





























BUSINESS PROCESS KPI	GOOD TO BE	2007 - 08		2008 - 09					2008 - 09		
		YEAR END	25% Best ALMO's	TARGET	QUARTER ONE	QUARTER TWO	QUARTER THREE	QUARTER FOUR	YTD ACTUAL v TARGET	COMMENTS	
BUS01	The number of properties without a current Landlord's Certificate	LOW	0	N/A	45	N/A	77	47	56		Comment 1
BUS02	The overall percentage of repairs completed within time	HIGH	0.0	N/A	98.0	97.1	97.6	96.8	97.0		Comment 2
BUS03	The percentage of emergency repairs completed on time	HIGH	97.7	98.5	98.0	98.7	98.7	98.1	98.5		
BUS04	The percentage of urgent repairs completed on time (EX BVPI 72)	HIGH	97.2	98.7	98.0	98.1	99.3	99.2	99.6		
BUS05	The percentage of routine repairs completed on time (EX BVPI 73)	HIGH	96.2	97.4	97.0	94.6	94.2	95.1	95.2		Comment 3
BUS06	The percentage of appointments made and kept (EX BVPI 185)	HIGH	69.1	97.0	75.0	69.3	72.2	74.4	76.9		
BUS07	Average number of days taken for emergency repairs	LOW	1.1	N/A	1.0	1.0	1.1	1.1	1.1		
BUS08	Average number of days taken for urgent repairs	LOW	3.0	N/A	3.5	3.1	3.0	2.1	2.2		
BUS09	Average number of days taken for routine repairs	LOW	3.2	8.1	6.0	5.2	5.8	5.2	5.1		
BUS10	The percentage of empty homes available for letting or awaiting minor repairs	LOW	1.8	N/A	1.8	1.4	1.6	2.5	2.2		Comment 4
BUS11	The percentage of empty homes - other	LOW	1.3	N/A	1.3	1.5	1.4	1.2	1.4		Comment 5
BUS12	Percentage of Hotline calls handled to calls abandoned	HIGH	N/A	N/A	90.0	85.7	86.2	81.3	80.8		Comment 6
BUS13	Customer satisfaction with repairs service	HIGH	N/A	N/A	97.0	96.3	96.0	95.2	95.0		Comment 7
BUS14	Percentage of repairs completed "Right First Time"	HIGH	85.0	N/A	88.0	87.0	87.0	88.0	88.0		
BUS15	SAP rating (BVPI 63)	HIGH	73.4	73.6	74.0	73.4	73.7	74.5	75.0		
BUS16	The percentage of non-decent properties - NATIONAL INDICATOR 158 (EX BVPI 184A)	LOW	9.3	11.5	7.5	9.2	8.6	8.1	7.2		

	FINANCIAL KPI	GOOD TO BE	2007 - 08		2008 - 09					2008 - 09	
			YEAR END	25% Best ALMO's	TARGET	QUARTER ONE	QUARTER TWO	QUARTER THREE	QUARTER FOUR	YTD ACTUAL v TARGET	GOOD / BAD
FIN01	The percentage of the BCH budget spent	EXACT	98.0	N/A	100.0	95.3	96.6	98.1	TBC		See BCH Monitoring Report
FIN02	Actual expenditure on training and development per employee - £'s	HIGH	310.7	N/A	320.0	15.0	63.0	279.3	525.3		
FIN03	The percentage of expenditure on planned to responsive maintenance (HIP 27)	HIGH	47.0	77.0	55.0	44.0	44.0	44.0	44.0		Comment 8
FIN04	The percentage of rent collected excluding arrears brought forward	HIGH	99.4	100.0	99.4	96.2	97.6	98.0	98.1		Comment 9
FIN05	Current tenant arrears - £000's	LOW	349.2	N/A	350.0	440.6	390.4	438.5	371.5		Comment 9
FIN06	The current tenant rent arrears as a percentage of collectable rent	LOW	2.3	1.5	2.3	2.8	2.5	3.2	3.3		Comment 9
FIN07	The percentage of tenants with more than 7 weeks gross rent arrears (BVPI 66B)	LOW	6.2	3.8	6.0	5.6	5.9	6.0	6.0		
FIN08	The percentage of tenants in arrears served with a NOSP (BVPI 66c)	LOW	24.3	17.1	15.0	6.0	7.8	10.4	14.2		
FIN09	The number of tenants in arrears served with a NOSP	LOW	337	238	215	83	118	154	213		
FIN10	The percentage of tenants evicted as a result of rent arrears (BVPI 66D)	LOW	0.4	0.3	0.4	0.0	0.1	0.2	0.3		
FIN11	The number of tenants evicted as a result of rent arrears	LOW	11	14	18	2	6	12	17		
FIN12	The percentage of former tenant rent arrears written off as a proportion of total collectable rent to date	LOW	0.8	0.5	0.8	0.6	0.7	0.4	0.5		
FIN13	The amount of former tenant arrears written off - £000's	LOW	N/A	N/A	131.0	24.0	59.0	69.8	86.9		
FIN14	Former tenant arrears - £000's	LOW	224.0	N/A	220.0	292.0	295.9	337.2	386.1		Comment 10
FIN15	The percentage of rent lost through empty properties	LOW	3.0	1.2	2.9	3.0	2.9	3.1	3.2		Comment 11

	CUSTOMER KPI	GOOD TO BE	2007 - 08		TARGET	2008 - 09				2008 - 09	
			YEAR END	25% Best ALMO's		QUARTER ONE	QUARTER TWO	QUARTER THREE	QUARTER FOUR	YTD ACTUAL v TARGET	GOOD / BAD
CUS01	Overall satisfaction with the landlord service (%) - NATIONAL INDICATOR 160 (EX BVPI 74A)	HIGH	79.0	81.5	79.0	79.0	79.0	79.0	82.3		Comment 12
CUS02	Overall satisfaction with the landlord service for BME tenants (%)	HIGH	78.0	80.0	79.0	78.0	78.0	78.0	87.5		Comment 12
CUS03	Rating of how good landlord is at keeping tenant informed about things (%)	HIGH	N/A	N/A					79.7		
CUS04	Rating of how good the landlord is at keeping tenant informed about things for BME tenants (%)	HIGH	N/A	N/A					87.5		
CUS05	Satisfaction that the landlord takes tenants views into account (%)	HIGH	N/A	N/A					63.5		
CUS06	Satisfaction that the landlord takes tenants views into account for BME tenants (%)	HIGH	N/A	N/A					68.8		
CUS07	The number of compliments received	HIGH	71	N/A		26	32	39	52		
CUS08	The number of complaints received	LOW	60	N/A		19	49	73	92		
CUS09	The number of Councillor / MP / Ombudsman / solicitor enquiries	LOW	56	N/A		14	45	76	99		

	HOMESTOP & EMERGENCY HOUSING KPI	GOOD TO BE	2007 - 08		2008 - 09					2008 - 09	
			YEAR END	25% Best ALMO's	TARGET	QUARTER ONE	QUARTER TWO	QUARTER THREE	QUARTER FOUR	YTD ACTUAL v TARGET	COMMENTS
HEH01	The percentage of properties let that were accepted on the first offer	HIGH	N/A	N/A	75.0	57.5	54.6	51.2	48.7		Comment 11
HEH02	The average number of offers taken to let each property	LOW	N/A	N/A	3.0	2.0	2.0	2.1	2.2		
HEH03	The average number of bids per property	HIGH	N/A	N/A	45.0	45.4	60.8	54.6	58.2		
HEH04	Average relet time in calendar days (EX BV 212)	LOW	30.9	25.8	29.0	30.9	28.9	30.9	34.8		Comment 11
HEH05	The percentage of BME applicants on the waiting list	REP	1.8	N/A	1.6	1.7	1.6	1.5	1.5		
HEH06	The percentage of disabled applicants on the waiting list	REP	6.2	N/A	25.4	6.0	5.3	4.9	4.0		Comment 13
HEH07	The percentage of BME applicants housed	REP	2.7	N/A	1.6	2.2	1.5	2.3	2.1		
HEH08	The percentage of disabled applicants housed	REP	16.9	N/A	25.4	12.0	11.0	11.7	12.3		Comment 14
HEH09	The percentage of BME tenants	REP	1.4	N/A	1.6	1.3	1.3	1.4	1.4		
HEH10	The percentage of disabled tenants	REP	25.8	N/A	25.4	25.7	25.2	24.9	24.4		
HEH11	Emergency Housing occupation levels	HIGH	56.6	N/A	80.0	72.2	71.6	65.8	65.7		Comment 15

	ORGANISATIONAL DEVELOPMENT	GOOD TO BE	2007 - 08		TARGET	2008 - 09				2008 - 09	
			YEAR END	25% Best ALMO's		QUARTER ONE	QUARTER TWO	QUARTER THREE	QUARTER FOUR	YTD ACTUAL v TARGET	COMMENTS
ORG01	The number of working days lost due to sickness absence per FTE (BVPI 12)	LOW	8.0	9.3	7.0	6.9	6.6	5.9	4.9		Comment 16
ORG02	The number of employees (excluding casuals) who have reached the sickness trigger point	LOW	25	N/A	22	15	16	26	26		Comment 17
ORG03	The percentage of staff turnover	LOW	16.7	N/A	15.0	20.1	17.0	16.5	16.7		Comment 18
ORG04	The percentage of permanent new entrants who voluntarily leave within 1 year of their appointment	LOW	2.8	N/A	2.5	4.7	4.6	5.7	5.6		Comment 18
ORG05	The percentage of staff that are women	REP	47.3	N/A	50.2	47.1	46.3	47.6	49.7		Comment 19
ORG06	The percentage of staff from black & minority ethnic communities	REP	0.7	N/A	1.6	0.7	1.3	0.6	1.2		
ORG07	The percentage of staff who have a disability	REP	6.0	N/A	11.2	5.8	5.6	8.3	8.5		
ORG08	The percentage of top 5% earners that are women	REP	28.6	N/A	50.2	28.6	28.6	28.6	28.6		Comment 20
ORG09	The percentage of top 5% earners from black & minority ethnic communities	REP	0.0	N/A	1.6	0.0	0.0	0.0	0.0		Comment 20
ORG10	The percentage of top 5% earners that have a disability	REP	0.0	N/A	11.2	0.0	0.0	0.0	0.0		Comment 20
ORG11	The number of training sessions per employee	HIGH	4.8	N/A	5.0	4.3	4.7	5.3	5.1		

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



BLACKPOOL COASTAL HOUSING LIMITED

PERFORMANCE MANAGEMENT COMMENTARY FOR 2008-09 YEAR END BALANCED SCORECARD




1ST APRIL 2008 TO 31ST MARCH 2009

INTRODUCTION

As with the previously reported 2008-09 Balanced Scorecards this commentary has been generally prepared on an exception reporting basis, concentrating on items where performance is not currently meeting target. In some instances, however, though performance may not currently be 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 attached performance data sheets.

Following consideration by Sub-Committees 2008-09 targets have been set. In the case of the Homestop & Emergency Housing and the 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 KPI is made between its 2008-09 target figure and it's cumulative, year-to-date performance figure to the end of September 2008. The attached data sheets have been amended to try to make them both easier to read, understand and interpret. Good or bad performance is now indicated by the use of the three symbols shown below:

	GREEN - Currently meeting or exceeding target
	AMBER - Currently meeting or exceeding target but performance has declined OR Currently not meeting target but performance has improved
	RED - Currently not meeting target

BUSINESS PROCESS KPI's

1. BUS01 – The Number of Properties Not Visited For a Gas Service Prior To the Anniversary Date

There are 56 properties with LGSR's still outstanding (1.1% of the stock outstanding, 98.9% with current certification).

All BCH properties have been visited 3 times (by our gas contractor) prior to the anniversary due-date (in line with HSE guidance).

Outstanding properties are going through BCH no access procedure.

2. BUS 02 – The Overall Percentage of Repairs Completed Within Time

97% (Target 98%)

The trend has improved from the last quarter due to recruitment of in-house staff. There are currently 4 further trade posts which have been interviewed and are due to commence in the next Month. When fully staffed the trend should continue to improve.

3. BUS 05 - The overall % Routine repairs completed within time

95.16 (Target 97%)

The trend has improved from the last quarter; however, the 'wet' trades have continued to be an issue in respect of meeting our target. We have recently recruited a plasterer and are in the process of recruiting a Bricklayer which will give us the resources to ensure we meet and exceed targets.

4. BUS 10 – The Percentage of Empty Homes Available For letting Or Awaiting Minor Repairs

BUS10 shows an increase in the percentage of Empty Properties Available for Letting or Awaiting repair from 1.8% at the end of the financial year 2007/8 to 2.2% at the end of 2008/9. The reason for this is there has been an increase in the number of empty properties entering the system than from the last financial year, up by 59 properties during the last two quarters. During the time of greater void numbers the Empty Homes and Homestop Teams have been prioritising voids to get those that can be let quickly repaired more quickly, the affect of this is that there has been little negative affect on the rental income coming into the Housing Revenue Account.

It should also be noted that both the Empty Homes and Homestop teams have suffered some temporary staffing shortages, which have now been resolved. In addition more void properties have benefited from Decent Homes work, which had the effect of slowing down the void repair time due to the additional work taking place. This however, has been corrected, with the Decent Homes contractors being given and keeping to targets for the turnaround of void property times.

5. BUS 11 – The Percentage of Empty Homes - Other

BUS11 shows an increase in the percentage of Empty Properties – Other from 1.3% at the end of the financial year 2007/8 to 1.4% at the end of 2008/9. The reason for this is because the empty Emergency Housing hostel, Buchanan Street (11 Units) is vacant but still on the Housing Revenue Account, and therefore, has to be included in the official void records. Another major area of void properties being held vacant during the year was the Tarnbrook site (21 units). This site has since been disposed of for re-development and will be removed from the figures in the future. In addition other properties are being held void for management reasons, most of which are being held in advance of future asset management decisions, including 14 on Queens Park, 13 on Grange Park and 5 at Louise and Erdington Streets

6. BUS 12 – The percentage of Repairs Hotline calls handled to calls abandoned

The Repairs Hotline has recently completed recruitment of five new members of staff to the team. We have undertaken a training programme for the new team including on the job training and repairs reporting training with the Chartered Institute of Housing.

Using the telephony software we are presently carrying out an exercise to identify our busy times and will maximise the cover on the telephones by the Customer Support Officers during these times.

We will also continue to identify avoidable contact to the Hotline and evaluate this information to reduce the number of waste calls received.

7. BUS13 – Customer Satisfaction with the Repairs Service

95% (Target 97%)

There has been a slight dip from the last quarter which was 95.2%

Information relating to unsatisfied customers has been distributed to all contractors and feedback will be discussed at the partnering meeting on 30.04.09.

The trend identified so far has been tenants requesting replacement items due to the Decent Homes Programme.

FINANCIAL KPI's

8 FIN 03 – The % Of Expenditure On Planned To Responsive Maintenance – HIP 27

The level of planned maintenance work has increased over the last few years, but is low compared to other housing organisations. In conjunction with the increase in the Decent Homes programme, the Property Services Department are reviewing the cyclical and programmed maintenance. In addition, BCH are benchmarking with other higher performing housing organisations and reviewing how repairs are classified. The figure for the year end is estimated based on the draft year end financial position.

9. FIN 04 – The Percentage of Rent Collected Excluding Arrears Brought Forward

FIN 05 - Current Tenant Rent Arrears - £ 000's

FIN 06 - Current tenant rent arrears as a percentage of collectable rent (EX66B)

Current tenant rent arrears have increased based on the arrears levels at the same time last year. However, performance throughout the year has improved. It is possibly too early to tell whether all of the new recovery processes brought about through the Vanguard process re-design process are working. However, the number of arrears cases at the end of 2007/8 was 1290, but this had dropped at the end of 2008/9 to 1212 cases, indicating some early signs of improved performance.

Although at this stage it would be too early to state whether the Credit Crunch is affecting arrears recovery, when randomly reviewing the rent cases through supervision processes, there is anecdotal evidence of people moving on and off Benefits, often resulting in 'clawbacks' of housing benefit. Further work with the Housing Benefits Service to consider this.

The joint work with the Housing Benefit Service to ensure that new tenants claims are dealt with quickly, has worked very well. The average number of days to get new claims into payment in 2007/8 was 60.07 days, and in 2008/9 it was 20.84 days.

10. FIN 14 – Former Tenant Arrears - £000's

Former tenant rent arrears have increased throughout the year, particularly during the final quarter of the financial year, although write-offs have been low, partly through more rigorous recovery work in the year, and partly to ensure that the arrears levels are accurate prior to write off.

When analysing the Former Tenant Arrears during the final quarter, it was noted that there is no particular reason why the arrears have increased on last year, and therefore, no particular failing of the team. It was however, apparent that some of the current tenant recovery work had been displaced by the Vanguard activity over the summer period, with more evictions or other activity that contributed to tenancies ending, in the final quarter. It was also noted, that Court action appeared to put some delays in the recovery process, resulting in additional arrears accruing whilst waiting for court dates and eviction warrants, although the effects of this is marginal.

From the analysis of the former tenant arrears, it indicated that more action taken prior to the serving of Notices may help arrears recovery, as housing officers tend to concentrate on the higher end arrears and lack capacity to tackle lower arrears. The appointment of the new temporary housing assistants will test out whether earlier recovery contribute to overall improved recovery performance helping to focus on debt prevention. In addition the new members of staff will increase very low staffing levels in the service, when comparing it with other similar services.

11. FIN 15 – The percentage of Rent Lost through Empty Properties

In cash terms approximately £432,000 rent loss was experienced 2008/9 (excluding hostels and service charges). When comparing to the previous year and adjusting for the rent increase, demonstrates a decrease of income of approximately £20,000 or 0.15%.

It should be noted that both the Empty Homes and Homestop teams have suffered some temporary staffing shortages, which have now been resolved. In addition more void properties have benefited from Decent Homes work, which had the effect of slowing down the void repair time due to the additional work taking place. This however, has been corrected, with the Decent Homes contractors being given and keeping to targets for the turnaround of void property times.

New voids

The total number of voids received in 2008/9 was 707, an increase of 59 voids on the last year.

The increase in workload has been most apparent during the final quarter. During this quarter a total of 221 voids were received, compared to 154 the same time the previous year.

Void Reasons

Looking at the reasons why properties become empty, the highest is death of the tenant with 121 voids during the last financial year. The next highest reason is voluntary termination and a move to the private sector with 95 voids created due to this in the financial year.

It was noted that an area highlighted due to the number of voids created was Queens Park, which demonstrates the unpopularity of the estate, also seen in the results of the STATUS Survey. Further work to analyse the reason for the unpopularity of Queens Park is taking place, with exit interviews being conducted with tenants. In addition Tenancy Support Workers have been recently recruited, and are initially targeting their activities on the Queens Park estate.

Void Turnaround Times

The average relet time in calendar days has deteriorated in the year, with again the final quarter showing an increase above the performance for the same time last year. This again was due to a combination of the increase in the numbers of void properties going through the system and the temporary staffing problems highlighted above.

The Homestop and Empty Property services were able, however, to demonstrate improved performance during the month of March 2009 as they achieved a re-let time of 26.6 days and managed to sign up 81 new tenants.

CUSTOMER KPI's

12. CUS 01, 02 – Overall Satisfaction Levels

In November 2008 the STATUS satisfaction survey was conducted and compares satisfaction levels from two years ago, and against other comparable organisations.

The Housing Service in Blackpool has been bucking the trend over the past few years, with satisfaction rates improving each time, from an albeit low base.

The current STATUS survey is different to previous ones in that sheltered tenants have not been included in the current figures, as traditionally they consistently rate services with higher levels of satisfaction than other parts of the tenant profile.

Despite the removal of sheltered tenant in the satisfaction statistics, overall satisfaction with the BCH service has increased again on the last survey, jumping from 79% to 82.28%. Even more impressive, is overall satisfaction within BME groups, with satisfaction jumping from 78% to 87.5%.

HOMESTOP & EMERGENCY HOUSING KPI'S

**11 HEH 01 – Percentage of Properties Let That Were Accepted on the First Offer
HEH04 - Average Re-Let Time in Calendar Days (Ex BV 212)**

Please see FIN 15 for reason.

13. HEH 06 – The Percentage of Disabled Applicants on the Waiting List

This indicator relates to the number of people on the Council's housing register who have a disability. This statistic demonstrates that the percentage of people on the housing register with a disability than at year end last year has dropped by 2.22%. This information is recorded for information and does not relate to BCH's performance.

14. HEH08 – The Percentage of Disabled Applicants Housed

This indicator demonstrates that the number of people housed who have a disability has also reduced on the same time last year, although had been increasing during the year. This indicator also relates to the above indicator and demonstrates that of the applications on the housing register that have disability, a greater percentage is rehoused.

15. HEH 11 - Emergency Housing Occupation Levels

This indicator relates to the occupancy levels within the Emergency (Homeless) Housing Units. The indicators shows that occupancy has reduced during the year, as fewer homeless households, as determined by the Council have been placed in Emergency Housing. This would indicate that the Council's homeless prevention work is reducing the number of homeless presentations continues to work well.

ORGANISATIONAL DEVELOPMENT KPI's

Note - A rolling full year average is now being used for the PIs ORG01-04 and ORG11.

16. ORG 01 - The number of working days lost due to sickness absence per FTE

Sickness absence levels have reduced to less than five days per employee, from 8 days per employee in 2007 / 08. This is the equivalent of having two extra members of staff. The level of long term absence in particular has reduced since last year. This improvement is due, at least in part, to strict management of absence procedures.

17. ORG 02 – The Number Of Employees (Excluding Casuals) Who Have Reached The Sickness Trigger Point

As can be seen from the above KPI long term sickness is reducing, but the number of staff reaching the sickness trigger points has not reduced. It is considered that strict management of the sickness procedures is helping to prevent these staff from becoming long term absentees (the trigger points are 3 periods of absence or 7 days absence in a 6 month period).

**18. ORG 03 – The Percentage Of Staff Turnover
ORG 04 – The Percentage Of New Entrants Who Voluntarily Leave Within One Year Of Their Appointment**

Probationary procedures are being actively used to ensure that all new staff are capable of performing in the roles to which they have been appointed. A review of exit interviews is taking place to investigate the reasons for no change in the overall staff turnover since 2007/08.

19. ORG 05 – The Percentage Of Staff That Are Women

In quarter four the split between male and female employees moved back towards 50/50.

**20. ORG 08 – The Percentage of Top 5% of Earners Who Are Women
ORG 09 - The Percentage of Top 5% Of earners From Black & Minority Ethnic Communities
ORG 10 - The Percentage of Top 5% Of earners Who Have a Disability**

AGENDA ITEM 9A

There has been very little change in these figures, which are again not fully representative of the composition of Blackpool's population. Particularly in respect of ORG 09 and ORG 10 this is very much affected by the small numbers of staff involved and the fact that there has been no movement amongst the staff in post.