



## BLACKPOOL COASTAL HOUSING LIMITED

### PERFORMANCE MANAGEMENT COMMENTARY FOR 2010-11 BALANCED SCORECARD

1<sup>ST</sup> APRIL 2010 TO 31<sup>ST</sup> MARCH 2011




#### INTRODUCTION

This commentary has been generally prepared on an exception reporting basis so it concentrates on items where performance did not fully meet the targets set. In some instances, however, though performance may not have been a matter for concern, an explanatory note or additional information has been provided. The location of commentary or additional information in this first part of the report is shown in the extreme right-hand column of the performance data sheets below.

In the case of some Homestop & Emergency Housing and Organisational Development KPI's, where it is good for performance to be representative of the community, the target figures relate to the composition of Blackpool's population. It should, however, be noted that these figures are best seen more as goals to which BCH aspires rather than as the harder targets used for other KPI's. In that sense they help to define the context for performance in those areas but will need to be monitored for reasonableness and accuracy to allow for refinement in future years.

The comparison of performance for each Key Performance Indicator (KPI) is made between its 2010 -11 target figure and its cumulative performance figure from 1<sup>st</sup> April 2010 to 31<sup>st</sup> March 2011, covering the full operational year.

Good or bad performance is indicated by the use of the three symbols shown below:

	<b>GREEN</b> - Currently meeting or exceeding target
	<b>AMBER</b> - Currently meeting or exceeding target but performance has declined <b>OR</b> Currently not meeting target but performance has improved
	<b>RED</b> - Currently not meeting target,

## **BUSINESS PROCESS KPI's**

### **1. BUS01-The number of properties without a Landlord's Certificate**

At the end of 2010-11, 99.8% of the gas heated stock of dwellings had current certification. There were only 10 properties without certification, which represented 0.2% of the gas heated stock. In line with national Health & Safety Executive guidance all of the outstanding dwellings had been visited 3 times by the BCH gas contractor prior to the anniversary due-date and all are subject to established "no access" and related legal processes.

Since the changes to the length of servicing programme from 11 to 10 months and changes to the legal route to gaining access, the Services Team have achieved savings in the region of £14,000, which had previously had been spent with Blackpool Council's Legal Services. The new arrangements and timeline have made a positive difference to the number of properties to which we now gain access.

### **2. BUS 04 – The percentage of urgent repairs completed on time (ex BVPI 72)**

Urgent repairs completed on time remained at a consistent level during the final quarter, being just 1% below target level. Our reports identified 11 jobs which were completed out of target for the year. Due to the small number of jobs we have been unable to identify any trends.

### **3. BUS 05 – The percentage of routine repairs completed on time (ex BVPI 73)**

Although the target has just been met it is worth noting that performance might well have been better but for the adverse weather conditions suffered in late November, early December and the week prior to Christmas in 2010 because the majority of repairs out of target related to external work including guttering, ground works and brickwork. Analysis undertaken has identified that the conditions we experienced had a particular impact on this type of work. Jobs had to be re-scheduled and were therefore unavoidably completed out side their target time.

We also experienced an increase in plastering work, particularly in areas where Decent Homes work had been undertaken. This suggests that customers are undertaking further improvements to their homes and upgrading the overall standard, particularly following bathroom and kitchen renewals.

We are creating a new team to undertake non urgent routine repairs. The team will take a planned rather than responsive approach to the work and will batch repairs into programmes. This will include plastering, guttering, brickwork and ground works. Repairs will be planned and scheduled on an area to area basis and completed within 90 days.

- 4. BUS 06 – The percentage of appointments made and kept**  
**BUS 12 – The percentage of repairs completed “right first time”**

Performance data for these two KPI's has not been available in 2010-11 as a result of the changeover during Quarter 4 of 2009-10 to a new handheld computer based system for management of responsive repairs and the subsequent need to integrate that with use of the new Orchard Housing Management System. That has now been achieved and performance data should therefore be available during 2011-12

- 5. BUS08 – The average number of days taken for urgent repairs**

The exact amount of time taken for urgent repairs is 2.51 days, just over half a day longer than target. The majority of urgent repairs are raised with a 3 or 7 day priority, which is in line with the Right to Repair legislation. Through consultation with our customers we are looking at reducing the number of repairs priorities which would result in some urgent repairs being completed more quickly.

### **FINANCIAL KPI's**

- 6. FIN 04 – The percentage of rent collected excluding arrears brought forward**
- FIN 05 – The value of current tenant arrears - £000's**
- FIN 06 – Current tenant rent arrears as a percentage of collectable rent**
- FIN 07 – The percentage of tenants with more than 7 weeks gross rent arrears**
- FIN 08 – The percentage of tenants in arrears served with a NOSP**
- FIN 09 - The number of tenants in arrears served with a NOSP**
- FIN 10 – The percentage of tenants evicted as a result of rent arrears (ex BVPI 66D)**
- FIN 11 - The number of tenants evicted as a result of rent arrears**

2010/11 was a very challenging year for current tenant rent recovery with BCH's old Housing Management computer system being replaced by the new Orchard Housing Management System, which coincided with the timing of the Council's replacement of its Housing Benefit system. We were very concerned about the affect that the simultaneous replacement of these two systems would have, particularly in the light of our experience during 2007, when the Council changed its then Housing Benefit system. That had a substantial negative affect on our rent recovery action, from which it took us a considerable time to recover.

In addition, the move to the new Orchard system required a new way to manage Direct Debit payments. Our old Housing Management computer system collected Direct Debits one month in arrears. Therefore, those tenants paying at the end of the month were in arrears for up to one month before they had a clear rent account. Orchard collects Direct Debit payments in advance. In order to move towards advance payments and to avoid unnecessary hardship on tenants of having to make two payments within days of each other, one to pay off the final months rent payment at the end of March and the other to collect the first month rent in advance at the beginning of April, we agreed to take our first Direct Debit payment using the Orchard system on the first Monday of April, but not to take the last payment of the previous financial year.

Therefore, the rental income for the previous financial year, 2010-11 is down by approximately £40,000, which will be recouped gradually over the new financial year, 2011-12.

Despite all these difficulties, we have in the main achieved our targets. Had we not had the situation of missing the 2010-11 year end Direct Debit payment, we would have easily achieved all arrears recovery targets for current tenants. We have achieved this success through the previous experiences of the team in managing a new computer system and we were able to support very tight project management of the replacement of both computer systems. In addition, the new Orchard system offers more modern and sophisticated recovery services, which will help to improve our arrears recovery performance in the future. This is an excellent basis on which to build our recovery action for 2011-12.

We anticipate that in future we will be using the service of Notice of Seeking Possession more and also earlier in the progress of cases. This is to highlight to tenants the importance of dealing with rent arrears early, and to give tenants an opportunity to deal with their arrears whilst they are still at a manageable level. A growing number of evictions took place in 2010-11, the majority prior to the replacement and closing down of the old housing management and housing benefit systems, to ensure the Rents Team was as up to date as possible with arrears action.

Whilst arrears relating to these evictions transferred into former tenant arrears, income collection rates increased compared to the previous year, which suggests that the arrears reductions were mainly due to improved collection. It should be noted that collection rates (not including arrears brought forward) rose from 98.06% in 2008-09, to 98.92% in 2009-10 and again to 99.23% in 2010-11. If the issue with the Direct Debit payment had not occurred it is estimated that the collection rate for 2010-11 would have been 99.48%.

- 7. FIN 12 - The percentage of Former Tenant Arrears written off as a proportion of total collectable rent to date**  
**FIN 13 – The amount of Former Tenant Arrears written off - £000's**  
**FIN14 – The value of Former Tenant Arrears (FTA's) - £000's**

The Board set high write-off targets for 2010-11 due to the minimal amount of write offs in previous years. During the financial year, BCH and the Council agreed a new procedure for writing off Former Tenant Arrears. The Council wrote off £243,000 of former tenant arrears during the financial year 2010-11. Whilst the amount of outstanding Former Tenant Arrears debt exceeds the target, it is considerably less than at the end of the last financial year.

- 8. FIN 15 – The percentage of rent lost through empty properties**  
**FIN 16 – Amount of rent loss to voids (£000's)**

The need to re-house tenants from properties being redeveloped has had an adverse effect on the total number of properties vacant during the year. In particular, it increased both the amount and percentage of rent lost through the properties having to be held void during the period from the date that tenants were re-housed to the date that the properties were removed from the rent roll.

Although, as noted at comment 12 (HEH 01 and HEH 02 a & b) below, performance in the length of time taken to relet void properties has been better than target, the high annual turnover of tenancies within the managed housing stock further complicates the issue of void rent loss.

## **CUSTOMER KPI's**

### **9. CUS 02 – Customer satisfaction with repairs service**

We have considerably re-designed our satisfaction surveys for the repairs service following the implementation of the Orchard Housing Management System. The questionnaires and responses are now in line with Housemark methodology, which should improve our ability to benchmark with and learn from other organisations. The results are presented and discussed by each contractor at the Day to Day Partnership meetings. Individual cases were resolved directly with customers and performance has begun to show improvement.

### **10. CUS 03 – Satisfaction with work undertaken as part of the Decent Homes Programme CUS 05 – Level of local people employed on the Decent Homes Programme**

In spite of our contractor Connaught going into administration during 2010, the two key targets of Tenant Satisfaction and Local Employment have been exceeded. This reflects the hard work of staff within BCH and also the contractors who picked up the additional properties left by Connaught

- 11. CUS06 - The average number of days to respond to a complaint around physical violence or Hate crime**
- CUS 07 - The average number of days to respond to all other reports of anti-social behaviour**
- CUS 08 - The percentage of tenants satisfied with the outcome of their ASB complaint**
- CUS 09 - The number of ASB cases opened on Mereside**
- CUS 10 - The number of ASB cases opened on Grange Park**
- CUS 11 - The number of ASB cases opened on Queens Park**

The performance indicators for the Anti-social behaviour service continue to show positive performance and high satisfaction rates. It should be noted that levels of anti-social behaviour reporting in the Mereside and Queens Park management areas have increased. Further analysis is being made to consider the reasons for this, as there does not seem to be a particular reason other than that an increased confidence in the service has increased reports of anti-social behaviour taking place.

## **HOMESTOP & EMERGENCY HOUSING KPI'S**

### **12. HEH01 - The average number of offers taken to let each property**

**HEH02a - Average relet time in calendar days excluding properties undergoing Decent Homes and Major Repair Works but including Hostels**

**HEH02b - Average relet time in calendar days including properties undergoing Decent Homes and Major Repairs Works and Hostels**

The Lettings and Void Management Services have continued to demonstrate consistently effective working and have exceeded the target for the average re-let time for properties needing only minor repairs work before they can be re-let. The average re-let time for properties requiring major works has exceeded the target, although this can be explained by a small number of properties requiring very substantial work, including in some cases major structural work, which has pushed up this average.

## **ORGANISATIONAL KPI's**

### **13. ORG 03 – The percentage of staff turnover**

23 employees left within the final quarter of 2010-11 as detailed below:

- 2 employees chose voluntary redundancy
- 6 employees came to the end of their temporary contracts
- 3 employees were “casuals” providing ad hoc cover
- 4 employees took normal retirement during the period
- 1 employee retired on ill health grounds
- 2 employees were dismissed – both due to high levels of absence
- 5 employees resigned to pursue other career opportunities.

Although this figure was high and above target it contributed to efficiency savings by reducing both the total number of employees and also the number of compulsory redundancies needed to achieve the level of savings required of BCH.

**14. ORG 05 – The percentage of staff that are women**

This figure reduced by comparison with the previous year because 17 of the 23 leavers were female. A significantly higher proportion of female staff chose early retirement. All of the employees on temporary contracts were women.

**15. ORG 08 – The percentage of the top 5% of earners who are women**

The number of female employees in the top 5% of earners has remained static due to stability within the senior team.

**16. ORG 09 – The percentage of the top 5% of earners who are from black and minority ethnic communities**

**ORG 10 – The percentage of the top 5% of earners who have a disability**

These figures have remained at zero for some time due to the relatively small size of the organisation and stability within the senior team.

**17. ORG 11 – The number of training sessions per employee**

This figure decreased due to the economic climate and efficiency demands contributing to a reduction in training expenditure. Training priorities have been reviewed with mandatory and essential training continuing and a reduction in professional qualification and developmental training.

Ref	Business Process KPI	Good is	2009 - 10		2010 - 11					2010 - 11	
			Year End	25% Best ALMO's	Target	Quarter One	Quarter Two	Quarter Three	Quarter Four	YTD Actual V's Target	Good / Bad
BUS01	The number of properties without a current Landlord's Certificate	LOW	23	0	23	28	15	6	10		1
BUS02	The overall percentage of repairs completed within time	HIGH	98	99	99	99	99	99	99		
BUS03	The percentage of emergency repairs completed on time	HIGH	99	100	99	100	99	99	99		
BUS04	The percentage of urgent repairs completed on time	HIGH	99	99	100	100	99	99	99		2
BUS05	The percentage of routine repairs completed on time	HIGH	96	99	98	98	98	98	98		3
BUS06	The percentage of appointments made and kept	HIGH	0	99	83	N/A	N/A	N/A	N/A	N/A	4
BUS07	Average number of days taken for emergency repairs	LOW	1	N/A	1	1	1	1	1		
BUS08	Average number of days taken for urgent repairs	LOW	3	N/A	2	2	2	2	3		5
BUS09	Average number of days taken for routine repairs	LOW	7	7	8	5	6	6	6		
BUS10	The percentage of empty homes available for letting or awaiting minor repairs	LOW	2	N/A	2	2	1	2	2		
BUS11	The percentage of empty homes - other	LOW	2	N/A	2	2	2	2	1		
BUS12	Percentage of Repairs completed "Right First Time"	HIGH	0	94	90	N/A	N/A	N/A	N/A	N/A	4
BUS13	SAP rating 2005 Methodology	HIGH	68	71	69	68	68	68	69		
BUS14	The percentage of non-decent properties - NATIONAL INDICATOR 158 (EX BVPI 184A)	LOW	53	3	35	50	46	44	41		

### KEY

	Currently meeting or exceeding target
	Currently meeting or exceeding target but performance has declined OR currently not meeting target but performance has improved
	Currently not meeting target and performance has not improved

Ref	Financial KPI	Good is	2009 - 10		2010 - 11					2010 - 11	
			Year End	25% Best ALMO's	Target	Quarter One	Quarter Two	Quarter Three	Quarter Four	YTD Actual V's Target	
										Good / Bad	Comments
FIN01	The percentage of the BCH budget spent	EXACT	0	N/A	0	N/A	N/A	N/A	N/A	N/A	
FIN02	% of invoices paid within 30 days	HIGH	92	N/A	95	98	98	98	98	😊	
FIN03	The Percentage of expenditure on planned to responsive maintenance	HIGH	52	60	55	61	61	61	61	😊	
FIN04	The percentage of rent collected excluding arrears brought forward	HIGH	99	100	99	98	110	99	99	😊	6
FIN05	Current tenant arrears - £000's	LOW	334	N/A	320	351	323	420	368	😞	6
FIN06	The current tenant rent arrears as a percentage of collectable rent	LOW	2	2	2	2	2	3	2	😊	6
FIN07	The percentage of tenants with more than 7 weeks gross rent arrears	LOW	6	N/A	6	5	5	5	5	😊	6
FIN08	The Percentage of tenants in arrears served with a NOSP	LOW	17	N/A	19	4	8	12	18	😊	6
FIN09	The Number of tenants in arrears served with a NOSP	LOW	253	N/A	295	57	126	193	286	😊	6
FIN10	The Percentage of tenants evicted as a result of rent arrears	LOW	1	N/A	0	0	0	0	1	😞	6
FIN11	The Number of tenants evicted as a result of rent arrears	LOW	27	N/A	18	14	20	23	32	😞	6
FIN12	The percentage of former tenant rent arrears written off as a proportion of total collectable rent to date	LOW	1	N/A	1	0	0	1	2	😞	7
FIN13	The Amount of Former Tenant Arrears Written Off - £000's	LOW	157	N/A	200	2	2	138	243	😊	7
FIN14	Former tenant arrears - £000's	LOW	420	N/A	250	451	456	342	307	😞	7
FIN15	The percentage of rent lost through empty properties	LOW	4	1	3	4	4	3	3	😊	8
FIN16	Amount of rent loss to voids (£000's)	LOW	581	N/A	464	171	303	422	597	😞	8

Ref	Customer KPI	Good is	2009 - 10		2010 - 11					2010 - 11	
			Year End	25% Best ALMO's	Target	Quarter One	Quarter Two	Quarter Three	Quarter Four	YTD Actual V's Target	
										Good / Bad	Comments
CUS01	Percentage of Hotline calls handled to calls abandoned	HIGH	94	N/A	94	94	95	95	95	😊	
CUS02	Customer satisfaction with repairs service	HIGH	96	88	98	0	0	91	90	😞	9
CUS03	Satisfaction with work undertaken as part of the Decent Homes programme	HIGH	95	N/A	95	90	92	95	96	😊	10
CUS04	Evictions for reasons other than arrears (e.g. ASB)	LOW	10	N/A	10	2	4	6	8	😊	
CUS05	Level of local people employed on the Decent Homes programme	HIGH	83	N/A	84	77	86	85	86	😊	10
CUS06	The average number of days to respond to a complaint around physical violence or Hate crime	LOW	1	N/A	1	0	0	1	1	😊	11
CUS07	The average number of days to respond to all other reports of anti-social behaviour	LOW	4	N/A	5	3	2	2	2	😊	11
CUS08	The percentage of tenants satisfied with the outcome of their ASB complaint	HIGH	63	N/A	70	84	79	76	72	😊	11
CUS09	The number of ASB cases opened on Mereside	LOW	123	N/A	160	29	104	151	220	😞	11
CUS10	The number of ASB cases opened on Grange Park	LOW	177	N/A	200	61	117	139	162	😊	11
CUS11	The number of ASB cases opened on Queens Park	LOW	249	N/A	300	117	225	286	372	😞	11

### KEY

- 😊 Currently meeting or exceeding target
- 😞 Currently meeting or exceeding target but performance has declined OR currently not meeting target but performance has improved
- 😞 Currently not meeting target and performance has not improved

Ref	Homestop & Emergency Housing KPI	Good is	2009 - 10		2010 - 11					2010 - 11	
			Year End	25% Best ALMO's	Target	Quarter One	Quarter Two	Quarter Three	Quarter Four	YTD Actual V's Target	Good / Bad
HEH01	The average number of offers taken to let each property	LOW	2	N/A	2	2	2	2	2		12
HEH02a	Average relet time in calendar days excluding properties undergoing Decent Homes and Major Repair Works but including Hostels	LOW	34	24	31	32	31	30	30		12
HEH02b	Average relet time in calendar days including properties undergoing Decent Homes and Major Repairs Works and Hostels	LOW	N/A	N/A	40	44	50	47	49		12
HEH03	The percentage of BME applicants on the waiting list	REP	2	N/A	N/A	2	2	1	1	Not Applicable	
HEH04	The percentage of disabled applicants on the waiting list	REP	4	N/A	N/A	4	5	6	5	Not Applicable	
HEH05	The percentage of BME applicants housed	REP	1	N/A	N/A	2	3	2	2	Not Applicable	
HEH06	The percentage of disabled applicants housed	REP	22	N/A	N/A	36	38	33	28	Not Applicable	
HEH07	The percentage of BME tenants	REP	2	N/A	N/A	2	2	1	1	Not Applicable	
HEH08	The percentage of disabled tenants	REP	31	N/A	N/A	34	35	28	27	Not Applicable	

KEY	
	Currently meeting or exceeding target
	Currently meeting or exceeding target but performance has declined OR currently not meeting target but performance has improved
	Currently not meeting target and performance has not improved

Ref	Organisational Development KPI	Good is	2009 - 10		2010 - 11					2010 - 11	
			Year End	25% Best ALMO's	Target	Quarter One	Quarter Two	Quarter Three	Quarter Four	YTD Actual V's Target	Comments
ORG01	The number of working days lost due to sickness absence per FTE	LOW	12	9	8	11	11	10	8		
ORG02	The number of employees (excluding casuals) who have reached the sickness trigger point	LOW	54	N/A	26	32	15	20	16		
ORG03	The percentage of staff turnover	LOW	7	N/A	10	6	8	8	11		13
ORG04	The percentage of permanent new entrants who voluntarily leave within 1 year of their appointment	LOW	2	N/A	5	1	1	1	1		
ORG05	The percentage of staff that are women	REP	49	N/A	50	48	48	49	48		14
ORG06	The percentage of staff from black & minority ethnic communities	REP	2	N/A	2	2	2	2	2		
ORG07	The percentage of staff who have a disability	REP	11	N/A	11	11	10	9	10		
ORG08	The percentage of top 5% of earners that are women	REP	22	N/A	50	38	38	38	38		15
ORG09	The percentage of top 5% of earners from black & minority ethnic communities	REP	0	N/A	2	0	0	0	0		16
ORG10	The percentage of top 5% of earners who have a disability	REP	0	N/A	11	0	0	0	0		16
ORG11	The number of training sessions per employee	HIGH	5	N/A	5	6	6	4	3		17

KEY	
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	Currently meeting or exceeding target but performance has declined OR currently not meeting target but performance has improved
	Currently not meeting target and performance has not improved