	P3 10 day	18.7	18.4												18.6	▼
	P5 20 day	36.5	19.2												24.7	▼
Avg days to complete all non urgent repairs		29.4	19.0												22.8	▼
Avg days to complete All repairs		15.1	12.3												13.6	▼
These figures show the average number of days taken from the time a repair is logged by a customer to the date it is physically completed on site, including the number of days taken for any pre inspection. This figure includes all contractors.																
Responsive repairs Customer Satisfaction results (Medway Council conducted surveys)																
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	Perf against prior month
% satisfied the contractor attend at the time arranged		95%	43%												69%	▼
% Satisfied overall with day to day repairs		95%	86%												91%	▼
Comments - The overall number of days to complete all responsive repairs has improved by 3 days.																

PUTTING CUSTOMERS AT THE CENTRE OF EVERYTHING WE DO

Chart 2

This shows the average time it is taking for the Councils main responsive maintenance contractor to complete works.



EVERYONE BENEFITTING FROM THE AREA'S REGENERATION

Regular contract monitoring meetings take place each month with Mears and performance is a fixed agenda item.

Performance Indicator H8 – average time taken to relet council dwellings

1. Budget and Policy Framework

1.1 The re-letting of council properties falls within the council's budget and policy framework and helps support the following objectives set out in the Council's Housing Strategy.

- maximise the supply of suitable and affordable housing and meet housing need;
- enable vulnerable people to live independent lives;
- improve the quality and energy efficiency of housing;
- develop sustainable communities and promote neighbourhood renewal;
- promote better and fair access to housing services.

And the two core values of the council

- Putting our customers at the centre of everything we do.
- Giving value for money.

2 Background

2.1 The HRA housing service manages 3,049 properties in the Gillingham, Twydall and Rainham areas of Medway.

2.2 One of the key performance indicators for the HRA housing service is the average time taken to relet council dwellings and indicator H8 forms part of the Council Plan 2010-2013 in helping deliver the decent homes and living environments for all, strand of the plan.

2.3 The target for void property rent loss for 2010-2011 is 1.32% or £158,265 based on a target void property turnaround time of 25 days.

2.4 On 1 June 2010 the landlord services team took over management of the void property processes from the repairs and maintenance team. This was to give the housing officers ownership and control of vacant properties, as they are the staff that let properties to prospective tenants. The housing officers are responsible for the vacant properties on their own patches and a housing assistant helps to manage the day-to-day administration of each void property to ensure that they are let as quickly as possible. This ties the repair and letting of the properties into one team.

3 Analysis

3.1 As at 28 June 2010, 100 council properties have been let since 1 April 2010, with a further 41 properties still vacant.

- 3.2 May 2010's void turnaround performance was 37 days against a target of 25 days. Performance year to date for the end of May was 39.54 days.
- 3.3 Attached, at appendix 1, is a table showing the properties let in May 2010 and the number of days they were vacant before being let. There is also some commentary to explain why the target of 25 days was exceeded.
- 3.4 In general if a property has been offered and refused four times then it will be considered for a homeless case as temporary accommodation or a permanent offer depending on the current stage of the homeless assessment process.
- 3.5 Void rent loss is currently at 1.32% for May with a £27,581 loss of revenue for the properties let in May 2010.
- 3.6 The performance of the council's contractor is based on completion of the repairs to a vacant property in accordance with the timescales set out below, which is based on the value of the work ordered to bring the property up to the lettable standard.

Level of Prioritisation	Works Value	Response Times
Priority V1	For works up to £250.00	To be commenced and completed within 3 working days
Priority V2	Works between £250.00 and not exceeding £750.00	To be completed within 5 working days
Priority V3	Works between £750.00 and not exceeding £1,500.00	To be commenced and completed within 10 working days
Priority V4	Works exceeding £1,500.00	To be commenced and completed within 15 working days

- 3.7 The lettable standard is attached as appendix 2 to this report.
- 3.8 The Academy IT system used for managing the council stock is now used to track the various stages in the lifecycle of a vacant property from void date to let date. This system has only been in place since 1 June 2010 and as such the information that can be presented to Members is limited at this time.

Lead officer contact

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Improve the Quality and Energy Efficiency of Housing

Offer History - Normal void periods over the 25 day target - May

Address	Start Date	End Date	Days void	Comment
25-30 days				
11 WOODCHURCH HOUSE	SBED	26/04/2010	23/05/2010	28 NV 1 Offer made
10 HARBLEDOWN MANOR	FLAT	12/04/2010	09/05/2010	28 NV 1 Offer made
27 THE MAILYNS	BUNT	26/04/2010	23/05/2010	28 NV 1 Offer made
52 WOLLASTON CLOSE	HOUT	12/04/2010	09/05/2010	28 NV 1 Offer made
8 CLOPTON COURT	FLTM	03/05/2010	30/05/2010	28 NV 1 Offer made
8 WHARF ROAD	HOUS	05/04/2010	02/05/2010	28 NV 1 Offer made
16 VIDAL MANOR	FLAT	19/04/2010	18/05/2010	28 NV 4 Offers made, 3 Refused
16 PADSTOW MANOR	FLAT	19/04/2010	18/05/2010	28 NV 1 Offer made
8 FLAXMANS COURT	FLTB	26/04/2010	23/05/2010	28 NV 3 Offers made, 2 Refused
18 HAZLEMERE DRIVE	FLAT	12/04/2010	09/05/2010	28 NV 1 Offer made
31-40 days				
78 HAZLEMERE DRIVE	FLAT	21/12/2009	02/05/2010	32 LT 3 Offers made, 1 Refused, 1 Cancelled
24 VIDAL MANOR	FLAT	15/03/2010	02/05/2010	34 LT 2 Offers made, 1 Refused
18 CHILHAM ROAD	HOUS	12/04/2010	18/05/2010	35 NV 2 Offers made, 1 Cancelled
61 WOLLASTON CLOSE	HOUT	05/04/2010	09/05/2010	35 NV 2 Offers made, 1 Refused
30 DAVENPORT AVENUE	FLAT	12/04/2010	18/05/2010	35 NV 2 Offers made, 1 Refused
17A MANOR STREET	FLAT	29/03/2010	02/05/2010	35 NV 4 Offers made, 4 Refused
13 TINTAGEL MANOR	FLAT	19/04/2010	23/05/2010	35 NV 2 Offers made, 1 Refused
15 ST ALBANS CLOSE	FLTM	26/04/2010	30/05/2010	35 NV 3 Offers made, 2 Refused
117 HAZLEMERE DRIVE	FLAT	12/04/2010	18/05/2010	35 NV 2 Offers made, 1 Refused
15 HOLLY CLOSE	BUBS	12/04/2010	18/05/2010	35 NV 1 Offer made
38 CORNWALLIS AVENUE	HOUT	05/04/2010	09/05/2010	35 NV 1 Offer made
41-50 days				
33 HOLDING STREET	HOUS	05/04/2010	18/05/2010	42 NV 3 Offers made, 2 Refused
24 PETHAM GREEN	BAPD	05/04/2010	18/05/2010	42 NV 3 Offers made, 3 Refused
2 DAVENPORT AVENUE	FLAT	19/04/2010	30/05/2010	42 NV 3 Offers made, 2 Refused
58 JAMES STREET	FLTM	05/04/2010	18/05/2010	42 NV 5 Offers made, 3 Refused, 1 Cancelled
142 BEATTY AVENUE	FLAT	19/04/2010	30/05/2010	42 NV 3 Offers made, 2 Refused
32 TANGMERE CLOSE	FLAT	05/04/2010	18/05/2010	42 NV 2 Offers made, 1 Cancelled
139 HAZLEMERE DRIVE	FLAT	29/03/2010	09/05/2010	42 NV 2 Offers made, 1 Refused
47 DERWENT WAY	FLAT	29/03/2010	18/05/2010	49 NV 6 Offers made, 5 Refused
51-60 days				
61+ days				
22 REGENCY CLOSE	HOUT	15/03/2010	18/05/2010	83 NV 3 Offers made, 1 Refused, 1 Cancelled
33 SUFFOLK COURT	SBED	15/03/2010	30/05/2010	77 NV 1 Offer made
8 LONGFORD COURT	SBED	08/03/2010	30/05/2010	84 NV 1 Offer made
15 BRENNAN HOUSE	SBDD	23/11/2009	30/05/2010	189 NV 1 Offer made

EVERYONE BENEFITTING FROM THE AREA'S REGENERATION

Medway Council Void Standard 2010

Element	Sub Element	Work Details
Overall	Photo Evidence	<ul style="list-style-type: none"> Contractor to provide photographic evidence of missing or damaged elements. Surveyor to fill in Property attributes sheet and supply to HMST/Asset information officer (provide photographic evidence)
External	General	<ul style="list-style-type: none"> Remove all furniture, builders' rubble, and general rubbish from garden. All vegetation to be cut and left to no longer than 300mm (excluding established shrubs and small tree's etc). Fill in fishponds ensuring adequate top covering of soil. Demolish and remove all greenhouses from gardens.(Unless request to leave in situ)
	Pathways	<ul style="list-style-type: none"> Make safe all paths and steps carrying out repairs as required. All paving should be firmly bedded. Repair cracks that may present a trip hazard.
	Steps	<ul style="list-style-type: none"> Repair cracks that may present a trip hazard.
	Satellite Dishes	<ul style="list-style-type: none"> To be left in-situ if safe. Remove aerials and dishes where unsafe and in dangerous condition.
	Fences	<ul style="list-style-type: none"> Repair/Replace missing panels and rotten areas. Make panels, posts and gates secure and safe (photo evidence always required if not on original specification) Renew damaged concrete panels.
	Walls	<ul style="list-style-type: none"> Remove graffiti. Make good pointing and cracks to render on external walls.
	Garden	<ul style="list-style-type: none"> Cut grass and remove from the site. Cut back overgrown bushes and remove cuttings from the site. Remove unsafe structures i.e. unsafe sheds, brick built screens (unless asbestos, which are to be reported to Medway council on discovery). Authorisation required prior to removal
	Roof	<ul style="list-style-type: none"> If there is evidence of leaking, carry out roof repair and report to Medway Council. Repair or replace cracked, slipped or missing roof tiles and slates, felt or flashing repairs/replacement. Unblock obstructions in gutters and fit drains with grilles. Renew loft hatch and frame if missing. Repair/replace leaking gutters. (Authorisation required if not on original spec) Unblock outlets. Repair cracks to asphalt as required.
		<ul style="list-style-type: none"> Cut and provide keys to communal entrance doors as required.
	Balconies	<ul style="list-style-type: none"> Remove rubbish.
	Doors	<ul style="list-style-type: none"> Replace locks to external doors and make doors secure. (also include shed doors were appropriate) Renew locks if missing or damaged or no keys supplied from previous tenant. Carry out minor scarf repairs as required to door and frame.

Internal	Cleanliness	<ul style="list-style-type: none"> • Remove all food and domestic appliances left by previous tenant including cooker, microwave and washing machine, fridge and freezer. • Remove all rubbish, including rubbish from the loft. • Clean dirty windows and window frames. • Remove sellotape, blue tack and safety pins from the walls. • Wipe over light fittings and switches. • Clean skirting boards and the front of radiators, removing marks and grease. • Sweep floors and wash down tiled floor surfaces, paying particular attention to dirt in corners. • Remove all signs of dampness and mould on all areas, using an anti-fungal solution. • Remove deposits of dust, grease and cobwebs from all surfaces. • Wash down and clean all painted timber material within property inc cills, skirtings, doors, and architraves. • Clean all work surfaces, internal and external cabinets and drawers with an appropriate cleaner.
	Floors	<ul style="list-style-type: none"> • Remove all carpets, including under lays and floor coverings, remove laminate flooring in flats. • Repair/Replace floor tiles where damaged or lifting (following Asbestos test results). • Make good floor screed as required. • Repair/replace rotten or damaged floorboards and joists. • Repair/Replace uneven floorboards.
	Walls	<ul style="list-style-type: none"> • Remove very damaged wallpaper. • Remove/blank out graffiti. • Repair holes to plaster, minor decorating cracks may remain. • Wash down and disinfect mould and mildew from walls. • Carry out plaster renewal if required up to 25sqm per property where severely blown or damaged.
		<ul style="list-style-type: none"> • Repair/Replace damaged or missing skirting boards.
	Doors	<ul style="list-style-type: none"> • Remove tile surround and hearth, brick up, ventilate and make good plaster and skirting where back boiler / fire has been removed. • Repair/Replace latches and handles if damaged or missing. • Repair/Replace doors if missing or damaged. • Make good small holes and leave ready to decorate. • Repair/Replace frame as required.
	Stairs	<ul style="list-style-type: none"> • Repair/Replace damaged treads and risers. • Repair/Replace handrail and spindles or ranch rails. • Repair/Replace newel post as required.
	Windows	<ul style="list-style-type: none"> • Replace all cracked and broken glass. • Repair/Replace window furniture i.e. locks, stays, sashes, cockspurs. Repair frames as necessary.
	Electrics	<ul style="list-style-type: none"> • Install sockets so that there are at least 4 double socket outlets with a minimum of 2 above worktop height in kitchen and 2 double socket outlets in living room and dining room. This may vary depending on the size of the kitchen. • Repair/Replace sockets and switches if cracked or covered with paint. • Screw down any sockets or switches, which are loose from the

		<p>wall.</p> <ul style="list-style-type: none"> Secure all wires. Loose cables should be clipped and made safe. Were mains powered smoke alarms are not fitted, fit mains powered paired optical smoke detectors. Test and provide a passed NIC EIC electrical certificate for property. To include all necessary repairs to achieve a pass standard (rewires to be funded separately but NIC confirmation cert required prior to agreement). If the certificate shows the electrical work is unsatisfactory then a minor works installation certificate will be provided to show what works have been carried out. Any code 3 recommendations will need further investigation.
Kitchen	General	<ul style="list-style-type: none"> Clean all work surfaces, internal and external cabinets and drawers with an appropriate kitchen cleaner Renew mastic seal between tiles and worktop/sink if damaged. Ensure that the property has an electrical cooker point fitted. Fit connecting pipes for washing machine feed and waste. Remove polystyrene tiles from ceiling or walls and make good.
	Sink	<ul style="list-style-type: none"> Clean all sink areas with appropriate kitchen cleaner, removing residue. Check taps are working and repair if needed. Fill and check waste pipes and leave in good working order.
	Units	<ul style="list-style-type: none"> Install units if there is less than one wall unit and one floor unit. Secure all loose unit doors. Adjust all drawers so that they are able to open and close freely. Repair/Replace worktops and units if they are beyond repair (as per specification)
	Floor	<ul style="list-style-type: none"> Repair/Replace floor tiles where damaged or lifting (following Asbestos test results).
Bathroom / WC	General	<ul style="list-style-type: none"> Repair/Replace taps so that they are free from leaks and drips and in good working order. Securely fit bath, basin and WC. Check that all water supplies and waste pipes are free from leaks. Supply and fit slide bolt to door.
		<ul style="list-style-type: none"> Replace batten lamp holders with a vapour proof light fitting.
	Bath/Shower	<ul style="list-style-type: none"> Remove all scale and dirt. Replace chain and plug if missing. Secure bath panel and replace if missing (following asbestos test). Remove shower curtain. Check taps and shower is working and repair/replace if required. Fill and check waste pipes and leave in good working order. Renew bath if there are rust spots or chips below the waterline or if the bath is beyond cleaning. Repair chips to enamel if above water line.
	Basin	<ul style="list-style-type: none"> Replace chain and plug if missing. Clean, remove dirt and scale to bath, basin and pan.
	Floor	<ul style="list-style-type: none"> Repair/Replace floor tiles where damaged or lifting (following Asbestos test results).
	WC	<ul style="list-style-type: none"> Clean, remove dirt and scale to cistern and pan. Secure toilet seat. Replace cracked cistern, toilet seat, pan, bath or basin.

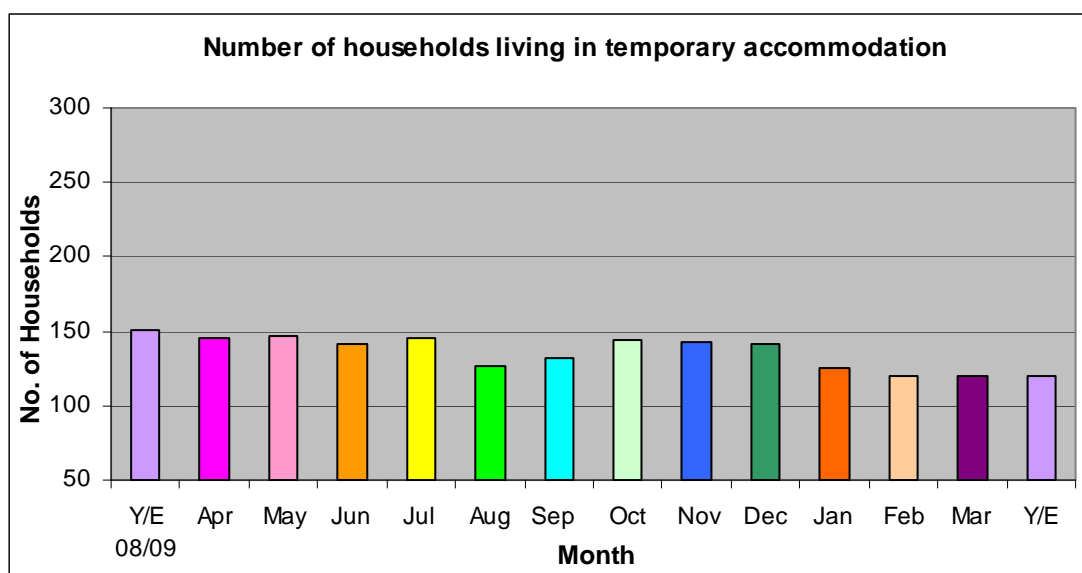
NI 156 Number of Households Living in Temporary Accommodation

1. The Government set a target back in 2005 for all local authorities to reduce their temporary accommodation by 50% by 2010 (NI 156). Previously the emphasis in homelessness services was on 'managing homelessness' and responding to crisis, which resulted in growing levels of homelessness and rising numbers of households living in temporary accommodation. We are now directing our energies in preventing homelessness at the first stages, where we can, as we recognise the devastating impact homelessness has on families and communities in Medway, which in turn will reduce temporary accommodation.
2. Medway Council's baseline target set in December 2004 was 629 (including Bed and Breakfast and those accepted or not accepted as duty owed under the Housing Act 1996) therefore by 2010 Medway Council's target was to reduce the number of households living in temporary accommodation to 314. We achieved this target by March 2008. A continued reduction commitment was then both set at a corporate level (Medway Council Plan) and a local level (Housing Services) with an aim to reduce NI 156 further for which it is felt can be achievable through:
 - Developing prevention and early intervention initiatives through the action plans detailed within Medway's Homelessness Strategy
 - Developing a model of supported housing for young people, which effectively engages young people with complex needs and enables them to make permanent routes out of homelessness
 - Continuation of tackling the backlog of households in temporary accommodation and the length of stay for households
 - Undertake a Temporary Accommodation Feasibility Study.
3. A Corporate Target was set to reduce temporary accommodation to 280 households and a Local Target to 100 households. By March 2009 we had reduced the level of households in temporary accommodation to 151. A further reduction continued until September 2009, when the ongoing recession impacted upon the number of households now needing urgent assistance via homelessness, especially young persons and families.
4. An urgent review was undertaken during October and November 2009 and a Temporary Accommodation Strategy implemented to tackle the ongoing recession impact and the continuation tackling of the backlog of households in temporary accommodation. New prevention initiatives were developed and implemented to assist clients to move on from temporary accommodation:
 - Move on Funds for temporary accommodation
 - New HomeBond Scheme, implemented in October 2009
 - Supporting People Providers Move-on Grant and Support Scheme
 - Conversion of tenancies in temporary accommodation
 - Eviction of households where appropriate
 - Discretionary Homeless Payments, prevention initiative
 - Increase in resources for Court Desk and Mediation
 - Maximisation of government initiatives around Mortgage and Rent Rescue Schemes.

5. By January 2010 the number of households in temporary accommodation was reducing again due to the new initiatives being embedded into day-to-day operations of homelessness services. As of March 2010 the number of households in temporary accommodation had reduced down to 120, despite the fact our demands in homelessness had increased by over 25%. In addition we had reduced the number of households in temporary accommodation beyond 52 weeks by 28%, including 8 of the 9 longest households beyond 7 years.

NI 156 Data: April 2009 to March 2010

	Y/E 08/09	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Y/E
Number of households living in temporary accommodation	151	146	147	142	146	127	132	144	143	141	125	120	120	120



Length of Stay in Temporary Accommodation April 2009 to March 2010

Number of households and length of time in TA	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Less than 1 Years	90	93	92	96	77	88	89	87	84	73	75	81
More than 1 year	24	21	17	25	15	16	19	22	24	21	16	22
More than 2 Years	8	8	8	4	7	8	10	7	6	7	7	5
More than 3 Years	8	8	7	4	6	3	2	2	2	3	1	3
More than 4 Years	7	7	7	7	6	6	9	9	8	6	7	2
More than 5 years / +	9	10	11	10	16	11	15	16	17	15	14	7
Total	146	147	142	146	127	132	144	143	141	125	120	120

