

REPORT TO: Housing Committee – 17 June 2002

REPORT ON: Housing Service Plan – Performance Report

REPORT BY: Director of Housing

REPORT NO.: 473-2002

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 set for April 2003 (see Appendix 1).
 - iii. Committee notes the Improvement Action Progress Report produced as a result of the Performance Management and Planning Audit (see Appendix 2).
 - iv. The Department's Management Team will commence detailed consultation to draft a Service Plan for the 2003-07 period. This will take account of the Community Plan, Council Priorities, Best Value and local Housing Strategy.

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. Appendix 2 proposes actions to improve performance in 2002/2003. Future actions will be identified in the Service Plan 2003-7.

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 2002 will be detailed in this year's annual report, which is scheduled to be distributed in September.

PERFORMANCE AGAINST TARGETS

- 6.4. The Housing Department's performance against targets set for 2001/2002 and targets for 2002/2003 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.

PERFORMANCE MANAGEMENT AND PLANNING AUDIT (PMP AUDIT)

- 6.5. 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.
- 6.6. In 2001/02 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 2.
- 6.7. Leadership Actions from the European Foundation for Quality Management Self Assessment are incorporated into Appendix 2.

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, 18 June 2001, Report No. 350/2001.

ELAINE ZWIRLEIN
DIRECTOR OF HOUSING

SIGNED

DATE

APPENDIX 1

SERVICE – COLLECT INCOME

| Performance Indicator | Target at 1999 | Baseline at 1999 | Actual April 2002 | Target April 2003 |
|--|-----------------------|-------------------------|--------------------------|--------------------------|
| Current Tenant Arrears | 7% | 8.7% | 9.8% | 8.5% |
| Total Former Tenant Arrears | £648,592 | £695,843 | £787,666 | £688,811 |
| Former Tenant Arrears – Written Off During Year | £510,788 | £559,816 | £573,855 | £475,000 |
| Void Loss as a % of Gross Debit | 5% | 5.68% | 3.2% | 4% |
| Customer Satisfaction with Advice on Rent Payment Difficulties | 75% | 84.6% | 81.6% | 80% |

SERVICE – LETTING COUNCIL HOUSES

| Performance Indicator | Target at 1999 | Baseline at 1999 | Actual April 2002 | Target April 2003 |
|------------------------------|-----------------------|-------------------------|--------------------------|--------------------------|
| Percentage of Houses Let: | | | | |
| • less than 2 weeks | 30% | 33% | 33.7% | 30% |
| • 2-4 weeks | 30% | N/A | 19.3% | 30% |
| • more than 4 weeks | 40% | N/A | 46.9% | 40% |
| Percentage of Property Let | 95% | 96.1% | 97.1% | 96% |

SERVICE – IMPROVE COUNCIL HOUSES

| Performance Indicator | Target at 1999 | Baseline at 1999 | Actual April 2002 | Target April 2003 |
|--|-----------------------|-------------------------|--------------------------|--------------------------|
| 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% |
| | | | Not available | yet |

IMPROVE PRIVATE SECTOR HOUSES

| Performance Indicator | Target at 1999 | Baseline at 1999 | Actual April 2002 | Target April 2003 |
|---|-----------------------|-------------------------|--------------------------|--------------------------|
| Percentage of Grant Applications Receiving Full Payment | 90% | N/A | 94% | 90% |
| Average No. of Days to final Payment | 28 Days | N/A | 15 Days | 28 days |
| Applicants Receiving Formal Notice of Approval | 85% | N/A | 66% | 85% |
| Average No. of Weeks to Formal Approval | 16 Weeks | N/A | 15 Days | 16 weeks |

SERVICE – REPAIR COUNCIL HOUSES

| Performance Indicator | Target at 1999 | Baseline at 1999 | Actual April 2002 | Target April 2003 |
|------------------------------|-----------------------|-------------------------|--------------------------|--------------------------|
| Responsive Repairs: | | | | |
| • out of hours emergency | 99% | 99.75% | 99.8% | 99% |
| • day time emergency | 97% | 92.48% | 92.9% | 97% |
| • 3 day (urgent) | 90% | 86.35% | 76.7% | 90% |
| • 10 day (priority) | 90% | 83.69% | 70.5% | 90% |
| • 10 day (empty house) | 90% | 92.25% | 83.1% | 90% |
| • 15 day (normal) | 90% | 87.14% | 69.1% | 90% |

SERVICE – REMOVING UNWANTED COUNCIL HOUSES

| Performance Indicator | Target at 1999 | Baseline at 1999 | Actual April 2002 | Target April 2003 |
|--|-----------------------|-------------------------|--------------------------|--------------------------|
| Number of Identified Surplus Houses Demolished | 644 | 670 | 471 | 609 |

SERVICE – SELL COUNCIL HOUSES

| Performance Indicator | Target at 1999 | Baseline at 1999 | Actual April 2002 | Target April 2003 |
|---------------------------------------|-----------------------|-------------------------|--------------------------|--------------------------|
| Average Time Taken to Complete a Sale | | | | |
| • up to 26 weeks | 75% | 82% | 82.5% | N/A |
| • 27 weeks plus | 25% | 18% | 17.5% | |
| • Up to 20 weeks | | | 57.4% | 55% |
| • 21-26 weeks | | | 25.1% | 25% |
| • 27-32 weeks | | | 11.1% | 10% |
| • 33 weeks plus | | | 6.4% | 10% |

DELIVERING A HOMELESS SERVICE

| Performance Indicator | Target at 1999 | Baseline at 1999 | Actual April 2002 | Target April 2003 |
|------------------------------|-----------------------|-------------------------|--------------------------|--------------------------|
| Average Length of Stay in: | | | | |
| • Hostels | 30 Days | 20 Days | 24 Days | 30 days |
| • Furnished Accommodation | 95 Days | 114 Days | 130 Days | 95 days |
| • Bed & Breakfast | 30 Days | 82 Days | 50 Days | 30 days |

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

APPENDIX 2

BEST VALUE ACHIEVEMENT REPORT

| 1. Agreed Improvement action from the 2000/01 PMP audit | 2. Agreed key milestone dates from the 2000/01 PMP audit | 3. Brief description of what the improvement was intended to achieve | 4. To what extent has the improvement action been implemented? Please describe and allocate a letter A-D as per Exhibit 1 | 5. Evidence that can be made available to the auditor to support the assessment | 6. Dates for further follow-up work agreed with auditor |
|---|---|---|--|--|---|
| 1. Increase the involvement of the Housing Convener in the Best Value process | The Director of Housing and the Housing Convener meetings will include a standard agenda item on Best Value, from April 2001. | The Housing Convener, as the most relevant elected member will be regularly briefed and thus involved in all ongoing Best Value issues. | C | Convener's meeting Agendas & minutes | Ongoing due to change in convener. Further work is required. <i>Follow up required.</i> |
| 2. Include continuous improvement items in Section Action Plans. | Relevant review lead officers to include continuous improvement items within Section Action Plan for 2001/2002. | Completion of the continuous improvement items within an agreed timescale. More relevant monitoring through the key results. | B | Memorandum to all section heads. Section Action Plans. | Requires an audit of SAPS to be undertaken on an annual basis Next follow up September 2002. <i>Follow up required</i> |
| 3. Ensure that Housing Service Plan comments on the progress of Best Value Continuous Improvement items, EFQM Action Items. | Commentary will be included in the Service Plan when it is next reviewed in November 2001. | The format and clarity of the Service Plan will be improved. | A | Housing service plan report 2001. | Implemented |

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| 4. Ensure that Departmental plans are communicated more effectively to staff. | Develop a communication strategy to include a proposal for the systematic dissemination of all planning information to staff in a form and format that is easily understood, by September 2001 (linked to EFQM Action Item). | Establish a comprehensive Departmental planning framework which encompasses all relevant plans and clearly shares the linkages between them. Improved ratings in the Employee Attitude Survey and EFQM for 2001. | B | Report submitted to HDMT – January 2002. | Implemented – monitoring required. No follow up required |
| 5. Housing Convener to be consulted on most appropriate way to provide monitoring information to elected members. | A meeting with the Housing Convener will be arranged to agree information to be provided to Committee in April 2001. New system of providing information to Committee to commence by August 2001. | Key Results to be a standing agenda item for future Housing Committee meetings. | D | It has been agreed that the Convener will receive a short report on key results and HRA finance quarterly. Information on key results will not be reported to Committee. | Needs to be followed up with new Convenor. Timescale October 2002. <i>Follow up required.</i> |

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| 6. To add a commentary into the Service Plan explaining where targets have been changed or improvement items identified as a result of customer surveys or tenant involvement. | To add commentary at the next review of the Service Plan in November 2001 and Annual Report in September 2001. | To improve the format of the Service Plan and clarify the process of continuous improvement. | D: We do not think it appropriate to link changes in targets to customer surveys or involvement. | | Not implemented. The Department does not see the proposed action as viable. No follow up required. |
| 7. Link EDRS to Job profiles and Section Action Plans | Section Action Plans will have individual responsibilities in 2001/2002. Employee Participation Policy and Good Practice guide will be developed in 2001/02 for implementation in 2002/03. | EDRS Action Plans will be linked to job responsibilities and Section Action Plans will have named responsible persons. | B | Documentation/Consultation on Review of EDRS. (Note: These have been linked with training and induction, not SAPs, because there are no individual action plans for all staff.) | Ongoing –currently under review. EDRS to be completed by June 2002. <i>Follow up required</i> |
| 8. Need to establish a systematic approach to people resources and close any identified gaps. | Reports on realignment of the Housing Department will be drafted and agreed by April 2001. Implementation will take place over 2001/02. | Staffing resources will be better matched to the requirements of customers and better able to deliver best value. | A | Committee Reports. Results of EAS. | Implemented |

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| 9. Introduce standard agenda items for staff meetings. | As part of the Department's communication strategy an audit is under way to determine what standard agenda items would be appropriate. These to be introduced by September 2001. | Improved ratings in the 2001 Employee Attitude Survey and EFQM self assessment. | B | Staff meeting. Agendas & Minutes. | Standard agenda items are now on staff meetings. Department to monitor and reassess staff needs so that agenda items are relevant. No follow up required. |
| 10. Review and revise Financial Monitoring reports to HDMT and Committee. | Meet with Convener to agree level of financial information to be produced for Committee by October 2001. HDMT to agree new reports by October 2001. | This will achieve better quality and more transparent financial information for senior officers and councillors. | C: Issue still to be agreed by Convener (Convenership changed). | | Ongoing – further discussions to take place with convenor – have agreement on level of information to go to committee by August 2002. <i>Follow up required.</i> |
| 11. Record the variances identified in financial reports, and agreed actions, in minutes of the Department's Management Team meetings. | As of April 2001, agenda items regarding financial control and monitoring will be clearly | Variances will be identified, actions will be clearly stated and remitted to named individuals. Progress of actions and impacts will be identified at subsequent meetings. | A | HDMT Minutes. | Implemented. No further action required. |

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|--|---|--|--|---|--|
| 12. Update staff regularly as to best practice within Housing. | Implementation of the action items by December 2001. | Higher scores in Employee Attitude Survey 2001. Increased circulation of CloH Good Practice Unit material. Training on the Department's Best Practice procedures manual. | B | CloH Housing Management Standards manual on Housing intranet site. | Implemented. Will required updating on a regular basis as changes come from CloH. No follow up required |
| 13. Implement Action Items listed in the EFQM Action Plan i Develop in-house communication strategy ii Introduce a leadership training programme to team leader level iii Use joint team working training when appropriate iv Develop role based training programmes | Implementation of the action items by December 2001 | | B B A B | Report to HDMT February 2002 Report to HDMT February 2002 "Unlocking your Potential", "Domestic Abuse " training. Used for technical training in Relet Pilot. Ad hoc training met through EDRS using CloH etc | Review of Action Plans by October 2002. Follow up required Done Done Done Further development required |

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| v Develop in-house financial management training programme | | | C | Hope to introduce finance modules to leadership training programme | Complete June 2002 |
| vi. Introduce customer care training | | | B | Customer Care Standards (developed with DFTA | Introduced - review effectiveness of training |
| vii Better communication and use of Strategic Information and Monitoring Groups | | | C | Opportunities for utilisation of relevant strategic information will be used when relevant | Now part of corporate working group |
| viii Develop electronic library of housing information | | | A | Housing Intranet | Completed |
| ix Implement a policy register | | | B | Draft Register and correspondence with section heads | Register completed- need to update policies so that they are more comprehensive and clearer |
| x Provision of comprehensive Housing Department I.T. database | | | B | Housing Intranet | Review effectiveness of meeting users needs |

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| xi Communication strategy. - Expand I.T. to improve communication and to improve information access - Remove dumb terminals xii Undertake Housing Employee Attitude Survey between the corporate study xiii Implement the corporate recognition policy and monitor recognition xiv Develop an Employee Participation Policy with good practice guide xv Design a Housing Department Staff Suggestion Scheme | | | A B C C B C | Housing Intranet/all staff have access to Teamwear In progress – will be finalised subject to budget Corporate Survey was completed in 2001 Team leaders have supervision meetings with staff and use of 'feedback' (See Corporate report on "Recognising our Staff") Draft report-awaiting circulation to HDMT Corporate Draft Scheme developed, but not yet implemented | Completed Further work required Further work required Further work required Further work required Further work required |

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| xvi Develop a Services Strategy incorporating staff focus groups and to include Suggestion Scheme | | | C | See above | Further work required |
| xvii Seek Trade Union views on communication and staff involvement | | | C | To be undertaken after (xiv) and (xv) are finalised | Further work required |
| xviii Build assessment and review into monitoring | | | B | Key results report to HDMT | Further work required |
| xix Base EDRS on job profiles | | | B | EDRS review | Further work required |
| xx Investigate a Staff Appraisal System linked to: - Job Profiles - EDRS - Personal Targets | | | B | See (xix) | Further work required |
| xxi Introduce 360 degree appraisal for second and third tier officers | | | C | Not actioned – low priority. Will be reviewed in new financial year | Further work required |

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| xxii Establish Mission Values and objectives for the Housing Department | | | B | Key results report to HDMT (note – Housing objectives set in Best Value Services Plan to 2002) | Further work required |
| xxiii Detailed assessment of environmental problems prioritised into controllable action items by the Housing Department | | | A | New Health & Safety Policy/Procedures | Completed |
| xxiv Develop a Housing Leadership Charter | | | C | Will be developed as part of departmental leadership training programme | Further work required |
| 14. Analysis of training undertaken and its impact on performance levels. | Development of a process for analysing training effect. March 2002. | A process to identify what training is cost effective and leads to measured improvements in performance. | A | Training Plan and Key Results sorted by Housing Objectives (therefore can compare performance). | Completed No follow up required |
| 15. Key results to be amended, to include commentary on Performance for each Indicator. | Amend the Key Results format, June 2001. | Provide better understanding and ease interpretation of the Housing Department's performance. | A | Key Results report. | Completed no follow up required. |

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|--|---|--|--|--|---|
| 16. Conduct a review of the Department's Key Results during financial year 2001/02. | Project Plan to be developed by April 2001. Review to be completed by December 2001. | The introduction of improved Key Results by April 2002. Inclusion of existing Key Results on Housing Committee agenda from April 2000. | B | Reports on revised key results. (Note – no remit to take key results to Committee) | Expect to be implemented by June 2002. Follow up required |
| 17. Develop Tenants Service Standards Manual. | Project Plan to be developed in consultation with Dundee Federation of Tenants Association by May 2001. | A service Standards manual which sets out clearly what tenants should expect from their service. Higher ratings in relevant customer satisfaction surveys. | A | Revised Tenants Information pack. | Implemented no follow up required. |
| 18. Conduct a consultation exercise with DFTA on possible improvements to the type of PPRg information provided and to the way it is communicated. | A Project Plan to be developed in consultation with DFTA by May 2001. PPRg information to be agreed and disseminated by September 2001. | A report detailing the findings of the consultation exercise to be produced by December 2001. | B | Letters and minutes of meetings with DFTA. | Implemented – management to review regularly, next meeting September 2002. No follow up required. |
| 19. Establish a standard for giving feedback to tenants on all consultation exercises by April 2002. | A procedure to be developed by March 2001. | A Procedure detailing the feedback of consultation outcomes to be developed. | A | Tenant Participation Codes of Practice. | Completed – No follow up required. |