

SLOUGH BOROUGH COUNCIL

REPORT TO: Neighbourhood & Community Services Scrutiny Panel

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CONTACT OFFICER: Rebecca Brown, Neighbourhood Services
(For all Enquiries) (01753) 875651

WARD(S): All

PART I **FOR COMMENT & CONSIDERATION**

HOUSING AND NEIGHBOURHOOD SERVICES SCRUTINY OVERVIEW INDICATORS

1. Purpose of Report

This report provides a recommended suite of strategic Scrutiny Overview Indicators (SOIs) for Housing Services and Neighbourhood Services. The indicators will provide the foundation for future scrutiny reporting and future refinement of operational indicators.

The report is separated into three parts:

1. General overview and introduction to the Scrutiny Overview Indicators
2. Housing Service Indicators – Paul J Thomas, Head of Housing
3. Neighbourhood Services – John Griffiths, Head of Neighbourhoods

Parts 2 and 3 of the report allows members to review the indicators in discussion with the relevant Head of Service.

The indicators provide an overview of the matters dealt with within the services and provide a commentary for Members to engage with the Heads of Service. The SOIs are fluid and can be updated, changed, and modified over time in order to represent services demands and interests of Members.

2. Recommendation(s)/Proposed Action

The NCS Scrutiny Panel is recommended to:

- a) Endorse the Scrutiny Overview Indicators for Housing Services (contained in Appendix A).
- b) Endorse the Scrutiny Overview Indicators for Neighbourhood Services (contained in Appendix B).

3. **The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

3a. **Slough Joint Wellbeing Strategy Priorities –**

The Scrutiny Overview Indicators (SOIs) track and follow activities and performance in Housing Services and Neighbourhoods Services key areas of operation and therefore many contribute towards the Slough Joint Wellbeing Strategy.

Specifically the Housing priority can be broken down as follows:

Housing Services – Paul J Thomas

- Homelessness and Temporary accommodation – ensuring that homelessness is prevented and those in temporary accommodation are there for as short a time as possible
- Development and Housing Supply – to ensure there is a sufficient housing supply of affordable housing to meet the demands for good quality housing
- Fraud – demonstrating the housing that is fraudulent obtained or used and is brought back into use for those in need of good quality affordable housing
- Allocations– measuring the average time to re-let properties to ensure key to key times are efficient and allow allocations to meet housing demand for good quality housing

Neighbourhood Services – John Griffiths

- Housing Regulation – specifically addresses the need to monitor the number of CAT 1 risks removed from private sector housing and the management of HMOs ensuring those in the private sector are in safe good quality housing
- Anti social behaviour (council stock only) – understanding that safe healthy housing is not just the physical structure but also the environment people live in
- Repairs and Capital investment – to ensure all council housing stock has a valid gas safety certificate providing safe housing
- Neighbourhood Enforcement – understanding that safe healthy housing is not just the physical structure but also the environment people live in

3b. **Five Year Plan Outcomes**

The Scrutiny Overview Indicators (SOIs) track and follow activities and performance in Housing Services and Neighbourhoods Services key areas of operation and therefore many contribute towards the Council's Five Year Plan.

The outcomes of the 5 Year Plan are as follows (organised by Department Head):

There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough by monitoring & reporting on homelessness activity, new builds, housing regulation activities in the private rented sector and details relating to council stock

Housing Services – Paul J Thomas

- The number of cases where positive action succeeded in preventing homelessness
- Actual new homes completions in the year against the target figure
- The average time to re-let void properties

Neighbourhood Services – John Griffiths

- The number of managed - General Needs properties (see section 5.22)
- Number of private properties that have had category 1 hazards removed
- Number of private rented sector dwellings improved due to intervention of the Housing Regulation Team

Slough will be one of the safest places in the Thames Valley by monitoring & reporting on:

Neighbourhood Services – John Griffiths

- The number of new ASB cases reported, how many successful outcomes achieved and average days to resolve a case.
- The number and type of neighbourhood enforcement and the number of formal enforcement notices served by notice type

The Council's income and the value of its assets will be maximised by monitoring & reporting on fraud action and rent collection related activities such as the following:

Housing Services – Paul J Thomas

- The number of properties recovered as a result of fraud investigation
- Fraud interventions in relation to right-to-buys
- The percentage of debt that is former tenant arrears
- The percentage of former tenant arrears written off
- How much rent collected from current tenants as a percentage of rent due

4. Other Implications

(a) Financial

There are no financial implications of proposed action

(b) Risk Management

Recommendation	Risk/Threat/Opportunity	Mitigation(s)
Committee endorses the Scrutiny Overview Indicators for Housing Services.	There are no threats to this action, however there are significant opportunities in having increased awareness through the scrutiny overview indicators	None
Committee endorses the Scrutiny Overview Indicators for Neighbourhood Services.	allowing members to better understand neighbourhood and housing services performance and activities	

(c) Human Rights Act and Other Legal Implications

There are no human rights or other implications

(d) Equalities Impact Assessment

The EIA is not required as the recommendation is to approve a suite of indicators that analyse and give an overview of existing policies, procedures and services.

(e) Workforce Implications

There are no workforce implications.

5. **Supporting Information**

Part 1 – General Overview

5.1 On 21st July 2016 Neighbourhood and Community Scrutiny requested:

1. That SBC officers undertake work on forming a Panel including Councillors and residents, dedicated to evaluating the performance of the Housing Service.
2. That Councillors be nominated by the Panel to meet with the Resident's Panel.
3. That future reports on performance include refinements based on the Panel's requests (e.g. benchmarking data).
4. That the Panel receive an agenda item on the wider engagement strategy for residents at the meeting on 3rd November 2016.
5. That an agenda item on Housing Repair, Maintenance and Improvement (RMI) be added to the work programme as appropriate.

5.2 Following this request the Performance Management team (Neighbourhood Services) set about:

- Reviewing existing and old performance reports and dashboards, the Five Year Plan priorities and objectives.
- Considering benchmarking and HouseMark Priority Performance Benchmarking requirements, and
- Researching other local Authority Housing related performance monitoring and reporting methods .

Consideration was also given to Slough Borough Council's strategic plans (JSWS, 5 Year Plan and HRA Business Plan) in order to reflect the ambitions of SBC.

5.3 A working group of officers, and Councillors Darren Morris and Nora Holledge was formed to review the initial research and to develop a clear understanding of what the indicators would be and what they would achieve.

5.4 In order to focus on a strategic overview, a potential suite of over 100 indicators was reduced to 45. It was decided following the first working group meeting and through subsequent meetings that the indicators would become "overview" indicators rather than "performance" indicators. The overview approach was

considered more appropriate due to the varied type of information across the two services and moved toward service outcomes more so than hard targets.

- 5.5 The working group also established Terms of Reference for the scrutiny working group.
- 5.6 The working group decided that the scrutiny indicators should be outcome focused. As far as possible this has been developed without losing sight of the need to keep the indicators at a strategic level.
- 5.7 The Group reviewed and developed auditable and accountable indicators which lay the foundations for the new performance framework. This includes:
 - Definitions for each indicator
 - A Data and Proforma Sheet was developed to capture the definitions and manage each indicator
 - An amendment log to track changes throughout the indicators life time –
 - A full dashboard to present the data at future meetings

Exception Reporting

- 5.8 The SOIs will be reported by exception. This means that where an SOI or several SOIs return a red rating or two consecutive amber ratings they will be reported back to scrutiny.

RAG Rating

- 5.9 The RAG rating system has been developed using a Manufacturing Statistical Process Control method. A medium value set from previous quarter's data or if the previous data is not available an agreed control point is used. This is known as the Median/Control Point (M/CP). A Green RAG applies to the indicator as long as the service output remains within the Inner Control Limits either side of the M/CP.

Inner Control Limits (ICL) which indicate an amber rating, and Outer Control Limits (OCL) which indicate a red rating, are agreed with the service data owners which will sit above and below the MCP. (see figure 1).

Where these control limits are breached it will trigger Amber (ICL) or Red (OCL) ratings indicating a deviation from the anticipated service level or in other words a shift from the MCP. This gives a quantitative measure to qualitative data to drive outcomes.

Statistical Process Control

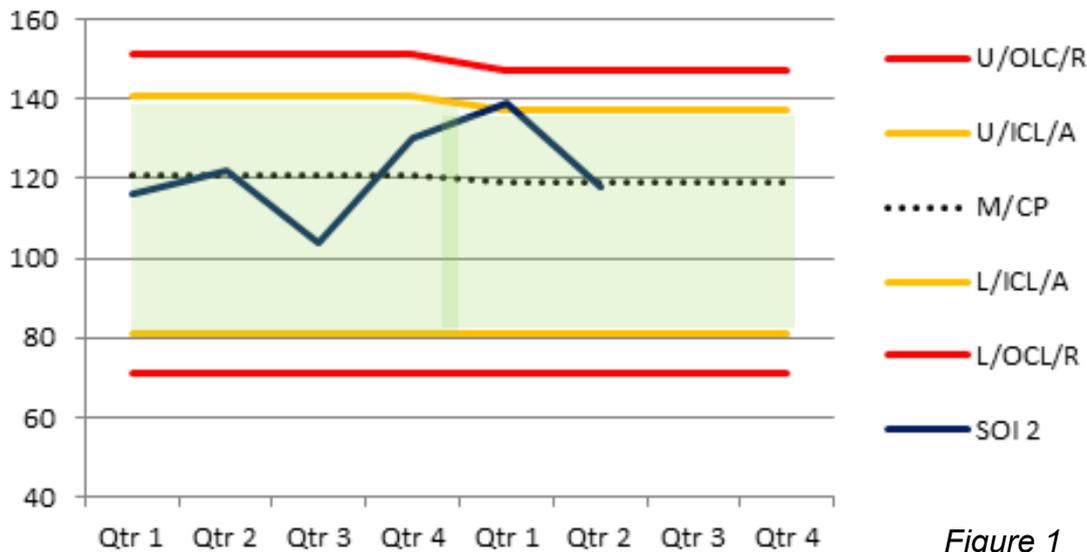


Figure 1

U/OCL/R = Upper/Outer Control Limit/Red
U/ICL/A = Upper/Inner Control Limit/Amber
M/CP = Median/Control Point
L/ICL/A = Lower/Inner Control Limit/Amber
L/OCL/R = Lower/Outer Control Limit/Red
SOI = The indicators process activity

5.10 The RAG definitions are explained below (see figure 2)

RAG	Definition
GREEN	1) <i>At or above target</i> 2) <i>Within the set median Inner Control limits</i> 3) <i>100% dwellings with a valid gas safety certificate</i>
AMBER	1) <i>Within 10% of target</i> 2) <i>Equal the Inner control Limit or Within the Inner and Outer control limits</i>
RED	1) <i>Outside 10% of target</i> 2) <i>Equal or outside the Outer control limit</i> 3) <i>=<99% dwellings with a valid gas safety certificate</i>

Figure 2

5.11 A dashboard template will be used to collect the on going quarter end or annual data along with. The dashboard will then be sent out to the indicator data owner so they can review the outturn data and add additional commentary as required.

5.12 When the commentary and Dashboard is returned, a review of this information will be carried out and once verified by the Performance Officer it will be placed in the Neighbourhood and Community Scrutiny Panel Dashboard. The final Dashboard (Appendix E) will form part of the Neighbourhood and Community Scrutiny Panel report.

5.13 There are a total of 45 SOI's. 36 will report quarterly and 9 annually. For all 45 SOIs a RAG rating will be applied.

- 5.14 As above any SOI that has been given a Red RAG rating at the end of the reporting period or that have been given two consecutive Amber RAG ratings will be included in the exception report.
- 5.15 Any SOI's that meet the exception reporting criteria at the end of a reporting period will have an exception/RAG rating action sheet completed. The exception/RAG rating action sheet will:
- Identify the indicator
 - Provide a reason for the RAG rating applied
 - Outline corrective action to be taken and
 - Provide the results and effectiveness of the corrective action where previously taken.

Details from the exception/RAG rating action sheet will be extracted and inserted into the exception report.

- 5.16 The movement of any indicator through the Inner Control Limits and triggers an amber or red alert, is expected to trigger dialogue where the outcomes of the movement is analysed. Corrective or positive action would be identified and taken in order to correct the fluctuation in performance which may include:
- Review of current working practice to understand the reason for variation
 - Reviewing of procedures or processes to address the changing performance or value
 - Possible revising of target/medium, ICL & OCL values
- 5.17 Therefore it is imperative that the Scrutiny Overview Indicators are understood as outcome based reporting data that creates and stimulates proactive conversation and actions leading to continuous service improvements, rather than a set of targets that arbitrarily denote a failing or acceptable service.

5.18 The indicators will be reviewed and audited at least once per year.

Part 2 Housing Services – Paul J Thomas

5.19 Housing Services' SOIs as of the date of this report are as follows:

Homelessness	
SOI 1	Number of cases where positive action succeeded in preventing homelessness.
SOI 2	Number of new homeless applications made
SOI 3	Of decision made in the quarter the average number of days to make decision
SOI 4	% change in the number of homeless applications taken against previous year
Temporary Accommodation	
SOI 5	Number of families in B&B
SOI 6	Total number of cases accommodated in temporary accommodation within a rolling 12 months
SOI 7	Average rent cost of each TA type (including B&B) in use at end of quarter

SOI 8	Total rent cost of each TA (including (B&B) type during the quarter
Development & Housing Supply	
SOI 9	Actual new homes completions in the year benchmarked - Total (PPB only)
SOI 12	How many right-to-buys have been completed this year
SOI 13	How many buy backs have been completed under the right-to-buy scheme
SOI 53	How many dwelling purchases have been completed outside of the RTB buy back
Fraud	
SOI 14	Number of properties recovered as a result of fraud investigation
SOI 15	Fraud interventions in relation to RTB
Allocations	
SOI 17	Average re-let time in days (standard re-lets)
SOI 18	Number of major works voids
SOI 19	Total cost of major works voids
Rents	
SOI 20	% of debt that is former tenant arrears
SOI 21	% of former tenant arrears written off
SOI 22	Rent collected from current tenants as a percentage of rent due (including arrears b/f)
SOI 23	The number of council tenant households subject to the benefits Cap
Leasehold	
SOI 27	Of leasehold service charges invoiced during the year the percentage of service charge collected

- 5.20 With significant change in Housing Regulation it is likely that some SOIs will evolve in time and either new ones added and or existing removed to ensure the service is represented as required in future.
- 5.21 The Housing Services' team managers have signed off the individual data / pro-forma sheets for their respective indicators.
- 5.22 SOI11, whilst a Neighbourhood Services owned indicator, it should be considered alongside Development and Housing Supply as it gives an overview of housing supply.
- 5.23 SOI's 14, and 15 (Fraud) are to understand the level of fraud within the council's housing stock. In September 2015, Neighbourhood Services spearheaded an intelligence led fraud initiative working with Call Credit which has led to identifying approximately 3% of the council's stock is at risk of fraud. This in turn has led to positive action being taken with validated evidence to challenge those tenants that are acting fraudulently and either subletting or that have abandoned their homes.
- 5.24 SOI's 17, 18, and 19 (Voids) whilst at the time of this report appear in Housing Services, will be moving to Neighbourhood Services some time early in 2017. Therefore the Data Owner is indicated as Alan Cope within Neighbourhood Services.

Neighbourhood Services – John Griffiths

5.25 Neighbourhood Services' SOIs as of the date of this report are as follows:

Contractual Repairs (Interserve supplied outturn data)	
SOI 36	Of those who completed and returned the repair satisfaction survey card the percentage who were satisfied with the repair carried out
Housing Regulation	
SOI 29	Number of CAT1 removed
SOI 30	Number of HMO found that were not licenced
SOI 31	Number of licensed Mandatory HMO
SOI 32	Number of private rented sector dwellings improved
Housing Management	
SOI 11	Number of total units managed – general needs
Anti-social behaviour (Council tenant related only)	
SOI 33	Number of new ASB cases reported
SOI 34	% of ASB cases closed and resolved successfully
SOI 35	Average number of days to resolve an ASB case
Repairs and capital investment	
SOI 37	The percentage of dwellings with a valid gas safety certificate (RAMIS reporting via Property Services)
Neighbourhood & Tenancy Team	
SOI 38	Of garages inspected a breakdown of the development RAG rating awarded
SOI 39	% of expected income against actual income received (of total garage stock)
SOI 40	% of garages let from total stock
Neighbourhood enforcement	
SOI 42	Top ten reported case types by volume of all reported cases
SOI 43	The number of formal enforcement notices served by notice type
SOI 45	Number of fixed penalty notices issued (and a breakdown by offence)
SOI 46	% income rate against payments of FPN due during the quarter
SOI 47	Volume of new service requests received this quarter
SOI 48	The number of closed service requests that took 90 or more days to close
Complaints, compliments and enquiries	
SOI 49	Number of stage 1 complaints received
SOI 50	Number of stage 2 complaints received
SOI 51	Number of stage 3 complaints received
SOI 52	Number of compliments received broken down by team

5.26 The Performance Officer has worked in liaison with the Neighbourhood Services team managers and Head of Service as required to develop and sign off the above SOIs.

5.27 Under Repairs and Capital investment, the resident satisfaction with Interserve was removed as the data was of poor quality. For example, of all repairs completed in a month (average 1200 jobs), only 70 satisfaction cards were received. The questions asked on the satisfaction also only looked at the quality of the single repair not the service of completing the repair as a whole. Therefore, this SOI will be reviewed when the new RMI service partner is on board and we have greater ability to interrogate satisfaction with the new repairs service.

5.28 SOI 38 may be time limited in so far as once the audit is complete the SOI will not change. However, in the immediate term it indicates the development

potential of the garage sites and gives a strategic overview of garage site management.

- 5.29 SOI 52 to date has not been possible as there is no formal process for capturing compliments received. A process has been implemented and future data will provide an insight into this area alongside complaints to give a better view of satisfaction with council services.

6. **Comments of Other Committees**

No other committees have commented upon this matter.

7. **Conclusion**

The committee notes the Scrutiny Overview Indicators (SOIs) are designed to give members an overview of the services undertaken by Housing Services and Neighbourhood Services. The committee endorses exception reporting methodology where failures are identified, to use the indicators to stimulate conversation about Housing and Neighbourhood matters, and to use the indicators to drive service improvement and accountability.

Where the indicators reveal a failure in performance, the scrutiny committee will receive an exception report explaining the reasons for the performance dip and also actions to remedy the problems.

8. **Appendices Attached**

'A' - Scrutiny Overview Indicators - Housing Services

'B' - Scrutiny Overview Indicators – Neighbourhood Services

9. **Background Papers**

'1' - None