

<b>SUBJECT:</b>	<b>PERFORMANCE MONITORING REPORT QUARTER 3 – 2021/22</b>
<b>DIRECTORATE:</b>	<b>HOUSING AND INVESTMENT</b>
<b>REPORT AUTHOR:</b>	<b>YVONNE FOX – ASSISTANT DIRECTOR OF HOUSING</b>

## **1. Purpose of Report**

- 1.1 To provide Housing Scrutiny Sub Committee with a quarter three report on Performance Indicators for the 2021/22 financial year (April 2021 – December 2021). See Appendix A.

## **2. Executive Summary**

- 2.1 This report combines all performance relevant to Housing Landlord issues.
- 2.2 In total there are 21 measures and of these, against agreed targets, 8 are on or exceeding targets for the year (year-end), 12 have not met the normal targets set. Of the 12 measures that did not meet target, 5 of these were within 5% tolerance of their respective targets (Amber rating), 3 of the 5 work towards a year-end target (Decent Homes and 2 Financial measures). One measure does not have a target (Complaints replied to in line with corporate policy).

## **3. Background**

- 3.1 Over the last twelve years the Council has been working with the Lincoln Tenants Panel to improve external scrutiny and to meet the standards implemented by the Tenant Services Authority.
- 3.2 From 1 April 2010 all social landlords were required to have local offers in place alongside the national standards as set out in the new Regulatory Framework for Social Housing. The Framework was amended with effect from April 2012, but the principles remain the same.

## **4. Details**

- 4.1 Appendix A attempts to simplify the overall analysis by listing performance on a service functional basis (rents, repairs etc) and then showing the source of the indicator (reason).
- 4.2 For comparison purposes each indicator shows performance for the last year, target for current year (where applicable) and progress made in the current year.
- 4.3 Appendix A shows which targets have been met and those where we have not

achieved our target. Particular areas to highlight are:

### **% of Rent Collected as a Percentage of Rent Due**

The in-year collection rate achieved at the end of Q3 was 100.52%, compared to 98.9% for the same point last financial year. This is a positive improvement in collection, resulting in a decrease in arrears from last year.

### **Arrears as a % of Rent Debit**

Current rent arrears as of the end Q3 are £1,052,680. This is £78,149 less than Q3 for the 2020/21 financial year. Arrears as a % of the debit stands at 3.68% compared to 4% for the comparative quarter last year. Rent collection has continued to be challenging with continued changes to legislation for landlords in place until October 2022. Universal Credit claims have increased by 1,028 claims on last year with an increase of £48,796 of arrears on these cases, taking the total arrears on Universal Credit claims to £666,390. Despite these challenges, the arrears have reduced, and the in-year collection achieved was 100.52%, compared to 98.9% at the same point last year. Tenancy have placed significant emphasis on contact through calls and visits, with new targets in place for staff. Normally Q3 performance is a good indication of where rent collection will be at year end and therefore, this positive out turn at the end of the Quarter would indicate that the Year End performance will be within target.

### **Complete Repairs Right on First Visit (Priority and Urgent)**

Performance is within target; however, we aspire to improve further on this measure by reviewing our imprest stock and increasing the stock in time for our new fleet provision in August 2022. We have also increased the amount of inspections carried out in the planning stage of scheduled repairs to ensure materials are ordered and delivered prior to the delivery stage of scheduled repairs.

- 4.4 The following summary provides a brief explanation of reasons where we are close to achieving our targets (amber rating). Particular areas to highlight are:

### **% of Homes with Valid Gas Safety Certificate**

We continue to encounter a small number of properties each month, which do not allow access for the annual gas service/safety inspection and this number is on the increase. Our robust processes are followed, and these failed access addresses are referred to legal services to seek an injunction from the county court in order to obtain access. A majority of the failed access is due to the tenant's continual failure to respond to correspondence. Therefore, no reason for failed access can be obtained. Occasionally it identifies that properties are not occupied. A vast majority of our tenants provide access when required and therefore I do not believe publicity will help tackle the small number of failed access addresses at this moment in time.

### **% of Non-Decent Homes**

We currently have 82 properties that do not currently meet the decent homes

standard. A majority of these (58) are in programme for a replacement door. A further 22 are recorded as electrical failures, this is due to encountering failed access to undertake the 5 year electrical inspection of the property. 2 properties require a replacement roof. We have a contract with Nationwide windows to provide doors. The contractor has experienced various issues linked to the pandemic, which include access to materials, labour shortages, high demand for products along with IT issues in recent weeks. All of these issues have slowed down the door installation programme. We are monitoring the contractor's performance in delivering our door installation programme and discussing delays with them. The 58 failing doors are contained within the current programme of work.

- 4.5 The following summary provides a brief explanation of reasons where we have not achieved our targets (red rating). Particular areas to highlight are:

#### **Average Re-Let Period – General Needs (Excluding Major Works) – (Days)**

The current void turn-around time for general needs voids requiring minor works is 46.4 days against the target of 32 days. Void Repairs Team have experienced increased challenges since their initial contractor went into administration in the summer, leaving significant pressure on the DLO. There is a high, national demand for labour, coupled with covid restrictions and isolation within our workforce meaning that City of Lincoln Council has had difficulty in securing the necessary workforce to turnaround the empty properties to achieve the target of 32 days. There have also been additional pressures on tenants when trying to move, meaning delays throughout the void process. We have experienced delays in ordering kitchens, plastering products and certain timber lines.

The Voids Support Team has seen an increase in the number of terminations through deaths meaning that pre-termination inspections cannot be completed, resulting in more difficulty when planning required works. The data shows that when we can complete a pre-termination our average time for void repairs, cleansing and overall end to end time reduces.

We have now appointed five additional contractors to carry out void works and have allocated additional staff from the DLO. Subsequently, we are seeing an increase in the properties being completed and relet so performance for the remainder of the financial year will likely increase, however, this is due to numerous longer-term voids now being completed. We will not achieve the target of 32 days at Year End but by clearing the backlog of properties, we will move into Quarter 1 of 2022/23 in a more positive position.

#### **Average Re-Let Period – General Needs (Including Major Works) – (Days)**

The current void turnaround time for all properties is 57.6 days against the target of 38 days. This has increased by just over 7 days since last financial year. Properties requiring major works have seen increased difficulty with sourcing necessary materials and labour, resulting in an increase in the re-let time.

As with all relets, new tenants have often struggled to move due to isolation, or difficulty sourcing removals in a timely manner resulting in further delays.

With the additional contractors that are now in place and the increase in available materials, the current voids in the system should be completed and the overall voids in the system will reduce, however we won't see the average re-let time reduce until they are cleared.

We've also experienced a deterioration in the standard and condition of the properties being returned back to CoLC. This is a knock-on effect due to the reduction in the repairs carried out during the national lockdowns and the limited amount of inspections carried out on our properties by our officers.

### **% of Urgent (3 Days) Repairs Carried out Within Time Limits (HRS)**

Performance is still below target and not where we aspire to be, this mainly down to the urgent repairs (3 days) tickets. This has prompted further investigation into the reasons why. The conclusions are; materials/ supplier/ limited resources issues are still in play however this is not exclusive to ourselves and benchmarking will confirm this. More to the point the issues we can fix ourselves are to be addressed, this includes resource planners prioritising 1 & 3 day jobs over 100 day tickets that are already in the diaries, any reluctance to follow this guideline, resource planners will escalate to Team Leaders for action.

The introduction of a new Repairs co-ordinator who will reinforce best practice and improve communication between the operatives and the planners. This closer management of the function will result in improved performance and ultimately see this performance improving quickly and see it reach an acceptable level.

## **5. Strategic Priorities**

### **5.1 Improve the Performance of the Council's Housing Landlord Function**

There continues to be a strong commitment to improving the quality and efficiency of the service and this is a key aim in the Housing Revenue Account Business Plan.

## **6. Organisational Impacts**

### **6.1 Finance**

Although there are no direct financial implications arising from this report, there are several indicators that do affect the HRA including the amount of rent collected and repairs and improvements. Maintenance and Investment have seen an increase in material and labour costs, struggles with recruiting into vacant positions and an increase in repairs within Voids due to the standard of returned property.

We continually monitor the financial position on the HRA and HRS, with quarterly reports to Performance Scrutiny Committee and the Executive.

### **6.2 Legal Implications Including Procurement Rules**

There are no legal implications arising from this report.

### **6.3 Equality, Diversity and Human Rights**

The Public Sector Equality Duty means that the Council must consider all individuals when carrying out their day-to-day work, in shaping policy, delivering services and in relation to their own employees.

It requires that public bodies have due regard to the need to:

- Eliminate discrimination
- Advance equality of opportunity
- Foster good relations between different people when carrying out their activities.

Due to the nature of this report, there are no equality, diversity and human rights impacts to be assessed however their impact will be considered as part of the service delivery at all times.

### **7. Risk Implications**

- 7.1 There is a risk as identified, to the maximisation of our income to the HRA from rents collected.
- 7.2 There is a risk that households are required to stay in TA longer than we would want them to due to the slow turnover of void properties.
- 7.3 There is a risk that the cost of repairs will increase due to local and national demands on workforce and raw materials

### **8. Recommendation**

8.1 Members are asked to note and comment on:

1. The current performance outcomes during the financial year 2021/22;
2. A commitment to continue reporting on a quarterly basis and to determine a programme to have more interim in depth reviews of service specific performance.

**Is this a key decision?**

Yes/No

**Do the exempt information categories apply?**

Yes/No

**Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?**

Yes/No

**How many appendices does the report contain?**

1

**List of Background Papers:**

None

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