

## Appendix C

### There are five actions for Housing and Community Services



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Implement  
outcomes of the  
strategic review  
to Committee

### Target – 1

**Theme** - Outcomes

**Action** - O5.4 Implement outcomes of the Housing Repairs Service review

**Target vs performance** - The target for Quarter 4 was to implement the outcomes of the HQN Review report following committee. A first draft of the report was received in Quarter 2. The Housing Services Team provided additional comments to the draft report received the final version of the report and a draft action plan in January 2019

**Trend (compared to last quarter)** - Consultants, HQN, undertook a full review of the Repairs Service during Quarter 1. The review included a detailed analysis of the repairs and improvements data, processes and consultation with staff and tenants. The draft report was presented to the Service on 25<sup>th</sup> October.

**Background** - HQN was commissioned to carry out an in depth review of the Housing Repairs Service. The scope of this review includes responsive repairs, planned and cyclical maintenance and the provision of adaptation services.

#### **Key actions underway**

The draft report was presented to the Service on 25<sup>th</sup> October and a final report was received in January following discussions between HQN and the Council over the detail of the comprehensive action plan. A final report has now been received and will be presented to Committee on 6<sup>th</sup> June with recommendations.

#### **Opportunities/risks**

The Housing Service commissioned consultants HQN to undertake an independent review of the Repairs Service. The review highlighted the areas of the Service which need to be improved upon which will help to drive cost efficiencies and quality improvements to the service for the future.



40.8  
days

Time taken to re-  
let Council  
homes.

Target -  
<21 days

**Theme** -People – Enable people to live independently.

**Action** – PE1.2 Average time taken to re-let local authority homes (days) (excluding major voids).

**Target vs performance** - Target: Less than 21 days, 53.3 days achieved in Quarter 4. For 2018/19 the outturn was 40.8 days.

**Trend (compared to last quarter)** - 53.3 days compared with 45.7 days in Quarter 3.

**Background** - During 2018/19 a number of issues have emerged with regard to the re-letting of vacant properties.

#### Supply and demand of properties

A disproportionate number of vacant properties are sheltered flats and bungalows for which there is less demand.

#### Contractor performance

The performance of general repair contractors has not been satisfactory in terms of quality of work and completion of cleaning. The performance of specialist rewiring and asbestos removal contractors has also had to be challenged.

#### Process and procedures

A review of existing process and procedures revealed that they were not fit for purpose

#### Estate Management and Anti-Social Behaviour

The emergence of drug related crime and anti-social behaviour at Holmes Court required that vacant properties in that block were not relet until the cause of these issues had been dealt with.

The average re-let time for standard voids (i.e. not including major void works or Bed and Breakfast / Temporary Accommodation) for March was 55.4 days. 12 properties took 665 days to re-let.

During Quarter 4 there were 29 standard re-let properties which took a total 1547 days to let. The majority of re-let days can be attributed to the following categories:

- Three properties were re-let in 21 days or less
- Six properties were delayed due to repairs totalling 364 days. This was due to outstanding debts accrued by the tenant on the meters which needed to be cleared by officers or delays in receiving relevant certification for example the asbestos report for the property.
- Five were delayed during the lettings process. This was due to the property being refused by applicants, waiting for authorisation from Occupational

Therapists to ensure the property is suitable for wheelchair access and on-going re-advertising of properties

- Three properties have been re-let at Holmes Court following the successful conclusion of joint work with the Police in dealing with drug related anti-social behaviour.

### **Key actions underway**

- The appointment of new contractor to carry out major void works
- A higher standard of work in vacant properties.
- The appointment of a new specialist cleaning contractor to clean empty properties.
- The implementation of a new 'end-to-end' process.
- Early identification of properties in low demand and the deployment of alternative advertising and letting strategies.
- A review of the current Allocations Policy to encourage higher demand for sheltered properties.
- New Asbestos survey and removal contracts in place.

### **Opportunities/risks**

The key actions provide an opportunity to let properties promptly at a higher standard, improving the Council's rental income and customer and tenant satisfaction.

The major risk for the Council is of continued lower demand for sheltered accommodation which is a significant proportion of the housing stock. Possible refurbishment and modernisation of sheltered dwellings will be considered as part of the overall major improvement plan.



**80.6  
days**

Average length  
of time for  
current voids

**Target -  
<21 days**

**Theme** - People - Enable people to live independently.

**Action** - PE1.3 Average length of time for current voids

**Target vs performance** - Target New KPI. 100 Days at the end of Quarter 4.

**Trend (compared to last quarter)** - 80.6 days achieved at the end of Quarter 3.

**Background** - There were 39 properties vacant at the end of the quarter. Of these 23 were sheltered flats or bungalows, 11 were general needs flats and five were houses.

A small number of schemes illustrate some of the issues with re-letting certain types of property.

- Three sheltered flats at Blacksmiths Lane which are in low demand and have been vacant on average for 293 days.
- Three properties at Holmes Court which have been held pending the resolution of crime/anti-social behaviour issues and have been vacant for on average 258 days.
- Two sheltered flats at Jubilee Close which have been vacant for an average of 188 days.

#### Key actions underway

- The appointment of new contractor to carry out major void works.
- A higher standard of work in vacant properties.
- The appointment of a new specialist cleaning contractor to clean empty properties.
- The implementation of a new 'end-to-end' process.
- Early identification of properties in low demand and the deployment of alternative advertising and letting strategies.
- A review of the current Allocations Policy to encourage higher demand for sheltered properties.
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#### Opportunities/risks

The key actions provide an opportunity to let properties promptly at a higher standard, improving the Councils rental income and also customer and tenant satisfaction.

The major risk for the Council is of continued lower demand for sheltered accommodation which is a significant proportion of the housing stock. Possible refurbishment and modernisation of sheltered dwellings will be considered as part of the overall major improvement plan.

## PE2.6 Hospital Avoidance Scheme - Pilot



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Deliver the Pilot Hospital Avoidance scheme across Derbyshire. Saving the NHS bed days and cost (£).

**Target 2  
units**

**Theme** - People – Enabling People to Live Independently.

**Action** - PE2.6 Hospital Avoidance Scheme - Pilot

**Target vs performance** - The scheme was planned to launch January 2019. Progress has been made in terms of initial meetings, project approvals and progress reports to Derbyshire County Council including the creation of a ring fenced budget to support the set up and first years delivery. However, the units still need to be identified and refurbished. The practical tasks associated with the setup of the scheme are not on track.

**Trend (compared to last quarter)** - Progress is being made and all parties are committed to delivering this scheme. However, establishing the scheme has been time consuming and there has been limited capacity to move this project forward, which has now been addressed in Quarter 1 of the current year.

**Background** - The Hospital Avoidance scheme was approved back in July 2018 and is directly aligned to the principles of the Better Care Funding (BCF) requirements to keep people living in their homes for longer and preventing non-elective admissions and Delayed Transfers of Care (DTC) from hospital. The scheme is primarily managed by Adult Care which leases the two units and pay rent to the Council on a quarterly basis. Adult Care works in conjunction with the Discharge Team at Derby and Burton Hospitals and decide which patients would benefit from this type of respite accommodation. The Council's role is to facilitate the lease of the two units, maintain the furnished properties and provide housing related support (up to 10 hours per week). This includes re-housing advice, benefits, signposting and liaison with other Council departments to enable the patient returns home.

### Key actions underway

- Identification of two suitable Council properties during Q1 to utilise for the scheme (Occupational Therapist to confirm suitability on behalf of Adult Care).
- Ring fenced £100k budget set aside in the Capital Programme to fund the refurbishment cost and the uplift in salary required to provide the housing related support. This will be carried over to 2019/20 – (following approval at BCF Board in April 2019).
- Meetings held with Public Health and Adult Care to agree the referral process and joint working protocol arrangements with a view to going live in July 2019.



## Opportunities/risks

This is the first Hospital Avoidance scheme to be piloted in Derbyshire (there are two schemes operating in Nottinghamshire) and there is the potential to create a template scheme for other Local Authorities to follow in the future. With the health and housing links now more established, it creates an opportunity for the Council to influence the wider health and wellbeing agenda by focusing on housing interventions as a return on investment for health by creating considerable savings (in this case for non-elective admissions £1,100 and acute bed days saved £350 per day). By calculating the savings at the end of each quarter a quantitative figure can be presented to the BCF Board and used to justify the ongoing scheme costs.

In terms of risk, the key identified risks to the Council are outlined below:

- The scheme being underutilised by Adult Care / Health or oversupply if other providers are creating similar schemes.
- Future funding arrangements if BCF does not continue in its current format.
- Delays associated with creating the Service Level Agreement / Lease Agreement with Adult Care.
- Reputational risk if the Council does not deliver the scheme.



**943**

Number of  
tenancy audits  
completed

**Target  
1,000**

### PE2.1 Total Number of Tenancy Audits Carried out (Cumulative)

**Theme** - People - Protect and help support the most vulnerable, including those affected by financial challenges.

**Action** – PE2.1 Total number of tenancy audits completed.

**Target vs performance** - Target Quarter 4 – 250 tenancy audits. 279 achieved. Target for 2018/2019 – 1,000 tenancy audits. 943 achieved.

**Trend (compared to last quarter)** - 3074 tenancy visits recorded over the last three years.

**Background** - The Council has been completing audits to identify vulnerable households to ensure that they are appropriately supported.

Many cases requiring intensive management have been identified through this process and include incidences of hoarding, filthy and verminous premises and tenants with complex needs such as dementia, social isolation and mental ill health.

In Quarter 4, the tracker module used to report the total number of completed audits was found to include duplicate visits. Of the 3,074 tenancy visits undertaken over the last three years, 2,215 were tenancy audit visits. This represents 74% of the total tenant base. The remainder of tenancy audit visits will be undertaken in 2019/20. Duplicate visits occur due to robust monitoring of new

tenancies whereby new tenants receive visits at six weeks (new tenancy visit) and between nine to 12 months (introductory to secure visit). This approach has proved successful in improving the number of introductory tenancies converting to assured tenancies (PE2.2).

### **Key actions underway**

For 2019/20 the previously detailed audit pro forma will be replaced with a 'Welfare Checklist' to design wraparound support for tenants who need support to sustain their tenancy.

The newly implemented Orchard case monitoring system will be utilised to record and monitor case outcomes. Tenants identified as vulnerable are to be visited at least every six weeks until any tenancy management issues are resolved.

### **Opportunities/risks**

Evaluating the outcomes of the audits has identified a number of improvements that can be made to initiate and maintain contact with vulnerable tenants. Risks of not operating a tenancy audit framework may impact upon future tenancy management issues such as poor property condition, difficulty accessing essential repairs and a decline in well-being for vulnerable tenants.