
Meeting of the Housing and Safer Communities Select Committee on 13th March 2024

Report of the Director of Housing and Communities

Corporate Quarterly Performance Report - Housing & Communities – Quarter 3 (1st October 2023 to 31st December 2023)

Purpose

1. To present the Quarter 3 Corporate Quarterly Performance report of the financial year 2023/24 covering the period 1st October 2023 to 31st December 2023 and is aligned to the refresh of the 3-year Council Plan 2022-2025 and the impacts of this following the LGA Peer review.

In addition, further data relating to directorate service delivery are included as appendices to the report. This quarter concentrates on Housing and Communities Directorate.

Recommendations

2. It is recommended that the Housing and Safer Communities Select Committee review the contents of this report and that any identified performance issues are referred to the relevant Cabinet Member and Service Director.

Background

3. The quarterly performance reports provide our strategic executive board with progress against the delivery of the 3-year Council Plan priorities and our Future Council Programme:
 - Dudley the borough of opportunity
 - Dudley the safe and healthy borough
 - Dudley the borough of ambition and enterprise

- Dudley borough the destination of choice

The council plan cycle is 3 years, directorate service plans are revised annually against the council plan. Reviewing and revising plans allows us to be responsive to developing priorities as well as ensuring we are delivering against the current plan. It is from these plans that our core corporate key performance indicators are reviewed and collated by our directors and heads of service, the councils strategic executive board issue final approval for the quarterly/annual reporting process.

Council Plan Suspension

As part of our response to external reviews and audits, the council is focussing on an Improvement and Sustainability Programme. The current council plan, which was due to run until March 2025, will be paused to allow a new one-year plan to be developed.

By suspending the Council Plan, this means there has been a revision to the current performance management arrangements and current quarterly corporate performance management reporting will cease at Q3 2023/24 with no further performance reports presented to Overview and Scrutiny Committee or Select Committees for the remainder of this financial year.

A further report will be presented to the board providing information on the new Council Plan priorities and reporting arrangements in the coming months.


Key Performance Indicators and Summary

4. Overall, there are 38 key initiatives/actions and 5 Corporate KPI's (4 quarterly and 1 annual) being reported on for Housing and Communities. Annual performance measures will be reported at year end.
5. Q3 Performance Summary

The table below shows the performance summary against target for the quarterly corporate performance measures for Housing and Communities:



Overview: Number of Corporate key performance indicators (KPI's) due for reporting this quarter:

Housing & Communities	 0	 0	 4
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In relation to the short-term trend, for Housing and Communities, there are 2 improved, 0 consistent and 2 worsening trends.

The below Corporate reported performance measures provides a snapshot of where areas of concern (below target) are being monitored closely within the Directorates.

The below target performance measures are reported within our management teams at both service and strategic levels to ensure understanding of the issues and assurances that appropriate actions are being taken to address the issues.

6. Housing and Communities:

- **PI.2027 Satisfaction – way your anti-social behaviour complaint was handled?**

Despite a low response rate, the performance figures for Q3 are disappointing and further analysis is underway in the team to try and determine the reasons for continuing levels of dissatisfaction and to inform any further action that is required to improve customer experience and satisfaction.

The performance figure reported relates to satisfaction from October to December 2023. A customer satisfaction survey was completed in January 2024 to collate performance data required by the Regulator of Social Housing as part of the Tenant Satisfaction Measures. This customer satisfaction survey includes satisfaction with the landlord's approach to handling anti-social behaviour and satisfaction was reported at 65%, compared to 46% when the same survey was completed in August 2023. It is hoped that this is indicative that the improvements which are being implemented in the service are starting to have a positive impact upon customer experience, but this will continue to be monitored.

Risks associated with continued customer dissatisfaction include reputational damage and a lack of confidence that reporting issues will lead to an appropriate resolution.

Assurance: evidence that actions are in place and having an impact

More robust way in collecting results, ASB Team is speaking with customer as soon as case is closed. Aim is to record much higher return rate in Q4 and following this. Taking the ASB Teams delivery into consideration we have shown improvements across the board.

- **PI.913 Proportion of homes that do not meet the Decent Homes Standard**

The Q3 outturn is 4.87%. Utilising current available Savills SCS data for circa 12164 property surveys which equates to 57.62% of the stock. Where CAT 1 hazards have been identified and are a straightforward decency failure then extrapolating across all the portfolio it has been estimated 95.13% of the stock is compliant to decency standard.

As such time as Keystone is overwritten with full SCS information Jun 24 and the move to Northgate Assets is complete then extrapolating of data will not be required. The full extent of decency failures and then upload to Northgate Assets will not be known until completion of SCS Jun 24.

Assurance: evidence that actions are in place and having an impact

Severe CAT1 failures are being dealt with as a repair and issued and completed in line with our repair timelines. Programme being set for all other failures as they come through off the SCS It is perceived that levels will stay constant.

- **PI.1191 Average re-let time for Standard Re-Lets**

Average relet times for standard relets have shown a decrease from 56.74 days in Q2 to 55.46 in Q3. This is below the same period last year when the figure for Q3 was 66 days. The relet time for standard voids continues to vary between property types. Performance for

houses shows an increase from 45.88 days in Q2 to 57.12 days in Q3. For bungalows there has been a slight increase variation from 48.84 to 48.69 days. For maisonettes there has been an increase from 53.31 to 61.27 days. For all flats excluding sheltered there has been an increase from 47.05 days to 50.86. Bedsits excluding sheltered have shown an increase from 45.1 days to 52.45.

There has been a significant decrease across the sheltered housing properties with sheltered flats decreasing from 186 days to 74, and sheltered bedsits decreasing from 105.8 to 98.2 days. This can be attributed to the ongoing review and refurbishment of our sheltered housing stock.

Assurance: evidence that actions are in place and having an impact

All teams involved in the void process continue to review and refine procedures working together to minimise rent loss and void turnaround times.

Work is ongoing to review and refurbish our sheltered housing stock across the borough.

- **PI.1899 Rent Loss - % of potential receipts lost (dwellings)**

The total cumulative rent loss in Q3 equates to £1,744, 261.40. The cumulative rent loss due to voids shows an increase from 2.28% in Q2 to 2.36% in Q3. This is an increase from 1.94 for the same period last year.

£270,209.99 is directly attributable to void loss where we are carrying out improvement programmes in our sheltered stock or decanting people to facilitate them (65 properties). £48,939.60 is attributable to properties being used for decant or held for future decant (not as part of the sheltered improvement programme) (17 properties).

£413,157.29 is attributable to 134 properties awaiting an investment decision. Therefore a total of £732,306.88 of rent loss in Q3 (42% of rent loss) is attributable to properties that were at these statuses at the end of the quarter.

As a result of delivering our Asset Management Strategy we will continue to have a certain level of rent loss associated with strategic voids, which will be managed through efficient decision making and project management. We also recognise that routine voids therefore account for over 58% of rent loss, this is an increase from 54% in Q2. There is a significant opportunity to increase our income by improving processes and performance.

Assurance: evidence that actions are in place and having an impact

The end to end voids review continues. With the current focus within the service on stock condition we may see an impact on void loss in the short term as additional checks are undertaken at void stage. Investment decisions will continue to be made.

7. Key Initiatives / Actions Monitoring

The Directorate Service Plans feature service improvement actions that are updated each quarter to monitor progress. At Q3 2023-24, for Housing and Communities, of the 38 actions reported, 15 were completed, 18 were ahead or on target and 5 behind target.

8. Key activities / awards and accreditations

In addition, inclusive to the report, Directorate Service Summary documents provide a detailed account of service delivery for the quarter period. Some key highlights from both directorates are outlined below, for a more detailed account, please refer to the appendix – Q3 Service Summary Sheets for further information.

9. Housing and Communities:

• **Housing Customer Service**

The Customer Service Team have embedded new working practices including weekly updating of Complaints and MP/Member Enquiries with Heads of Services, this is leading to increased performance on response times. The team is also spending time with Heads of Services and Team Managers in streamlining response times. The team are reviewing

performance measures and examining better ways to present performance data.

- **Community Housing**

The neighbourhood model is now fully embedded. Community Housing Officers and Assistants are getting to know their residents and areas, building good relationships with both residents and stakeholders, and working with other Housing Teams to ensure our residents can feel safe and heard in their homes.

Work on reducing the number of illegal occupiers/trespassers continues and we have been successful in rehousing or resolving a large number of cases.

The team is working very closely with our colleagues in Compliance to ensure access into our property is gained for gas and electrical inspections and work.

Door knocking exercises continue to take place regularly with Community Housing Officers visiting customers to discuss and raise the profile of the Savills stock condition surveys and make appointments on behalf of residents.

We are working closely with our colleagues in Street Scene to review all sites currently maintained with a view to removing or adding sites and agreeing a standard service across all areas.

The latest Home Review satisfaction feedback is as follows:

In summary for Q3, the results are :-

- 94.5% satisfaction Community Housing Officer being polite and courteous
- 92.1% satisfaction Community Housing Officer listening to tenant
- 92.7% satisfaction Community Housing Officer answering questions/queries
- 95.1% satisfaction Community Housing Officer showing respect
- 91.5% satisfaction with home review visit
- 59.7% satisfaction with our estates services

The feedback demonstrates high levels satisfaction in our service delivery however it does emphasise the importance of partnership working with those services that have a significant impact on the appearance of our estates.

- **Housing Maintenance**

The Housing Maintenance Team have commenced the remodelling of the maintenance delivery service to create greater operating efficiencies that will enable demonstrable value for money, whilst enhancing the service to customers.

Finance

10. There are no direct financial implications in receiving this report

Law

11. There are no direct law implications in receiving this report

Risk Management

12. As part of the new risk management framework approved at audit and standards committee, risk reporting does not sit within performance reporting processes, each directorate developed a risk register for monitoring purposes. However, performance and risk management work in partnership to ensure directorate performance and risk management are monitored accordingly, providing assurance directorates work towards our council priorities.

Equality Impact

13. There are no special considerations to be made with regard to equality and diversity in noting and receiving this report.

No proposals have been carried out.

No proposals have been made, therefore does not impact on children and young people.

Human Resources/Organisational Development

14. There are no specific direct human resource issues in receiving this report. In terms of the Council's sickness level and the management of attendance, the People and Inclusion team continues to work with Directors and Heads of Service to assist and provide support in tackling those areas identified as having high levels of sickness.

Commercial/Procurement

15. There is no direct commercial impact.

Environment/Climate Change

16. The Council has declared a Climate Emergency and is working to address Climate Change and achieve our Net Zero target by 2030. The Council Plan also acknowledges the importance of climate change through the 'safe and healthy borough' priority, which through the golden thread is monitored through performance reporting.

Council Priorities

17. As part of our response to external reviews and audits, the council is focussing on an Improvement and Sustainability Programme. The current council plan, which was due to run until March 2025, will be paused to allow a new one-year plan to be developed.

The new plan will have emphasis on improvement and financial sustainability. Reviewing our council plan priorities will help us to focus on setting a sustainable budget while protecting essential services and communicating those priorities to our residents, communities, and staff.

The new plan which will be effective from 1st April 2024, will be formally approved at Cabinet on 20th March and Council on 15th April.

K. Jones

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Appendices
Housing & Communities Directorate Service Summary Sheet Q3 2023-24

