

| | | |
|--|-----------------------------|----------------|
| 19 January 2021 | | ITEM: 6 |
| Housing Overview and Scrutiny Committee | | |
| Housing KPI Performance (April to November 2020/21) | | |
| Wards and communities affected: All | Key Decision: N/A | |
| Report of: Carol Hinvest – Assistant Director of Housing | | |
| Accountable Assistant Director: Carol Hinvest – Assistant Director of Housing | | |
| Accountable Director: Roger Harris – Corporate Director Adults, Housing and Health. | | |
| This report is Public | | |

Executive Summary

A summary and narrative of KPI performance for the 2020/21 (April to November) reporting year is provided.

1. Recommendation(s)

1.1 That the Committee notes and comments on the report.

2. Introduction and Background

- 2.1 The key performance indicator suite comprises of a number of service critical performance indicators that measure Housing's performance against key service outputs, compliance with statutory regulations and tenant satisfaction with primary functions of the service.
- 2.2 Performance against the suite of key performance indicators is reported at Housing Management Team meetings and directorate Performance Management Meetings on a monthly basis. Performance is also reported at Performance Board and forms part of the quarterly performance report that is taken to Corporate Overview and Scrutiny Committee.
- 2.3 An independent research contractor who specialise in telephone satisfaction surveys for the Housing sector conducts tenant satisfaction telephone surveys on behalf of the Housing department. Satisfaction levels were measured using a 5-point scale (very satisfied, fairly satisfied, neither satisfied nor dissatisfied, fairly dissatisfied and very dissatisfied) and only very satisfied and fairly satisfied ratings are included in the satisfaction rate as a percentage of all respondents.

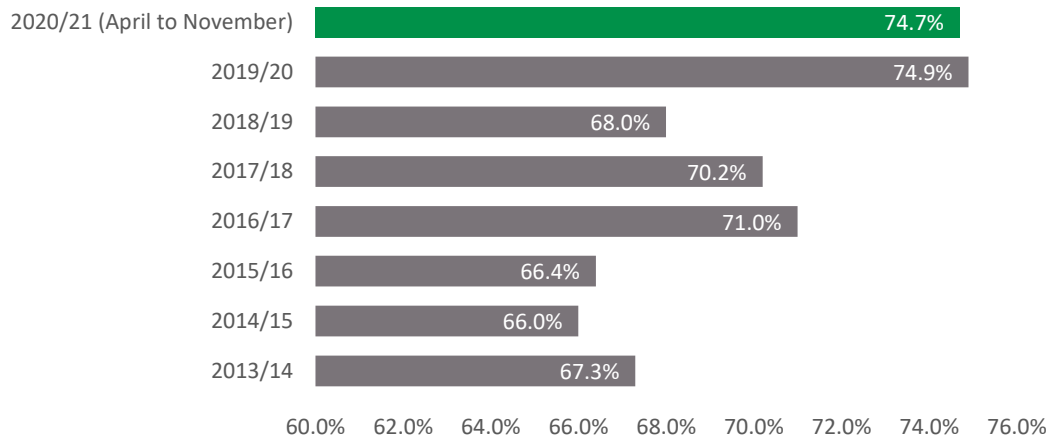
3. Housing Performance – Key Performance Indicators

| KPI | Performance Indicators | Target | 2019/20 | YTD |
|-------|---|--------|-----------------------|-------|
| KPI01 | % General Satisfaction of Tenants With Neighbourhoods / Services Provided by Housing | 75% | 74.9% | 74.7% |
| KPI02 | % Satisfaction of Tenants With Transforming Homes (Contractor & Programme) | 85% | 86.9% | 85.7% |
| KPI03 | % of Repairs Completed Within Target | 95% | 98.3% | 98.6% |
| KPI04 | % Rent Collected | 98% | 98.5% November 95% | 95.1% |
| KPI05 | Average Time to Turnaround / Re-let Voids (in days) | 28 | 25.6 | 51.6 |
| KPI06 | % of Gas Service Checks Carried out Within Statutory Timescale | 100% | 100% | 99.9% |
| KPI07 | Number of Applicants with Family Commitments in Bed & Breakfast for Six Weeks or More | 0 | 3 | 0 |
| KPI08 | Number of Category 1 & 2 Hazards Removed as a Direct Result of Private Sector Housing Team Intervention | 1000 | 1000 November 667 | 456 |

- 3.1 Despite the challenges which have been faced by Housing as a result of the Coronavirus pandemic including the suspension, alteration and reduction of a number of services and processes for a period of time in line with government guidance and legislation; tenant satisfaction with the overall service provided by Housing has remained consistent with 2019/20 performance at 74.7%.

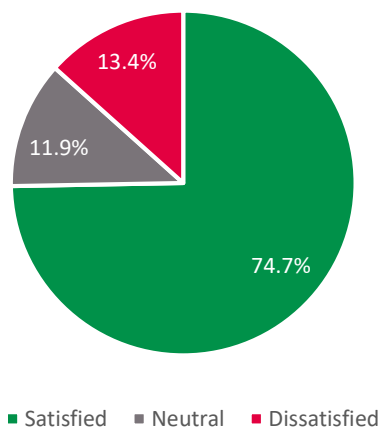
Although this indicator is currently under target and down by a small margin on 2019/20, the mid-year position in 2020/21 represents strong performance in comparison with previous years and is currently 6.1% up on 2018/19, 3.9% up on 2017/18, 3.1% up on 2016/17 and up by margins exceeding 6.8% on all years between and including 2013/14 and 2015/16. This demonstrates that the gains in tenant satisfaction reported in 2019/20 have been maintained so far this year.

Overall satisfaction with services provided by Housing by year



3.2 So far in 2020/21, 1335 tenants have completed a telephone satisfaction survey which represents more than 13% of all tenants. Whilst 74.7% of tenants have said they were satisfied with the service they receive, 11.9% of tenants gave a neutral rating and 13.4% of tenants said they were dissatisfied with the service they receive.

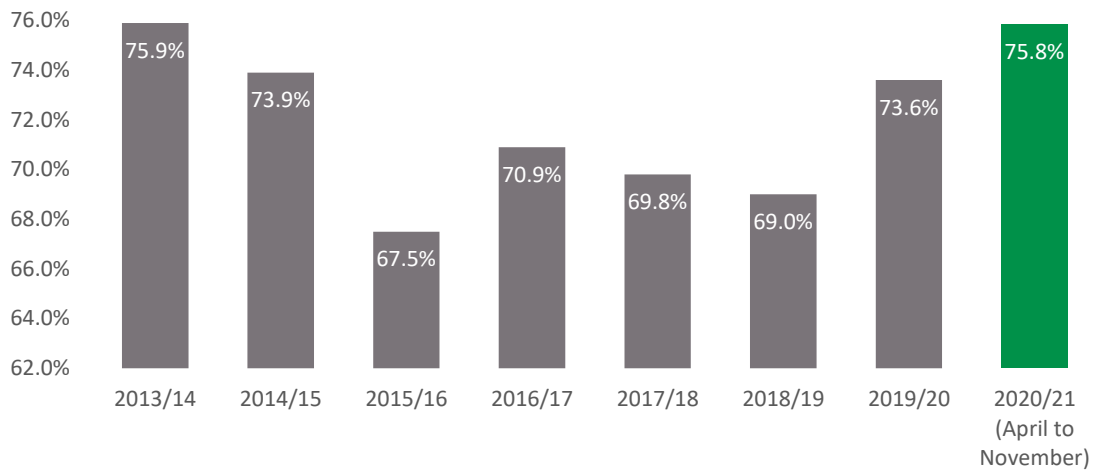
Satisfaction with overall service provided by Housing (2020/21)



3.3 It was reported to the committee in the 2018/19 performance report that one of the most prevalent drivers of tenant dissatisfaction with the overall service provided by Housing is issues with keeping tenants informed and communication. A number of measures have since been implemented to address dissatisfaction on this subject including a regular tenant's e-newsletter, a formal communication plan, an annual tenant's conference and enhancements to the Tenants Excellence Panels involvement in service delivery which have had a positive impact on satisfaction with keeping tenants informed as well as with the overall service provided by Housing. Satisfaction with keeping tenants informed has since increased year on year with a 4.6% increase in 2019/20 followed by a further 2.2% increase at the end of November in 2020/21 which amounts to a 6.8% net increase since 2018/19

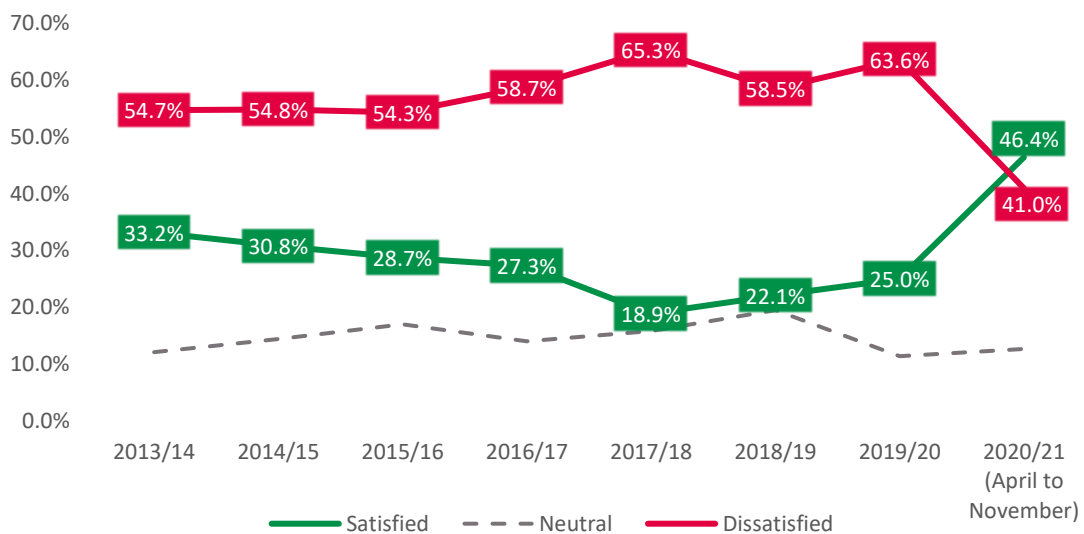
overall.

Satisfaction with keeping tenants informed by year



3.4 In addition to the increase in tenant satisfaction with keeping tenants informed, the data clearly shows a substantial reduction in negative sentiment and a significant increase in positive sentiment within the cohort of tenants dissatisfied with the overall service provided by Housing in 2020/21 to date in comparison with previous years. The below graph shows that of the tenants dissatisfied with the overall service provided by Housing, 46.4% are satisfied with keeping tenants informed (up 21.4% on 2019/20) and 41% are dissatisfied with keeping tenants informed (down 22.6% on 2019/20). For the first time a greater percentage of tenants who were dissatisfied with the overall service provided by Housing are satisfied with keeping tenants informed than those dissatisfied.

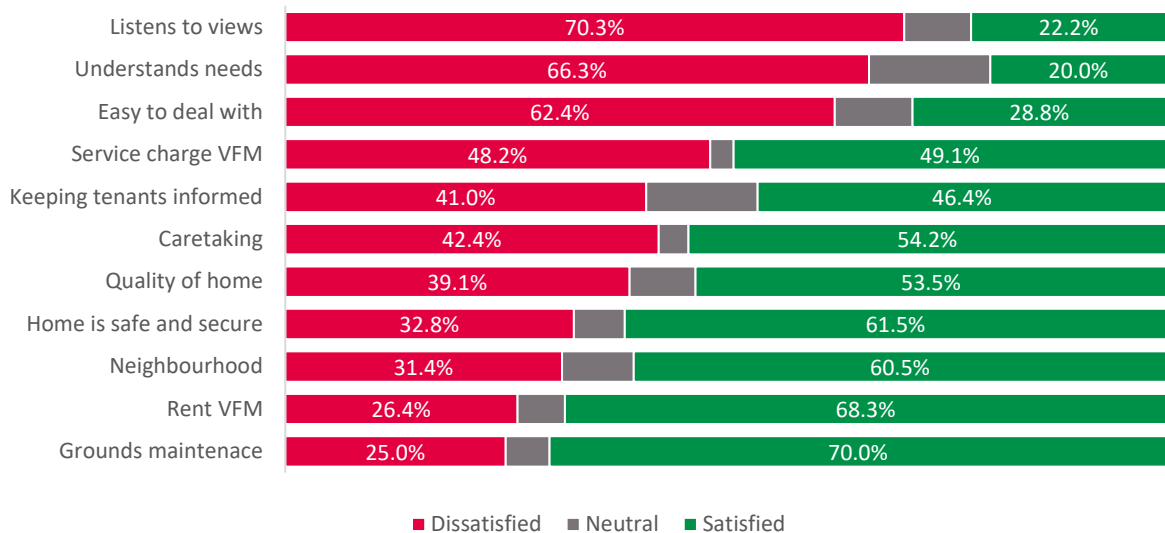
Satisfaction with keeping tenants informed (tenants dissatisfied with overall service only)



3.5 The below chart shows satisfaction and dissatisfaction rates with a range of perception measures of just the tenants dissatisfied with the overall service

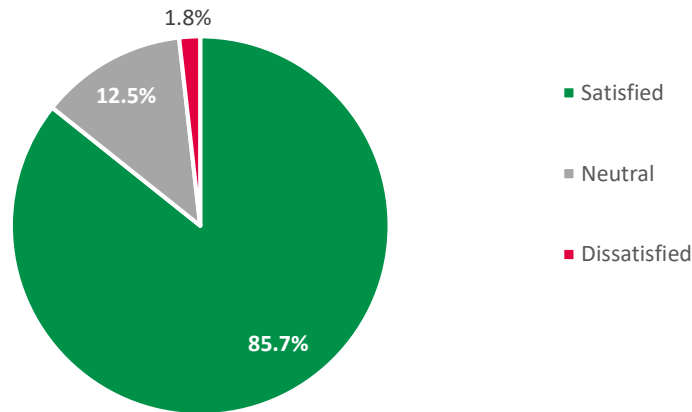
provided by Housing. This demonstrates that the most prevalent drivers of dissatisfaction with the overall Housing service are listening to tenants views, understanding tenants needs and the ease of dealing with Housing.

Overall service dissatisfaction drivers in 2020/21 (tenants dissatisfied with overall service only)



- 3.6 Listening to tenant’s views and understanding tenant’s needs was already identified as a clear priority for 2020/21 for which a new tenant satisfaction telephone survey has been implemented with specific questions on these subjects as well as a wide ranging postal satisfaction survey which was sent to all tenants which allows us to collect data on a much larger number of questions than the telephone satisfaction survey currently allows. This will result in broader insight through analysis, will demonstrate the Housing services willingness to listen to tenant’s views and will allow the Housing team to build a far better understanding of tenant’s needs.
- 3.7 In addition to this we have also begun measuring customer effort through the implementation of net ease scores across a number of our transactional satisfaction surveys with more planned for later in the year. This aims to measure how easy it was for the tenant to deal with us at each particular touchpoint or transaction such as getting a repair completed, having a boiler service or an interaction with a Tenancy Management Officer. The feedback collected from tenants as part of this will allow us to identify particular processes or touchpoints where tenants find interacting with Housing difficult in order to make improvements to make the service easier to use.
- 3.8 Tenant satisfaction with Transforming Homes in 2020/21 is on target at 85.7% based on a sample of 56 tenants who have provided feedback on the works carried out. However, only 1.8% of tenants who have provided feedback have been dissatisfied.

Satisfaction with Transforming Homes (2020/21)

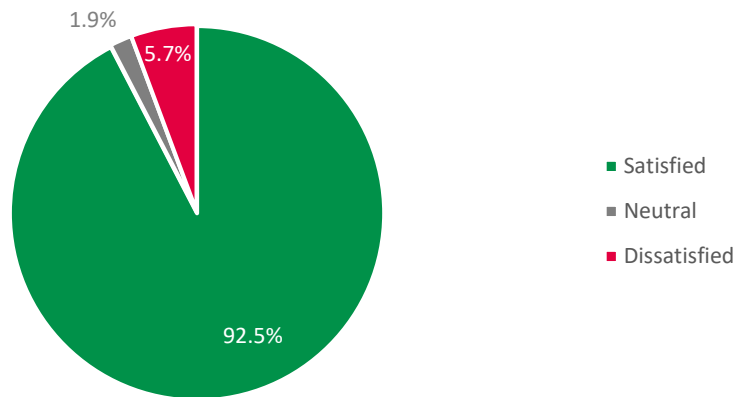


- 3.9 In addition to this 92.6% of tenants were satisfied with the courtesy and politeness of workers and 85.2% of tenants were satisfied with the quality of work.

The primary focus of the Transforming Homes programme has now moved onto external elements with the replacement of single glazed windows being the first priority. It is anticipated that dissatisfaction levels with external capital elements, in particular windows, will decrease gradually as the programme progresses. This is also expected to positively impact other satisfaction measures such as overall satisfaction with Housing services and quality of home.

- 3.10 At mid-year in 2019/20, 98.6% of responsive repairs have been completed within their priority target timeframes which represents strong performance. This has improved by 0.3% on 2019/20 and has improved by 0.9% on 2018/19 despite the issues the Coronavirus pandemic has posed to the service including a sustained increase repairs demand for a period of 12 weeks during the summer when unreported repairs which occurred at the beginning of the pandemic were reported in addition to normal repair demand.
- 3.11 Satisfaction with responsive repairs remains very high with 92.5% of tenants satisfied with the repairs service in 2020/20 from of a sample of 2372 tenants who have had responsive repairs completed.

Satisfaction with Repairs (2020/21)

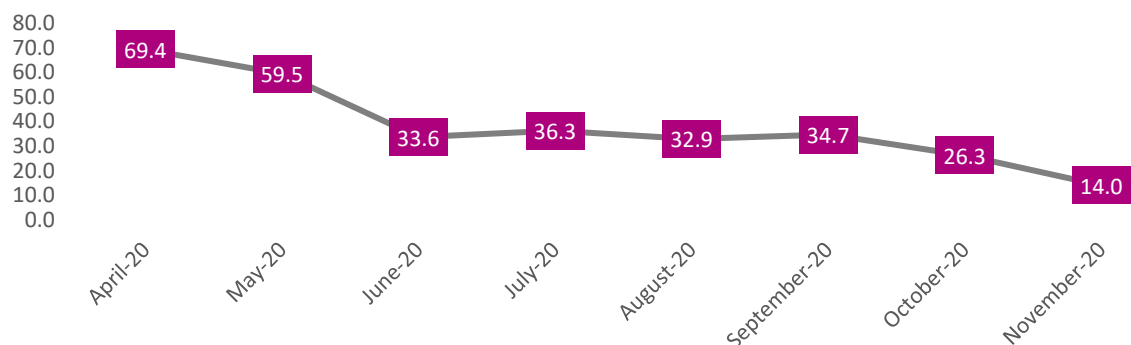


- 3.12 In addition to the overall satisfaction rate; 94.7% of tenants were satisfied with the quality of works carried out, 94.3% were satisfied with the speed of completion of the repair works, 92.1% were satisfied they were kept informed on the progress of their repair and 90.2% were satisfied the repair was completed right first time.
- 3.13 The Coronavirus pandemic has resulted in some significant challenges for the Rents Team in 2020/21. The Rents team have had to make all contact with tenants by telephone and letter as home visits have been suspended. They have also had to suspend all court hearings and evictions processes which has had a negative impact on rent collection.
- 3.14 So far in 2020/21 there has been a 26% increase in tenants claiming Universal Credit from 2317 at the end of March to 2910 at the end of November with rent arrears for tenants claiming Universal Credit increasing by a margin of 48% over the same period. There has also been a 9.54% (£1,117,677.54) reduction in income from Housing benefit on the same period last year.
- 3.15 However despite this the Rents Team have surpassed their profiled target for rent collection of 95% collecting 95.1% of rent and arrears carried forward from last year at the end of November as well as supporting a large number of tenants through financial inclusion.
- 3.16 Financial Inclusion Officers work has also been adversely affected due to the pandemic and have only been able to support tenants over the telephone as all outreach work in Hubs, Libraries and Children's Centres have been suspended due to closure. Over the first three months of the pandemic, Financial Inclusion Officers were mainly carrying out welfare calls offering advice to new Universal Credit claimants as well as tenants who were furloughed and experiencing financial hardship due to the pandemic. They also contacted tenants who were in rent arrears offering debt advice.

- 3.17 At the end of November, Financial Inclusion Officers have supported a total of 914 tenants, an increase of 38% on the same period last year, and have generated additional income of £265,295.91 which represents an increase of 43% on the same period last year.
- 3.18 Financial Inclusion Officers look to maximise tenants' income by advising and assisting tenants with any claims they are eligible for such as PIP, Council Tax support, Discretionary Housing Payments and any other grants they may be eligible for. They also offer food vouchers and assist with clothing, furniture and white goods.
- 3.19 Owing to the impact of the Coronavirus pandemic, the resulting period of national lockdown and the associated restrictions standard void re-let times have been critically affected. This was because choice based lettings were suspended for a number of months, coinciding with the national lockdown, which meant the properties which were void before or during the period of suspension could not be let and remained void for a much longer period of time than usual with only a very small number of lettings through direct offers taking place in May. As affected voids which were void for a long period of time as a result have been let following the re-instatement of choice based lettings in June, this has inflated the averages and void re-let times have been considerably higher than usual.

However there is evidence that void re-let time performance is now beginning to recover and properties which became void after choice based lettings were re-instated are now being let within usual timescales with average re-let times for properties which became void between June and September above target and October and November (4 lets) below target.

Standard void re-let times by month void



- 3.20 Voids data has also been analysed and areas of potential operational improvement have been identified which will be discussed and driven through operational voids meetings over the coming months.
- 3.21 Another key performance indicator which has been adversely affected by the Coronavirus pandemic, specifically due to tenants shielding or self-isolating and refusing access, is the percentage of gas service checks carried out within statutory timescales. Performance against this indicator currently stands at 99.9% at the end of November.

3.22 The predominant issue which has resulted in underperformance on this indicator has been access. At the beginning of the pandemic and in line with government guidelines, all necessary measures were taken in attempting to gain access to Council owned properties with a gas appliance to complete a service where one was due. However due to tenants either self-isolating, shielding or refusing access, there has been a small number of properties we have been unable to gain access to in order to service their appliances within their due date. Where this was the case, a carbon monoxide alarm was delivered to properties where a service could not take place and a live log has been maintained of properties affected as well as any communications with the resident with appointments being offered after the tenant's period of self-isolation ends.

3.23 In order to maintain the highest possible rate of compliance, the Housing service have continued to attend court on a monthly basis to obtain warrants of entry where there has been no communication with the tenant.

In order to mitigate the risk of further restrictions which may be implemented following the current rise in infection rates it has been agreed with the contractor that all properties due a service between October and December where a resident is registered on the shielding list would be brought forward and completed as soon as possible. This will mitigate any issues with access during this time if restrictions change during the winter months and affected residents are advised to re-commence shielding.

3.24 The Housing Solutions Team have worked to ensure that performance against this indicator remains on target with 0 applicants with "family commitments" in bed and breakfast accommodation for six weeks or more during 2020/21.

3.25 The Private Sector Housing Team has removed 456 category 1 and 2 Housing Health and Safety Rating System (HHSRS) hazards from private sector properties in 2020/21 which is 211 below the profiled target of 667. Non-urgent property inspections and re-inspections ceased during the pandemic to identify category 1 and 2 health and safety hazards in dwellings following government guidelines of non-essential visits. Easing of government restrictions has allowed Environmental Health and Licensing Officers to carry out HHSRS inspections since August and this will continue subject to no further changes in government guidelines.

4. Reasons for Recommendation

4.1 The Committee's comments are sought on the performance of the Housing department so far in 2020/21.

5. Consultation (including Overview and Scrutiny, if applicable)

5.1 None.

6. Impact on corporate policies, priorities, performance and community

impact

- 6.1 The Housing departments performance against key performance indicators reflects the service's commitment to the Council's corporate priorities.

7. Implications

7.1 Financial

Implications verified by: **Hannah Katakwe**
Housing Accountant, Finance and IT

Any increases in unrecoverable debts arising from former and current tenants to write off as bad debts, will have financial implications to the HRA.

7.2 Legal

Implications verified by: **Tim Hallam**
Deputy Head of Legal and Deputy Monitoring Officer

Given the nature of this update report, there are no legal implications directly arising from it.

7.3 Diversity and Equality

Implications verified by: **Roxanne Scanlon**
Community Engagement and Project Monitoring Officer

There are no direct equality and diversity implications within this report. Tenant satisfaction monitoring will allow the Housing service to listen to tenant's views and build a far better understanding of tenant's needs including any issues around accessibility or any other negative impact on those with a protected characteristic.

- 7.4 **Other implications** (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder.

Not applicable

8. **Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

None

9. Appendices to the report

None

Report Author:

Carol Hinvest, Assistant Director of Housing