

PERFORMANCE IMPROVEMENT PLAN

Indicator	TS24a Average time taken to re-let local authority housing (days) - GENERAL NEEDS
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Reasons for not meeting target

Performance has been above target due to a number of issues. Firstly, there has been a backlog of maintenance work due to the increased number of empty homes as a result of placing high cost voids on hold to control spending in 2012/13. The Council's maintenance contractors have struggled with capacity to carry out the repairs to these voids in addition to normal voids and maintain performance on the turnover of empty homes.

The Kitchen Refurbishment Programme has also resulted in inevitable delays in the re-letting of those empty properties requiring new kitchens. This is mainly due to the added process of ordering, preparing plans and awaiting delivery of kitchen units from the manufacturers as well as the additional time taken to fit a full kitchen.

In addition a number of key staff in the Voids & Allocations Team has been on long term sickness absence which has reduced staffing resources.

Over recent advertising cycles there has been a reduction in demand for some general needs properties, in particular houses across the new town estates. This has meant it is now taking longer to let these property types in these areas.

Brief Description of Proposed Remedial Action

Increased turnaround times have been an inevitable result of measures taken to reduce projected overspends in 2012/13.

Void properties placed on hold over the latter part of 2012/13 due to budgetary pressures, have now started to be released for letting. This is being done on a phased basis in liaison with the Council's maintenance contractors. It is important to note however that the release of long term voids will result in an increase in void turnaround times when the properties are subsequently let and will impact on performance in 2013/14.

To reduce delays caused by the Kitchen Refurbishment Programme, officers have arranged for a third party supplier to hold stock locally. There are still however issues with stock availability due to volumes required which we are working to address.

Temporary arrangements have been put in place to second experienced surveyors into the Voids and Allocations Team to cover for sickness absence.

Allocations staff are taking a more proactive approach to promoting and advertising empty homes, and options for offering more flexibility in allocations have been implemented.

Finally, to avoid duplication, keep costs low and speed up the process, the Council's surveyors rather than the contractors are now pre inspecting empty properties to identify work required.

Resource Implications

Loss of rental income

Priority High	
Future Targets No change	
Action Plan	
Ensure that all new voids are relet within target.	Ongoing
Work with contractors to minimise delays with kitchen refurbishment works.	Ongoing
Look at new ways to advertise and promote low demand properties.	Completed
Consider more flexible allocations for lower demand homes	Completed
Release all voids on hold.	Completed

PERFORMANCE IMPROVEMENT PLAN	
Indicator	TS24b - Average time taken to re-let local authority housing (days) - SUPPORTED NEEDS
Reasons for not meeting target	
<p>Several long term voids have been relet during the quarter which adversely affects average number of days to relet.</p> <p>For a number of years the council has been experiencing low demand across many of its sheltered housing schemes.</p> <p>The Kitchen Refurbishment Programme has also resulted in inevitable delays in the reletting of those empty properties requiring new kitchens. This is mainly due to the added process of ordering and awaiting delivery of kitchen units from the manufacturers.</p> <p>A number of key staff in the Voids & Allocations Team have been on long term sickness absence.</p>	
Brief Description of Proposed Remedial Action	
<p>Options Appraisals of two sheltered schemes have now been commissioned.</p> <p>All investment in Category II sheltered schemes will be considered in light of the councils Asset Management Plan.</p> <p>Promotional exercises to stimulate demand are planned in January 2014</p> <p>Declassification of some additional sheltered schemes to be considered on a phased basis.</p>	
Resource Implications	
Loss of rental income	
Priority	
High	
Future Targets	
Action Plan	
Tasks to be undertaken	Task Completion Date
<ul style="list-style-type: none"> ▪ Options Appraisals ▪ Asset Management Planning ▪ Promotion of low demand schemes ▪ Declassification programme 	<p>Ongoing</p> <p>Ongoing</p> <p>January 2014</p> <p>December 2014</p>

PERFORMANCE IMPROVEMENT PLAN	
Indicator	WL114: % LA properties with CP12 outstanding
<p>Reasons for not meeting target Properties requiring a gas certificate alter on a daily basis and are monitored weekly at service management team level. A very small number of tenants still refuse to give access.</p>	
<p>Brief Description of Proposed Remedial Action We continually work to reduce the number of properties that do not have a current CP12, this is monitored weekly at the service management team.</p> <p>We will continue to work with our contractor to reduce the number of properties without a current CP12 and cater for individual tenant needs. In addition we continue to maximise publicity utilising our own newsletters / leaflets and the local media emphasising the importance of allowing access and publicising evictions.</p> <p>We will continue to fit gas restriction devices on properties with a history of repeat “no access”, this device restricts the delivery of gas to the boiler which will prompt the tenant to phone us for access.</p>	
<p>Resource Implications</p> <p>A small cost is associated with fitting gas restriction devices, which is met from existing budgets.</p>	
<p>Priority High</p>	
<p>Future Targets No change</p>	
Action Plan	
<p>Tasks to be undertaken As outlined above</p>	<p>Completion Date On-Going</p>

PERFORMANCE IMPROVEMENT PLAN					
Indicator	BVPI 12 Sickness Absence				
<p>Reasons for not meeting target</p> <p>The Council's target for 2013/14 is to achieve (not more than) 8.08 working days lost per employee, measured on a rolling 12 month basis. This equates to a quarterly target of 2.02 days per full time equivalent. There has been a small increase in the quarterly absence rate from 2.74 in Q2 to 2.88 in Q3.</p> <p>This slight increase is the continuing consequence of the cumulative effect of the increased number of long term sickness absences that have been present in the workforce for the last few months. However, these are reducing through the effective management of individual cases.</p> <p>Long term absence cases remain a key priority for all Managers and Staff. The cases are being closely monitored by Heads of Service and Service Managers supported by the Human Resources Team within the scope of the Council's Management of Sickness Absence Policy and with advice and assistance being provided from the Occupational Health Service.</p> <p>The last quarter has seen a rise in short term absence, which, to a degree, was anticipated due to the increased number of winter illnesses.</p> <p>The importance of return to work interviews and the short term absence process has been re-emphasised to managers as a means of addressing this slight increase.</p>					
<p>Brief Description of Proposed Remedial Action</p> <p>Again:</p> <ul style="list-style-type: none"> • Heads of service will continue to closely monitor sickness levels within their respective service areas and take urgent action as necessary in line with the Sickness Absence Policy • The HR team will continue to focus on providing detailed management information which will assist managers to effectively identify all short term cases of sickness absence which have exceed the agreed 'trigger' levels, together with all on-going long term cases of sickness absence. • The HR team will continue to meet with individual Heads of Service to provide advice and support to ensure managers have the continued skills and confidence to address absence issues appropriately. 					
<p>Resource Implications</p> <p>Timely interventions and practical support will continue to be needed from managers, which can make a real positive difference to attendance levels.</p> <p>The HR team will provide support and guidance to managers on the implementation of the revised policy.</p>					
<p>Priority High</p>					
<p>Future Targets Continue with existing target.</p>					
<p>Action Plan</p> <table border="1" style="width: 100%;"> <thead> <tr> <th style="text-align: left;">Tasks to be undertaken</th> <th style="text-align: left;">Completion Date</th> </tr> </thead> <tbody> <tr> <td>See proposed remedial action (above)</td> <td>Ongoing with sickness absence levels continuing to be reported on a monthly basis</td> </tr> </tbody> </table>		Tasks to be undertaken	Completion Date	See proposed remedial action (above)	Ongoing with sickness absence levels continuing to be reported on a monthly basis
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