



TENANT SCRUTINY BOARD

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Thursday, 5th June, 2014 at 10.00 am

MEMBERSHIP

Adam Abeid
Carol Bennett
Sandra Bland
Jim Fergusson
Allan Gibson
John Gittos
Michael Healey
Maddy Hunter
Steve Ilee (Chair)
Roderic Morgan
Keith Newsome
Phillip Rone
Kevin Sharp
Barry Stanley (Vice Chair)
Teresa Tucker
Maddie Ullah
Damien Walsh
Jackie Worthington

Please note: Certain or all items on this agenda may be recorded

Agenda compiled by:
Guy Close
Scrutiny Unit
Civic Hall
LEEDS LS1 1UR
Tel: 39 50878

Head of Scrutiny and Member
Development:
Peter Marrington
Tel: 39 51151

A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p>No exempt items have been identified.</p>	
2			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
3			<p>APOLOGIES FOR ABSENCE</p> <p>To receive any apologies for absence.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
4			<p>MINUTES - 16 APRIL 2014</p> <p>To confirm as a correct record, the minutes of the meeting held on 16 April 2014.</p>	5 - 8
5			<p>SOURCES OF WORK FOR THE TENANT SCRUTINY BOARD</p> <p>To receive a report of the Head of Scrutiny and Member Development on potential sources of work for the Tenant Scrutiny Board.</p>	9 - 52
6			<p>DESIGN OF FUTURE PERFORMANCE REPORTS</p> <p>To consider a report from the Head of Scrutiny and Member Development requesting members of the Board to consider what information they feel they need to effectively scrutinise Housing Services and the preferred format in which to receive this.</p>	53 - 54
7			<p>DATE AND TIME OF NEXT MEETING</p> <p>To be confirmed.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
			<p>THIRD PARTY RECORDING</p> <p>Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts named on the front of this agenda.</p> <p>Use of Recordings by Third Parties– code of practice</p> <p>a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title.</p> <p>b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete.</p>	

TENANT SCRUTINY BOARD

WEDNESDAY, 16TH APRIL, 2014

PRESENT: Steve Ilee in the Chair.

Adam Abeid, Carol Bennett, Sandra Bland,
Jim Fergusson, Michael Healey, Maddy
Hunter, Roderic Morgan, Keith Newsome,
Phillip Rone, Kevin Sharp, Barry Stanley,
Damien Walsh and Jackie Worthington

1 Election of Chair and Vice Chair

The Head of Scrutiny and Member Development submitted a report which outlined arrangements for the appointment of Chair and Vice-Chair of the Board.

It was advised that three Board Members had expressed an interest. Steve Ilee to stand for Chair and Barry Stanley and Teresa Tucker to stand as Vice Chair. In the circumstances a ballot was only required for Vice Chair. Following a vote by those Members present at the meeting, Barry Stanley was elected Vice Chair.

RESOLVED – That Steve Ilee be elected Chair of the Board and Barry Stanley be elected Vice Chair of the Board for the 2014/15 municipal year.

2 Exempt Information - Possible Exclusion of the Press and Public

No exempt information had been identified.

3 Late Items

There were no late items.

4 Apologies for Absence

Apologies for absence were submitted by Allan Gibson, Teresa Tucker and Maddie Ullah.

5 Minutes - 10 March 2014

RESOLVED – That the minutes of the meeting held on 10 March 2014 be approved as a correct record.

6 Matters arising

The following matters arising were noted:

Draft minutes to be approved at meeting date to be confirmed

- Board Members contact details to be forwarded to all Members of the Board.
- The Board to be provided with a report back of all recommendations from previous inquiries, details of whether they had been delivered and their recommendation status.
- Clarification sought regarding reimbursement of expenses. Work was ongoing to align new arrangements. Board Members were advised to contact local involvement teams until new arrangements were in place.

7 Tenant Scrutiny Board - Terms of Reference

The Head of Scrutiny and Member Development submitted a report which presented the draft terms of reference for the Tenant Scrutiny Board.

RESOLVED – That the draft terms of reference be approved.

8 Tenant Scrutiny Board - Procedure Rules

The Head of Scrutiny and Member Development submitted a report which presented the draft procedure rules for Tenant Scrutiny Board.

The key areas of discussion were:

- A proposal for quorum of the Board to be 50% plus 1 of the Board's membership.
- A proposal that the Board meets on a monthly basis with the potential for additional meetings dependent on the nature of the inquiries undertaken.
- Clarification regarding transparency and openness of information and whether arrangements were in place for Board Members to access confidential information, particularly financial and performance information. Members were advised that most financial and performance information was publically available, however there were some examples, e.g. commercially sensitive information, that was not available to Board Members. This information was disclosed on a need to know basis.

RESOLVED –

- (a) That the draft procedure rules be approved
- (b) That quorum for the Board be 50% plus 1 of the Board's membership
- (c) That the Board meets on a monthly basis with the potential for additional meetings dependent on the nature of the inquiries undertaken
- (d) That a footnote be added to the procedure rules to confirm that when used the term Scrutiny Board refers to the Tenant Scrutiny Board.

9 Protocol between the Tenant Scrutiny Board and Scrutiny Board (Housing and Regeneration)

The Head of Scrutiny and Member Development submitted a report which presented a protocol between the Tenant Scrutiny Board and Scrutiny Board (Housing and Regeneration).

It was suggested that an amendment be made to the protocol under the heading 'The role of the Tenant Scrutiny Board' to read as follows 'The role of the Tenant Scrutiny Board is to provide independent, customer led and focussed scrutiny which will robustly challenge policy practice and performance to ensure that Leeds City Council provides a high quality housing service that retains tenants at the heart of the organisation.'

RESOLVED – That subject to the above amendment, the protocol between the Tenant Scrutiny Board and Scrutiny Board (Housing and Regeneration) be approved.

10 Learning and Development

The Head of Scrutiny and Member Development submitted a report which presented an opportunity for Board Members to consider learning and development options.

The Chair welcomed to the meeting, Tim Young, Independent consultant and trainer, to outline the various options for consideration. These included;

- Topic selection and work programming
- Scoping and carrying out a scrutiny review
- Questioning and listening skills
- Assessing information, drawing conclusions and drafting effective recommendations.

The key areas of discussion were:

- Identifying possible topics for inclusion in the work programme, including key performance and financial information relevant to the Board. In addition, reference was made to minutes of Housing Advisory Board and other key information sources, which could be used to help inform the Board's work programme.
- Suggestion that the next meeting be used primarily as a training session to facilitate discussion around possible topics and sources of work for inclusion in the Board's work programme.

RESOLVED – That the next meeting of the Board be used primarily as a training session to facilitate discussion around possible topics and sources of work for inclusion in the Board's work programme.

11 Meeting Venues

The Head of Scrutiny and Member Development submitted a report which presented options for the consideration of future meeting venues.

Members emphasised the importance of meeting venues that were publically accessible and where there were adequate parking facilities. In view of this, Peter Marrington, Head of Scrutiny and Member Development, undertook to enquire about parking provision for Board Members at the Rosebowl car park, adjacent to the Civic Hall. In addition, Lorna Bustard, Community Engagement and Inclusion Manager, undertook to investigate other suitable meeting venues across the city that met the above criteria.

RESOLVED –

- (a) That the Board for its initial meetings endorses the principle of holding formal Board meetings at the Civic Hall, subject to clarification regarding parking arrangements for Board Members at the Rosebowl car park and that these meetings be supplemented by city wide visits when gathering inquiry evidence.
- (b) That the Board investigates other suitable meeting venues across the city that met the above criteria.

12 Schedule of Future Meeting Dates

Board Members were advised that the next meeting would be used primarily as a training session to facilitate discussion around possible topics and sources of work for inclusion in the Board's work programme.

(The meeting concluded at 3.00pm)

Report of Head of Scrutiny and Member Development

Report to Tenant Scrutiny Board

Date: 5th June 2014

Subject: Sources of work for the Tenant Scrutiny Board

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. At the Boards last meeting it was agreed that to assist the Tenant Scrutiny Board in effectively managing its workload for the forthcoming municipal year members would be provided with performance information and guidance on potential sources of work and areas of priority within the Board's terms of reference. It was further agreed that to help with this process, an external facilitator would be invited to today's meeting.

2. This report provides the following information;
 - Housing Support – Performance Framework march 2014
 - Performance information presented to Scrutiny Board (Housing and Regeneration) March 2014
 - A list of Housing related topics considered by Scrutiny Board (Housing and Regeneration) over the past two years
 - Previous Tenant Scrutiny Recommendations and Actions 2012 -14
 - A series of potential items draw up by the Chair for consideration

3. It is recognised that individual Board members will also have ideas of potential areas for Scrutiny and these are welcome.

4. The Chair has indicated that should the Board reach a quick decision at today's meeting on the topics to be considered, the external facilitator would be asked to refocus his efforts and help members draw up terms of reference for an inquiry.

Recommendation

5. Members of the Board are requested to use the attached information and the discussion with the external facilitator to:
 - (i) confirm the areas of Scrutiny for the forthcoming municipal year
 - (ii) authorise the Chair, in conjunction with officers, to draw up draft inquiry terms of reference for subsequent approval by the Tenant Scrutiny Board.

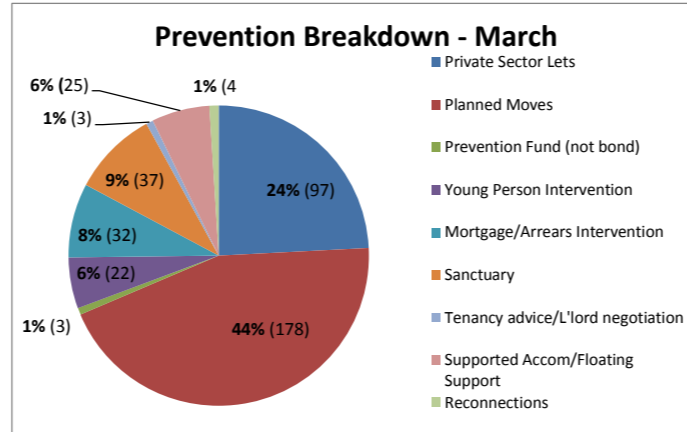
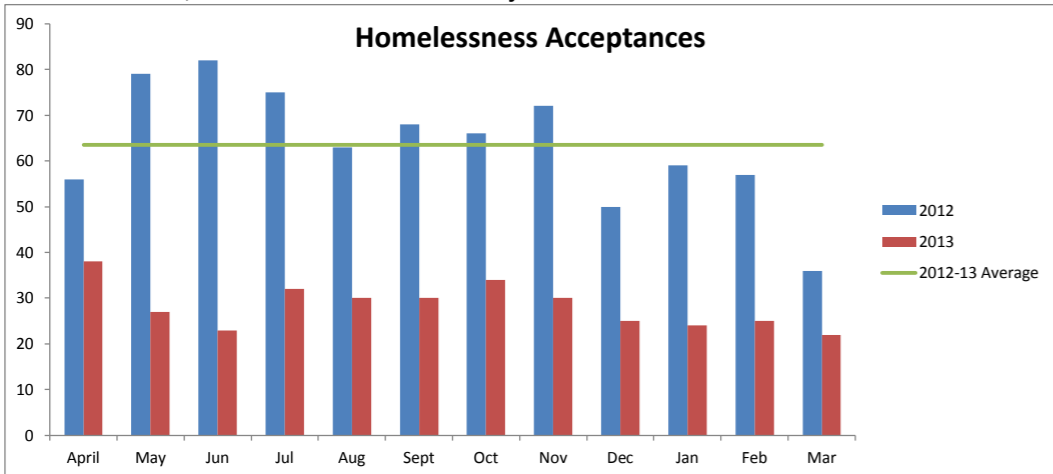
Background papers¹

6. None

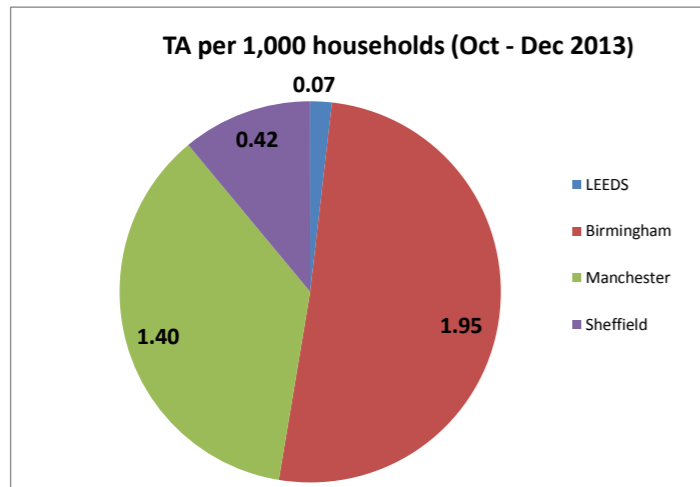
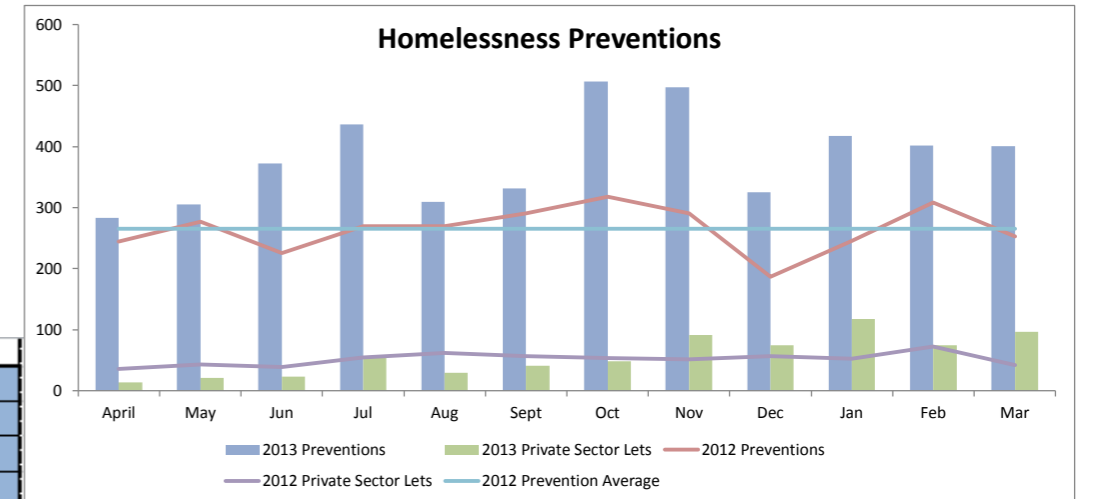
¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Housing Support - Performance Framework March 2014

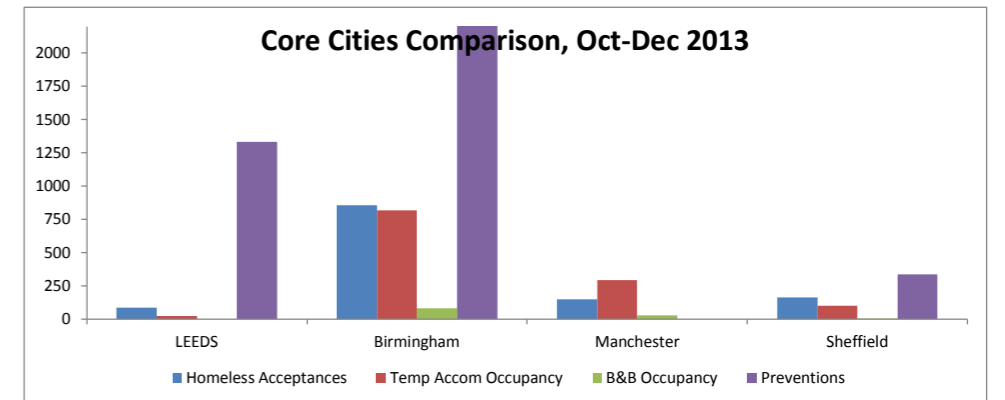
Nationally, statistics show a 4% drop in households owed a main homelessness duty, however Leeds' acceptances have decreased significantly, by 55% over the same period (Jul-Sep 2012-13). London, in contrast, has seen an increase of 13%. At 340, 2013-14s overall total is just half of the 2012-13 total of 763



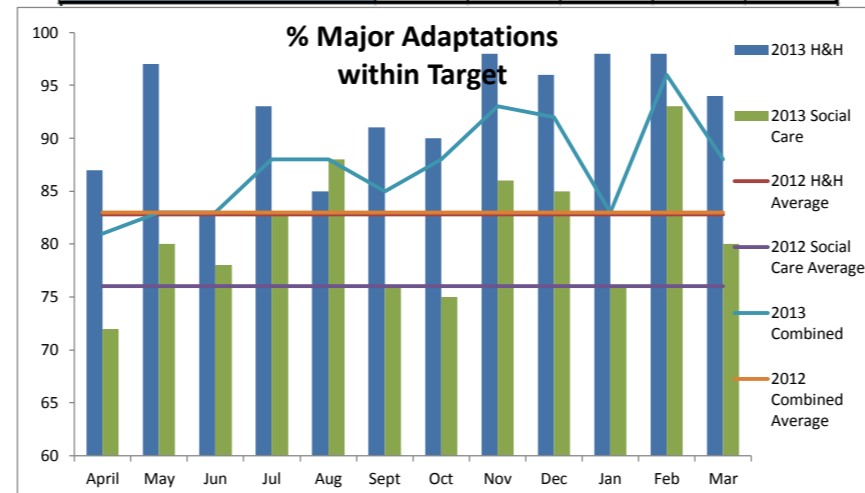
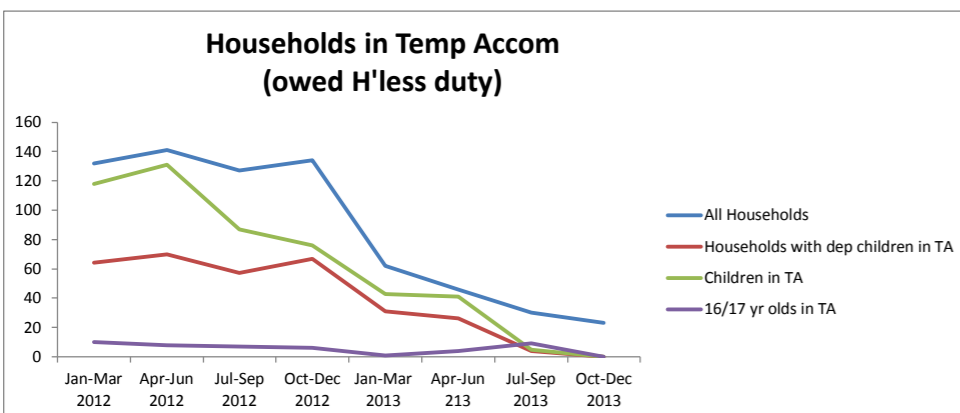
Preventions for March totalled 397, with overall preventions for 2013/14 totalling 4,587. Prevention levels are considerably higher than in 2012/13 due to proactive prevention work and improved reporting.



	Nov	Dec	Jan	Feb	Mar
Total Temp Accom Occupancy	163	155	154	145	152
Total Households with dependents	76	76	82	76	76
Total Number Children	122	112	108	100	97
Total 16/17 Year olds:	9	10	5	5	5
Of which:					
Self-Contained (Total)	83	80	84	80	86
of which Families in PSL	1	1	0	0	0
of which Families in HA	57	56	63	58	57
of which other H/Holds in HA & PSL	25	23	21	22	29
Number children in PSL	0	0	0	0	0
Number children in HA	98	86	86	79	74
B&B (Total)	0	0	0	0	0
of which Families	0	0	0	0	0
of which other H/Holds	0	0	0	0	0
Hostel (Total)	54	52	44	47	43
of which male	39	40	36	38	36
of which female	7	5	5	4	4
of which young people	8	7	3	5	3
of which Families	0	0	0	0	0
Refuge (Total)	26	23	26	22	23
of which Families	18	19	19	18	19
of which Single female	8	4	7	4	4
Number of children	24	26	22	21	23

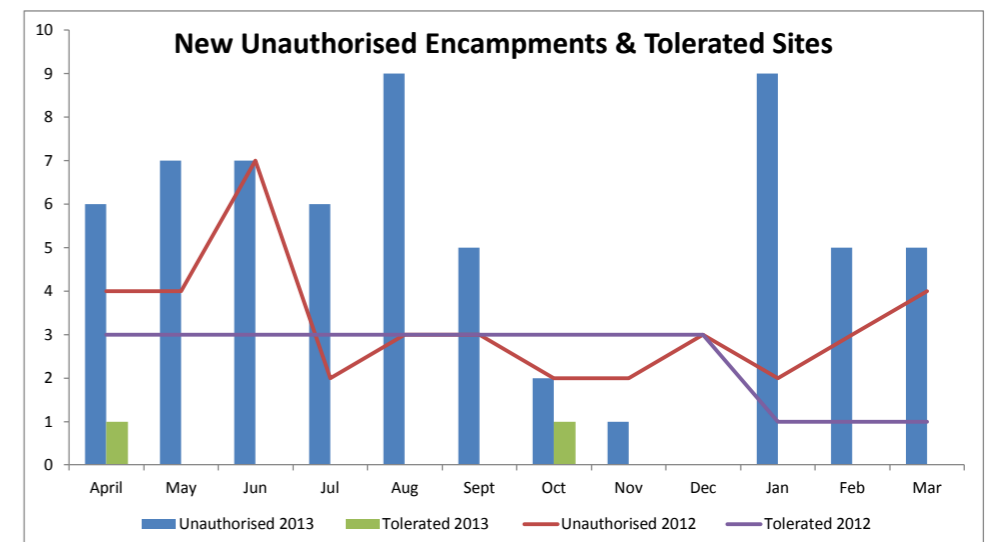


Vacant units in self-contained properties are being used to accommodate looked after children aged 16 - 21 years old as part of joint working with Children's Services and Housing Options. Garforth House is now accepting referrals for non-statutory homeless households pending review of future requirement for the service.



Health and Housing performance has steadily improved due to further streamlining of the delivery process, cost saving initiatives and smarter working practices. The team are now consistently in the 90's and aim to achieve 100% completion each month.

There were a total of 62 new encampments & 2 tolerated sites in 2013/14

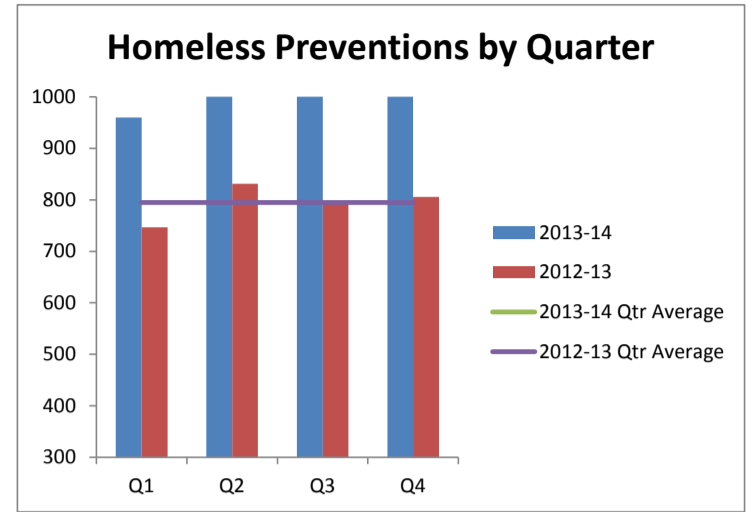
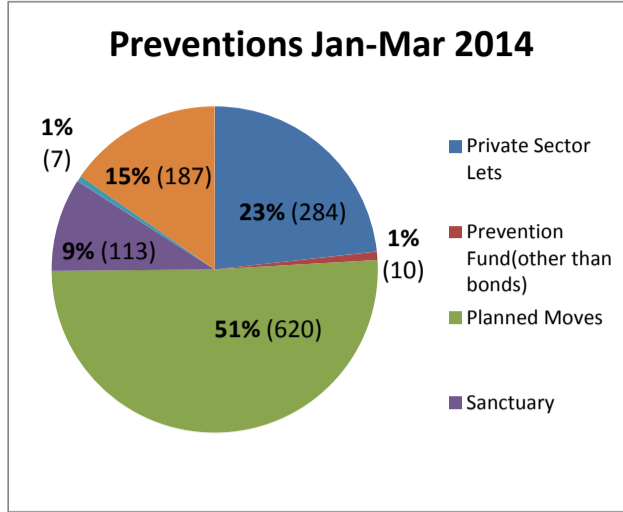
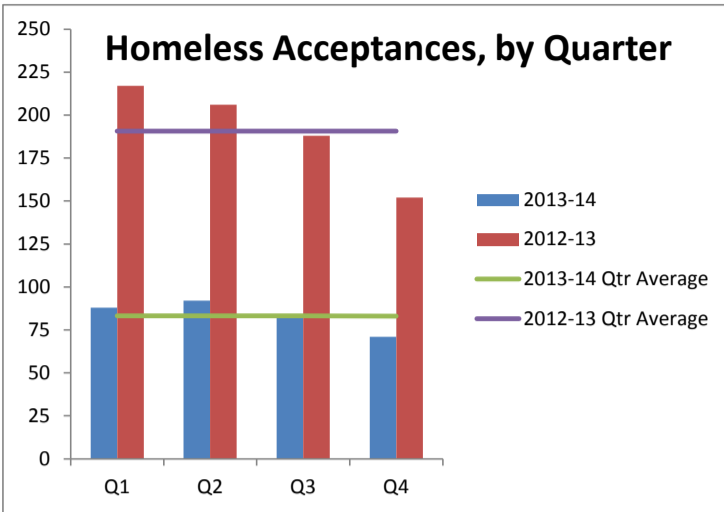


Housing Support Performance Grid 2013-14

		2012/13		2013-14																		
				Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarterly Summaries				Totals		
Performance Area		TOTAL	Monthly Average	April	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Total	Monthly Average	
Leeds Housing Options	Statutory Duty	Number Homeless Acceptances	763	64	38	27	23	32	30	30	34	30	25	24	25	22	88	92	89	71	340	28
		Number Households in PSL/ALMO Temporary Accommodation		116	41	30	26	19	6	2	2	1	2	1	0	1	26	2	2	1		
		Of which, in B&B		9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Preventions	Total Homeless Preventions	3193	266	283	305	372	436	309	332	507	497	325	418	402	401	960	1077	1329	1221	4587	382
		Of which, Private Lets (Scheme & Prevention Fund)	619	52	14	21	23	56	29	41	48	91	74	117	70	97	58	126	213	284	681	57
		Of which, Prevention Fund (from Jan 14: payments other than bonds)	386	32.2	37	50	36	46	36	38	37	33	30	2	5	3	123	120	100	10	353	29
Of which, Sanctuary/Safeguarding protocols				52	55	66	54	37	44	35	59	47	48	40	37	173	135	141	125	574	48	
	Of which, Reconnections	68	5	9	4	9	7	4	6	4	7	4	1	2	4	22	17	15	7	61	5	
	Of which, other			171	175	238	273	203	203	383	307	170	250	285	260	584	679	860	795	2918	243	
Gypsy & Travellers Service	New Unauthorised Encampments (LCC Land)	35	3	5	6	6	4	8	5	2	1	0	6	4	5	5.7	5.7	1.0	5.0	52	4	
	New Unauthorised Encampments (Private Land)	11		1	1	1	2	1	0	0	0	0	3	1	0	1.0	1.0	0.0	1.3		1	
	Number Tolerated Sites*			1	0	0	0	0	0	1	1*	1*	1*	1*	0	0.3	0.0	1.0	0.0		0	
Health & Housing	% Major Adaptations completed within target timescales (H&H)		83%	87	97	83	93	85	91	90	98	96	98	98	94	89.0	89.7	94.7	96.7		93	
	% Major Adaptations completed within target timescales (Social Care)		76%	72	80	78	83	88	76	75	86	85	76	93	80	76.7	82.3	82.0	83.0		81	
	% Major Adaptations completed within target timescales (Combined)		83%	81	83	83	88	88	85	88	93	92	83	96	88	82.3	87.0	91.0	89.0		87	
	% of Budget spent		46%													#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		#DIV/0!	
	Number of interventions from hospital referrals	143	14													0.0	0.0	0.0	0.0	0.0	0.0	#DIV/0!

*NB, G&T figures with * denote existing, rather than new, sites

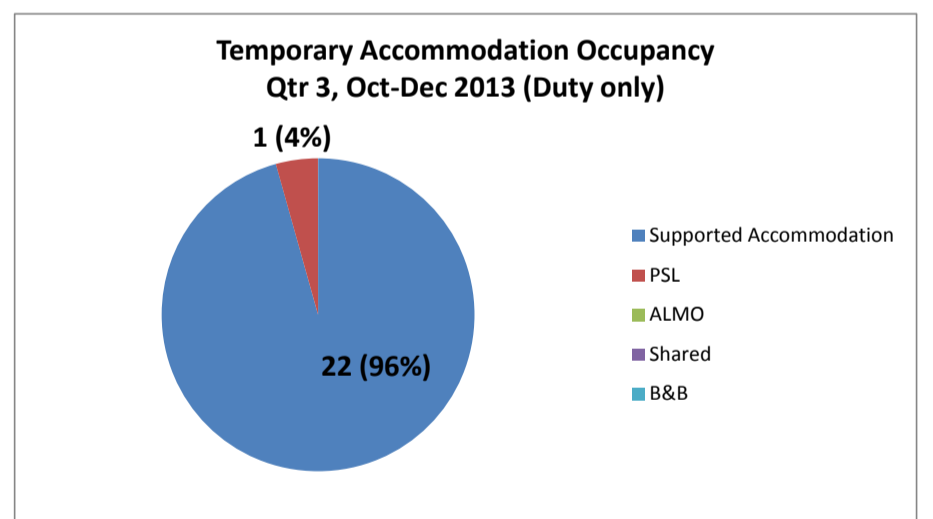
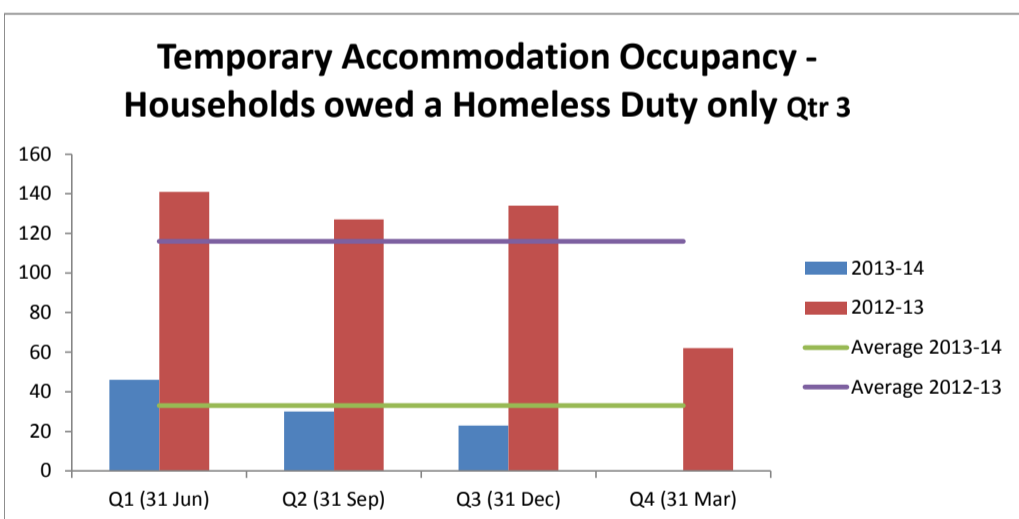
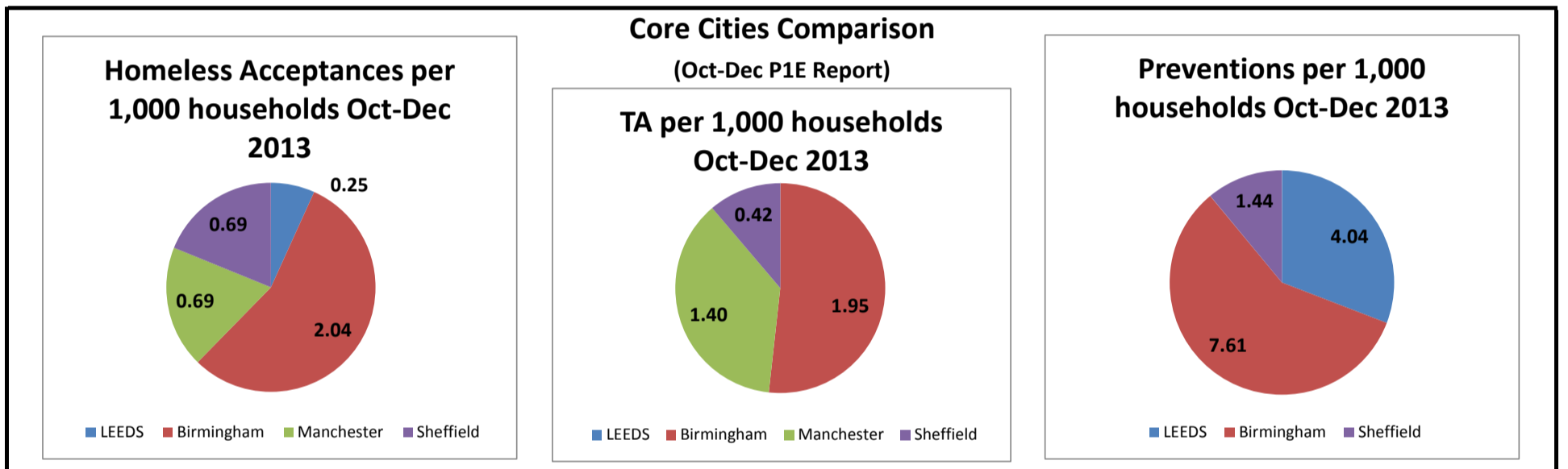
Housing Support - Quarter 4 2013



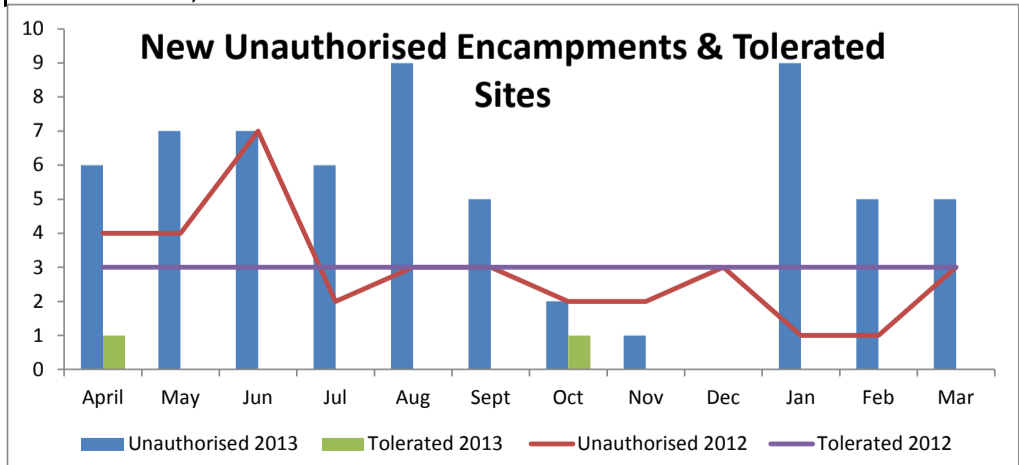
Homelessness Acceptances have continued to reduce considerably from the previous year, as a direct result of proactive prevention work. At 340, 2013-14s overall total is just half of the 2012-13 total of 763 and is significantly lower than other core cities.

Homelessness Prevention figures for 2013-14 have increased significantly, from 3,193 to 4,587. Comparisons with core city performance highlights that Leeds is reporting lower figures, however, the definition of homeless preventions is not fixed and it is possible that not all preventions are being captured. Improvements to reporting are reflecting higher rates of prevention work.

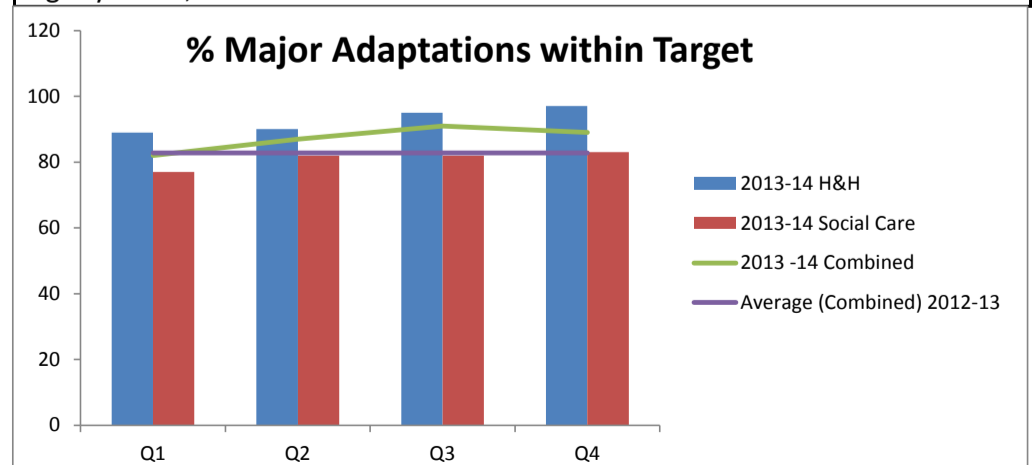
Temporary Accommodation occupancy continues its steady decrease, remaining significantly lower than previous quarters, as more households are supported to live in appropriate accommodation. In comparison with other core cities, not only are Leeds' occupancy levels considerably lower, but B&B use continues to be avoided.



Gypsy & Travellers With a total of 62 new encampments during 2013-14, unauthorised encampments saw an increase on 2012-13 figures (as a result of significantly lower than usual 2012/13 encampments due to short term tolerated sites)



Health & Housing At 92%, H&H's quarterly average for % major adaptations completed within target consistently exceeds last years average of 83. Social Care performance, and subsequently the combined total, for the quarter is slightly lower, at 80% and 88%



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Housing Management Priorities March 2014
Top Level: City Wide

Priority 2: Void Dwellings

Lead: Steve Hunt

Chart 1

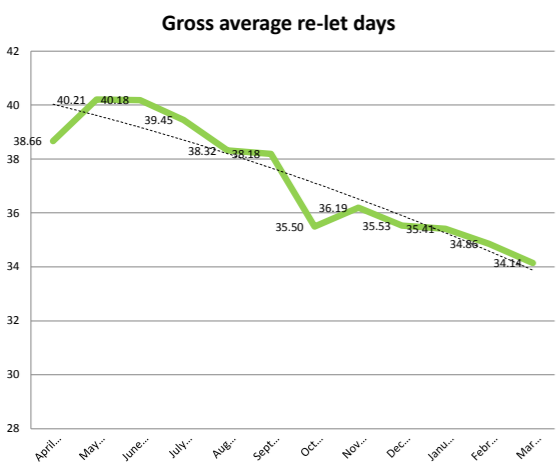
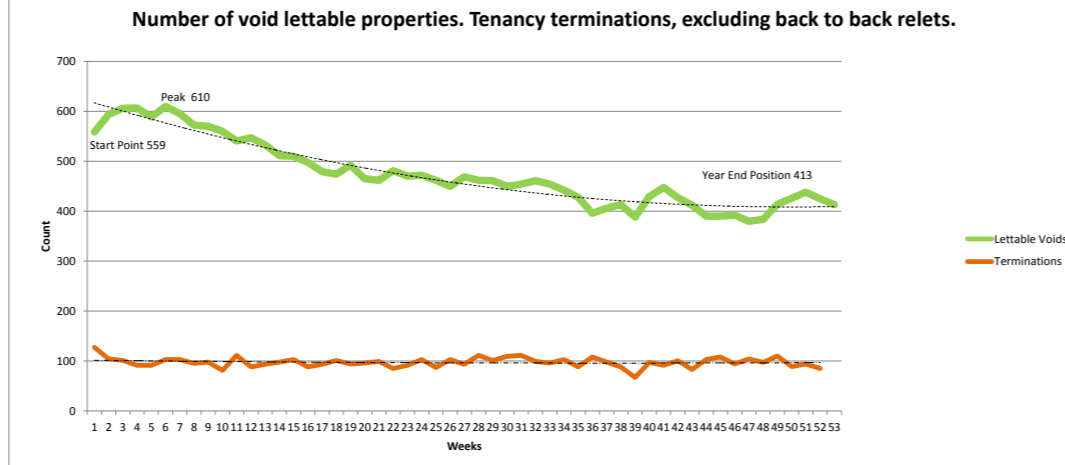


Chart 2



Info Box:

30 Day Target

Considerable amount of work has gone into achieving target; we've out-turned at 4.14 days over target.

BITMO contract at 40.92 days, the South contract at 39.57 days, the East contract at 26.49 days and the West contract at 36.12 days. This resulted in turn-round times of 34.19 days across the city.

Reasons for being over Target

A number of properties requiring extensive works came back into charge. This affected the void turn-round times. We are focussed on achieving target for year 14/15

Good performance was achieved through stream-lining existing processes and working closer with the internal service provider (Construction Services) and Mears. This can be demonstrated by the direction of travel. Rent Loss on Voids has reduced significantly, by 740k when compared with last year.

2nd Level: Area/BITMO breakdown

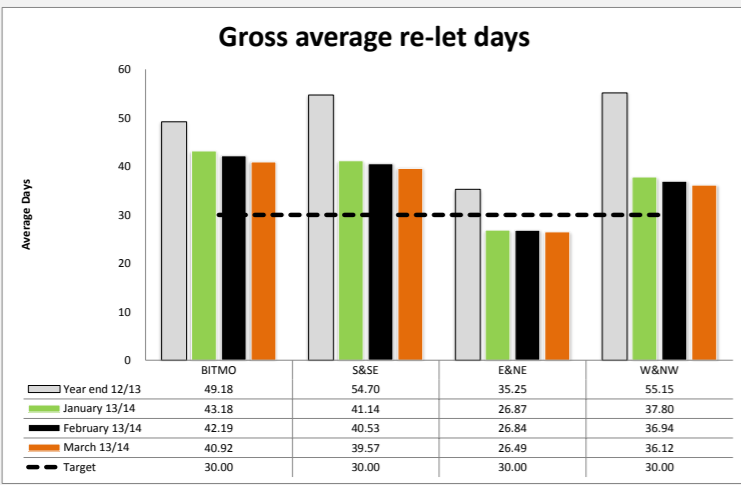
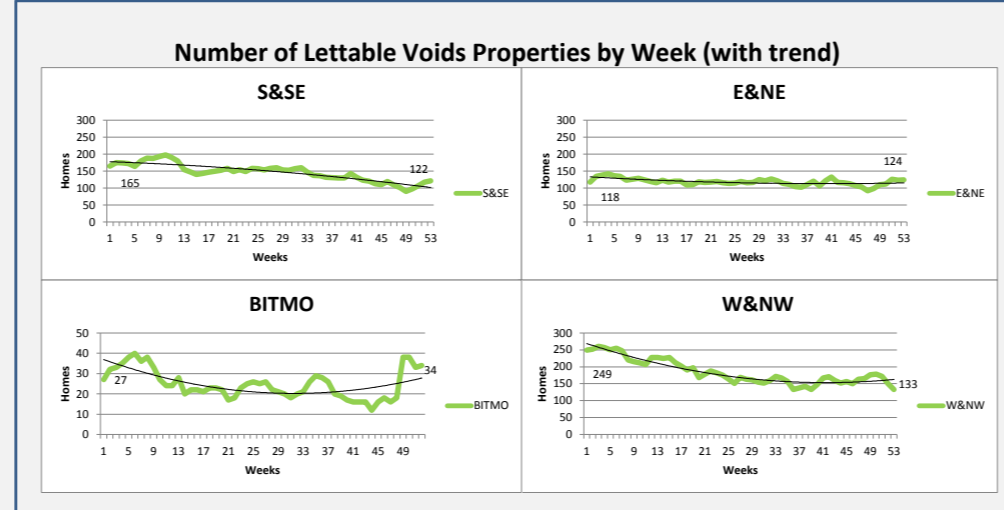


Chart 3

Chart 4



	30 day Target Met	30 Day Target Unmet	Total No. Re-lets
CITY	2960 (57%)	2266 (43%)	5226
S&SE	588 (43%)	767 (57%)	1355
BITMO	117 (52%)	107 (48%)	224
E&NE	1233 (74%)	440 (26%)	1673
W&NW	1022 (52%)	951 (48%)	1973

3rd Level: Area/BITMO Statistics

Table 2

Rent Loss through voids (Cumulative £s)			
	Jan 13	Feb 13	Mar 13
CITY	£2.14M	£2.3M	£2.45M
S&SE	£659.6K	£698.1K	£740.1K
BITMO	£99.1K	£107.1K	£116.4K
E&NE	£528.2K	£564.K	£599.1K
W&NW	£857.5K	£930.5K	£993.7K
Jan 14			
	Jan 14	Feb 14	Mar 14
CITY	£1.34M	£1.49M	£1.57M
S&SE	£428.7K	£469.9K	£492.7K
BITMO	£68.2K	£73.4K	£77.K
E&NE	£327.7K	£369.3K	£390.6K
W&NW	£518.5K	£573.4K	£606.K

Table 3

Rent Loss Through Voids (Cumulative % of rent roll)			
	Jan 13	Feb 13	Mar 13
CITY	1.19	1.17	1.16
S&SE	1.37	1.34	1.31
BITMO	1.62	1.60	1.61
E&NE	0.89	0.88	0.86
W&NW	1.29	1.28	1.26
Jan 14			
	Jan 14	Feb 14	Mar 14
CITY	0.83	0.82	0.81
S&SE	0.99	0.98	0.95
BITMO	1.21	1.19	1.24
E&NE	0.63	0.62	0.62
W&NW	0.87	0.86	0.85

Table 4

Cumulative, Total discount days and net void days. (Not a KPI)					
	Major Works	Police	Squatters	Other	Net Days after Discount
CITY	36,141	2,241	285	1,414	28.96
S&SE	16,524	28	86	1,110	26.58
BITMO	0	0	0	0	47.43
E&NE	6,630	2,213	51	51	27.77
W&NW	12,987	0	148	253	29.49

Table 5

Properties Void for more than 6 months			
Area	January 13/14	February 13/14	March 13/14
City	7	6	9
BITMO	0	0	0
S&SE	0	0	1
E&NE	7	6	8
W&NW	0	0	0

Table 6

Days Discounted from Gross Relet Average Relet Days		
Days	Number of Properties and Reason	
CITY	13,104	
S&SE	72	1 prop - Squatters, 1 prop - exceptional circumstances
BITMO	1,505	2 prop - change of use 1 prop - decant
E&NE	11,223	1 prop - police use, 1 prop - returned from another organisation, 1 prop - squatters, 1 prop - change of use
W&NW	304	1 prop - used as decant

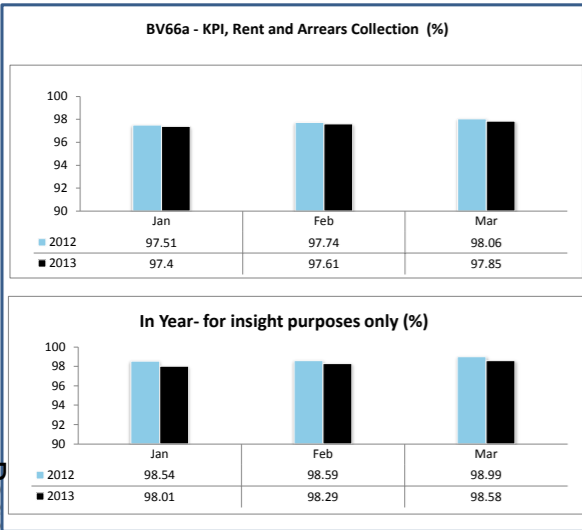


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Housing Management Priorities March 2014

Top Level: City Wide

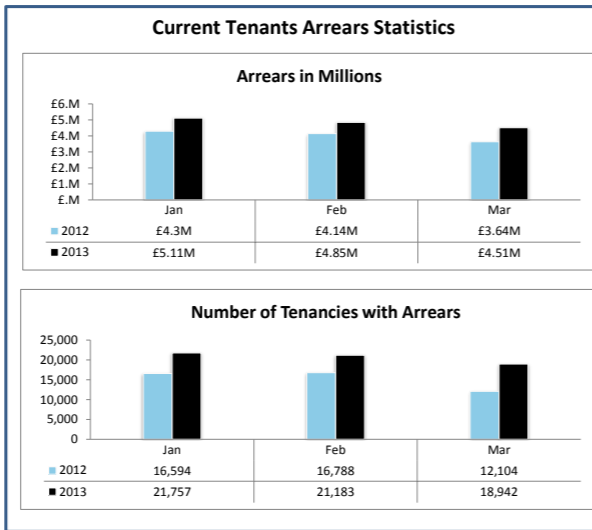
Chart 1 and 2



Priority 3: Maximise rent collection

Lead: Lorraine Wright

Chart 3 and 4



Info Box: City
 Rent collection performance for 2013-14 is 97.85%. Whilst this is short of the 98.06% target, this is better than expected at the start of the year. We need to bear in mind that this is against the backdrop of 19 additional staff, over £1.1m in DHP and £286K in HB credits for the 1996 loophole. Performance on Rent Loss On Voids has seen a significant improvement compared to last year.

Performance on HMA1 (arrears as a proportion of the rent roll) fell short of the 1.86% target at 2.20%. Numerous factors have contributed to the rent collection figure:
 - Visiting all tenants affected by the changes to explain the options available to them and support to make decisions about their future
 - 19 additional staff in Housing Management
 - Review of the rent arrears recovery procedures to ensure sufficient opportunities to provide targeted support to tenants affected by the welfare changes
 - Supporting DHP applications - over £1.1m has been paid to council tenants in DHP

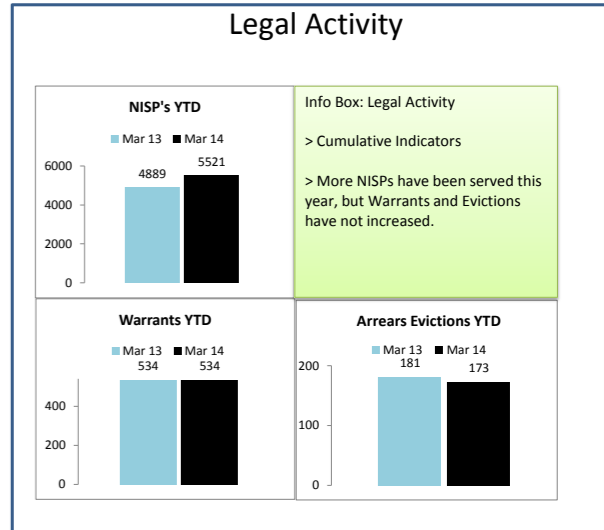
> 1. Chart 1 Rent and Arrears Collection (BV66a).
 BV66a is the Council's principle indication for income collection. Rent collection this month is 97.85%, up from 97.61% last month but below the target of 98.06%. Numerous factors have contributed to the rent collection figure:
 - Visiting all tenants affected by the changes to explain the options available to them and support to make decisions about their future
 - 19 additional staff in Housing Management
 - Review of the rent arrears recovery procedures to ensure sufficient opportunities to provide targeted support to tenants affected by the welfare changes
 - Supporting DHP applications - over £1.1m has been paid to council tenants in DHP

> 2. Chart 2 Rent Collection. (In Year).
 This indicator is included to provide insight. It tracks rent paid this year only and it is not the gauge of organisational performance on rent and arrears collection, please use BV66a for that purpose. This indicator has risen to 98.29% from 98.58%, but less than last year, 98.99%

> 3. Chart 3 + 4 - Current Arrears Statistics (3) and Number of tenancies with arrears (4).
 Over half of the tenancies in debt owe less than £100.

> 4. Tables 1+2 - Void Rent Loss: Void Rent-Loss has reduced by a total of £740k compared to last year. This is a marked improvement compared to last year.

Chart 5



2nd Level: Area/BITMO collection

Chart 6

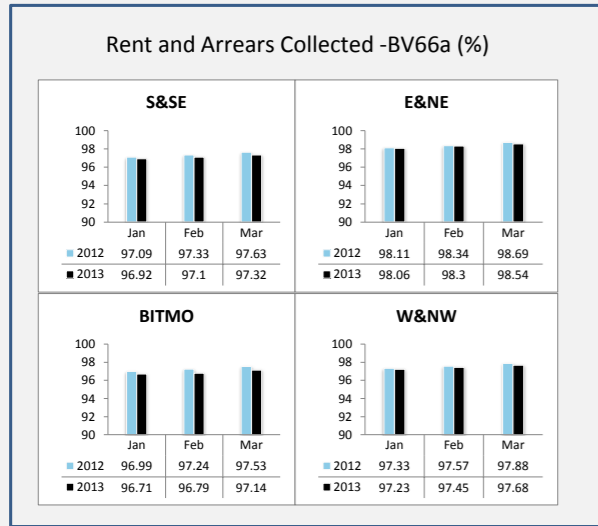


Chart 7

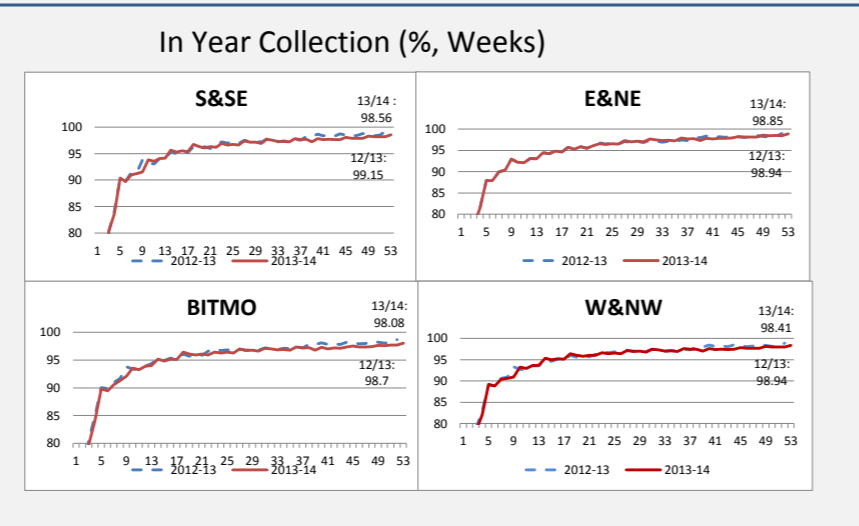


Table 4

Arrears Statistics last 3 months

HMA1 (Arrears as % of rent roll)	Jan 13			Feb 13			Mar 13		
	Jan 13	Feb 13	Mar 13	Jan 13	Feb 13	Mar 13	Jan 13	Feb 13	Mar 13
CITY	2.05%	2.12%	1.86%						
S&SE	2.53%	2.61%	2.34%						
BITMO	2.40%	2.43%	2.19%						
E&NE	1.53%	1.61%	1.37%						
W&NW	2.15%	2.19%	1.93%						

£'s owed	Feb 13		
	Jan 13	Feb 13	Mar 13
CITY			£4.14M
S&SE			£1.35M
BITMO			£161.8K
E&NE			£1.04M
W&NW			£1.59M

HMA1 (Arrears as % of rent roll)	Jan 14			Feb 14			Mar 14		
	Jan 14	Feb 14	Mar 14	Jan 14	Feb 14	Mar 14	Jan 14	Feb 14	Mar 14
CITY	2.44%	2.32%	2.20%						
S&SE	2.90%	2.80%	2.70%						
BITMO	2.92%	2.88%	2.72%						
E&NE	1.96%	1.82%	1.69%						
W&NW	2.50%	2.37%	2.25%						

£'s owed	Mar 14		
	Jan 14	Feb 14	Mar 14
CITY			£4.51M
S&SE			£1.47M
BITMO			£190.9K
E&NE			£1.14M
W&NW			£1.71M

Info Box: Housing Management - Geographical
 > 1. **Chart 6 BV66a**, All areas have experienced an increase in rent collection compared to last month. All areas missed their local collection target.
 > 2. **Table 4 HMA1**. Arrears as a % of the total rent roll. The % of arrears owed is improved - down from 2.32% last month to 2.20% this month. As above, all areas missed their local target.
 > 3. **Table 1. Void Rent Loss**. All areas are showing a marked improvement compared to last year.
 > 4. **FTA. Table 3**. Former Tenant Arrears (FTA) - Where a debt arises which relates to former tenancy, every effort is made to recover the debt. Bad debt write offs have a greater impact on arrears levels than actual collection performance. With this in mind, FTA is expected to increase throughout the year, marked by periodic drops when an organisation writes off debt.

3rd Level: Area/BITMO statistics

Table 2

Rent Loss through voids (Cumulative Es)

Area	Jan 13	Feb 13	Mar 13
CITY	£2.14M	£2.3M	£2.45M
S&SE	£659.6K	£698.1K	£740.1K
BITMO	£99.1K	£107.1K	£116.4K
E&NE	£528.2K	£564.K	£599.1K
W&NW	£857.5K	£930.5K	£993.7K

Area	Jan 14	Feb 14	Mar 14
CITY	£1.49M	£1.57M	£1.71M
S&SE	£469.9K	£492.7K	£529.2K
BITMO	£73.4K	£77.K	£88.9K
E&NE	£369.3K	£390.6K	£428.8K
W&NW	£573.4K	£606.K	£660.9K

Table 2 b

Rent Loss Through Voids (% of rent roll)

Area	Jan 13	Feb 13	Mar 13
CITY	1.19	1.17	1.16
S&SE	1.37	1.34	1.31
BITMO	1.62	1.60	1.61
E&NE	0.89	0.88	0.86
W&NW	1.29	1.28	1.26

Area	Jan 14	Feb 14	Mar 14
CITY	0.83	0.82	0.81
S&SE	0.99	0.98	0.95
BITMO	1.21	1.19	1.24
E&NE	0.63	0.62	0.62
W&NW	0.87	0.86	0.85

Table 3

Former Tenancy Arrears (£)

Area	Jan 13	Feb 13	Mar 13
CITY	£2.72M	£2.37M	£2.46M
S&SE	£867.1K	£732.7K	£732.K
BITMO	£154.3K	£124.2K	£125.1K
E&NE	£625.6K	£648.6K	£674.5K
W&NW	£1073.6K	£861.6K	£924.4K

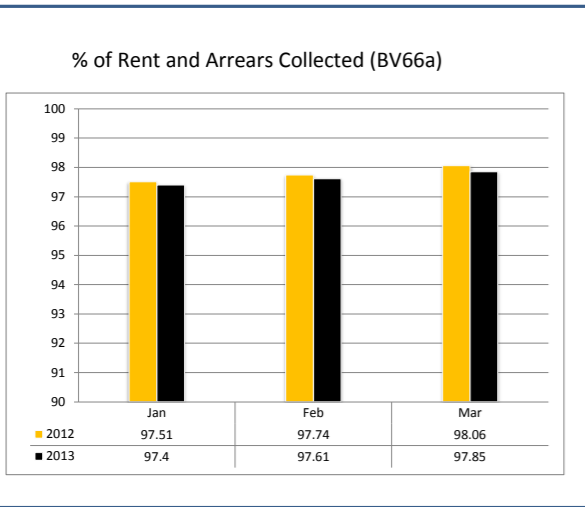
Former Tenancy Arrears (%)

Area	Jan 14	Feb 14	Mar 14
CITY	1.30%	1.13%	1.20%
S&SE	1.56%	1.32%	1.34%
BITMO	2.17%	1.75%	1.78%
E&NE	0.91%	0.94%	1.00%
W&NW	1.38%	1.11%	1.22%

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Housing Management Priorities March 2014
Top Level: City Wide

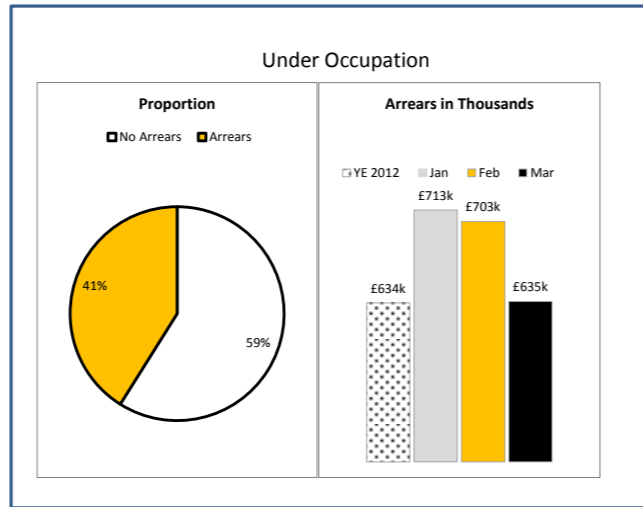
Chart 1



Priority 4: Welfare Change

Lead: Jill Wildman

Chart 2



Info Box:

Rent collection performance for 2013-14 is 97.85%. Whilst this is short of the 98.06% target, this is better than expected at the start of the year. We need to bear in mind that this is against the backdrop of 19 additional staff, over £1.1m in DHP and £286k in HB credits for the 1996 loophole.

>Chart 2 under occupation. In March 41% of tenancies with an under occupation charge had a debt on their rent account; this is down from 49% last month.

>Table 2a and 2b. The number of tenancies affected by under-occupation is 5,541. This is down from over 7000 at the start of the financial year. There are various reasons for the reduction including data cleansing; change of circumstances i.e. family members, employment, age; and tenancy terminations / mutual exchanges where under-occupation applied at some point

>Table 2c, 2d and 2e. These three charts demonstrate the movement in relation to under-occupying tenants. The total debt of under-occupiers has decreased from ~£703k to ~£635k (table 3a) - in the main this is due to DHP payments and HB credits for the 1996 loophole. Furthermore, table 3b illustrates the level of debt for under-occupiers who had a clear rent account at the start of the financial year. Of the 5,541 tenancies affected by under-occupation in March, 3710 had no debt at the end of 2012/13 and 1039 (28%) of these had arrears at the end of March owing a total of £141,249. Of the 1039 cases, 695 (67%) owed less than £100.

>Table 4, 5 and 6. There has also been a notable change in patterns of demand (Table 4) with a reduction in the number of bids for 2 and 3 bedroom multi storey flats and maisonettes and 3 bedroom houses across the city. Whilst there is reduced demand for certain property types, there are currently no difficulties in letting these properties. Officers are working with affected tenants to maximise moves via mutual exchange; table 5 indicates that 216 households have moved via a mutual exchange where at least 1 of the families in each MX has been affected by under-occupation. Furthermore, tenants have been supported through referrals to internal and external agencies as appropriate (table 6).

Statistical Breakdown - Rent

Area	BV66A (%)	HMA1 (%)
CITY	97.85	2.20%
S&SE	97.32	2.70%
BITMO	97.14	2.72%
E&NE	98.54	1.69%
W&NW	97.68	2.25%

Area	City Total	Under Occupiers	%
CITY	4,514,984	635,364	14.07%
S&SE	1,472,203	207,036	14.06%
BITMO	190,883	24,763	12.97%
E&NE	1,139,511	154,749	13.58%
W&NW	1,712,386	248,817	14.53%

Area	City Total	Under Occupiers	%
CITY	18,942	2,276	12%
S&SE	4,878	531	11%
BITMO	696	73	10%
E&NE	6,025	768	13%
W&NW	7,343	904	12%

Under Occupation Statistics - 3 month snapshot

Area	Jan	Feb	Mar
CITY	5,571	5,675	5,541
S&SE	1,355	1,355	1,325
BITMO	186	186	178
E&NE	2,035	2,035	2,072
W&NW	1,995	1,995	1,966

Area	Jan	Feb	Mar
CITY	1,598	1,475	1,046
S&SE	375	336	215
BITMO	60	53	34
E&NE	603	543	399
W&NW	560	543	398

Area	Jan	Feb	Mar
CITY	5,104	5,384	5,115
S&SE	1,256	1,320	1,222
BITMO	172	174	164
E&NE	1,851	1,997	1,914
W&NW	1,825	1,893	1,815

Area	Jan	Feb	Mar
CITY	467	291	426
S&SE	99	67	103
BITMO	14	9	14
E&NE	184	102	158
W&NW	170	113	151

Area	Jan	Feb	Mar
CITY	462	311	402
S&SE	108	75	102
BITMO	16	7	7
E&NE	151	108	154
W&NW	187	121	139

Area	Year End 2012	Jan	Feb	Mar	Variation: Mar - Mar	Change: YE12 - YE13
CITY	634,209	712,678	702,868	635,364	1,154	0%
S&SE	183,026	229,490	230,998	207,036	24,010	10%
BITMO	14,932	29,790	27,213	24,763	9,830	33%
E&NE	183,809	184,027	176,265	154,749	-29,060	-16%
W&NW	252,442	269,370	268,392	248,817	-3,625	-1%

Area	Year End 2012	Jan	Feb	Mar	Change: YE12 - YE13
CITY	-	246,564	207,207	141,249	-42.7%
S&SE	-	69,395	62,152	38,229	-44.9%
BITMO	-	9,004	7,279	3,486	-61.3%
E&NE	-	71,432	58,567	44,109	-38.3%
W&NW	-	96,732	79,208	55,424	-42.7%

3rd Level: Activities Quarter 4

	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed	Total
2013 YTD	CITY: 72	CITY: 62	CITY: 51	CITY: 32	CITY: 20	
	S&SE: 59	S&SE: 63	S&SE: 43	S&SE: 29		
	BITMO: 69	BITMO: 92	BITMO: 45	BITMO: 29		
	E&NE: 89	E&NE: 65	E&NE: 54	E&NE: 31	E&NE: 20	
	W&NW: 68	W&NW: 55	W&NW: 54	W&NW: 34		
	Total Let : 1872	Total Let : 1985	Total Let : 874	Total Let : 111	Total Let : 1	Total Let : 4843
2012 YTD	CITY: 70	CITY: 71	CITY: 70	CITY: 39	CITY: 35	
	S&SE: 59	S&SE: 67	S&SE: 69	S&SE: 32		
	BITMO: 64	BITMO: 78	BITMO: 52	BITMO: 32		
	E&NE: 86	E&NE: 75	E&NE: 72	E&NE: 40	E&NE: 65	
	W&NW: 67	W&NW: 70	W&NW: 69	W&NW: 45		
	Total Let : 1,848	Total Let : 1,808	Total Let : 785	Total Let : 81	Total Let : 5	Total Let : 4,527

	S&SE	BITMO	E&NE	W&NW	CITY
Mutual Exchanges relating to Welfare Change					
Jan	2			2	4
Feb	1			2	3
Mar	2			3	5
Total (YTD)	57	20	81	58	216
Swap Shops Held					
Jan				1	1
Feb	1				
Mar	1			1	2
Total (YTD)	7		3	2	12

	S&SE	BITMO	E&NE	W&NW	CITY
Number of referrals made to Adult and Children's Social Services due to Under Occupancy.					
Jan			1	2	3
Feb					0
Mar					0
TOTAL (YTD)	5		4	5	14
Number of case conferences held from referrals, where ALMO is a part of it.					
Jan					0
Feb					
Mar					0
TOTAL (YTD)	1		1	2	4
Number of referrals handled within ALMOs					
Jan	52		4		56
Feb	21		2	3	26
Mar	16		6	2	24
TOTAL (YTD)	322		91	93	506
Number of referrals signposted to other agency (exc A&C social services)					
Jan			4	5	9
Feb			1	4	5
Mar				3	3
TOTAL (YTD)	4		40	39	83

Satisfaction.
Survey is being undertaken, results to follow.

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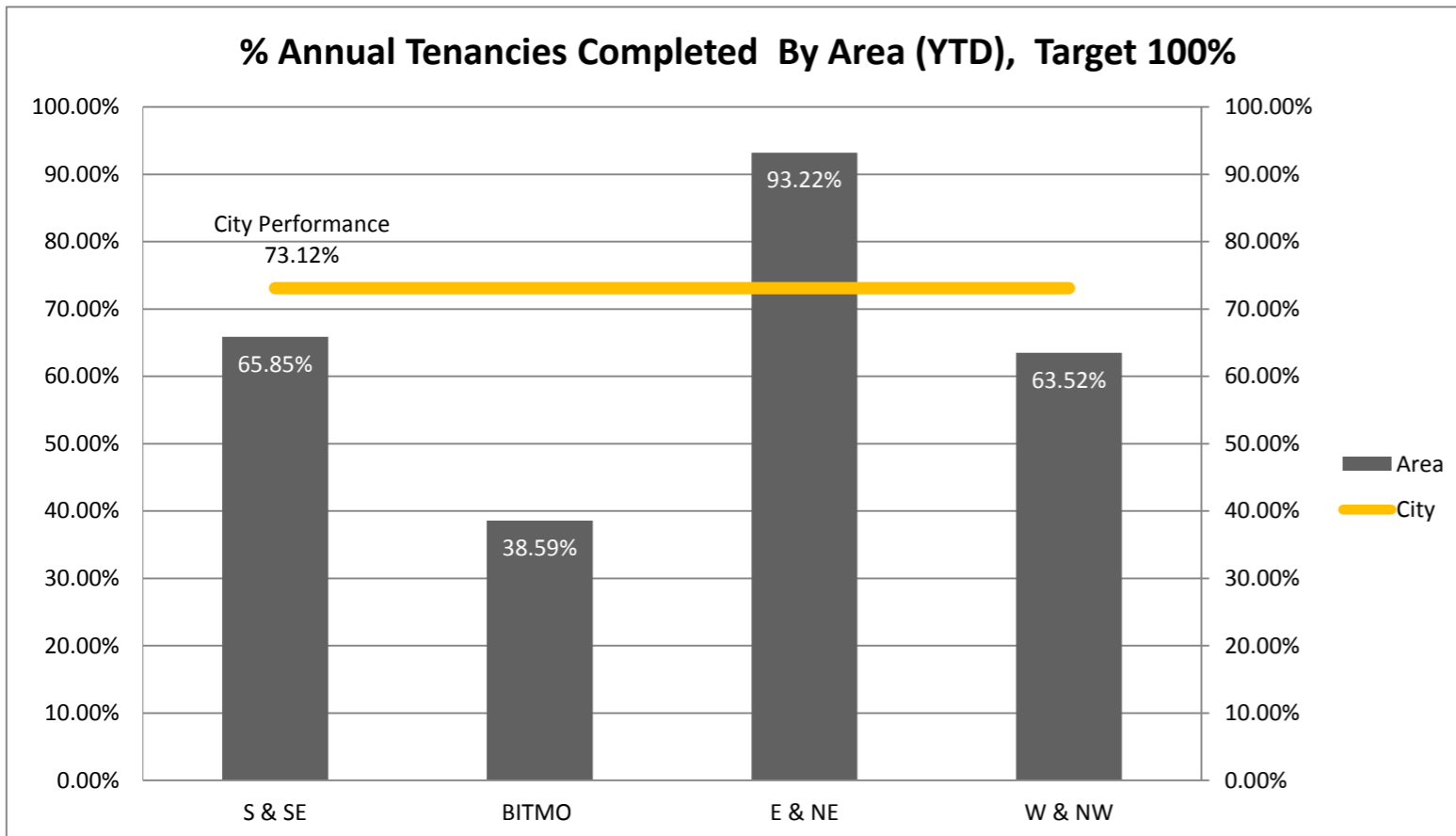


Chart 1

Annual Tenancy Visit (ATV) Summary

Metric	S & SE	BITMO	E & NE	W & NW	CITY
Completed ATVs	10,834	852	19,497	14,874	46,057
Outstanding ATVs	5,619	1,356	1,417	8,542	16,934
KPI (% Completed)	65.85%	38.59%	93.22%	63.52%	73.12%

Table 1

Commentary

S&SE

During 2013/14, 10,834 out of 16,453 Tenancies received an Annual Tenancy Visit (ATV). To achieve this, officers working in all customer facing services made 28,404 ATV visit attempts, through:

- Day to day operational work
- Targeted ATV action days
- ATV 'out of hours' working
- Project initiatives linked with 'Burglary Reduction' and 'Arrears Recovery' work; and
- Project initiatives linked with tenant involvement work and planned works regeneration schemes.

17,570 (61.9%) were unsuccessful due to officers being unable to gain access to tenants homes at the time of visiting.

A key out come from is, additional household and tenancy support information was obtained on 10,148 (93.7%) tenants, to support future works towards key council priorities.

High levels of no accesses experienced at the initial visit and subsequent repeat home visits remain a challenge. To mitigate this, there is ongoing work with the Contact Centre and Repairs Contractor, designed to increase the opportunity for a successful visit on the first attempt.

BITMO

By the end of March BITMO staff had undertaken 2556 visits, of which 882 resulted in a successful ATV - the large number of no accesses has had a large impact on the workload of the small team of staff completing the visits. From January we have adopted a new approach to ATVs which involves a greater number of staff and this is showing signs of an improved performance although no access visits are still an issue.

W&NW






For the W&NW area performance started slowly during quarters 1&2 , however monitoring arrangements were implemented and individual targets for each of the local area teams were revised, also a number of ATV team action days were planned and implemented. Therefore during Qtr 3 & 4 whilst the trend improved significantly until year end the year-end target was not achieved.

For 14/15 a revised performance monitoring framework has now been implemented down to patch level and individual targets are in place and these are monitored by the Team Leaders on a weekly basis. Scheme Managers continue to undertaking the ATV visits as part of the Annual Support Plan. Officers also now combine ATV visits along with any other visits , ie rent arrears , benefit visits, support visits .







Housing and Regeneration Performance Information Quarter 3 2013/14

	A	B	C	D	E	F	G	H	I
1	Housing and Regeneration Performance Information Quarter 3 2013/14								
2	Area	Objective	Priorities	Our Measures (PI = Performance Indicator)	Target/ Milestone	Quarter 1 (Q1) Result	Quarter 2 (Q2) Result (*cumulative)	Quarter 3 (Q3) Result (*cumulative)	Direction Of Travel
3	Partnership Performance (City Priority Plan 2011-15)	Best City to Live	LIV 1 - Maximise regeneration investment to increase housing choice and affordability	PI: Increase the number of new homes built per year	>1650 homes (Result for 2012/13)	518 Homes	1134* Homes (Q2 - 616)	1791* Units (Q3 - 657) 	↑
4				PI: Increase the number of new affordable homes built each year	>360 affordable homes (Result for 2012/13)	98 Homes	240* Homes (Q2 - 142)	503* Homes (Q3 - 263) 	↑
5				PI: Increase the number of long-term empty properties brought back into use	3200 total long term (6m+) private sector empty properties occupied	n/a due to data issues	1752* 	2265* 	↑
6			LIV 2 - Enable growth of the city whilst protecting the distinctive green character of the city.	PI: Minimum ratio of 65:35 development of new homes on brownfield: greenfield land	>=65:35 ratio	67:33 ratio	73:27* ratio	72:28* Ratio 	↔
7			LIV 3 - Improve housing conditions and energy efficiency	PI: Increase the number of properties, which achieved the decency standard (measure under review)	95%	93.69% 	93.50% 	94.22% 	↑
8	Ensuring High Quality Public Services	Develop a coherent approach to tackling poverty - Mitigate negative impacts of welfare changes e.g. homelessness, etc.	PI: Increase number of homeless preventions	>3,193 13 YE) (2012-	960 	2037* 	3366* 	↑	
9			PI: Reduce number of homeless acceptances	<763 13 YE) (2012-	88 	179* 	268* 	↑	
10		Housing Management Review	Complete housing management review and implement recommendations	Milestones	On track	On track	On track		
11			Improved tenant satisfaction and value for money	See housing measures below					
12		Deliver Local Development Framework	Core Strategy	Core Strategy submitted April 2013	Complete 				
13	Examination Autumn 2013					Complete 			
14		Site Allocations	Site Allocations issues and options to Development Plan Panel April 2013 and Executive Board May 2013	Complete 					










APPENDIX

	A	B	C	D	E	F	G	H	I
	Area	Objective	Priorities	Our Measures (PI = Performance Indicator)	Target/ Milestone	Quarter 1 (Q1) Result	Quarter 2 (Q2) Result (*cumulative)	Quarter 3 (Q3) Result (*cumulative)	Direction Of Travel
2									
15	Within Council Performance (Best Council Plan 2013-17)	Promote sustainable and inclusive economic growth		Community Infrastructure Levy (CIL)	CIL Examination Winter 2013				↑
16			Develop a coherent approach to meeting housing need	Tracker: There will be a 300 net reduction in long term empty homes	March 2013: 5,627 – 300 net reduction March 2014: 5,327	n/a due to data issues	4420	6131	
17			PI: 407 affordable houses provided	407 Houses	98 Houses	240* Houses (Q2 - 142)	503* Houses (Q3 - 263) 	↑	
18			PI: 2200 new housing units delivered	2200 Units	518 Units	1134* Units (Q2 - 616)	1791* Units (Q3 - 657) 	↑	
19			Attract large-scale external investment in low-carbon technologies to Leeds	PI: Joint delivery of 5,000 energy efficiency measures in Leeds' properties per year	5,000 (cross sector delivery)	283	604*	730*	
20				Tracker: % of Capital Programme left to spend	To spend 100% of annual profile by end of year	City - 82% S&SE - 85% BITMO - n/a E&NE - 82% W&NW - 81%	City - 67% S&SE - 65% BITMO - n/a E&NE - 68% W&NW - 66%	City - 33% S&SE - 26% BITMO - 56% E&NE - 39% W&NW - 31%	↑

APPENDIX

	A	B	C	D	E	F	G	H	I	
	Area	Objective	Priorities	Our Measures (PI = Performance Indicator)	Target/ Milestone	Quarter 1 (Q1) Result	Quarter 2 (Q2) Result (*cumulative)	Quarter 3 (Q3) Result (*cumulative)	Direction Of Travel	
2										
21				PI: % of rent collected	City - 98.06% S&SE - 97.63% BITMO - 97.53% E&NE - 98.69% W&NW - 97.88%	City - 96.72% S&SE - 96.34% BITMO - 96.35% E&NE - 96.91% W&NW - 96.87% 	City - 97.26% S&SE - 96.79% BITMO - 96.74% E&NE - 97.74% W&NW - 97.23% 	City - 97.24% S&SE - 96.81% BITMO - 96.57% E&NE - 97.81% W&NW - 97.12% 	↓	
22				Tracker: Current tenants arrears		4.4m (19,147 current tenancies with arrears)	4.6m (19,259 current tenancies with arrears)	5.19m (21,845 current tenancies with arrears)	↓	
23				PI: % of annual tenancy visits completed		measure being developed	measure being developed	City - 59.97% S&SE - 52.20% BITMO - 13.54% E&NE - 92.03% W&NW - 40.67%		
24				PI: % of repairs completed within target	99%		City - 91.53% S&SE - 88.38% BITMO - 88.22% E&NE - 92.29% W&NW - 89.71% 	City - 93.43% S&SE - 93.71% BITMO - 96.26% E&NE - 93.53% W&NW - 92.97% 	City - 92.34% S&SE - 95.11% BITMO - 96.94% E&NE - 89.31% W&NW - 94.20% 	↓
25				PI: % overall satisfaction with services provided	74% (Tenant Satisfaction Survey 2012-13)					

APPENDIX

	A	B	C	D	E	F	G	H	I
	Area	Objective	Priorities	Our Measures (PI = Performance Indicator)	Target/ Milestone	Quarter 1 (Q1) Result	Quarter 2 (Q2) Result (*cumulative)	Quarter 3 (Q3) Result (*cumulative)	Direction Of Travel
2									
26	Other housing measures			PI: gross average relet days	<30 days	City - 40.18 S&SE - 43.48 BITMO - 65.23 E&NE - 26.46 W&NW - 47.16 	City - 38.18 S&SE - 43.21 BITMO - 46.66 E&NE - 28.07 W&NW - 42.26 	City - 35.53 S&SE - 41.13 BITMO - 43.71 E&NE - 26.38 W&NW - 38.51 	↑
27				PI: number of lettable voids	City - <559 S&SE - <165 BITMO - <27 E&NE - <135 W&NW - <249	City - 533 S&SE - 155 BITMO - 28 E&NE - 123 W&NW - 227 (Week 13) 	City - 469 S&SE - 158 BITMO - 26 E&NE - 116 W&NW - 169 (Week 27) 	City - 429 S&SE - 143 BITMO - 17 E&NE - 122 W&NW - 147 (Week 40) 	↑
28				Tracker: number of households in PSL/ALMO temporary accommodation		97	27	5	↑
29				Tracker: number of new unauthorised encampments (LCC land)		17	17	3	↑
30				Tracker: number of new unauthorised encampments (private land)		3	3	0	↑
31				PI: % major adaptations completed within target timescales (H&H and Social Care)	83%	83% 	85% 	92% 	↑
32				Tracker: Count of all under-occupation cases		City - 6407 S&SE - 1472 BITMO - 220 E&NE - 2447 W&NW - 2268	City - 6055 S&SE - 1408 BITMO - 222 E&NE - 2297 W&NW - 2128	City - 5612 S&SE - 1326 BITMO - 186 E&NE - 2085 W&NW - 1997	↑

APPENDIX

	A	B	C	D	E	F	G	H	I
	Area	Objective	Priorities	Our Measures (PI = Performance Indicator)	Target/ Milestone	Quarter 1 (Q1) Result	Quarter 2 (Q2) Result (*cumulative)	Quarter 3 (Q3) Result (*cumulative)	Direction Of Travel
2									
33				Tracker: Under-occupation total debt	March 2013: City – 634,209, AVHL – 183,026, BITMO – 14,932, ENEHL – 183,809, WNWHL – 252,442	City - 755,472 S&SE - 220,099 BITMO - 21,721 E&NE - 231,610 W&NW - 282,042	City - 788,691 S&SE - 227,300 BITMO - 34,658 E&NE - 236,159 W&NW - 290,574	City - 746,290 S&SE - 227,673 BITMO - 28,648 E&NE - 206,632 W&NW - 283,337	↑
34									

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Housing and Regeneration Scrutiny Board discussions

2013/2014

- Performance reports
- Update on the implementation and operation of the new housing management arrangements
- Annual tenancy review
- How the self-financing Housing Revenue Account is being used to stimulate investment in Council Housing and particularly affordable housing
- Period 5 review report on Housing Revenue, General Fund Regeneration & Capital Programme
- Potential for developing a scheme that would provide cookers and fridges to those tenants in need
- Report on the checks carried on prospective council tenants
- The impact of local lettings policies and housing swap schemes

2012/2013

- Decision of Executive Board and proposed changes including draft tenancy strategy consultation
- Report on housing revenue, General Fund Regeneration and Capital Programme Period 2
- Performance reports
- Report of the Director of Housing on Council Houses being used as offices including the directorate's approach to the disposal of property in general
- Executive Board consider a proposed new Housing Policy

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Tenant Scrutiny Recommendations and Actions 2012-14

	Recommendation	Housing Leeds Response	Status
Sign Up Process			
1.	Revise the Sign-Up procedure to ensure that the most relevant information is provided i.e. when can I move in?; when is the first rent payment due and will be taken from my account?; some relevant local information and if repairs are outstanding, when will they be done? Where the property is sheltered, the Warden Service should be explained.	Accepted: <ul style="list-style-type: none"> Undertake health check/re-design of existing literature provided, which is then to be annually reviewed 	Closed
2.	Revise the Sign-Up procedure to ensure it is tailored to individual needs. Where accommodation is sheltered, this might include support services available such as local 'friendship groups'.	Accepted: <ul style="list-style-type: none"> Offer a core suite of information (as per recommendation 1) and to supplement this with additional information based on the type of customer, their needs or the type of home they are moving into. 	Closed
3.	Revise the Sign-Up procedure to include an introduction to the local housing team, with photographs – 'here's who can help you and with what....'	Accepted: <ul style="list-style-type: none"> Local team information and contact details to be included as part of the process. 	Closed
4.	Revise the 28 day visit to target information not covered at Sign Up or requiring follow up.	Accepted: <ul style="list-style-type: none"> Review of the existing information shared and collected from the tenant at the 28 day visit 	Open
5.	Stop using the current DVD.	Accepted: <ul style="list-style-type: none"> Instruction issued to staff w/c 22nd Oct 2012. 	Closed
6.	Give TSAs sufficient time to prepare for Sign-Ups, with the right keys, paperwork and relevant literature for the new tenant.	Accepted. <ul style="list-style-type: none"> 'Relevant' literature part will be addressed in response to recommendation 1. 	Closed

Tenant Scrutiny Recommendations and Actions 2012-14

		<ul style="list-style-type: none"> Review that all TSAs have the tools for the job (such as cameras) and will commit to investing in any new items of equipment needed. 3000 branded gas/electric meter cupboard keys to be purchased and to issue as standard instead of key ring. 	
7.	Enforce the protocol for notification of new tenancies between Property Lettings Team and Housing Management unless there are exceptional circumstances.	Accepted: <ul style="list-style-type: none"> Key message circulated w/c 22nd Oct stressing the importance of adhering to the notification protocol. 	Closed
8.	Restructure the relevant departments to enable Accompanied Viewing, Sign-Up and 28-day visit to be owned by one section within AVH.	Accept principle, need to explore this further. <ul style="list-style-type: none"> Consider this and possible models for this change in light of the wider PSI voids process review The process is all contained within the Housing Management division, and as identified as a critical action in the short term AVH will focus on ensuring the current process works as well as it can. 	Open
9.	Following on from recommendation 8, allocate appropriate time to each Sign-Up depending on the needs of the tenant. This would be easier to estimate where the whole process is dealt with by one section.	As above.	Medium
10.	In the shorter term, a minimum of one hour to be allocated to Sign-Ups.	Accepted: <ul style="list-style-type: none"> 1 hour slots are the minimum time allocation for all sign ups (excluding travel time). Better information given at sign ups (as a result of Recommendation 1) will help with this. 	Closed
11.	Ensure that no tenant has to provide personal	Accepted:	Closed

Tenant Scrutiny Recommendations and Actions 2012-14

	information such as benefit entitlement in a public place.	<ul style="list-style-type: none"> • Checks to be undertaken to ensure all private rooms in One Stop Centre's are pre-booked solely for AVH sign ups. • Kippax Housing Office has 1 private interview room – and so we will consult staff on how we can work around this issue should the risk arise. 	
12.	Carry out a Feasibility Study into the HIS example, with a view to implementation.	<p>Accepted:</p> <ul style="list-style-type: none"> • Relevant staff, to visit Homes in Sedgemoor for more information and report to the Senior Management Team ahead of any implementation. 	Open
13.	Provide formal training in the Sign-Up process.	<p>Accepted:</p> <ul style="list-style-type: none"> • All new staff to have formal training as part of their induction • Existing staff to have annual refresher training to ensure consistency, quality and to make staff aware of the changes as a result of other scrutiny panel recommendations. 	Open
14.	Managers to observe Sign-Ups as part of staff induction and appraisal.	<p>Accepted:</p> <ul style="list-style-type: none"> • Each manager with line management responsibility for TSA's to observe 1 sign up per quarter for each member of TSA staff which informs the Quarterly and annual appraisal process. 	Open
Complaints Process			
1.	Deliver promises made at Stage 1	<p>Accepted:</p> <ul style="list-style-type: none"> • Single Housing Leeds process to be adopted using a checklist tool to ensure that promises have been actioned. 	Open
2.	Apologise for a service failure/failure to remedy at	Accepted:	Open

Tenant Scrutiny Recommendations and Actions 2012-14

	Stage 1.	<ul style="list-style-type: none"> Single Housing Leeds process to be adopted. Develop a 'checklist' to guide Stage 1 and Stage 2 officers - ensuring that an apology within the response for a service failure or failure to remedy is included. 	
3.	Ensure policy of telephoning complainants is adhered to.	<ul style="list-style-type: none"> Ensure attempted telephone contact is incorporated into the checklist and single process for Stage 1 and Stage 2 Investigating Officers. 	Open
4.	Wording of feedback needs to be Plain English and have the 'personal touch'- consider introducing a checklist of points that must be covered by officers dealing with complaint responses with associated training rather than cutting and pasting from model letters.	<p>Accepted:</p> <ul style="list-style-type: none"> Single Housing Leeds process to be adopted with supporting guidance and include in checklist for consistency. 	Open
5.	Evidence of how complaints contribute to service improvement requires review	<p>Accepted:</p> <ul style="list-style-type: none"> Implement review of how complaints analysis feeds into service improvement, including how these improvements are communicated to tenants. 	Open
6.	Existing systems for recording how complaints have contributed to service improvement need to be shared generally with tenants (e.g. through the newsletter)	<p>Accepted:</p> <ul style="list-style-type: none"> Utilise communications not just newsletters, but local publications, updates to tenants and residents groups, annual reports and the use of social media 	Open
7.	Internal communication around how Housing Leeds learn from complaints needs improvement	Accepted	Open
8.	Protocols need to be clear and consistent especially where a number of service areas are involved, with a view to having the fewest number of officers involved as possible.	<p>Accepted:</p> <ul style="list-style-type: none"> Review protocol for dealing with complaints that span more than one team and provide specific training on this for Investigating Officers 	Open

Tenant Scrutiny Recommendations and Actions 2012-14

9.	Leeds Tenants Federation's Designated Panel for Complaints should focus on advocacy for tenants, aimed at helping tenants understand the process and acting as an 'honest broker' between tenants and the Council.	<ul style="list-style-type: none"> Share feedback with Leeds Tenants Federation. 	Open
10.	Make 'informal' contact to appease complainants early in the process	<ul style="list-style-type: none"> Housing Ombudsman guidance to be shared with DCROs to then cascade to the investigating officers. 	Open
11.	Consider having a different team dealing with Stage 1 and 2 complaints to introduce a level of independence.	<p>Accepted:</p> <ul style="list-style-type: none"> Where a DCRO or investigating officer identifies there is potential for the customer to view a Stage 2 response from the same team as subjective, request that a Stage 2 investigating officer from a different part of the city but from within the same service at Stage 2. 	Open
12.	Provide One Stop Centre Staff with an overview of the new complaints arrangements arising from the Localism Act.	<p>Accepted:</p> <ul style="list-style-type: none"> Guidance to be circulated to Customer Services Officers via team leader briefings to ensure that frontline CSOs basic knowledge of the procedure. Supported by appropriate signposting on website and Insite. 	Closed
13.	Clarify procedure for written complaints accessed through One Stop Centres and other outlets and provide a form for complainants to fill in based on the online form.	<p>Accepted:</p> <ul style="list-style-type: none"> Customers now have opportunity to take away hard copy of form. 	Closed
14.	The 10 working day response time should not be lost and consider extending this to all Council services	<p>Accepted:</p> <ul style="list-style-type: none"> Housing Leeds to maintain their 10 day performance target and report performance to tenants on this. 	Open
15.	While response letters contain information about the new system, written advice on how to complain is out of	<p>Accepted:</p> <ul style="list-style-type: none"> Ensure that all literature regarding the 	Open

Tenant Scrutiny Recommendations and Actions 2012-14

	date in this aspect.	complaints process for housing is up to date at all customer access points, including the website.	
16.	Focus needs to consistently be on solving matters at as early a stage as possible, which may require a review of how they are handled at One Stop Centres.	Accepted: <ul style="list-style-type: none"> • Training for OSC staff regarding when enquiries should be dealt with as a complaint and when there may be an opportunity to resolve as an enquiry. 	Open
17.	Share incidents between Mears/Morrison and LCC where complaints are made direct to contractor.	Accepted: <ul style="list-style-type: none"> • Single Housing Leeds process to be adopted with information sharing arrangements clearly in place. 	Open
18.	LCC and Mears/Morrison need a clearer reporting structure. The onus is on LCC to ensure they get this as the customer and they need to be clearer in their expectations.	Accepted: <ul style="list-style-type: none"> • To review reporting structures on matters relating to complaints as part of the service re-design of Housing Leeds. 	Open
19.	Operatives need to be making fuller notes on MCM to enable effective and speedy responses to complaints. This may be a training issues for Mears.	Accepted: <ul style="list-style-type: none"> • Mears are committed to highlighting this issue to relevant staff through the use of their existing training and development channels i.e. the 'toolbox talks' sessions with operatives. 	Open
20.	Each party should be fully aware of the impact of actions taken on the customer.	Accepted: <ul style="list-style-type: none"> • To consider better communication and recording systems in the complaints team creation of a single process. 	Open
21.	Methods of measuring customer satisfaction with repairs require significant improvement.	This has been acknowledged both by the housing service and by Mears. <ul style="list-style-type: none"> • An options appraisal has been undertaken to look at alternatives and different approaches. Preferred option likely to be an immediate text following repair, to allow the service to react to any adverse feedback, followed by random 	Open

Tenant Scrutiny Recommendations and Actions 2012-14

		telephone survey for fuller service overview.	
	Advice On Moving Homes Recommendations		
1.	Introduction of a library system on the WNWhL website through the provision of a hyper-link to a 'Publications' section	<p>Accepted:</p> <ul style="list-style-type: none"> This has been completed and there is a link to Leeds Homes' website on WNWhL website under Rent a home – useful web links 	Closed
2.	Production of a DVD explaining the application process to tenants and prospective tenants	<p>Accepted:</p> <ul style="list-style-type: none"> This has been produced and available to customers 	Closed
3.	Bring the sign-up process under the Lettings and Allocations team or a specific, dedicated team – this will bring the benefit of a seamless process leading to better communication	<p>Accepted:</p> <ul style="list-style-type: none"> The restructure has been completed and there is a centralised team dealing with sign ups and administration of allocation and lettings, which were previously done by area teams 	Closed
4.	Introduce a simplified lettings standard document that includes a repairs works checklist, a copy of which is given to the tenant	<p>Accepted:</p> <ul style="list-style-type: none"> This has been implemented. The post let guarantee was launched on the 19th December 2011 which includes a checklist for the lettable standard. The post let guarantee will be signed off by the customer and the lettings officer at the viewing. If the viewing is carried out whilst the property is still undergoing repair, the lettings officer and customer will record any agreements or issues regarding ongoing works. Once the property has been completed Morrison will sign the property off as meeting the lettable standard. If there are any works identified that will be carried out on the final fix this will be recorded on the form and the customer will be given a date for the work to be done. The Neighbourhood management Officer will then 	Closed

Tenant Scrutiny Recommendations and Actions 2012-14

		take this on the New Tenant Visit and check that all works have been completed in line with the lettable standard. If there is work outstanding this will be referred to the voids team to ensure action is taken.	
5.	Repairs on the checklist should show their priority so tenants can monitor their own repairs completion	Accepted: <ul style="list-style-type: none"> Repairs on the checklist should show their priority so tenants can monitor their own repairs completion 	Closed
6.	At sign-up this checklist to be reviewed with an agreement as to what items are outstanding and a timescale stated for their completion	Accepted: <ul style="list-style-type: none"> At sign-up this checklist to be reviewed with an agreement as to what items are outstanding and a timescale stated for their completion 	Closed
7.	Review the final fix procedure, particularly with a view to 100% of appointments being kept	Accepted: <ul style="list-style-type: none"> Following a review which took place of the final fix procedure, the contractor will record performance against final fix appointments. This will be reviewed on an ongoing basis and tallied to a new question which is being added to the satisfaction survey to allow us to monitor performance and satisfaction with final fixes. 	Closed
8.	Gardens should be brought up to lettable standard before prospective tenants view a property and before it is re-let	Accepted: <ul style="list-style-type: none"> A Service Level Agreement has now been signed with the Probation Service. This provides that they will undertake work to void gardens for a fixed fee, potentially offering high level of value for money for WNWhL. Work has commenced in high turnover areas. There is a process in place 	Closed
9.	WNWhL should consider using other agencies to bring gardens up to lettable standard, such as the Pay Back scheme		

Tenant Scrutiny Recommendations and Actions 2012-14

		for Standards officers to ensure that gardens are completed before the viewing either by the Estate caretakers or Probation.	
10.	More accurate recording and analysis of termination information to ensure understanding of the role played by dissatisfaction with the condition of properties in tenants' decisions to vacate their homes	<p>Accepted:</p> <ul style="list-style-type: none"> A review of the reasons for tenancy termination has been undertaken. 1,441 terminations have been reviewed with the highest being due to the following reasons: <ul style="list-style-type: none"> n 354 Transfers n 223 Death n 147 Admitted to hospital/ hostel n 144 To live with parents and relatives n 138 left Leeds n 126 removed to private landlord <p>There were no termination reasons which were due to the condition of properties or disrepair.</p>	Closed
11.	At both the new tenancy visits by the Neighbourhood Estate Management Officer any outstanding repairs should be reviewed	<p>Accepted:</p> <ul style="list-style-type: none"> The Post Let Guarantee process includes a review of repairs which we guaranteed to carry out at the new tenancy visits. This allows us to confirm that we have met our commitments and ensure that the new customer is satisfied 	Closed
Gas servicing, communal door entry and fire safety Audit			
1.	Revised Diagnostic Call Centre Script for Door Entry systems	<p>Accepted:</p> <ul style="list-style-type: none"> A possible failing in regards to "getting it right first time" Identified. Arrange to spend an afternoon in the contact centre with advisors to identify a solution 	Closed
2.	The renewal of the Consumer unit at Burley Greenhow	Accepted:	Closed

Tenant Scrutiny Recommendations and Actions 2012-14

	Sheltered	Renew electrical Consumer Unit at Sheltered Complex following Inspection by Scrutiny members	
3.	Carbon Monoxide detectors should be fitted properties where there is a gas supply.	Accepted: <ul style="list-style-type: none"> A programme to install CO detectors in circa 500 properties in sheltered schemes. 	Closed
4.	Given the low level of Leaseholder compliance with gas safety regular reports on the rate should be given to appropriate Forums	Accepted: <ul style="list-style-type: none"> The level of leaseholder compliancy is currently reported monthly on performance framework and reported to Leaseholder Forum. 	Closed
5.	Discuss with Leeds City Council the possible amendment of leases to tighten up the requirement of leaseholders to have a Gas Safety Certificate	Accepted: <ul style="list-style-type: none"> Adopted a more personalised approach when sending letters to customers. Also utilising enforcement teams to try and contact these people by telephone and where required one of our surveyors physically visiting these properties. 	Closed
6.	Gas Safety information should be provided in a pictorial format to assist both vulnerable customers and those whose first language is not English	Accepted: <ul style="list-style-type: none"> Produced as requested 	Closed
7.	There should be a review of the repair procedure relating to the relationship between Mayfair Security and Morrison for communal doors to ensure that Value For Money is being obtained	Accepted: <ul style="list-style-type: none"> This has since been addressed via a local level agreement to increase the [£] self-authorisation threshold. This will result in a higher incidence of 1st time fix and repairs completed on time. 	Closed
8.	There should be an independent review of all door systems to ensure that they are accessible to all vulnerable customers	Accepted: <ul style="list-style-type: none"> An accessibility audit has been undertaken by WNWhL Occupational Therapist and a 	Closed

Tenant Scrutiny Recommendations and Actions 2012-14

		yearlong programme of improvements to make communal doors accessible	
9.	There should be enhanced training of Call Centre staff to ensure that repairs to communal doors are correctly coded.	Accepted: <ul style="list-style-type: none"> • spend an afternoon in the contact centre with advisors to identify a solution 	Closed
10.	As a priority more information should be provided to tenants on the need to use the controlled entry systems correctly. We would encourage WNWhL to work in partnership with local Neighbourhood Policing Teams to promote a home security campaign	Accepted: <ul style="list-style-type: none"> • Implement a poster campaign • Hold tool box talks with contractor • Engage our housing management to work closely with tenants and Police teams to promote security 	Closed
11.	Better information and publicity about the damage caused by propping open doors, and the resultant fire and security risk and the cost of repair, issued to tenants and contractors		
12.	Consider the use of fluorescent strips attached to the floor as a means of sighting aids when vision is restricted due to smoke in the case of a fire.	Accepted: <ul style="list-style-type: none"> • Implement recommendations identified by Fire Risk Assessments 	Closed
13.	A standardised approach should be adopted in relation to providing Fire Safety information in communal areas, including Low Rise Flats and maisonettes	Accepted: <ul style="list-style-type: none"> • Targeting the blocks with the highest fire risk in the first instance 	Closed
14.	Introduce mandatory training for first point of contact staff on fire safety awareness and include it at induction for all staff	Accepted: <ul style="list-style-type: none"> • A request has been made to HR to ascertain level of fire safety awareness at induction. • All staff are given a first day induction which covers basic fire safety awareness.. Tenancy handbook outlines fire safety procedures including our “stay put policy 	Closed

Tenant Scrutiny Recommendations and Actions 2012-14

15.	Efforts should be made to source training for tenants and leaseholders on Gas and Fire safety	Accepted: <ul style="list-style-type: none"> • Our approach will not necessarily to be train tenants/leaseholders; but to raise awareness on gas and fire safety. • Joint visits undertaken by a representative from WNWhL and Mears [contractor] 	Closed
16.	WNWhL should promote Carbon Monoxide Awareness Week to tenants and leaseholders	Accepted: <ul style="list-style-type: none"> • Carbon monoxide was promoted in the winter 2012 edition of Buzz. • Also, gas and solid fuel servicing and carbon monoxide leaflets are sent out with appointment letters to tenants 	Closed
Access to services			
1.	Staff were wearing name badges not visible	Accepted: <ul style="list-style-type: none"> • It was agreed they needed to be replaced so they were the correct length showing the name clearly and the title of the officer. 	Closed
2.	Additional Public parking at Moortown	Accepted: <ul style="list-style-type: none"> • The Performance Sub acknowledged difficulty of parking but advised planning permission would be required, utilities disrupted and there was no funds available. 	Closed
3.	Review signage of Induction Loops, translation services and interview rooms in the Area Offices.	Accepted: <ul style="list-style-type: none"> • This has been actioned 	Closed
4.	Toys and Play Facilities in Housing offices	<ul style="list-style-type: none"> • It was agreed it was not possible to provide toys due to cost and for health and safety (sanitation) reasons. 	Closed

Tenant Scrutiny Recommendations and Actions 2012-14

5,	Improved promotion of the Satisfaction surveys	Accepted: <ul style="list-style-type: none"> Provide freepost envelopes or sealed drop boxes to ensure all surveys both positive and negative are included in future satisfaction reports. 	Closed
Report on Repairs			
1.	Construction Services Operatives or admin staff should ring tenants ahead to ensure the tenant is at home. If they are delayed for any reason telephone contact should be made to apologise for the delay and give an estimated arrival time or alternative date.	Accepted: <ul style="list-style-type: none"> This has been fed back in Tool box talks and 1-2-1's. It will be monitored through analysis of avoidable contacts and telephone surveys. 	Closed
2.	As a matter of routine staff should check current phone numbers	Accepted <ul style="list-style-type: none"> All staff have been reminded but we are undergoing a new computer system which will be compatible and update both. 	Open
3.	Tenants report operatives do not wait for them to answer the door. Some have mobility issues.	Accepted <ul style="list-style-type: none"> A Citywide review of repair scripts is currently underway and identifying vulnerability issues is part of this project. Completed scripts will be subject to an Equality impact Assessment. 	Open
4.	For external repairs where access is not required, tenants do not always know if the repair has been undertaken, therefore operatives should leave a card confirming work has been completed.	Accepted: <ul style="list-style-type: none"> Little progress against this however, it is being considered as aprt of the on-going citywide review of council house repairs 	Open
5.	Block / Communal Repairs can affect tenants e.g erection of scaffolding affecting carpark access. Letters should be sent to all residents in the affected block in advance of repair and notices placed in communal notice boards.	Accepted: <ul style="list-style-type: none"> All staff and operatives reminded of the importance of this at tool box talks. 	Closed

Tenant Scrutiny Recommendations and Actions 2012-14

6.	Operatives felt communication between Managers and operatives could be improved..	Supervisors and Managers deliver regular “Tool Box Talks” for operatives in an open environment which encourages debates and questions from operatives. Supervisors are always available to operatives and carry out daily site visits to ensure that operatives are ok and fully equipped to carry out tasks. Managers doors are open to operatives and often operatives request informal one to ones with Managers to discuss issues or put forward ideas for improvement.	Closed
7.	Delays can be caused when tenants have not cleared the area of work in advance. Contact centre and Customer Service Adviser scripts should include this advice	Accepted: <ul style="list-style-type: none"> In place by June 2014 	Open
8.	Any special needs of tenants should be identified for the operative and recorded on the order	Accepted: <ul style="list-style-type: none"> A Citywide review of repair scripts is currently underway and identifying vulnerability issues. Completed scripts will be subject to an Equality impact Assessment 	Open
9.	Consider giving the Contact Centre access to the Repair diary	Accepted: <ul style="list-style-type: none"> Shared access to Orchard is already in place 	Closed
10.	Some types of repairs cannot be completed within the time allotted to them which leads to delays for the next tenant.	Accepted: <ul style="list-style-type: none"> The roll out of Handheld Devices (PDA`s) for all operatives as well as robust use of the vehicle tracker system will improve the allocation and management of operatives workloads. 	Closed
11.	Emergency Repairs are undertaken by operatives undertaking appointment repairs.	A specialist emergency repairs team was disbanded due to the high costs associated to the service level and low levels of productivity. The review of the service identified insufficient demand to enable the service to be cost effective and a failure to deliver the service within target timescales.	Closed

Tenant Scrutiny Recommendations and Actions 2012-14

12.	Some problems are caused by the wrong order being raised.	Accepted: <ul style="list-style-type: none"> Project to be delivered by June 2014 	Open
13.	Information/ feedback should be given to tenants why they cannot do some repairs.	Accepted: <ul style="list-style-type: none"> This will be addressed with site Supervisors, Planners and Operatives through the next round of "Tool Box talks" and will be monitored through further analysis and monitoring of avoidable contract and completion telephone surveys. 	Closed
14.	PDA`s for the Seacroft pilot are not currently working properly. If they are not cost effective consider alternative PDAS or other systems that are more effective.	Accepted: <ul style="list-style-type: none"> The PDA Project will be monitored and complete April 2014 	Open
15.	Train all operatives to be multitrade so repairs can be completed on one visit	Accepted: <ul style="list-style-type: none"> This is already happening and has been for several years following the end to end review of the repairs service. 	Closed
16.	Apprentices are regarded as a positive development. Consider increasing the number of apprentices.	Accepted: <ul style="list-style-type: none"> LCC has always supported apprenticeships and has a very healthy rolling apprenticeship programme in place across all trades as well as several other local training initiatives. 	Closed
17.	There are low numbers of operatives in some trades and have to cover wide geographical areas meaning there is a lot of time wasted travelling.	Accepted: <ul style="list-style-type: none"> Operatives/ Resource levels are set based on the demand on the service and capacity to respond within target timescales. This is reviewed on an ongoing day to day basis. 	Closed
18.	The Scrutiny panel had concerns about the level of Post Inspection checks.	Accepted: <ul style="list-style-type: none"> This is being addressed through the Citywide review of the repairs service 	Open
19.	There should be 100% follow up inspection of any repairs that receive negative comments on feedback	Accepted:	

Tenant Scrutiny Recommendations and Actions 2012-14

	cards.	<ul style="list-style-type: none"> This has been implemented 	Closed
20.	Clearing blocked drains or replacement is in some cases responsibility of Yorkshire Water. Clear clarification for Contact Centre/CSAs on responsibility to ensure repairs budget not spent unnecessarily.	Accepted: <ul style="list-style-type: none"> The citywide review of repairs scripts and repair ordering processes which is currently underway will address this by June 2014 	Open
21.	Review effectiveness of recharge policy to include charging tenants for trivial repairs or abuse of the out of hours service. Have a clear guide for new tenants on repairs that are the tenants responsibility.	Accepted: <ul style="list-style-type: none"> The recharge policy/procedure is currently under review and are likely to be rolled out by 2014/15. 	Open
22.	Apparent lack of tenant involvement in service improvement of repairs service. Develop regular service review group for the repairs service which includes a regular and in depth led inspection process.	Accepted: <ul style="list-style-type: none"> The future structure should be discussed and agreed at the next Scrutiny Panel meeting and include involvement from the partnerships Team. 	Open

Tenant Scrutiny Board - Suggested topics to include in the work programme

1. Tenancy Visits – Why have them, what do we do with the information?
2. Customer satisfaction / Value for Money of Housing Advisory Panel spend
3. Arrears – Developing a process for rent arrears collection
4. Welfare change impacts
5. Local Letting of new homes impact
6. Impact of the capital programme on stock condition and customer satisfaction
7. Repairs performance and customer experience
8. Developing / reviewing the Tenure Policy
9. Delivery of older people's housing solutions
10. Long term solutions for high rise living
11. Effective housing of people with disabilities – adapt / or move? Impact on overall stock and housing options
12. Tenant Involvement Structure and Recruitment

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Report of Head of Scrutiny and Member Development

Report to Tenant Scrutiny Board

Date: 5th June 2014

Subject: Design of Future Performance Reports

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. The previous agenda item featured various performance information produced by Housing Services. These were very detailed and featured a number of indicators which members of the Tenant Scrutiny Board may consider not of interest. The purpose of this report is to ask members of the Board to consider what information they feel they need to effectively scrutinise Housing services and the preferred format in which to receive this. It is proposed that whatever performance information is agreed on it is provided to the Board on a quarterly basis.

Why receive performance information?

2. The centre for public Scrutiny states;

Performance management is a method for improving services – it’s about making things better for local people and about ensuring that the way services are planned and delivered provides value for money. Performance monitoring is the role most often undertaken in council scrutiny.

Developing confidence and ambition to understand financial and performance information, link it to the way people experience services and drive improvements will increase the impact of this aspect of scrutiny. To use financial and performance management data effectively, your aim should be to integrate it into the all aspects of overview and scrutiny. Understanding performance management and financial information helps you review substantive policy issues in context, helping you

focus on the big picture – outcomes not process, future improvement not historic legacy.¹

3. It is important therefore that the information the Board receives is relevant, not overly detailed and clearly shows trends which in turn can be monitored. Should the performance information received subsequently lead on to further investigation, then it is at this point that the Board can 'drill down' and receive more detailed information.

Proposed format of information received

4. The Chair considers that the format of the information received by Scrutiny Board (Housing and Regeneration), as shown in the previous agenda item, provides a good example. The use of 'direction of travel' arrows clearly show trends and can be easily monitored.
5. Board members have also stressed in the past for reports to be written in plain English, free from the use of acronyms. Members have also asked that where % is used, this is accompanied by actual figures.

What information is required?

6. The Board is asked to consider what performance information is required. Examples suggested include;
 - % (and figure) of rent collected
 - % (and figure) of annual tenancy visits completed
 - % (and figure) of repairs completed within target
 - % (and figure) overall satisfaction with services provided
 - Gross average relet days
 - Number of lettable voids
 - % (and figure) major adaptations completed within target timescales

Recommendation

7. Members of the Board are requested to consider what monthly performance information they would wish to receive and in what format.

Background papers²

8. None

¹ 'Putting financial and performance management information to good use.' Centre for Public Scrutiny 2012

² The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.