

REPORT TO: Housing Committee – 18 June 2001

REPORT ON: Housing Service Plan – Performance Report

REPORT BY: Director of Housing

REPORT NO.: 350-2001

1. PURPOSE OF REPORT

- 1.1. The purpose of this report is to inform elected members of the performance against targets set in the Housing Department's Service Plan 1999-2002.
- 1.2. This report will also detail how the department aims to improve housing services and performance against targets in this financial year.

2. RECOMMENDATIONS

- 2.1. It is recommended that:
 - i. Committee notes the performance against targets set in the Housing Service Plan 1999-2002 (see Appendix 1).
 - ii. Committee approves the Service Plan targets set for April 2001 (see Appendix 1).
 - iii. Committee notes actions proposed to improve upon performance during the 2001/2002 financial year (see Appendix 2).
 - iv. Committee notes the EFQM Action Plan (See Appendix 3).
 - v. Committee notes the Action Plan produced as a result of the Performance Management and Planning Audit (See Appendix 4).

3. FINANCIAL IMPLICATIONS

- 3.1. All associated costs are covered in Housing Revenue Account Budgets and Capital Estimates and incur no additional expenditure.

4. LOCAL AGENDA 21 IMPLICATIONS

- 4.1. All sections of the community are empowered to participate in decision making via tenant and service user input to the service planning process.

5. EQUAL OPPORTUNITIES IMPLICATIONS

- 5.1. A commitment is made to involving and consulting target groups upon all issues which affect them.
- 5.2. There is wide recognition of the way in which the City Council conducts, promotes, publicises and communicates its activities to the diversity of Dundee's citizens.

6. BACKGROUND

- 6.1. The Housing Department's Service Plan was agreed at the Housing Committee meeting on 15 November 1999.
- 6.2. The Housing Service Plan consists of a definition of key housing services and performance indicators are set for each of these services. Each service is set within a three year budget covering the period 1999-2002. It is also a requirement to report to the public on performance, against targets set.

PUBLIC PERFORMANCE REPORTING

- 6.3. The Housing Department reports performance against the Service Plan in its Annual Report, which is sent to every citizen. Performance against targets set for 2000/2001 will be detailed in this year's annual report, which is scheduled to be distributed in September.
- 6.4. Within the Service Plan, a number of "Best Value Reviews" were identified which were to be approved in the 2000/2001 financial year. These reviews and their associated continuous improvement items can be seen at Appendix 2.
- 6.5. Housing staff have been diligent in the review process and a large number of continuous improvement items have been identified. This exemplifies the thoroughness and commitment to improvement of all staff involved.
- 6.6. Best Value reports which are scheduled for 2001/2002 (including those carried over from last year) can be seen at Appendix 2.

PERFORMANCE AGAINST TARGETS

- 6.7. The Housing Department's performance against targets set for 2000/2001 and targets for 2001/2002 can be seen at Appendix 1. The Housing Committee is asked to note performance and new targets. The Department will continue to set itself challenging targets to ensure that we achieve Best Value in financial terms and in customer or tenant satisfaction.

DUNDEE FEDERATION OF TENANTS' ASSOCIATIONS PRIORITIES

- 6.8. Every year the Housing Department consults with the D.F.T.A. to identify issues of concern which we will pursue. Though the D.F.T.A. and the Housing Department have not yet agreed this year's priorities in full, one priority has been identified:

Review of the Repairs Service: The Housing Department along with other relevant Council Departments has instigated a working group looking at all aspects of the repairs services. The D.F.T.A. seek continued involvement in this group.

- 6.9. D.F.T.A. priority actions agreed last year and actions taken by the Housing Department are listed below:
 - i. Issuing Repair Receipts: This item has been subsumed within the Review of the Repairs Service noted in paragraph 6.8.

- ii. Relet Repair Pilot – This pilot has been completed and outcomes are being discussed through the review of the Repairs Service noted in paragraph 6.8.
- iii. Promote use of Direct Debit and Outdoor Rent Collection – This has been implemented.
- iv. Actively promote a Complaints System – The Housing Department will action this item.
- v. Appointment system for Repairs Service: This item has been subsumed within the review of the repairs service noted in paragraph 6.8.

EUROPEAN FOUNDATION FOR QUALITY MANAGEMENT (EFQM)

- 6.10. In the summer of 2000, the Housing Department did a self-assessment exercise using the EFQM model. An action plan which was developed as a result of this assessment exercise focusing on improving internal management and communication. The Action Plan can be seen at Appendix 3.

PERFORMANCE MANAGEMENT AND PLANNING AUDIT (PMP AUDIT)

- 6.11. As part of the corporate plan for ensuring Best Value, departments are externally audited using the Accounts Commission's Performance Management and Planning Audit templates.
- 6.12. In 2000/01 the Housing Department was audited by Henderson Loggie, Chartered Accountants and received a very favourable audit result. This audit also produced an action plan which can be seen at Appendix 4.

7. CONSULTATION

- 7.1. The Chief Executive, Director of Finance, Director of Support Services and Chief Corporate Planning Officer have been consulted on the content of this report.

8. BACKGROUND

Report to Housing Committee, 15 November 1999, Report No. 532/1999.
 Report to Housing Committee, 21 August 2000, Report No. 534/2000.

ELAINE ZWIRLEIN
DIRECTOR OF HOUSING

SIGNED

DATE

APPENDIX 1

SERVICE – COLLECT INCOME

Performance Indicator	Target	Baseline at 1999	Actual April 2001	Target April 2002
Current Tenant Arrears	7%	8.7%	10.2%	7%
Total Former Tenant Arrears	£648,592	£695,843	£637,705	£811,186
Former Tenant Arrears – Written Off During Year	£510,788	£559,816	£493,815	£620,732
Void Loss as a % of Gross Debit	5%	5.68%	3.3%	4%
Customer Satisfaction with Advice on Rent Payment Difficulties	75%	84.6%	N/A	80%

SERVICE – LETTING COUNCIL HOUSES

Performance Indicator	Target	Baseline at 1999	Actual April 2001	Target April 2002
Percentage of Houses Let:				
<ul style="list-style-type: none"> • less than 2 weeks • 2-4 weeks • more than 4 weeks 	30% 30% 40%	33% N/A N/A	35.1% 20.4% 44.5%	30% 30% 40%
Percentage of Property Let	95%	96.1%	97.3%	96%

SERVICE – IMPROVE COUNCIL HOUSES

Performance Indicator	Target	Baseline at 1999	Actual April 2001	Target April 2002
Capital Expenditure as a Percentage of Income	100%	100.2%	101.05%	100%
CFCR & Planned Maintenance as a Percentage of Income	100%	130.8%	95.83%	100%

IMPROVE PRIVATE SECTOR HOUSES

Performance Indicator	Target	Baseline at 1999	Actual April 2001	Target April 2002
Percentage of Grant Applications Receiving Full Payment	90%	N/A	99%	90%
Average No. of Days to final Payment	28 Days	N/A	11 Days	28 days
Applicants Receiving Formal Notice of Approval	85%	N/A	73%	85%
Average No. of Weeks to Formal Approval	16 Weeks	N/A	14 Days	16 weeks

SERVICE – REPAIR COUNCIL HOUSES

Performance Indicator	Target	Baseline at 1999	Actual April 2001	Target April 2002
Responsive Repairs:				
• out of hours emergency	99%	99.75%	99.6%	99%
• day time emergency	97%	92.48%	94.2%	97%
• 3 day (urgent)	90%	86.35%	82.3%	90%
• 10 day (priority)	90%	83.69%	74.2%	90%
• 10 day (empty house)	90%	92.25%	86.0%	90%
• 15 day (normal)	90%	87.14%	74.5%	90%

SERVICE – REMOVING UNWANTED COUNCIL HOUSES

Performance Indicator	Target	Baseline at 1999	Actual April 2001	Target April 2002
Number of Identified Surplus Houses Demolished	644	670	602	609

SERVICE – SELL COUNCIL HOUSES

Performance Indicator	Target	Baseline at 1999	Actual April 2001	Target April 2002
Average Time Taken to Complete a Sale				
• up to 26 weeks	75%	82%	87.4%	N/A
• 27 weeks plus	25%	18%	12.5%	
• Up to 20 weeks			63%	55%
• 21-26 weeks			24.4%	25%
• 27-32 weeks			4.6%	10%
• 33 weeks plus			7.9%	10%

DELIVERING A HOMELESS SERVICE

Performance Indicator	Target	Baseline at 1999	Actual April 2001	Target April 2002
Average Length of Stay in:				
• Hostels	30 Days	20 Days	26 Days	30 days
• Furnished Accommodation	95 Days	114 Days	118 Days	95 days
• Bed & Breakfast	30 Days	82 Days	104 Days	30 days

N/A – Not available. Awaiting Audit Commission advice.

APPENDIX 2

1. **BEST VALUE REVIEWS TO BE COMPLETED 2001/02**

- i. Homeless Service.
- ii. Void Management.
- iii. Waiting List.
- iv. Arrears.
- v. Private Sector Grants.
- vi. Caretakers.
- vii. External Cyclical Maintenance (carried over from 2000/01).

2. **BEST VALUE REVIEWS APPROVED 2000/01 AND PROGRESS ON CONTINUOUS IMPROVEMENT ITEMS**

- i. External Cyclical Maintenance – Report to be submitted to Best Value Sub Committee in 2001/02.
- ii. Estate Management (Concierge) – Report completed and awaiting approval from Best Value Sub- Committee.
- iii. Estate Regeneration (Demolition) – Report approved, continuous improvement items:
 - a. Improve public information/meetings on demolition proposals.
 - b. Set up working group to ensure cost effective procedures for building security prior to demolition.
 - c. Develop new procedure for site security during demolition works.
 - d. Introduce satisfaction surveys on information/security from tenants and area housing office staff.
 - e. Seek agreements from utility providers on timeous disconnection and amend procedure.
- iv. Front Line Services – Report completed and awaiting approval from Best Value Sub Committee.

3. **OUTSTANDING CONTINUOUS IMPROVEMENTS FROM 2000/01**

- i. **Private Sector Services**
 - a. Review Right to Buy Processing Time – more regular monitoring of processing is now happening to ensure that no bottlenecks occur in any of the key departments which are involved.
 - b. Review of Information Leaflets – this has not been progressed because the Scottish Executive issued their own revised information and guidance last year.

ii. **New Tenants/Relets**

- a. Relet Pilot – The pilot has been successfully completed and a number of additional areas for improvement have been identified. These are being considered as part of a corporate review of repairs services.
- b. New Tenant Visits/Viewing and Signing Checklist – All new tenants now receive visits from Housing Officers and a viewing and signing checklist has been implemented as part of the process.
- c. Examine Work Coding – Charge sheet codes have now been reviewed and improved to achieve greater accuracy and more meaningful cost comparisons.
- d. Direct Inputting – A Working Group of officers from Housing and IT are currently discussing specifications for the system and it is hoped that a pilot will proceed in October 2001.

iii. **Building Maintenance**

- a. Produce and issue information leaflet at Briefing Stage of window/roof projects – this is now being done.
- b. Maximise size of window/roof contracts – this is being done.

iv. **Building Maintenance (Housing Management)**

- a. Repair/Receipts Appointments System – these issues are being pursued by a corporate review of repairs services.
- b. Implement Communal Cleaning Pilot – This pilot has been successfully completed and consideration is being given to how to implement improvements more widely.
- c. Investigate the possibility of extending caretaking services (Caretaking Plus) – The Housing Department have investigated this and after consultation, it has not been considered feasible or beneficial to service improvement.

v. **Cash Flow**

- a. Introduce Swipe Cards – Swipe cards for tenants rent accounts were introduced in April 2000.

vi. **Services to People with Physical Disabilities**

- a. Reduce time taken for minor adaptations by ordering through HOURS system on a 10 day priority code – this has been done.
- b. TSU stage of grant process to be removed – this has been done.
- c. Continuous monitoring of time taken to complete adaptations – a monitoring system is being developed and will be implemented during 2001/02.

APPENDIX 3

EMPLOYEE ATTITUDE SURVEY AND LEADERSHIP ACTIONS FROM EUROPEAN FOUNDATION FOR QUALITY MANAGEMENT SELF ASSESSMENT

1. Future Corporate strategies such as communication should, when fully implemented, be structured to meet housing's needs. Re-launch the corporate communication strategy in this manner.
 - ❖ Develop an In-House Communication Strategy

2. A training programme be implemented to sharpen people management skills at supervisor level and above.
 - ❖ Introduce a Leadership Training Programme to Team Leader level.
 - ❖ Use joint team working training when appropriate.
 - ❖ Develop role based training programmes.
 - ❖ In-House Financial Management Training Programme.
 - ❖ Introduce Customer Care Training.

3. Investigate a job rotation scheme.

No EFQM actions.

4. A consistent information strategy to be developed and integrated into the communication strategy.
 - ❖ Better communication, and the use of the Strategic Information Monitoring Group.
 - ❖ Develop electronic library of housing information.
 - ❖ Implement a policy register.
 - ❖ Provision of comprehensive Housing Department I.T. Database.
 - ❖ Communication strategy.
 - a. Expanded I.T. to improve communication and to improve information access.
 - b. Remove dumb terminals.

5. A Housing Employee Attitude Study be undertaken between the Corporate Survey.

Undertake actions as required from the Employee Attitude Scheme.

6. Implement the recently approved Corporate Recognition Policy.

No EFQM actions.

7. Develop an Employee Participation Policy with a Good Practice Guide.
 - ❖ Design a Housing Department Staff Suggestion Scheme.
 - ❖ Develop a Services Strategy incorporating staff focus groups and to include Suggestion Scheme.
 - ❖ Seek Trade Union views on communication and staff involvement.
 - ❖ Building assessment and review.
 - ❖ Base the Employee Development Review Scheme (E.D.R.S.) on job profiles.
 - ❖ Investigate a staff appraisal system linked to:
 - a. Job profiles.
 - b. E.D.R.S.
 - c. Personal targets

LEADERSHIP

- ❖ Introduce 360 degree appraisal for second and third tier officers.
- ❖ Establish mission, values and objectives for the Housing Department.
- ❖ Detailed assessment of environmental problems prioritised into controllable action items by the Housing Department.

APPENDIX 4

HOUSING DEPARTMENT PERFORMANCE MANAGEMENT AND PLANNING AUDIT SUMMARY OF ACTION PLAN.

1. Increase the involvement of elected members in the Best Value Process.
2. Include continuous improvement items identified by Best Value Reviews in Section Action Plans.
3. Ensure that progress made in continuous improvement items is reported to elected members and the public.
4. Ensure that departmental plans are communicated more effectively to staff.
5. Provide performance-monitoring information to elected members.
6. Amend the format of the Service Plan to explain where targets have changed or improvements have been identified as a result of tenant involvement or customer surveys.
7. Improve links between the Employee Development and Review scheme and job profiles and Section Action Plans.
8. Establish a systematic approach to people resources and close any identified gaps to ensure staffing resources are better matched to the requirements of customers and to deliver best value.
9. Introduce standard agenda items for staff members
10. Review and revise Financial Monitoring reports to HDMT and Committee.
11. Update staff regularly as to best practice within Housing.
12. Implement the action items listed in the EFQM Action Plan.
13. Carry out analysis of training undertaken and its impact on performance levels.