

**Report to Housing Management Sub Committee Meeting to be held  
on 6<sup>th</sup> October 2010**

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**1. Subject**

Housing Management Service Standards – Outcome Report for 2009/10

**2. Summary**

The purpose of this report is to show performance against the approved Housing Management Service Standards as contained at appendix 1.

**3. Link to Internal Management Plan**

Having service standards in place and analysing and reporting on the outcomes of these to members and customers supports the following objectives in the Co-operative's Internal Management Plan:

- 1a) To deliver the service to clients satisfaction and expectations
- 2b) To develop a system for clients to communicate what they want
- 2c) To encourage the realisation of the Co-operative ethos

**4. Housing Management Service Standards**

Background

The Housing Management service standards were approved by the Housing Management Sub Committee in 2008. Workload and staffing restrictions meant that a report was not produced for the year end to March 2009. However, the information contained at appendix 1 notes performance from 1<sup>st</sup> April 2009 to 31<sup>st</sup> March 2010.

Analysis of performance and areas identified for improvement

- Very positively, the majority of housing management service standards have either been achieved or were just below target reflecting good all round performance.
- Assessing the length of time it takes to input a registration form onto the system has not proved a particularly useful statistic to gather and so a decision was made to stop doing this. The key issue is to ensure that priority pass forms are assessed as quickly as possible and this is monitored closely. It is therefore recommended that this service standard is removed.
- 82% of priority passes were assessed within 5 working days against a target of 100%. This was directly as a result of a two week period in the final quarter of the year when staff cover was difficult.
- An annual survey of applicants' views on the homehunt NES service has proved unrealistic within current staffing levels. Therefore it is recommended that this service standard be changed to every third year.

- Monitoring the number of How to Apply leaflets has proved difficult given they can be distributed from various sources within the company. The key issue is being clear about the uptake of translation services. It is therefore recommended that this service standard is changed to reflect that it is only the use of the translations service that is monitored.
- The key area where we have not met the defined standards relates to Estate Management – the Environment. Regular garden and communal area inspections have been difficult to achieve and we have been unable to visit all new members within one month of them moving in. It is recognised that in terms of priorities voids, rent arrears and anti social behaviour have to take priority and this means that issues such as those above often have to wait. In relation to one month settling in visits it is increasingly being found that working members are not willing to take time off work to accommodate settling in visits which can often contribute to the delay out with one month. However, the standards and targets we believe should remain and we will strive to achieve these. The only change recommended is to alter the service standard in relation to gardens to read “we will inspect every garden at least once during April to September”

#### Publicising these outcomes to members and customers

It is recognised that members and customers need to be made aware of performance and outcomes. We would therefore recommend the following:

- That this report is available in its entirety on the company website.
- That the information contained in appendix 1 should be issued to all members along with a summary of action taken. This could be done alongside a newsletter mail out. A tear off slip could be included giving members the opportunity for feedback.

### **5. Financial Implications**

There are no financial implications as a result of this report.

### **6. Risk Assessment**

By having service standards in place the Co-operative strengthens members and other customers’ ability to be clear about the service they should be receiving and how the Co-operative is performing as a landlord. It also fulfils the strategic and operational aims of the Internal Management Plan to deliver the service to member and customer satisfaction and expectations.

The key operational risk arises if the standards are put in place but not monitored effectively or outcomes are not reported on. This risk is mitigated by the fact that most of the monitoring information required for the standards is already collected via the quarterly CMR and homehunt NES quarterly report.

## **7. Sustainability**

See Risk Assessment above.

## **8. Staffing Issues**

There are no significant staffing issues in relation to this report.

## **9. Equal Opportunities**

Making the service standards and the performance information available to all customers for information and comment will support the Co-operative's Equality and Diversity Opportunities Policy.

## **10. Recommendations**

The following recommendation is made:

- That sub committee members note this report and the performance against the service standards.
- That the recommendations made under section 4 are approved

## Appendix 1

### HOUSING MANAGEMENT SERVICE STANDARDS

<b>Management of applications for housing</b>	
<b>Service Standard</b>	<b>Performance against standard</b>
We will aim to process all fully completed registration forms within 1 working day of receipt	Monitoring of this has not proved useful or practical as some registration forms can take weeks to become live on the system when awaiting information from applicants
We will aim to assess and input all fully completed priority passes within 5 working days of receipt	82% of passes assessed within 5 working days. 97% assessed within 7 working days
<b>Information and Advice service on applications for housing</b>	
<b>Service Standard</b>	<b>Performance against standard</b>
We will provide comprehensive advice and information to applicants on their housing options and survey housing applicants annually to ask them for their views on this service.	<ul style="list-style-type: none"> <li>• Comprehensive information and advice being provided on an ongoing basis</li> <li>• Applicants have not been surveyed annually. Last survey completed 2008, next survey will be during this financial year</li> </ul>
<p>We will provide leaflets on 'How to Apply' in other languages to ensure maximum access to our housing</p> <p>We will monitor the number of leaflets distributed and the use of the translation services.</p>	<p>This is done on an ongoing basis</p> <p>There has been a huge interest in leaflets via the website with over 6,000 hits in the 0910 financial year. The leaflets returned during the financial year stand at 24 with 21 people advising that they did not need translation services, 2 applicants had translation appointments arranged for them (Polish) and one person was awaiting assistance as at 31<sup>st</sup> March.</p>
<b>Voids</b>	
<b>Service Standard</b>	<b>Performance against standard</b>
We will publish our void standards so that prospective members know	These are handed out during the allocations process

what to expect in our properties	
We will monitor demand for our empty properties via the number of bids made for every void	Bids are monitored for all properties. A total of 8651 bids received so an average of 79 bids per property
We will monitor the reasons why empty properties are refused	A total of 158 refusals received with the highest reason for refusal (47) was applicants being considered for another property
We will aim to let 100% of our properties within 16 days	Average void days was 12.2
We will aim to ensure that rent lost on empty properties for the year is less than 0.59% of the total rents the Co-operative received	Rent loss was 0.42%

<b>Allocations</b>	
<b>Service Standard</b>	<b>Performance against standard</b>
We will review our Allocations Policy every year to make sure it is meeting housing need within the terms of the Housing (Scotland) Act 2001	Annual review carried out with a major review including consultation every three years
We will monitor the type of housing need demonstrated by applicants	The breakdown of priority passes awarded is recorded on an ongoing basis which shows key areas of need
We will monitor applicants housed by age, gender and ethnicity	This is done on an ongoing basis
We will survey all members housed for their views on the allocations process	Questionnaire completed at one month settling in visit. These have yet to be analysed

<b>Estate Management – the Environment</b>	
<b>Service Standard</b>	<b>Performance against standard</b>
We will inspect every garden twice during April to September	The following percentage of gardens were inspected every quarter: April to June – 13% July to Sept – 44% Oct to Dec – 46% Jan to Mar – 16%
We will inspect every communal area every quarter	The following percentage of communal areas were inspected every quarter: April to June – 6% July to Sept – 20%

	Oct to Dec – 15% Jan to Mar – 10%
We will publish the standards we expect members to maintain in their gardens and communal areas	These are available as a Fact Sheet
We will visit 100% of new members 1 month after moving in to make sure they are clear about their responsibilities as members	75% of the required settling in visits were completed within one month of moving in.
We will monitor the number of properties abandoned by members to establish if there are particular areas or types of properties that this is happening in	3 full abandonments were completed and an initial analysis shows that there is generally high levels of debt involved but no other trends such as household size etc

### **Management of Anti social behaviour**

<b>Service Standard</b>	<b>Performance against standard</b>
We will respond to all serious anti social behaviour & harassment/neighbour complaints within 1 working day	There were 11 complaints categorised as serious. 10 were responded to within 1 working day representing 91%
We will respond to all other complaints within 5 working days	There were 53 further complaints of which 52 were responded to within 5 working days representing 98%
We will monitor referrals to other agencies who can help and provide support in dealing with antisocial behaviour & harassment	There were a total of 59 referrals to other agencies
We will monitor the number of Notice of Proceedings issued for antisocial behaviour or harassment	There were 5 Notice of Proceedings issued in relation to antisocial behaviour and harassment
We will monitor the use of Acceptable Behaviour Contracts	There were no Acceptable Behaviour Contracts
We will monitor the use of Antisocial Behaviour Orders	There were no Antisocial Behaviour Orders
We will monitor evictions carried out and the reasons for these	There were 2 evictions but they were not for anti social behaviour

### **Maximising Income, Management of Rent Arrears and Providing support to members in financial difficulty**

<b>Service Standard</b>	<b>Performance against standard</b>
We will aim to keep rent arrears below 2.71% of the annual rents that the Co-operative collects	Performance was 1.78%
We will aim to ensure that no more than 16% of members fall into arrears	Performance was 16%

We will aim to ensure that former members arrears stay below 2.05% of annual rents	Performance was 0.51%
We will monitor our referrals to our support projects ASSIST and SMART	7 Referrals to ASSIST 27 Referrals to SMART