



London Borough of Hammersmith & Fulham

**HOUSING, HEALTH AND ADULT SOCIAL CARE SELECT
COMMITTEE
2 April 2014**

Housing and Regeneration Department Key Performance Indicators

Report of the Cabinet Member for Housing – Councillor Andrew Johnson;

Report Status: Open

Classification: For Scrutiny Review & Comment

Key Decision: No

Wards Affected: All

Accountable Executive Director: Melbourne Barrett, Executive Director for Housing & Regeneration (HRD)

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1. EXECUTIVE SUMMARY

- 1.1 This report covers the period ending February 2014. Performance overall has fallen compared to that previously reported 19 of the 28 targets (68%) being met or within tolerance. The main area where performance has dipped compared to the last report relates to the transition to the new Repairs and Maintenance Contract with MITIE where call volumes and complaints have increased markedly during the transition and mobilisation period. An update on the MITIE mobilisation and transition is elsewhere on the meeting agenda.
- 1.2 Detailed remedial action plans are in place to address all indicators that are outside tolerance i.e. are Red.
- 1.3 A number of targets have been significantly over achieved in the month. Concentrated management action has reduce the average number of sickness days to 5.11 compared to 8.15 days at the same time last year. Leasehold Services have already met their collection target for the year of 100% and service charge collection is now at 102.79% and H&F have no families in B&B over 6 weeks which is a good achievement.
- 1.4 The principal area of concern is Rent Collection from Council Tenants which accounts for three of the targets which are rated as red and only one of which has recently started to show an improving trend on a monthly basis. H&F Direct have been commissioned to collect housing rents from 1st July 2012 as part of the overall HRA Transformation Programme, to take advantage of synergies in relation to revenue collection. H&F Direct have put in place a project plan to rectify the situation with improvements being expected by 31st March 2014. The position is however being kept under close review.
- 1.4 It is also to be noted that the reporting period covers the performance of both the previous repairs and maintenance arrangements through Willmott Dixon, Kiers and others and that of MITIE who took over the contracts on 1st November 2013. Prior to new arrangements coming into place performance from the previous incumbents fell back towards the end which has impacted on the numbers reported; MITIE's performance has been affected by the number of legacy repairs and other issues they had to pick up from the previous contractors.

2. INTRODUCTION

- 2.1 The purpose of this report is to present the performance of the Housing and Regeneration Department against target for the department's key performance indicators.
- 2.2 The report details the areas where performance is behind target, the factors affecting performance and the management action being taken to remedy the under-performance.

3. PERFORMANCE

Key

Green	Target met
Amber	Within tolerance
Red	Outside tolerance

3.1 Financial Management

3.1.1 Performance

Indicator	Target	YTD	2012/13	Trend
% of rent collected (excluding current arrears)	100%	97.92%	99.66%	Not improving based on year on year trend but now improving based on monthly trend
Current tenant rent arrears as a % of rent due (excluding voids)	3.5%	4.99%	3.58%	Not improving
Former tenant arrears as a % of rent due (excluding voids)	1.00%	1.73%	1.41%	Not improving
Rent loss due to voids as a % of rent due	2.01%	1.82%	2.09%	Improving
Service Charges collected as a % of service charges due	98.80%	102.79%	97.84	Improving
Income from expensive void disposal (£m)	£36.055m	£36.116m	£26.768	Improving
Ave number of working days lost due to sickness absence	8.5 days	5.11 days	8.15 days	Improving

3.1.2 Factors affecting performance

- Rent Collection performance for the year to date remains below target. Action Plans have been revised and agreed with Senior

Management and the Cabinet Member for Housing. Current performance is being monitored and the actions taken are starting to take effect with performance for February 2014 being 101.07%. £331k of the increase in arrears relates to the removal of the spare bedroom subsidy with £739k of the arrears increase over target relating to other collection issues.

- Agilisys have been commissioned to recover former tenant's arrears. They have so far completed a trace/residency validation exercise on 414 accounts worth £657k. It is expected that this will recover around 10% of arrears for non-evicted cases and 5% for evicted, the write off amounts identified as non-recoverable is proceeding in parallel with this work and it is expected that the balance will reduce substantially in the coming months.

3.2 Property Management

3.2.1 Performance

Indicator	Target	YTD	2012/13	Trend
% of all repairs completed on time	94.0%	91.11%	93.40%	Not improving based on year on year trend but now improving based on monthly trend ¹
% of properties with a valid gas certificate	100%	98.53%	99.61%	Not improving
% of units available for letting but vacant	0.20%	0.01%	0.14%	Improving
% of units unavailable for letting and vacant due to Regeneration	1.06%	0.54%	1.07%	Improving
% of units unavailable for letting and vacant due to other reasons e.g. held for disposal, management voids not ready for letting	0.85%	1.12%	0.98%	Not improving
Number of days taken to re-let empty properties (General Needs)	26 days	27.38	26.85	Not improving
Number of days taken to re-let empty properties(Sheltered)	25 days	29.24	34.29	Improving

¹ Performance in February was over 2 per cent better than target at 96.1%,

3.2.2 Factors affecting performance

- The reduction in the number of properties with a valid gas safety certificate is primarily because not all the engineers from the previous contractors transferred to the new contract and MITIE have had to recruit new engineers. MITIE and the Council were not made aware of this by the previous contractor until late in the process. MITIE have now recruited additional engineers and set up dedicated teams for gas repairs and servicing. They are also working evenings and weekends to remove the backlog and are working with the HRD Gas Servicing Team to obtain appointments for overdue inspections.

3.3 Communities

3.3.1 Performance

Indicator	Target	YTD	2012/13	Trend
Number of homeless acceptances	275	354	268	Not Improving
Number of homeless households in B&B	200	86	n/a	n/a
Families in B&B over 6 weeks	0	0	36	Improving
Right to Buy	23	47	10	Improving
Number of HomeBuy sales in new development	189	36	73	Not Improving
% of lettings to working households	25.0%	34.7%	28.9%	Improving
% of lettings to households making a community contribution	15.0%	24.2%	n/a	n/a
No. of residents supported into sustainable employment (over 6 months)	605	868	n/a	n/a
% of rent collected for Private Sector Leased property (including arrears)	96.0%	96.8%	n/a	n/a
% of rent collected for B&B properties	95.0%	92.8%	n/a	n/a

3.3.2 Factors affecting performance

- While the number of households in Bed & Breakfast has decreased further, the increase in the number of homeless

acceptances reflects the on-going pressure on the service as the buoyancy of the housing market in the Borough makes access to the private sector more difficult for people on low or modest incomes. As a result the number of applicants from the Private Rented Sector has increased and it remains difficult to secure private rented accommodation as an alternative to the making of a homelessness application. In response to this we are carrying out the following:

- Negotiating with landlords at the first point of contact.
 - Assisting applicants to remain in their existing accommodation e.g. through negotiation or via a DHP claim.
 - Assisting applicants to find alternative accommodation utilising the rent deposit guarantee scheme.
 - Increasing incentives to private sector landlords.
 - Discharging our homelessness duty into the Private Rented Sector.
 - Encouraging applicants threatened with parental eviction to apply via the Housing Register (where they qualify).
- The number of HomeBuy sales reflects the revised phasing of handovers of properties due for completion. 170 flats are being developed by Notting Hill Housing in “The Bloom” in Bloemfontein Road of which 40 should be completed by the end of March. However, completion of the development by Notting Hill has slipped from the original timetable and this is reflected in the number of sales to date.
 - Income collection for B&B this year has been very challenging with clients not always engaging with the service despite the efforts of Income Officers. Collection has also been affected by changes the Overall Benefit cap, and delays in Discretionary Housing Payments (DHP) being processed due to the restructuring of H&F Direct. Additional income from DHP should result in the March out turn being close to target.

3.4 Quality Assurance

3.4.1 Performance

Indicator	Target	YTD	2012/13	Trend
% very or fairly satisfied with repairs and maintenance	78.0%	77.34%	83.76%	Not improving based on year on year trend but improving based on monthly

				trend ²
% valid (in date) Fire Risk Assessments updated for agreed works on qualifying properties	100%	65%	n/a	n/a
% of Stage 1 complaints upheld	55.0%	66.9%	51.1%	Not Improving
% of calls answered within 20 secs	80.0%	45.0%	73.0%	Not Improving

3.4.2 Factors affecting performance

- Stage 1 complaints upheld are worse than the target primarily as a result of complaints about the repairs service due to legacy issues, complaints upheld in the period to October 2013 regarding the previous contractors and due to problems with the telephony, as noted below. As the legacy issues and telephony issues are resolved the number of complaints is expected to reduce along with the numbers upheld.
- The main factor impacting upon % of calls answered is that the WAN (Wide Area Network) line has not been installed. This is critical to improving the service because the IT and Telephony systems keep crashing due to limited capacity. The Call Centre is currently working on high quality backup lines rather than full WAN resulting in calls being terminated when running beyond capacity. Significant improvement in performance is dependent on the WAN line being in place. The number of abandoned calls has reduced from 21% in November to 15% in February. The WAN line will be installed by the end of March/Early April, and it is anticipated that performance will reach target by the end of April.

4. RECOMMENDATIONS

- 4.1 The Select Committee are asked to note the contents of the report.

LOCAL GOVERNMENT ACT 2000 **LIST OF BACKGROUND PAPERS**

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Housing and Regeneration Department	Kathleen Corbett Ext 3031	Housing and Regeneration

² Performance in February was 79.85%

	scorecard		Department, 3 rd Floor Town Hall Extension, King Street
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