



REPORT TO: COMMUNITIES COMMITTEE ON 1 DECEMBER 2009

**SUBJECT: HOUSING QUARTERLY PERFORMANCE REPORT –
2nd QUARTER 2009/10**

BY: DIRECTOR OF COMMUNITY SERVICES

1. REASON FOR REPORT

- 1.1 This report to the Communities Committee outlines the performance of the Housing Service for the period 1 July to 30 September 2009.
- 1.2 This report is submitted to Committee in terms of the Council's Administrative Scheme relating to the Council's housing functions.

2. RECOMMENDATION

2.1 It is recommended that the Communities Committee:-

- (i) **scrutinises performance outlined in this report;**
- (ii) **notes the actions being taken to seek improvements where required;
and**
- (iii) **comments on the new format and content of the report.**

3. BACKGROUND

- 3.1 The Housing Service has reported quarterly to Committee on a wide range of performance information for many years. The performance indicators reported include all statutory performance indicators which will be reported nationally, local indicators, agreed Service Standards along with their targets (where set). Following the establishment of a Housing Sub Committee in 2007, performance reports to the Communities Committee have covered -

Building Services
Allocations
Homelessness
Private Sector Grants
Gypsy/Travellers
Complaints
MSP Enquiries

3.2 On 2 July 2009, the Council approved changes to Committee reporting as a result of the revised performance management framework developed to address the needs of the Single Outcome Agreement, the Best Value 2 audit and the statutory performance indicators direction (paragraph 10 of the Minute refers). As part of this framework, Service Committees will receive performance information on service outcomes, service standards and statutory performance indicators. The reporting to Service Committees of other management performance information will depend on an assessment of its value to the performance monitoring needs of the Service Committee. Audit & Performance Review Committee will focus on the scrutiny of the Single Outcome Agreement and will not receive the range of service performance information previously reported to it.

3.3 On 1 September 2009, the Council approved Service Outcomes, Service Standards and Statutory Performance Indicators for all Council services. In relation to the Housing Service, the new reporting framework covers:

Building Services DLO
Property Management
Allocations and Homelessness
Planning and Development
Private Sector Housing Grants
Gypsy/Travellers

3.4 The Housing Service performance indicators in relation to the revised performance management framework are incorporated in **APPENDIX I**, which includes activities and indicators not previously reported. With the introduction of the new framework, the Housing Service has undertaken a review of the management information currently reported to Communities Committee. This has resulted in some changes to the indicators previously reported. In addition to the service activities detailed in 3.3, **APPENDIX I** also includes indicators in relation to Complaints and MSP Enquiries

4. **SUMMARY OF PERFORMANCE**

4.1 **APPENDIX I** presents performance indicators in relation to the three elements of the performance reporting framework: service outcomes, service standards and statutory performance indicators. It also includes local performance indicators considered to be important in the management of service performance. Some performance measured by the Service is not set against a target – the information provided may be more contextual, but nevertheless valuable when assessing the level of achievement. Performance should also be viewed in the broader context of tenant satisfaction and benchmarking results when compared to the performance of other local authorities.

4.2 The tables below summarises performance in relation to service outcome, service standard and local indicator targets detailed in the **APPENDIX I**.

4.3 The summary of performance for the period is presented within three headings:

- Green – performing well
- Amber – requiring close monitoring
- Red – requiring improvement action

Table1: Service Outcomes

| Function | No. of PIs with targets set | Green Performing Well | Amber Close monitoring | Red Action Required | Annual PI's |
|----------------------------|-----------------------------|-----------------------|------------------------|---------------------|-------------|
| Building Services | 3 | 1 | 0 | 1 | 1 |
| Property Management | 4 | 3 | 0 | 0 | 1 |
| Allocations & Homelessness | 8 | 2 | 2 | 3 | 1 |
| Total | 15 | 6 | 2 | 4 | 3 |

Table 2: Service Standards

| Function | No. of PIs with targets set | Green Performing Well | Amber Close monitoring | Red Action Required | Annual PI's |
|----------------------------|-----------------------------|-----------------------|------------------------|---------------------|-------------|
| Property Management | 6 | 2 | 4 | 0 | - |
| Allocations & Homelessness | 8 | 1 | 4 | 3 | - |
| Planning & Development | 1 | 0 | 0 | 0 | 1 |
| Gypsy/Travellers | 1 | 1 | 0 | 0 | - |
| Total | 16 | 4 | 8 | 3 | 1 |

Table 3: Local Indicators

| Function | No. of PIs with targets set | Green Performing Well | Amber Close monitoring | Red Action Required | Annual PI's |
|----------------------------|-----------------------------|-----------------------|------------------------|---------------------|-------------|
| Building Services | 2 | 0 | 0 | 2 | - |
| Property Management | 4 | 2 | 2 | 0 | - |
| Allocations & Homelessness | 3 | 3 | 0 | 0 | - |
| Planning & Development | 1 | 0 | 0 | 0 | 1 |
| Complaints | 2 | 0 | 0 | 2 | - |
| MSP Enquiries | 2 | 2 | 0 | 0 | - |
| Total | 14 | 7 | 2 | 4 | 1 |

5. PERFORMANCE ANALYSIS

5.1 Areas of good performance

Performance in relation to targets agreed for 2009/10 is generally good across a number of activities, notably property management, gypsy/travellers and MSP complaints.

5.2 Areas for performance identified for improvement

Building Services

5.2.1 Performance to date on the rate of return (indicator 1.1) of income against expenditure is below target. A separate report to the Committee by Building Services anticipates that this indicator will be met over the remainder of the financial year.

5.2.2 Performance on the percentage of absenteeism (indicator 1.4) has not met the target. This can be partly attributed to the introduction of revised craft pay conditions, which, as a result of the removal of attendance bonuses, has led to a slight increase in short term absences. As a result of this, all absences are now being closely monitored.

5.2.3 Performance on the percentage of overtime expenditure (indicator 1.5) has not met the target. The recent implementation of revised craft pay conditions has led to significant increases in overtime payments, particularly for out of hours working. As a result of this, this indicator will require to be reviewed.

Allocations & Homelessness

5.2.4 Performance on void property indicators in the categories 2-4 weeks, 5-16 weeks and 9-16 weeks (indicators 3.3, 3.4 and 3.5) has not met target. Following the introduction of new void procedures in June 2009, local monitoring by Officers has indicated that there has been improvement in relet times for voids processed under the new procedures. However, this improvement is not yet apparent in the reported information, which includes performance on voids started under the old procedures. At this stage, it should be noted that performance on the Houses let within 0-2 weeks indicator (indicator 3.2) has achieved the target for the first time in over a year. However, performance on the other void indicators continues to fall below target. Officers have commenced a review of the new void procedures to assess the effectiveness of their operation and to identify where further improvement can be achieved.

5.2.5 Performance on percentage of applicants reassessed as homeless within the year (repeat homeless cases) (indicator 3.22) increased from 1 in Quarter 1 to 11 in Quarter 2. Of these, 5 confirmed they had managed to secure a private let only for this to end - mainly due to rent arrears. Four applicants reconciled with either a partner or family only for this also to break down. The remaining two applicants left temporary accommodation following their original application but

were unable to find any alternative housing options so re-presented again to the Council as homeless.

- 5.2.6 Breaches of the Unsuitable Accommodation Order (indicator 3.38) increased from 4 in Quarter 1 to 5 in Quarter 2. The Council continues to increase its overall provision of temporary accommodation and also, where possible, to prioritise for alternative accommodation families who are breaching the order.
- 5.2.7 The number of households 'not accommodated' (indicator 3.39) has not met target. A total of 15 households were not offered accommodation in Quarter 2 due to no accommodation options being available. This compares to 9 in the previous Quarter. Officers have developed a draft procedure for non-accommodated households and it is intended that this will be implemented by the end of the next quarter.

Complaints

- 5.2.8 Performance slipped during the quarter on response times to complaints acknowledged within 3 working days (indicator 6.3) and complaints answered within 20 working days (indicator 6.5). This resulted from increased workloads for staff brought on by the recent flooding incident.

6. REPORT FORMAT

- 6.1 The format of the report at **APPENDIX I** is broadly similar to the performance reports used before the introduction of the revised performance framework. Other service committees will be more familiar with the Covalent-based format of reporting performance information. Although the content of the reports would be the same in both presentation styles, the option is available for housing performance to be presented in the Covalent style. Members are invited to offer their views on the preferred format for future reports. It should be noted that to allow officers time to develop a new style of report, any changes to the report format would be introduced in the new financial year.
- 6.2 Members are also invited to offer their views on the continued inclusion of contextual management information within the report. Although not set against a specific target, members may find this information helpful when assessing performance against related targets.

7. SUMMARY OF IMPLICATIONS

(a) Corporate Development Plan/ Community Plan/ Service Improvement Plan

Improving the quality of housing service provision is a priority within the Service Plan.

(b) Policy and Legal

There are no legal implications arising from this report. The quality of the Council's housing services has been the subject to inspection by The Scottish Housing Regulator during 2008/09.

(c) Resources (Financial, Risks, Staffing and Property)

There are no direct financial, staffing or property implications arising from this report.

(d) Consultations

Consultation on this report has been carried out with the Director of Community Services, the Chief Housing Officer and managers within the Housing Service, whose comments have been incorporated in this report.

8. CONCLUSION

- 8.1 **This report has provided a comprehensive picture of performance in Housing Services for the second quarter of 2009/10. It has considered performance in relation to targets and where appropriate, drawn comparisons with previous performance and with the performance of other local authorities. While there are a number of areas where the potential for improvement has been identified, the Housing Service continues to perform well in relation to Statutory Performance Indicators. Improvement actions are identified where appropriate.**

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Background Papers: held by author

Ref: CC/JS/TS – Performance – 1 December 2009

Signature: 

Date: 20 November 2009

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