

## Report of the Chief Executive

**PERFORMANCE MANAGEMENT – REVIEW OF BUSINESS PLAN  
PROGRESS – HOUSING**1. Purpose of report

To report progress against outcome targets identified in the Housing Business Plan, linked to Corporate Plan priorities and objectives, and to provide an update as to the latest key performance indicators therein.

2. Background

The Corporate Plan 2016-2020 was approved by Cabinet on 9 February 2016. Business Plans linked to the five corporate priority areas of Housing, Business Growth, Environment, Health and Community Safety are approved by the subsequently approved by the respective Committees each year.

The Business Plans are reviewed and refreshed annually. This Committee recommended the latest Housing Business Plan on 17 January 2018 to Finance and Resources Committee before final approval at Full Council on 7 March 2018.

3. Performance management

As part of the Council's performance management framework, each Committee receives regular reports during the year which review progress against their respective Business Plans. This will include a detailed annual report where performance management and financial outturns are considered together following the year-end.

This quarterly report is intended to provide this Committee with an overview of progress towards Corporate Plan priorities from the perspective of the Housing Business Plan. It provides a summary of the progress made to date on key tasks and priorities for improvement in 2018/19 and the latest data relating to Key Performance Indicators (KPI). This summary is detailed in appendix 1.

**Recommendation**

**The Committee is asked to CONSIDER the progress made in achieving the Business Plan for Housing and to NOTE the current Key Performance Indicators for 2018/19.**

Background papers

Nil

## APPENDIX 1

## PERFORMANCE MANAGEMENT

1. Background - Corporate Plan

A new Corporate Plan for 2016-2020 was approved by Cabinet on 9 February 2016. It has been developed setting out the Council's priorities to achieve its vision to make "Broxtowe a great place where people enjoy living, working and spending leisure time." Over the next few years, the Council will focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.

The Corporate Plan prioritises local community needs and resources are directed toward the things they think are most important. These needs are aligned with other local, regional and national plans to ensure the ambitions set out in our Corporate Plan are realistic and achievable.

2. Business Plans

The Business Plans are linked to the five corporate priority areas, including Housing, were approved by the respective Committees at meetings held in January and February 2018.

The Council's priority for Housing is "A good quality affordable home for all residents of Broxtowe". Its objectives are to:

- Increase the rate of house building on brownfield sites (Ho1)
- Become an excellent housing provider (Ho2)
- Improve the quality and availability of the private rented stock to meet local housing need (Ho3)

The Business Plans detail the projects and activities undertaken in support of the Corporate Plan for each priority area. These cover a three-year period but will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures in the Business Plans is undertaken regularly by the relevant Committee. This will include a detailed annual report where performance management and financial outturns are considered together following the year-end as part of the Council's commitment to closely align financial and performance management.

3. Performance Management

As part of the Council's performance management framework, the Housing Committee receives regular reports of progress against the Business Plan. This report provides a summary of the progress made to date on key tasks and priorities for improvement in 2018/19 (as extracted from the Pentana performance management system). It also provides the latest data relating to Key Performance Indicators (KPI).

The Council monitors its performance using the Pentana performance management system. Members have been provided with access to the system via a generic user name and password, enabling them to interrogate the system on a 'view only' basis. Members will be aware of the red, amber and green traffic light symbols that are utilised to provide an indication of performance at a particular point in time.

The key to the symbols used in the Pentana performance reports is as follows:

Action Status Key		
	Completed	The action/task has been completed
	In Progress	The action/task is in progress and is currently expected to meet the due date
	Warning	The action/task is approaching its due date (and/or one or more milestones is approaching or has passed its due date)
	Overdue	The action/task has passed its due date
	Cancelled	This action/task has been cancelled or postponed

Key Performance Indicator and Trends Key	
	Alert
	Warning
	OK
	Unknown

**Housing Key Tasks and Areas for Improvement - 2018/19**

Status	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
	HS1520_10	Enhanced Housing Needs Analysis	Housing Needs Analysis	<div style="width: 70%;"><div style="background-color: #4F81BD; height: 10px; width: 70%;"></div></div> 70%	31-Mar-2019	Report on the study of Social and Affordable Housing Need presented to Housing Committee on 4 December 2018.
	HS1520_20	Reduction of empty homes	Reduction of empty homes	<div style="width: 0%;"><div style="background-color: #4F81BD; height: 10px; width: 0%;"></div></div> 0%	31-Mar-2019	Work scheduled for quarter 3 2018/19.
	HS1520_23	IT system improvements	Actions & PIs IT system improvements	<div style="width: 57%;"><div style="background-color: #4F81BD; height: 10px; width: 57%;"></div></div> 57%	31-Dec-2018	Capita Open Housing Project is being delivered to target and Phase 1 of the project has a go live date of 10 December 2018. This will include Repairs, Voids, Contract Management, Asbestos, Gas and Electrical Testing. Phase 2 implementation including Right to Buy, Service Charges and Planned Maintenance is scheduled for quarter 4 2018/19.
	HS1520_29	Produce a Housing New Build Delivery Plan	Add to Social Housing Stock Produce Affordable Homes to rent	<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 100%	4-Dec-2018	Draft housing delivery plan presented to Housing Committee on 4 December 2018.
	HS1520_30	Have a pipeline of schemes to produce more housing in Broxtowe to put forward for funding opportunities	Attract more resources to deliver houses in Broxtowe	<div style="width: 25%;"><div style="background-color: #4F81BD; height: 10px; width: 25%;"></div></div> 25%	31-Mar-2019	A site update is reported to Jobs and Economy Committee as a standing item. This includes details on progressing sites and provides the basis for the pipeline of sites to utilise finding opportunities when these become available. There has been some success in bidding for funds in relation to Chewton Street and Walker Street sites in Eastwood and also Beeston Square. Further progress is expected to be made as the vacant post in Economic Development was filled in August 2018.

Status	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
	HS1520_31	Implement findings of Retirement Living Review	Following approval by Housing Committee changes are made to adapt the Retirement Living Service to improve support to older people living in Broxtowe.	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">42%</div>	31-Mar-2019	An implementation plan is place to deliver the new Independent Living Service from 1 December 2018. Recruitment to vacant positions is underway and two new Activities Coordinators have been recruited. A Training Plan for the Independent Coordinator Team is being delivered. Residents are being updated via "Meet the Manager" sessions, a regular newsletter and scheduled "Older Persons Week" events.
	HS1520_32	Introduce a Leaseholder Service	Implement and efficient/effective service for leaseholders following appointment of a new Leaseholder Officer	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">75%</div>	31-Dec-2018	The Leaseholder Officer is completing a review of the services offered to Leaseholders. Including updating all procedures and improving the service charge process. A new Leasehold Management Policy was approved by this committee on 14 March 2018. The team are developing a Section 20 Procedure which sets out the process for managing major works. The 2017/18 Service Charge collections process has been conclude. Feedback received from leaseholders will be used to shape the process for 2018/19.
	HS1520_33	Introduction of Tenancy Sustainment Service	Tenancy Sustainment Officer and Financial Inclusion Officer will provide a new service to encourage tenancy sustainment	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">78%</div>	31-Dec-2018	The Tenancy Sustainment Service commenced in March 2018. Both the Financial Inclusion Officer and Tenancy Sustainment Officer have full caseloads and to date have supported over 100 residents with a variety of complex issues. A performance management framework is being introduced to monitor the outcomes of the service.  The Financial Inclusion Officer has brought in an additional £ 17,000 of rent owed in the last six months. This has been achieved by ensuring tenants are obtaining the benefits they are entitled to.

**Key Performance Indicators Housing – 2018/19**

PI Status	PI Code & Short Name	Data Collected	2016/17	2017/18	Q2 2018/19		Trend	Notes
					Value	Target		
	HSLocal_20 Housing Applicants in Bands 1 and 2 housed within 12 weeks	M	-	-	25.0%	45%	Negative	During Quarter 2, 22 out of 87 properties were let to applicants in Bands 1 and 2 within 12 weeks.
	HSLocal_21 Housing Service Complaints responded to within timescale	M	-	-	94.1%	100%	Positive	The Housing Department received 34 complaints during quarter 2. All complaints were acknowledged within timescale and 32 of the 34 received a full response within the target time. A new complaints process is in place which focuses on ensuring the responses are thoroughly investigated and a learning log is completed, which identifies any improvements that can be made.
	HSLocal_22 Housing ASB complaints contacted within timescale to agree action plan	M	-	-	100%	92%	Positive	There were a total of 59 ASB complaints that were opened over Quarter 2. All of these were contacted within the agreed timescales.
	HSLocal_BM05 Reactive appointments made and kept	M	93.0%	93.2%	97.2%	98.0%	Positive	1,995 out of 2,053 appointments were kept during Quarter 2. There is an improvement from Quarter 1 as work has been undertaken to reduce the number of sub-contractor appointments not being kept.
	HSLocal_BM06 Reactive repairs first time fixes	M	91%	88%	87%	97%	Stable	During Quarter 2, 2,188 out of 2,524 jobs were completed on the first visit. Work is on-going to review van stocks.
	NI 155 Number of affordable homes delivered (gross)	Y	20	8	-	85	Negative	The Part 2 Local Plan is scheduled for examination hearing sessions in December 2018. This gives a realistic prospect of adoption of the plan by Spring 2019.

PI Status	PI Code & Short Name	Data Collected	2016/17	2017/18	Q2 2018/19		Trend	Notes
					Value	Target		
	HSTOP10_01 Overall Satisfaction	M	93.39%	87.31%	86.9%	87%	Stable	61 satisfaction forms were received during quarter 2. The reduction in number of surveys is due to the decrease in Keep In Touch visits and the exclusion of Capital Works surveys which were previously included. The number of surveys will be increased following the implementation of Capita Open Housing Phase 1 which will improve the facility to survey tenants.
	HSTOP10_03 Average Relet Time	M	34.3	35.4	49.2	23	Negative	87 properties were let during quarter 2. The cumulative average relet time at the end of Quarter 2 was 49.16 days. This is split by 33.7 days for general needs and 77.0 for Retirement Living Services. The number of properties void for more than 12 weeks has reduced by over 50% during August and September 2018. All teams involved are working together to reduce the general needs void time. A reduction from 38 days in August 2018 to 34 days in September 2018 was achieved. The recruitment of new staff has assisted with this.