

Housing and Community Services Performance Action Plan Quarter three, 2018/19

Appendix C



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Implement outcomes of the strategic review to Committee

Target - 1

Theme – Outcomes

Action – O5.4 Implement outcomes of the Housing Repairs Service review.

Target vs performance – The target for Quarter 3 was to implement the outcomes of the Housing Quality Network Review report. A first draft of the report was received in Quarter 2. The Housing Services Team provided additional comments to the draft report received the final version of the report and a draft action plan in January 2019.

Trend (compared to last quarter) – Consultants, Housing Quality Network, undertook a full review of the Repairs Service during Quarter 1. The review included a detailed analysis of the repairs and improvements data, processes and consultation with staff and tenants. The draft report was presented to the Service on October 25.

Background – Housing Quality Network was commissioned to carry out an in-depth review of the Housing Repairs Service. The scope of this review includes responsive repairs, planned and cyclical maintenance and the provision of adaptation services.

Key actions underway – The draft report was presented to the Service on October 25 and a final report was received in January following discussions between HQN and the Council over the detail of the comprehensive action plan. A final report has now been received and this will go to a future Committee with recommendations.

Opportunities/risks – The Housing Service commissioned consultants Housing Quality Network to undertake an independent review of the Repairs Service. The review will highlight the areas of the Service which need to be improved upon which will help to drive cost efficiencies forward and prepare the service improvements in the future.



% of residents very or fairly satisfied with the quality of their new home.

Target - 90%

Theme – People

Action – PE1.1 % of residents very or fairly satisfied with the quality of their new home.

Target vs performance – 86% achieved against a target of 90%

Trend (compared to last quarter) – Reduced from 88% to 86% in Quarter 3; the year to date out turn is 88%

Background – New tenants are visited after moving into their new home to ensure they are satisfied with the condition and cleanliness of their new home. Of the 15 responses to the survey that was issued, 13 reported that they were very or fairly satisfied with the quality of their new home. Of the two tenants who expressed unsatisfactory quality, one was due to the age of the kitchen and one was due to stained nicotine walls and ceilings. The issues raised by the dissatisfied tenants are addressed directly with them.

Key actions underway – A new property sign-off process was implemented at the end of Quarter 2 to ensure that properties meet the agreed standard for letting. This process is being monitored and during November and December 2018, 100% of tenants were fairly or very satisfied with the quality of their new home.

A review of this standard will continue to be carried out. A review of the current void process is also underway. A new contract for responsive maintenance, planned works and void repairs is being procured with a start date of April 1, 2019.

Opportunities/risks – There is an opportunity through the procurement process to provide responsive repairs and major void works to a higher standard.

The target for this is not achievable and will be reviewed in 2019/20, due to the low volumes of survey response.



45.7 days

Time taken to re-let Council homes.

Target - <21 days

PE 1.2 – Average time taken to re-let Council homes (excluding properties which have received major repair works).

Theme – People

Target vs performance – Target less than 21 days. 45.7 days achieved.

Trend (compared to last quarter) – 35.7 days achieved Quarter 2.

Background - During Quarter 3 there were 30 standard re-let properties which took a total 1372 days to let. On a monthly basis, the senior housing management team reviews the reason for the length of time a Council property is empty and categorises these.

The majority of re-let days can be attributed to the following categories:

- 12 properties were re-let in 21 days or less totalling 203 days.
- There were six re-let properties which took on average 29 days to re-let totalling 175 days.
- There were five hard-to-let properties for the over 60s which took 567 days to re-let, an average of 113 days per property.
- Three properties were delayed due to repairs totalling 147 days.
- Three were delayed during the lettings process, where properties were refused, totalling 161 days.
- One property was deemed to be a sensitive re-let whereby additional circumstances needed to be taken into account before placing the applicant in the property.

Key actions underway - The weekly void meetings have been formalised to improve momentum, develop co-ordination of works and agree ownership of key parts of the re-let process with individuals and teams. Different methods of advertising hard-to-let properties have been explored and have resulted in some re-lets of long-term voids which have had a negative impact on this figure.

Longer-term solutions include a project to review and revise the entire process for re-letting properties and to make better use of the housing management system to record and monitor empty properties more effectively. The Allocations Policy is to be reviewed and this will include reviewing the age criteria on hard-to-let flats.

Opportunities/risks – Opportunities include reviewing the Council’s re-let process to remove duplication of tasks and agree ownership of key parts of the re-let process, reduced void rent loss and improved customer service. Redesigning the Allocations Policy will help to contribute to excellent voids performance. Risks of continued failure include increasing void rental loss, extended use of temporary accommodation for homeless clients, reputational damage in not meeting housing need quickly, and potential for unoccupied properties being vandalised.



80.6 days

Average
length of time
for current
voids

PE1.3 Average length Of Time for Current Voids

Theme – People

Performance – 80.6 days achieved

Trend (compared to last quarter) – 59 days achieved in Quarter 2.

Background - There are currently 47 properties vacant, 17 of which are flats. Of the 47 properties that are currently empty, eight are not incorporated into the figure for this performance indicator. However, for information purposes these eight properties are currently void. There are two being held for potential conversion, three properties reassigned for temporary accommodation use and three held for potential redevelopment opportunities.

Six properties are vacant requiring major improvement works and have been empty for 243 days and five properties are flats for the over-60 age group, which have been empty for 682 days (There are four, two-bed first floor flats and a three-bed first floor flat which are proving very hard to let. The Council currently has three properties which are being held at Holmes Court pending the conclusion of joint work with the Police in dealing with drug-related anti-social behaviour.

Three properties are on hold at Carnegie House to improve the tenancy management of this scheme and contribute to reducing usage of bed and breakfast accommodation. When voids occur on this site, they will be converted to temporary accommodation (where demand subsists) with pre-tenancy services put in place to help people move on successfully.

Key actions underway – Short-term solutions include maximising the use of the notice-to-quit period, improving the weekly void meetings to speed up lettings, developing better co-ordination of works to make properties available quicker, and improving accountability for key parts of the voids process. Different methods of advertising hard-to-let properties are being explored, along with the use of a Dedicated Voids Inspector/Co-Ordinator. Longer-term solutions include a project to review and revise the process for re-letting properties and to make better use of the housing management system to record and monitor empty properties more effectively. The Allocations Policy is to be reviewed and this will include reviewing the age criteria on hard-to-let flats.

Opportunities/risks - Opportunities include reviewing the Council's re-let process to remove duplication of tasks and agree ownership of key parts of this process, reduced void rent loss and improved customer service. Redesigning the Allocations Policy will help to contribute to excellent voids performance by improving information to applicants and reducing refusals. Risks of continued failure include increasing arrears, extended use of temporary accommodation for homeless clients, reputational damage in not meeting housing need quickly, and potential for unoccupied properties to be vandalised.

PE2.1 - Total Number of Tenancy Audits carried out

Theme – People

Action – Total number of tenancy audits completed.

Target vs performance – Target 1000 audits for year three (18/19), Quarter 3 target 750, 664 achieved.

Trend (compared to last quarter) – 1055 achieved in 2016/17, 1077 achieved in 17/18, 275 achieved in Quarter 1 and 248 achieved in Quarter 2. 141 achieved in Quarter 3. To date, a total of 2796 audits have been achieved over the three-year plan.

Background – Housing Services is working towards identifying the tenants who are most vulnerable to ensure that they receive the correct level of support from the Council. The Tenancy Audit Procedure outlines how this process will be effectively managed. The Housing Operations team will ensure that every tenancy is audited at least once every three years, adopting a 'risk-based' model of prioritising contact with individual households.

The total number of tenancies has reduced during the three-year cycle, from 3000 to 2952.

Key actions underway – Due to the decrease in the number of tenancies, the Council will adjust the annual target for 2018/19 to 820 and the target for Quarter 4 to be adjusted to 156.

This will achieve the aim of ensuring all tenancies receive an audit at least once every three years.

The new risk-based approach from 2019/20 will mean that Housing Services focuses more time on those who need more support to sustain a tenancy, rather than visiting all tenants.

Opportunities/risks – Evaluating the outcomes of the audits has identified a number of improvements that can be made to initiate and maintain contact with vulnerable tenants. Risks of not operating a tenancy audit framework may impact upon future tenancy management issues such as poor property condition and difficulty accessing for essential repairs.



664

Number
of tenancy
audits
completed.

Target - 750

PE2.6 - Deliver the Pilot Hospital Avoidance Scheme across South Derbyshire, saving the NHS bed days and cost (£).

Theme – Place

Action – Hospital Avoidance Scheme

Target vs performance - The scheme was planned to launch in January 2019. Progress has been made in terms of initial meetings, project approvals and progress reports to Derbyshire County Council. However, some of the practical tasks associated with the scheme's set-up are not on track.

Trend (compared to last quarter) - All parties are committed to delivering this scheme. However, establishing the scheme is time-consuming and there has been limited capacity within the Strategic Housing Team which is leading on this project.

Background - The Hospital Avoidance scheme was approved in July 2018 and is directly aligned to the principles of the Better Care Funding (BCF) requirements to keep people living in their homes for longer and preventing non-elective admissions and Delayed Transfers of Care (DTC) from hospital. The scheme is primarily managed by Adult Care, who lease two units from the Council and pay rent on a quarterly basis. They work in conjunction with the discharge teams at Derby and Burton hospitals and decide which patients would benefit. The Council's role is to facilitate the lease of the two units, maintain the furnished properties and provide housing-related support (up to 10 hours per week) including re-housing advice, Benefits, signposting and liaison with other Council departments. It also includes the void turnaround procedure.

Key actions underway – the scheme (Occupational Therapist to confirm suitability on behalf of Adult Care).

- Ring-fenced £100k budget set aside in the Capital Programme to fund the refurbishment cost and the uplift in salary required to provide the housing related support.
- Meetings held with Public Health and Adult Care to agree the referral process and joint working protocol arrangements.
- Approvals gained at Housing and Community Services Committee and Finance and Management Committee to create the pilot scheme using the Better Care Funding allocation.

Opportunities/risks – This is the first Hospital Avoidance scheme to be piloted in Derbyshire (there are two schemes operating in Nottinghamshire) and there is the potential to create a template scheme for other Local Authorities to follow in the future. With the health and housing links now more established, it creates an opportunity for the Council to influence the wider health and wellbeing agenda by focusing on housing interventions as a return on investment for health by creating considerable savings (in this case for non-elective admissions £1,100 and acute bed days saved £350 per day). By calculating the savings at the end of each quarter, a quantitative figure can be presented to the BCF Board and used to justify the ongoing scheme costs.

In terms of risk, the key identified risks to the Council are outlined below:

- The scheme being underutilised by Adult Care / Health or oversupply if other providers are creating similar schemes.
- Future funding arrangements if BCF does not continue in its current format.
- Delays in creating the Service Level Agreement/ Lease Agreement with Adult Care.



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Deliver the Pilot
Hospital
Avoidance
Scheme across
South Derbyshire

Target - 1