

Housing Management Consultative Committee

Agenda Item 15

Brighton & Hove City Council

Subject:	Housing Management Performance Report (End of year report)		
Date of Meeting:	22 June 2009		
Report of:	Director of Adult Social Care & Housing		
Contact Officer:	Name:	John Austin Locke	Tel: 29-1008
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Key Decision:	No		
Wards Affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 This is the end of year report for Housing Management Performance for the year 2008-2009.
- 1.2 Following a number of suggestions from Members and customers the layout and presentation of the report has changed. The new style report is aimed at providing clearer information on targets and future policy set against current performance, recent performance and comparison with other groups and service providers. We are seeking to make the report more responsive to interest in specific areas of performance and can adapt the report and the information provided to what might be requested quarter to quarter. This report also follows the categorisation used by the Audit Commission. This should make performance comparison, at the time of inspection, more harmonious with the methodology suggested and used by the inspectors. These changes have been made possible by the development and introduction of a Performance Management Framework across all Housing Management areas of service. Managers and staff now have comprehensive access to a range of active figures allowing comparison of performance, both internally and externally, on a scale that was not possible previously. The development of this initiative is continuing.
- 1.3 There has also been a reduction in the volume of text with the aim being to focus on current developments and future objectives rather than repeating information provided previously.
- 1.4 In many cases the contrast made is with the Audit Commission top twenty five per cent (known as the top quartile) of authorities, nationally, across England. Where sections in Housing Services are members of specialised benchmarking

clubs, such as HouseMark, or what is known as the “Major Cities”, this may also be shown. However the performance figures from the Audit Commission, for 08-09, will not be published until the autumn, while HouseMark figures are updated during the course of the year. The origin of each comparative figure and to whom it is attributed is made clear in the report.

- 1.5 HouseMark is a national organisation dedicated to improving performances across all providers of housing in England. Their services provide a comprehensive context and comparison within which a housing provider, managers and staff, can learn, improve and grow through contact with other providers. There has been a significant development in our relationship with HouseMark in the last six months. This has enabled us to post our performance on a national website which then permits comparisons to be made across the sector. Brighton & Hove Housing Services has become an active participant in HouseMark service improvement and the organisation has visited Brighton & Hove for a presentation to all managers across the services provided.
- 1.6 While it is acknowledged that the Best Value Performance Indicators (BVPIs) have been replaced by the National Indicator Sets (NIS) there remains a standing instruction from the Department for Communities and Local Government (CLG) to continue collecting the BVPIs. This is to ensure that all concerned can continue to make comparisons with past performance, and across the various providers, as before. It is also the case that HouseMark, for the same reason, still continue to refer to the indicators as “BVPIs”. In this report we continue to refer specifically to “BVPI” and “NI” in order to draw the distinction. It is our intention to develop this aspect of the report in order to ensure even greater clarity as to whether aspects of performance are related to national or local figures.

2. RECOMMENDATIONS:

- 2.1 That Housing Management Consultative Committee comment on the contents of this report.

3. RELEVANT BACKGROUND INFORMATION

3.1.0 Rent Collection and Current Arrears

- 3.1.1 End of year figures show a collection rate of 98.16% against last year’s performance of 97.75% and an 06/07 performance rate of 96.44%.
- 3.1.2 We remain aware of the importance of keeping to a minimum the number of customers with more than seven weeks of arrears on their account. Targets have now been set for the next three years as follows:

2009/10	4.96%	(<600 tenants with >7 weeks rent arrears)
2010/11	4.13%	(<500 tenants with >7 weeks rent arrears)

2011/12 3.72% (<450 tenants with >7 weeks rent arrears)

3.1.3 The indicator reported on below, 66c, refers to the use of Notice of Seeking Possessions (NOSP) as a recovery tool while ensuring that possession is a last resort. Brighton & Hove will continue to use the Rents Arrears Pre-Action Protocol and work with customers to address issues prior to requesting possession proceedings.

3.1.4 Last year Brighton & Hove were granted 178 possession orders, by the courts, and have never had a case refused. This, combined with our low eviction rate, suggests that we are working within the pre-action approach that is adopted prior to commencing legal proceedings. The courts have indicated support for the protocol as proof of our efforts to work with customers prior to possession orders being granted.

3.1.5 Notwithstanding the above it is our intention to set challenging targets for the next three years to reduce the percentage of NOSP's served.

2009/10 26.46%
 2010/11 23.80%
 2011/12 22.39%

Income Management	Past Performance		End of Year Performance 08/09	Top 25% of Performing Authorities Figures (07/08)	Future Targets
	06/07	07/08			
BV66a Rent Collection	96.44%	97.75%	98.16%	Audit Commission Upper Quartile (07-08) 98.6% HouseMark Major Cities Benchmarking: Upper Quartile 98.04	98.50%
BV66a Rent Collection (Central housing area)	97.30%	98.21%	98.35%	n.a.	98.79%
BV66a Rent Collection (East housing area)	95.44%	97.08%	97.73%	n.a.	97.99%
BV66a Rent Collection (North housing area)	97.27%	98.08%	98.43%	n.a.	98.66%
BV66a Rent Collection (west housing area)	96.19%	98.09%	98.43%	n.a.	98.88%
BV66a Rent Collection	93.06%	93.8%	97.07%	n.a.	96.95%

Income Management	Past Performance		End of Year Performance 08/09	Top 25% of Performing Authorities Figures (07/08)	Future Targets
	06/07	07/08			
(Temporary Accommodation)					
BV66b Those with arrears of more than 7 weeks	8.73%	7.85%	6.39%	Audit Commission Upper Quartile 3.5% (07-08) HouseMark Major Cities Benchmarking: Upper Quartile 4.88	4.96%
BV66c The NOSP figure	20.11%	27.23%	30.36%	Audit Commission Upper Quartile 14.8% (07-08) HouseMark Major Cities Benchmarking: Upper Quartile 16.25	26.46%
BV66d The Eviction Figure (% tenants evicted for rent arrears)	0.15%	0.17%	0.16%	Audit Commission Upper Quartile 0.2% HouseMark Major Cities Benchmarking: Upper Quartile 0.27	This is < than 35 evictions per annum: 0.29%
Volume of former tenant arrears (Inclusive of Temporary Accommodation and Travellers Site)	£1.9 million (£210k)	£1.7 million (£237k)	£1.7 million (£270k)	n.a.	To be set
% leaseholder recovery rate	72%	72%	80%	n.a.	82%
% Leaseholder Recovery Rate on Recoverable arrears	86%	89%	90%	n.a.	90%

3.2.0 Empty Property Turnaround Time

3.2.1 The Lettings Team has met many challenges and has let 878 council properties during 2008/09 within the overall annual target time of an average of 28 days per property. This total figure included sheltered flats and temporary accommodation – some of which have been very difficult to let.

3.2.2 Lessons have been learnt over the past year, and there have been many minor changes to processes that the team has made in order to manage workloads during difficult periods as well as continuously improve performance. The Lettings Team would like to thank the council's contractors and the various teams within Adult Social Care & Housing that have contributed to the council achieving this important target.

3.2.3 Looking to the year ahead, the team has set a challenging turnaround target of 26 days on average.

3.2.4 The Lettings Team is looking forward to achieving the objectives on its service plan for the coming year, which include:-

- Making improvements to our customers' experience of the letting's service
- Involving customers more in the work of the team
- Improving communications in order to improve the service delivered
- Taking extra steps to ensure tenancies get off on the right footing and are sustainable
- Hitting the target of 26 days

Void Turnaround	Past Performance		End of Year Performance 08/09	Top 25% of Performing Authorities	Future Targets for Brighton and Hove
	06/07	07/08			
BV212 average re-let times in days (all properties)	35	31	28	Audit Commission Upper Quartile (07-08) 25 HouseMark Major Cities Benchmarking: Upper Quartile 29.23 BHCC	26
General needs	35	29	25	n.a.	26
Sheltered	35	39	38	n.a.	26
TACC	n.a.	n.a.	42	n.a.	n.a.

3.3.0 Stock investment and asset management – Performance 2009/10

3.3.1 Performance on the completion of all repairs priorities has improved in the last twelve months and, as a consequence, stretching targets have also been set for 2009/2010. This improvement has been delivered in line with an increasing proportion of repairs that have been identified as emergencies. In past Audit Commission reports this has been identified as an area for improvement. The responsive repairs partnership is now regularly raising 70% of repair work as a routine priority in line with good practice.

3.3.2 Repairs & Maintenance: Similar improvements have been delivered in the completion of Right to Repair orders over the last year and routine repairs are now typically completed within 15 days.

3.3.3 Decent Homes & Energy Efficiency: Investment in decent homes work has delivered an 8% improvement in the number of properties meeting the Decent Homes Standard, this equates to approximately 1,000 homes made decent in the last year.

3.3.4 BHCC's performance on SAP ratings (energy efficiency of stock) remains in the top quartile.

3.3.5 Gas Servicing. The end of year performance of 99.61% of properties with a current gas safety certificate shows another year of improvement on last year's figure of 99.06%. There are currently 41 properties across the city with an overdue service, none of these are more than a year overdue and the status of all properties is known.

Stock investment and asset management – Performance 2009/10	Past Performance		End of Year Performance 08/09	Top 25% of Performing Authorities	Future Targets for Brighton and Hove
	06/07	07/08			
Emergency Repairs Completed in time	n.a.	88.36 %	96.76 % 98.48 % (Mears) 94.49 % (Kier)	HouseMark Major Cities Benchmarking: Upper Quartile 99.37 BHCC ranked 5 th (Current)	99 %
No of Emergency Repairs completed	n.a.	8,299	7,755 4,414 (Mears) 3,341 (Kier)	n.a.	n.a.
Urgent Repairs Completed in time	n.a.	87.40 %	92.53 % 95.35 % (Mears) 89.18 % (Kier)	HouseMark Major Cities Benchmarking: Upper Quartile 98.05 BHCC ranked 4 th (Current)	98 %
No of Urgent Repairs completed	n.a.	8,938	4,393 2,388 (Mears) 2,005 (Kier)	n.a.	n.a.
Routine Repairs Completed within target time	n.a.	88.63 %	96.01 % 97.86 % (Mears) 93.53 % (Kier)	HouseMark Major Cities Benchmarking: Upper Quartile 93.67 BHCC ranked 2 nd (Current)	98 %

Stock investment and asset management – Performance 2009/10	Past Performance		End of Year Performance 08/09	Top 25% of Performing Authorities	Future Targets for Brighton and Hove
	06/07	07/08			
No of Routine Repairs completed	n.a.	13,892	19,724 11,305 (Mears) 8,419 (Kier)	n.a.	n.a.
BV72 Right to Repair orders completed within target time	n.a.	89.14 %	96.87 %	HouseMark Major Cities Benchmarking: Upper Quartile 97.72 BHCC ranked 5 th (Current)	97 %
BV73 Ave time to complete routine repairs	n.a.	16 days	15 days	HouseMark Major Cities Benchmarking: Upper Quartile 13.76 BHCC ranked 6 th (Current)	14 days
RR5 % of appointments kept	n.a.	n.a.	98.4%	n.a.	99%
NI160 satisfaction with home	n.a.	n.a.	78.9% (part of STATUS survey)	HouseMark Major Cities Benchmarking: Upper Quartile 83.18, Median 78.5 (Current)	83.18%
NI158 % of council homes that are non-decent	57.7 %	56.65 %	48.89%	HouseMark Major Cities Benchmarking: Upper Quartile 10.7 Lower Quartile 39.22 BHCC ranked 4 th of 4 who submitted data (Current)	36%
BV63 - Energy Efficiency (SAP Rating)	74.6	75.4	75.7	Audit Commission Upper Quartile (07-08) 73 HouseMark Major Cities Benchmarking: Upper Quartile 72.78	76.5 (using 2001 SAP formula. This remains the formula in current use)
Citywide % of stock with up to date gas safety checks	98%	99.06%	99.61%	HouseMark Major Cities Benchmarking:	100 %

Stock investment and asset management – Performance 2009/10	Past Performance		End of Year Performance 08/09	Top 25% of Performing Authorities	Future Targets for Brighton and Hove
	06/07	07/08			
				Upper Quartile 98.58	
Mears Area	n.a.	98.91%	99.49 %	n.a.	100 %
PH Jones Area	n.a.	99.27%	99.78 %	n.a.	100 %

3.4.0 Estates Service

3.4.1 Staff consultation on the new Estate Services structure will start in June and last for four weeks. This will formally confirm the cleaning service as one based on site specific cleaners, with a small number of mobile cleaners for the dispersed housing stock and some of the outlying parts of the city.

3.4.2 A review of how the work of the Estate Services is monitored is currently taking place, with the aim of reporting on a wider range of activities and providing qualitative information on the work carried out.

3.4.3 The bulk refuse removal team saw a marked increase in the number of jobs they received in the final quarter of the year from 173 requests in December to 318 in March. This increase in work led to a dip in performance in the last quarter of the year. The number jobs for this team will be closely monitored so that any changes in demand for the team can be matched by further enforcement action to deter fly tipping and a review of the way this work is carried out so to ensure the targets for removal in the coming year are met.

3.4.4 The monitoring review will look at ways information on the work of the bulk removal team can be presented on a geographical basis, and used to develop local initiatives to tackle fly tipping and the dumping of bulk refuse.

3.4.5 The staff consultation is also examining the work of the graffiti removal team. The consultation document proposes that Mobile Wardens are trained in this area of work to ensure business continuity in the future. This would ensure reliability of response in the event of future absence, due to illness, within the small team that carries out this work.

Estate services	Past Performance		End of Year Performance 08/09	Top 25% of Performing Authorities	Future Targets for Brighton and Hove
	06/07	07/08			
Completion of cleaning tasks	Figures not recorded against current definitions	87	96%	n.a.*	98%
Bulk refuse removal Targets met within timescale		95%	Emergency 77% Routine 84%	n.a.*	Emergency 100% Routine 95%
Graffiti removal Targets met within timescale		95%	Emergency 100% Routine 88%	n.a.*	Emergency 100% Routine 95%
* Work will take place with HouseMark in the coming year to develop comparative figures					

3.5 Satisfaction

3.5.1 The figures on satisfaction, diversity and Value for Money are taken from the Government sponsored STATUS survey conducted every two years. The most recent ones have been 2006 and 2008.

3.5.2 The Government sets the questions, in the STATUS survey, and no alteration, amendment, addition or subtraction is permitted. However there are frequent changes to the way questions are asked and some questions asked in 2006 were excluded in 2008. This makes precise comparisons, survey on survey, problematic. In Brighton & Hove the Analysis and Research Team conduct the survey, on our behalf. This ensures independence in the analysis of the results

3.5.3 It is our intention to conduct a STATUS style survey in the alternate years when a STATUS survey is not due. In those cases we would be permitted to add additional questions, suitable to Brighton & Hove. This work is scheduled for the autumn. The initiative will allow a snapshot of customer satisfaction to be taken across the City on an annual cycle.

Satisfaction	Past Performance		End of Year Performance 08/09	Top 25% of Performing Authorities	Future Targets for Brighton and Hove
	06/07	07/08			
Overall satisfaction "very or fairly satisfied with your landlord"	72%	No survey	72.4% (data from STATUS survey 2008)	Unitary top quartile 71.25 from 2006	75%
% of tenants satisfied with Tenant Participation Compact	65%%	No survey	74.6% (data from STATUS survey 2008)	Precise comparison not available *	80%
% of involved residents represented by RA/TA.s	75%	86.5% (our own figures)	86.5%		90%
* Work will take place with HouseMark in the coming year to develop comparative information					

Diversity

Diversity	Past Performance		End of Year Performance 08/09	Top 25% of Performing Authorities	Future Targets for Brighton and Hove
	06/07	07/08			
BV75b% BME tenants satisfied with opportunities to participate	No Survey	76%	Satisfaction survey scheduled for September	Audit Commission Upper Quartile (07-08) 71*	80%
BV74b Satisfaction of BME tenants with overall service provided by their landlord	67%	66%	Satisfaction survey scheduled for September	Precise comparison not available*	70%
* Work will take place with HouseMark in the coming year to develop comparative information					

Value for Money

Value for Money	Past Performance		End of Year Performance 08/09	Top 25% of Performing Authorities	Future Targets for Brighton and Hove
	06/07	07/08			
% tenants satisfied with the value for money of their rent (STATUS survey question)	New question for 08/09	No survey	81.1% satisfied 42.9% very satisfied 38.2% quite satisfied	HouseMark Major Cities Benchmarking: Upper Quartile 40.7%	85% satisfied
% of repairs	Figure not	82.1%	98.2%	95.04%	98.5%

Value for Money	Past Performance		End of Year Performance 08/09	Top 25% of Performing Authorities	Future Targets for Brighton and Hove
	06/07	07/08			
completed 'right first time'	kept against that definition				
Cost per week £ of housing management services	£17.09	£17.28	£17.28* Lower Median	CLG (2008 Business Statistical Appendix) £11.81* Upper Quartile.	£15.00
* Please note that this comparison is very problematic owing to the substantial variation in the ways housing providers calculate their management costs					

Anti-Social Behaviour

- 3.5.4 Policies dictate that, at the point of signing, lettings officers go through the tenancy agreement and specifically discuss the types of behaviour that will be regarded as a breach of the tenancy agreement.
- 3.5.5 There is a further visit, by the local Housing Officer, at fourteen days after the commencement of the tenancy. Prior to the visit the file will have been scrutinised for information on vulnerability or circumstances that might be likely to cause a problem; for example, information on substance misuse, known care issues or mental health problems. If issues are identified or occur then appropriate warnings will be issued in conjunction with ensuring appropriate support is in place. Further visits are undertaken, as a matter of routine, at four and eight months and more regularly if issues occur that need pragmatic intervention.
- 3.5.6 A register is maintained of those tenants who have had action taken against them or been evicted for anti-social behaviour. This ensures consistency in the even that the individuals are referred back for re-housing or referred to us by social services.
- 3.5.7 In cases where concern becomes apparent over conduct or behaviour during the first twelve months, the introductory tenancy can be extended for a further 6 months. Where problems are persistent and serious during the Introductory Tenancy a notice to terminate is served which results in the tenancy being lost.

Anti Social Behaviour	Past Performance		End of Year Performance 08/09	Top 25% of Performing Authorities	Future Targets for Brighton and Hove
	06/07	07/08			
% of Introductory Tenants reported to be involved in anti-social behaviour	This is a figure requested by a tenant representative so this is a new figure for 08/09		15.51% 548 lets in the year 85 cases	Figure not recorded by other authorities in this way	12%
Number of ASB complaints closed due to no further action required and/or the case being resolved	This is a new area of monitoring	951	826	n.a.*	n.a.*
Number of evictions		12	10	n.a.*	n.a.*
*Area currently under development with HouseMark					

4. CONSULTATION

- 4.1 Following the presentation to Housing Management Consultative Committee, this report will be presented at the next available round of Area Panels. In addition it will be provided, as appropriate, to the customer lead working groups involved with reviewing performance, policy and future prospects across the service.

5. FINANCIAL & OTHER IMPLICATIONS:

- 5.1 Most performance measures discussed in this report have financial implications which will be included in the Targeted Budget Management (TBM) forecast. For example, any improvement in turnaround times or reductions in empty property numbers increases the amount of rent collected. Similarly an increase in energy efficiency will result in a reduction in outgoings. Improvements in performance will, in general, lead to more resources being available for tenants' services in the future.

Finance Officer Consulted: Gary Driver Date: 27 May 2009

Legal Implications:

- 5.2 There are none

Lawyer consulted: Liz Woodley Date: 7 June 2009

Equalities Implications:

- 5.3 Equalities implications are included within the body of the report.

Sustainability Implications:

- 5.4 Sustainability implications are included within the body of the report.

Risk and Opportunity Management Implications:

- 5.5 There are no direct risk and opportunity management implications arising from this report

Corporate / Citywide Implications:

- 5.6 There are no direct Corporate or Citywide implications arising from this report.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 Not applicable to this report.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 These are contained within the body of the report.

SUPPORTING DOCUMENTATION

Appendices:

None

Documents in Members' Rooms

None

Background Documents

None

