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**Report to Housing, Health and Care Committee**

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**Date of Meeting: 30 October 2014**

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**Subject: Housing and Community Safety**

**Finance & Performance Report 2014/15 Quarter 1**

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**Report by: Head of Housing & Community Safety**

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**1.0 Purpose**

- 1.1. This report updates Committee on finance and service performance for Housing and Community Safety up to the first Quarter of 2014/15. Performance reported relates to the service Business Plan for 2014/15.

**2.0 Recommendations**

- 2.1. It is recommended that Committee notes the report, while commenting on and challenging the performance as appropriate.

**3.0 Budget Position**

- 3.1. The financial performance for Housing and Community Safety up to the end of the first Quarter of 2014/15 was reported to Committee at the meeting of 21st August.
- 3.2. In the financial report it was noted that work to establish the budget for Property Contracts Unit (PCU) within the Housing and Community Safety Service was underway. This work is due to be completed shortly.
- 3.3. Since the August report, General Fund Housing has seen a further improvement in the expected budget position at the year end with an underspend of £114k versus the predicted £87k underspend at the end of June. An overspend of Council General Fund Revenue budget was reported to the Resource and Audit Committee in September. The service is working closely with Finance colleagues to clarify whether further savings can be achieved in Housing General Fund in the current year to assist the wider Council Budget position. This could mean that budgets or earmarked reserves that have no significant commitment for the current year are offered up as potential in year savings but not for future budget release. A technical zero based budget for staffing will be established as part of the service restructure.
- 3.4. The Housing Revenue Account (HRA) has seen a further improvement in the projected surplus to fund the HRA capital investment programme. It is

forecast that the Service will achieve a surplus of £4.378m against an initial budget of £4.034m and this is an improvement of £343k. This surplus will be used with a contribution of £2.402m HRA reserves to reduce HRA borrowing requirement for the expected £9m investment in Council stock and the new build programme.

- 3.5. An update on the revenue budget position is presented at Appendix 1.

#### Capital Programme

- 3.6. The HRA capital programme is forecast to outturn on budget. The majority of contracts have been awarded and work is progressing accordingly. As reported to August Committee the HRA debt will rise from just under £31m today to £34.8m by 2019/20. This means the HRA will meet the borrowing limit agreed by Council in June 2013, however there isn't much flexibility or scope to change the priorities of the programme prior to 2020.
- 3.7. An update on the works being carried out on the capital programme is attached at appendix 2.

### **4.0 Performance Indicators**

- 4.1. Members will note the progress and comments on the performance indicators attached at appendix 3.
- 4.2. Whilst good performance can be noted in some areas, the position is less satisfactory in others. It is intended to build on strengths and tackle areas for improvement to become one of Scotland's leading providers of local authority housing, striving for excellence in the services provided to customers.
- 4.3. To help achieve this ambition Vanguard Scotland has been engaged as part of the housing business management system improvement project. This follows the principles outlined by the 'Making Clackmannanshire Better' initiative, to achieve efficiencies whilst improving services. It is intended to achieve efficiencies and transform the service by involving staff in the redesign of processes. As part of the project, staff and managers from across services are receiving training in problem solving, root cause analysis and decision making. These trained staff can help roll out the new processes across the Council.
- 4.4. The project will : -
- put customers at the centre of the service
  - enable staff to drive the change to ensure long term sustainability
  - remove 'waste' and inefficiencies in processes
  - use data gathering and analysis to help identify the key priorities for action
  - support staff to analyse, redesign and test innovative solutions
  - develop new measures and implement them
- 4.5. Expected outcomes of the two year project are:
- Excellent customer service so that Clackmannanshire is recognised as a leading provider of social housing in Scotland

- A culture of continuous improvement where staff and managers problem solve and focus on customers' current and changing needs to deliver better outcomes.
- Simpler and more efficient services leading to reduced costs
- Sustainable tenancies
- Improved void turnaround times
- Improved collection rates

#### Internal Audit of Clackmannanshire Housing Allocations Policy

- 4.6. As reported to the Resources and Audit meeting of 25th September 2014, an audit of the new Housing Allocation Policy, (approved in June 2013), was completed by the Internal Audit service. The results are positive with the report noting "there is a robust control environment operating" and the Internal Audit Team are satisfied that overall, there is "significant assurance that risks are being adequately mitigated."
- 4.7. The recommendations for action are included in work plans for this year. These include developing protocols for ex-offenders and people leaving hospital and reviewing processes relating to the Housing and Childcare Services Corporate Parenting Protocol.

#### Review of Corporate Parenting Protocol

- 4.8. The agreed Corporate Parenting Protocol between Housing and Childcare Services is currently being reviewed. The purpose of the review is to ensure that the joint working arrangements between Housing and Childcare Services in relation to corporate parenting are set out clearly. The Children and Young People (Scotland) Bill states that corporate parenting applies to:
- every child who is looked after by a local authority, and
  - every young person who
    - (i) is under the age of 26, and
    - (ii) was, but is no longer looked after by a local authority
- 4.9. The term looked after includes those children and young people who are living at home with birth parent(s) and/or other family members and who are subject to a supervision requirement made by a Children's hearing. It also refers to those children who are accommodated away from home, living with foster or kinship carers, in residential homes, residential schools or secure units.
- 4.10. Clackmannanshire Council's Allocations Policy includes provision for looked after children and young people leaving residential care. The policy includes the Corporate Parenting Protocol as one of a number of protocols in place with key partners, agencies and services. The revised protocol will set out clearly, how we will work together and share information to meet the needs of looked after children and young people leaving care as defined by the legislation.

#### Choice Based lettings

- 4.11. Since implementing the Housing Allocations Policy in August 2013, the

Housing Service has carried out two small pilot Choice Based Lettings projects. The first project involved a selection of properties that were low demand and had a high level of offers refused. This was a successful venture which resulted in all properties being allocated to applicants who had a housing need. The project involved advertising the properties in local Council offices, job centre and local shops. A letter was also sent to applicants on the housing waiting list.

- 4.12. The second project recently completed was for upgraded flats in Pine Grove, Alloa. These properties were advertised in HOME@CLACKS and applicants on the waiting list were sent details of the improved properties. Again this project was very successful. New tenants were identified and all properties were allocated soon after completion of the refurbishment.
- 4.13. Following these successful pilot projects the next stage of the implementation is to launch Choice Based Lettings as the preferred method of letting our properties. Various tasks need to be completed before this can happen, and the target date for launching choice based lettings is January 2015.

#### Housing Options (Home@Clacks) Update

- 4.14. Development of the customer centred Housing Options service continues. Staff have received training on Homeless Legislation, Introduction to Housing Options, and the Allocations Policy and processes. There will be further training delivered as a result of the Training Needs Analysis which was carried out earlier this year.
- 4.15. The service now offers personal housing plans for all customers, an assessment of housing need and homelessness, support to prevent homelessness, housing support assessment and money advice. As the service develops we are seeing improvements in outcomes and performance results.
- 4.16. The Rent Bond Guarantee Scheme is now in place with 59 applications made since the Scheme was introduced in May this year. 28 of these were accepted and 31 were not successful (they were either not financially affordable or they had no housing need). There are currently 22 awaiting a suitable private let and 6 have been successful and are now in private rented accommodation.
- 4.17. In the first quarter of 2014/15, 77% of homeless assessments were completed in 28 days or less. This compares favourably with the same period in 2013/14 when only 59% of homeless assessments were completed within 28 days.
- 4.18. The average time from homelessness assessment to case closure for all cases (discharge of duty) in Quarter 1 was 205 days. This is an improvement compared with the results for Quarter 1 in 2013/14 when the average time was 239 days.
- 4.19. An average of 216 days from assessment to discharge of duty for unintentionally homeless cases is a significant improvement on the performance for the 1st quarter of 2013/14 which was 262 days.

- 4.20. The completion of Hallpark, the refurbished block at Pine Grove, and increased use of our own housing stock will reduce the need to use B&B accommodation. There were 36 people in B&B at the end of August (compared to 43 at the same point last year).

## 5.0 Annual Report

- 5.1. As part of the new Social Housing Charter, all social landlords must report to tenants and other service users, performance in relation to the Charter outcomes and standards. This needs to be done in an accessible format, and as soon after the end of the reporting year as practicable, but no later than the end of October each year.
- 5.2. The Scottish Housing Regulator (SHR) advises that when reporting performance landlords should include:
- 5.2.1. an assessment of performance in delivering each of the Charter outcomes and standards which are relevant to the landlord and drawing on the information provided to the SHR.
  - 5.2.2. relevant comparisons – these should, through time, include comparisons with previous years, with other landlords and with national performance; and
  - 5.2.3. how and when the landlord intends to address areas for improvement.
- 5.3. Members are asked to approve the first Clackmannanshire Annual Charter Report, a draft of which is attached as appendix 4.

## 6.0 Independent Scrutiny & Self-assessment

### Scottish Housing Best Value Network - Annual Benchmarking Report

- 6.1. The Council is a member of the Scottish Housing Best Value Network (SHBVN). Staff recently attended a presentation to compare performance results with other member local authorities.
- 6.2. The purpose of the presentation was to analyse key factors of performance, to identify strength, areas for improvement and priorities for action. The graph below shows our customer satisfaction results which are favourable in comparison with all other Local Authorities.



### Customer Service Excellence.

- 6.3. In October the service was reassessed against Customer Service Excellence. Based on initial feedback it is expected that the award will be retained. This is an independently validated scheme which is nationally recognised. It provides reassurance to staff and customers alike that the quality of services delivered are of an excellent standard with the citizen always at the heart of service provision. The result will be announced in December.

### Scottish Housing Regulator.

- 6.4. In March the Scottish Housing Regulator carried out an on site examination of the progress towards meeting the Scottish Housing Quality Standard. This found that the Council's data gathering and systems were robust and the reported progress against SHQS was reliable. This was followed up with a visit in September to check on the progress with the remaining failing properties, and to discuss the Council's Social Housing Charter performance.
- 6.5. In terms of the Council's SHQS progression the regulator indicated satisfaction that since their last visit the number of SHQS exemptions has dropped from 372 to a projected 325 by the end of this year. These exemptions are almost exclusively as a result of tenant refusals for replacement Clackmannanshire Standard Kitchens. Over and above the Kitchen exemptions the Council's SHQS failures are related to the 53 blocks requiring door entry systems and the Council's approach to this investment was approved at August Committee.
- 6.6. This visit was also to assist the SHR in deciding the level of engagement with the Council following discussions with representatives from other regulators. The outcome will be reflected in the next Assurance and Improvement Plan for the Council. The Regulator's representatives outlined a number of areas it would be considering in the coming year as a result of the first Social Housing Charter returns. This will include a thematic inquiry into the standard of services and rental charges at gypsy/traveller sites, and some data verification work across a number of local authorities and registered social landlords.
- 6.7. In August the Scottish Housing Regulator also published the information collected from the first Social Housing Charter returns. This forms the basis of the report to tenants mentioned above. As part of this process the Regulator provides an online comparison tool to allow performance of landlords to be compared. The comparison with neighbouring authorities and local RSLs is attached at appendix 5. Again this shows some areas of good performance, particularly in relation to tenant satisfaction, but others where the service must improve.

## **7.0 Forth Valley CCTV Partnership**

- 7.1. The Forth Valley CCTV Partnership was formed in April 2004 by Clackmannanshire, Falkirk and Stirling Councils together with Police Scotland. The partnership provides for 57 cameras in Clackmannanshire but these are now approaching the end of their usable life and will require replacement with newer technology in the near future. Members will recall it

was agreed to give notice to the Partnership in March as a precautionary measure to protect the Council's position. A further update will be provided when the other partners have made their positions clearer.

## **8.0 Sustainability Implications**

- 8.1. The Clackmannanshire Housing Strategy is subject to a full Environmental Impact Assessment which will incorporate its principle priorities and actions.

## **9.0 Resource Implications**

### **9.1. Financial Details**

The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate.

Yes ✓

Finance have been consulted and have agreed the financial implications as set out in the report. Yes ✓

### **9.2. Staffing**

There are no additional staffing implications associated with this report.

## **10.0 Exempt Reports**

### **10.1. Is this report exempt?**

Yes ☐ (please detail the reasons for exemption below) No ✓

## **11.0 Declarations**

**The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.**

### **(1) Our Priorities** (Please double click on the check box ☒)

The area has a positive image and attracts people and businesses	✓
Our communities are more cohesive and inclusive	✓
People are better skilled, trained and ready for learning and employment	<input type="checkbox"/>
Our communities are safer	✓
Vulnerable people and families are supported	✓
Substance misuse and its effects are reduced	<input type="checkbox"/>
Health is improving and health inequalities are reducing	<input type="checkbox"/>
The environment is protected and enhanced for all	✓
The Council is effective, efficient and recognised for excellence	✓

### **(2) Council Policies** (Please detail)

## **12.0 Equalities Impact**

- 12.1. Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?  
Yes ☐ No ☐

### 13.0 Legality

- 13.1. It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☒

### 14.0 Appendices

- 14.1. Please list any appendices attached to this report. If there are no appendices, please state "none".

1. Financial Information
2. Capital Programme Update
3. Covalent Performance Indicators
4. Social Housing Charter Annual Report
5. Social Housing Charter Comparisons

### Background Papers


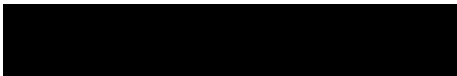
- 14.2. Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☒

#### Author(s)

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#### Approved by

NAME	DESIGNATION	SIGNATURE
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Elaine McPherson	Chief Executive	



## **Housing & Community Safety Budget v Outturn**

APPENDIX 1

The Housing & Community Safety Service is undergoing a service restructure. This entails reviewing all posts in a zero based approach. Once this is complete the outturn and future budgets will be adjusted accordingly.

The previous investment in the purchase of Off the Shelf properties together with the maximised use of HRA properties instead of Private Lets is part of the strategy to reduce the use of B&B and ensure the maximum level of Housing Benefit and reduce the cost of the Homeless Service.

With the completion of Hallpark and the refurbishment of the block at Pine Grove this will reduce the need further for the use of B&B. There are currently still 36 people at the end of August compared to 43 at the same point last year in B&B.

	<b>Budget 14-15 £'000</b>	<b>Outturn 14-15 £'000</b>	<b>Variance 14-15 £'000</b>
	<b>2,404</b>	<b>2,290</b>	<b>(114)</b>
<b>Head of Service</b>			
<b>Head of Service Total</b>	46	46	0
<b>GF Manager</b>			
Underspend relates to approved Voluntary Severance the saving will be offset against corporate saving			
<b>GF Manager Total</b>	117	83	(34)
<b>Strategic Housing</b>			
Current vacancies not being filled pending restructuring.			
<b>Strategic Housing Total</b>	242	212	(30)
<b>Advice Services</b>			
Current vacancies not being filled pending restructuring.			
	153	142	(11)
<b>Housing Support</b>			
Current vacancies not being filled pending restructuring.			
<b>Housing Support Total</b>	227	181	(47)
<b>Homeless Team Admin</b>			
<b>Homeless Team Admin Total</b>	648	654	6
<b>Homeless &amp; Specialised Accomodation</b>			

Once the new build at Hallpark and refurbishment of Pine Grove are complete and available for let it is anticipated that the number of people currently in B&B will reduce. This will continue to be monitored during the year as part of the Homeless Budget restructure.

<b>Homeless &amp; Specialised Accommodation Total</b>	<u>(794)</u>	<u>(695)</u>	<u>98</u>
<b>Homeless Strategy</b>			
Reduced spending on Grants & Donations			
<b>Homeless Strategy Total</b>	<u>120</u>	<u>51</u>	<u>(68)</u>
<b>Private Sector Housing</b>			
<b>Private Sector Housing Total</b>	<u>324</u>	<u>322</u>	<u>(3)</u>
<b>Rent Rebates</b>			
Rent Rebates projected in line with initial Housing Benefits Estimate Return			
<b>Rent Rebates Total</b>	<u>968</u>	<u>1,136</u>	<u>168</u>
<b>Rent Allowances</b>			
Rent Allowances projected in line with initial Housing Benefits Estimate Return			
<b>Rent Allowances Total</b>	<u>(19)</u>	<u>(214)</u>	<u>(194)</u>
<b>CCTV</b> - Current notice to leave awaiting proposals from Police Scotland	<u>158</u>	<u>158</u>	<u>0</u>
<b>Landlord Registration</b>			
<b>Landlord Registration Total</b>	<u>(26)</u>	<u>(26)</u>	<u>0</u>
<b>Community Safety</b>			
<b>Community Safety Total</b>	<u>100</u>	<u>100</u>	<u>0</u>
<b>Anti-Social Behaviour</b>			
<b>Anti-Social Behaviour Total</b>	<u>141</u>	<u>140</u>	<u>(1)</u>
<b>Housing &amp; Community Safety Total</b>	<u><b>2,404</b></u>	<u><b>2,290</b></u>	<u><b>(114)</b></u>

**HRA Budget v Outturn**

## APPENDIX 1

This financial year sees the inclusion of the Property Contracts Unit within the Housing and Community Safety Service. At present work is ongoing to establish the 2014/15 budget for Property Contracts taking account of the costs that will be charged to HRA Capital, Housing General Fund, General Services Capital and General Services Property Maintenance. For this August Outturn it has been assumed that the net costs of the PCU will be contained within the appropriate Repairs and Maintenance Budgets.

The Service has the ambition to become one of Scotland's leading providers of local authority housing. To help achieve this Vanguard consultants have been engaged as part of the housing business management system improvement project to work with staff to redesign work. The aim is to transfer the service by involving people in the organisation in the the redesign of the processes.

	<b>Budget 14-15 £'000</b>	<b>Outturn 14-15 £'000</b>	<b>Variance 14-15 £'000</b>
<b>Housing Revenue Account</b>	<b>(4,034)</b>	<b>(4,377)</b>	<b>(343)</b>
<b>Repairs &amp; Maintenance :-</b>			
<b>Private Contractors</b>	350	352	2
<b>Void Houses</b>	1,201	1,202	1
<b>General Maintenance</b>	2,219	2,212	(7)
<b>Cyclical Maintenance</b>	740	740	0
<b>Gas Contract</b>	481	481	0
<b>Minor Social Work Repairs</b>	43	43	0
<b>Repairs &amp; Maintenance Total</b>	<b>5,034</b>	<b>5,030</b>	<b>(4)</b>
<b><u>Supervision &amp; Management</u></b>			
<b>Service Management</b> Supplies and Services overspend including IT	1,423	1,450	27
<b>Tenancy &amp; Estate Management</b> Saving from 35 Hour Week reduction.	875	808	(66)
<b>Housing Business Management</b> £12k saving 35 hour week and £7k superannuation saving.	339	320	(19)
<b>Housing Options</b> £8k saving 35 hour week and £24k superannuation saving.	484	453	(31)
<b>HRA General Staffing</b> Vacancies of £126k pending completion of restructuring and £43k miscellaneous.	349	180	(169)
<b>Investment Team &amp; Staffing Recharges</b>	444	353	(91)

Community Engagement	51	53	2
Supervision & Management Total	<u>3,964</u>	<u>3,616</u>	<u>(348)</u>
Capital Financing Costs			
Capital Financing Costs Total	<u>3,052</u>	<u>3,052</u>	<u>0</u>
Other Expenses			
Tenancy Overheads :-			
Energy Costs	12	8	(4)
Void Rent Loss	427	452	25
Figures projected in line with current level of voids. This is one of the first processes that the service will be working on with Vanguard.			
Council Tax	12	12	0
Bad Debt Provision	290	290	0
Property Insurance	206	206	0
Tenancy Overheads Total	<u>947</u>	<u>968</u>	<u>21</u>
Garden Aid Scheme			
Garden Aid Scheme Total	<u>147</u>	<u>147</u>	<u>0</u>
Special Uplifts			
Special Uplifts Total	<u>110</u>	<u>110</u>	<u>0</u>
Pest Control			
Pest Control Total	<u>13</u>	<u>13</u>	<u>0</u>
Insurance Claims			
Insurance Claims Total	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURE	<u><u>13,266</u></u>	<u><u>12,935</u></u>	<u><u>(331)</u></u>
Income			
Rents - Housing			
Rents - Housing Total	<u>(17,201)</u>	<u>(17,201)</u>	<u>0</u>

<b>Rents - general ( Garage and Ground Sites)</b>			
<b>Rents - general Total</b>	<u>(46)</u>	<u>(58)</u>	<u>(12)</u>
Rents for Shops & Garages in line with previous years			
<b>Legal Fees</b>			
<b>Legal Fees Total</b>	<u>0</u>	<u>(0)</u>	<u>(0)</u>
<b>Interest (Revenue Balances)</b>			
<b>Interest (Revenue Balances) Total</b>	<u>(53)</u>	<u>(53)</u>	<u>0</u>
<b>TOTAL INCOME</b>	<u>(17,300)</u>	<u>(17,312)</u>	<u>(12)</u>
<b>NET EXPENDITURE</b>	<u>(4,034)</u>	<u>(4,377)</u>	<u>(343)</u>



## **APPENDIX 2**

### **Capital Programme Progress Update - September 2014.**

#### **Modern Facilities & Services**

##### **Bathroom Replacement Programme 2012-16.**

The bathroom replacement programme is now in its third term and progressing well with 326 bathrooms installed since April 2014 taking the contract total to 1950 renewals. Customer satisfaction is currently at 91.2% with 89% access being achieved. The programme is currently 4 months ahead of schedule. From now until the end of the calendar year the contractor (MITIE) will be carrying out installations in Clackmannan and Coalsnaughton.

PCU are replacing 300 bathrooms this year and works are progressing very well. Tenant satisfaction with this work excellent with 97% satisfied. To date some 156 installations have been completed. This is following 267 being replaced by our own trades last year.

Overall progress with the bathroom upgrade programme is excellent and this follows on from a successful term last year where 25% of the total council stock received a new modern bathroom upgrade.

##### **Kitchen Replacement Programme**

Kitchen replacement works are being carried out to addresses previously refused in our replacement programmes since 2005. To date a total of 22 kitchens have been upgraded to modern standards since April 2014. This work has been carried out by our own trades at PCU .

A further 3 year term contract has been developed to tackle the remaining kitchens previously refused and for our amenity converted properties that were upgraded in the late 1980's and early 1990's.

##### **Bathroom Adaptations**

A total of 50 addresses have been programmed for 2014-15 and at present 33 have been completed . This work is being carried out by our own trades at PCU .

#### **Structural Upgrade Works**

##### **Roof And Render Upgrade Programme 2012-2016**

A total of 39 roofs within the Fairyburn Area were identified for replacement following survey. The work commenced on Monday 7th July 2014 and are scheduled for completion by Friday 17th October. The

overall roofing programme was due to run for 14 weeks with an average of 3 roofs completed each week. This will be completed earlier than anticipated by our current term contractor Ailsa Builders.

Progress has been excellent in what is a difficult area to work in given the tight nature of the site. Hedgehog gutter brush protection are being piloted within the scope of works with a view to minimising future maintenance requirements. If successful these will be included within future roofing specifications for replacement. This will reduce the need for cleaning and testing rain water goods in turn reducing future maintenance costs.

### **Marchside Court Sauchie /Ochil Court Tullibody Improvement Works**

Following survey both complexes were found to requiring upgrade with certain building elements having deteriorated beyond repair within the common areas. The Housing Investment Team have undertaken a short duration works programme aimed specifically at improving the following areas:

- Eaves soffit/fascia's
- Rainwater goods
- Roof verge pointing
- Access walkway canopies
- External lighting
- Secure Doors and Entry Systems

As well as vastly improving the aesthetic appearance of both complexes, the materials specified were selected with a view to minimising future maintenance requirements. The complete upgrades are now complete at Marchside Court with improvement works to the access walkway canopy currently being finished at Ochil Court Tullibody.

Electrical contractor (Amey) is carrying out electrical upgrades to all individual properties at Marchside Court.

All facias and soffit boards have been replaced with new UPVC and rainwater goods have been upgraded with 500mm deep flow gutters with protective leaf guards. This will future proof against further ongoing maintenance costs. All external glass canopies have been replaced with a clear rain proof lexan panels and this will further reduce the potential for vandalism.

### **Pine Grove Refurbishment**

The conversion of the ground floor flat to form a concierge unit at number 12 Pine Grove is now nearing completion.

The programme of works is now scheduled to complete on the 9th of October 2014 and will be handed over once final quality checks have been completed.



## **Refurbishment - Pine Grove Alloa**

Improvement works to all 33 properties within Pine Grove have now been completed. Each property has received the following improvements:

- Full Electrical re-wire
- Bathroom replacement
- Kitchen replacement
- Boiler replacement
- Individual dwelling entrance door replacement

In addition to the above works all 3 blocks have been re-rendered externally and have been fitted with new secure door entry systems. CCTV has also been fitted as part of the upgrade .

## **Healthy Safe & Secure**

### **Secure Door Entry Replacement Programme 2013-17**

A total of 20 common blocks were upgraded in 2013-14 following the programme being established. There are a total of 53 common blocks still to be completed in the programme for 2014-15 .However these remaining blocks include sharing owner occupiers .

A public consultation was held on Thursday the 25th of September 2014 for all sharing owners at the Town Hall in Alloa to provide information and seek agreement to proceed with the replacement programme .

The council are making grant available towards the costs of this common work with owners invited to apply . The response on the evening was poor with few agreements being reached . However the council are now investigating the possibility of enforcement notices being issued particularly in blocks where the council own the majority of the properties .

A contract is in place to proceed with the upgrade work immediately once agreements have been reached . Our term contractor is Scotshield .

### **Safe Electrical Rewire Programme 2014-18**

Phase 2 of previous rewire contract 2010-12 is now completed following a contractual dispute . The new safe electrical rewire contract 2014-18 commenced on the 7th of May 2014 with the contractor AMEY with some 115 electrical rewires completed to date. Customer satisfaction from this programme has been excellent for intrusive work recording a 91% satisfaction score. The electrical rewire programme is now being dictated by the results of the safe electrical testing programme.

### **Safe Electrical Testing Contract 2013-17.**

Tests ongoing through our team contract with McGills Electrical . A total of 10 properties are currently being tested each week . The results of these tests are being assessed for our future electrical rewiring programme .

### **Entrance Door Replacement Programme 2014-17**

The addresses have been identified and the door replacement programme is scheduled to commence in mid-October 2014. A total of 40 addresses are included on this programme of work.

### **Energy Efficiency**

#### **Clackmannan HEEPs Project - External Wall Insulation and Solar PV 2014-15**

Progress on site has been excellent since commencing on the 2nd of June 2014. At present a total of 144 properties in Devonway have been fitted with External Wall Insulation (EWI) and render . The programme is currently 3 and half weeks ahead of schedule and will complete on the 30th of September 2014.

Customer feedback to date has been exceptional with residents indicating that they are extremely satisfied with the new energy efficiency measures. Aesthetically, there is also a tremendous difference to the whole estate .

The solar panel installations are also progressing well at Devonway . This is a grant assisted project drawing in grant from various sources along with contributions from HRA Capital and Private Sector Housing Grant . Completion of this project further enhances the councils portfolio especially with the onset of the new EESSH standards for domestic dwellings . Devonway and Mary Place will be the last no-fine properties within the council stock remaining to be upgraded .

### **Central Heating Replacement Programme 2014-18**

The central heating replacement contract 2014-18 is making good progress with a total of 508 new central heating systems fitted since the contract commenced in January 2014. This is a term contract with PH Jones British Gas . Since April 2014 a total of 239 houses have been completed with a further 56 remaining to be signed off as complete in October 2014.

The central heating replacement programme through to 2018 is established with all addresses identified. Progress this year has been excellent with the programme being delivered in the summer months

minimising disturbance for our tenants with the new systems fitted before the onset of winter.

### **New Project Procurement Update**

A great deal of our project work is covered via contracts currently in place with many of these covering a four year period . New term contracts that are currently progressing through the councils Procurement Journey are as follows -

- **Damp Rot Term Contract 2014-18 Contract 422500-** First stage tender return has been evaluated. We have developed a comprehensive specification to cover a full range of damp/rot/condensation remedial repairs and this includes making good associated works . This will allow accurate pricing moving forward and tighter budget control with a single contractor over the four year term .
- **Multi Trades Contract 2014-18 Contract 422600** - Contract for upgrading of new house purchases "Off the Shelf" and for voids requiring extensive upgrades. A total of 17 contractors have applied and submissions are currently being assessed .
- **Roof and Render Upgrade 2014-18 Contract 423200.** New term contract going through procurement as current contract with Ailsa near to be spent out. First stage tender returns have been evaluated and now been progressed to second stage tender . This is a new four year term contract for roof replacement, wall upgrade and rain water pipe replacement .
- **Fire restoration at 80 Caroline Crescent Alva Contract 423300-** Job being re-tendered as a build only contract . Initial tender process did not result in a contractor being appointed due to lack of responses . Drawings and designs currently being finalised .
- **Contract 423900 - Window Replacement Programme 2014-18** - Contract brief currently being prepared for first stage tender process. This is a four year contract for window replacement works . The specification is completed and is now progressing to tender .
- **Fencing Replacement - Island Courts @ Bowmar** - Upgrade of rear garden fencing - Contract specification completed and tender returns currently being evaluated . Contract due to be awarded mid-October 2014.

**Owen Munro**  
**26th of September 2014.**



## APPENDIX 3 - HCS Business Plan 14-15 Q1

Generated on: 25 September 2014






1) The area has a positive image and attracts people and businesses

Covalent Ref.	PI Description	2011/12	2012/13	2013/14	Q1 2014/15		Latest Note
		Value	Value	Value	Value	Target	
HMO ALL 005	Average length of time taken to re-let properties in the last year - excluding new-build & OTS (i) The total number of properties re-let in the reporting year. (ii) The total number of calendar days properties were empty.	33	39	40	42	39	The average length of time taken to relet properties in the 1st quarter is disappointing and analysis of lets shows a combination of factors have impacted on performance, including repairs issues, problems with meters and identifying and contacting suitable applicants.
HMO ALL 013	The percentage of new tenants satisfied with the lettable standard when moving in - used for SHBVN & report to tenants	99%	100%	96%	92%	98%	Satisfaction levels with the condition of property when let have dipped in the 1st quarter. 3 new tenants were very dissatisfied, 2 were fairly dissatisfied and 2 said they were neither satisfied nor dissatisfied with the condition of the property. The main reason given for dissatisfaction was decoration.
HMO ALL 041	Total number of lets (including new builds and OTS)	383	352	461	86	N/A	Of the 86 properties let in the quarter, 9 were Off the shelf purchases.
HMO ALL 056	The percentage of tenancy offers refused during the year (i) Number of tenancy offers made during the reporting year. (ii) The number of tenancy offers that were refused.			52%	46%	40%	The level of refusals has reduced in the first quarter of 2014/15 and at 46% is the lowest it has been for over a year. It is anticipated that the level of refusals will continue to drop as a result of the customer centred approach to assessment of housing need, gathering information about preferences and rolling out choice based lettings.
HMO ALL 057	The number of empty dwellings that arose during the last year in self-contained lettable stock			401	99	N/A	99 properties became empty in the first quarter of this year compared with 117 in the same period last financial year.



2) Our communities are more cohesive and inclusive

Covalent Ref.	PI Description	2011/12	2012/13	2013/14	Q1 2014/15		Latest Note
		Value	Value	Value	Value	Target	
HMO TEM 070	% of court actions initiated which resulted in eviction			7.55%	4.88%		Of the 41 court actions initiated in the 1st quarter 2 resulted in eviction and both dwellings were abandoned following decree.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
HCS SBP 035	Complete the Door Entry installations in Mixed Tenure blocks to ensure that all Council owned stock meets the Scottish Housing Quality Standard (SHQS) by 31 March 2015.	31-Mar-2015	<div><div></div></div> 30%		A total of 53 common blocks of flats remain still to be replaced within our Secure Door Entry Contract . These remain as we were awaiting the outcome of potential grant funding for sharing owner occupiers . A grant package was agreed at council on the 21st of August 2014 and we are now seeking to progress this contract and seek owner agreement . A total of 20 common blocks were upgraded last year 2013-14 with 2 blocks upgraded 2014-15 at Marchside Court Sauchie
HCS SBP 037	Fully implement Property Factoring Service in accordance with legislation	31-Dec-2014	<div><div></div></div> 80%		Process maps for Factoring nearing completion. Task group established. Joint work with IT and Revenues to produce invoicing and annual charging arrangements.
HCS SBP 048	Progress the bathroom replacement programme sufficiently in 2014/15 to enable the bathroom programme and Clacks Standard to be completed in 2016/17	31-Mar-2015	<div><div></div></div> 49%		Bathroom Replacement Programme - The bathroom replacement programme is now on its 3rd term and is progressing very well . A total of 298 bathrooms have been replaced 2014/15 via our MITIE bathroom replacement contract since April 2014. It is projected that a further 350 bathrooms will be replaced via this contract till the end of the financial year . PCU have a programme of 300 addresses for bathroom upgrade with some 95 properties upgraded to date . Overall progress is good . The deadline for the Local Clackmannanshire Standard is April 2015 the same as SHQS .

4) Our communities are safer



Covalent Ref.	PI Description	2011/12	2012/13	2013/14	Q1 2014/15		Latest Note
		Value	Value	Value	Value	Target	
HMO TEM 042	No. of Acceptable Behaviour Agreements issued by the Tenancy Management Team and signed by tenants for ASB/Tenancy issues.	13	20	24	3	N/A	An Acceptable Behaviour Agreement is a voluntary agreement between the person who is behaving antisocially and any other relevant people (for example, the police, the council or social workers). The aim is to help the person who is behaving antisocially to admit to their behaviour, understand how it affects other people, and, hopefully, stop it. ABAs can be used in lots of different situations to tackle antisocial behaviour including helping with any problems that are causing the antisocial behaviour and preventing the behaviour worsening to the extent that action must be escalated to court action. However, they are not appropriate in all cases and can only be implemented with agreement of the person whose behaviour is causing the problem. For this reason a target has not been set.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
HCS SBP 041	Deliver a MATAAC to raise the profile of Community Safety within the Council	31-Dec-2014	<div><div></div></div> 90%		MATAAC now meets fortnightly looking at anti social behaviour risks for the perpetrator, victim and place. All agencies now regular attenders with review due before end of year. Training possibilities for the group identified for discussion including problem Solving Partnership training. Focus over the summer specifically on Sauchie "Operation Sailfin" involved all agencies monitoring youth activity over 6 weeks with communication agreed for local elected members.
HCS SBP 054	Review Open Space CCTV provision in Clackmannanshire	31-Mar-2015	<div><div></div></div> 90%		Meetings with Falkirk and Stirling Council's have taken place along with FV CCTV Manager. Little prospect of continuation of partnership even in restricted form. Short life Council internal working party established to look at services for up to 200 Council wide cameras. Further integration being considered as part of retraction process. Legal implications of retraction including TUPE underway with Legal Services advised of contractual relations. All facilities "asset tagged" and ready for formal exit process, including various FV CCTV contractual relations. Next Partnership meeting end Aug 14.


5) Vulnerable people and families are supported

Covalent Ref.	PI Description	2011/12	2012/13	2013/14	Q1 2014/15		Latest Note
		Value	Value	Value	Value	Target	
RAP CTA 024	Discretionary Housing payments (as a percentage of total)						
HMO ALL 043	Percentage lets to statutory homeless	47 %	36 %	39 %	53 %	50 %	53% of all properties let in quarter 1 were let to homeless applicants. This is



Covalent Ref.	PI Description	2011/12	2012/13	2013/14	Q1 2014/15		Latest Note
		Value	Value	Value	Value	Target	
	applicants						an improvement on the same quarter last year (40%) and the full year result for last year (39%). Of the 46 properties let to homeless applicants, 1 was a bedsit, 17 were 1 bed properties, 22 were 2 beds and 6 were 3 bed properties.
HMO TEM 054	Percentage of new tenancies sustained for more than a year, by existing tenants - Transfer (TR)			92%	97%	94%	With 97% of new tenancies sustained for more than a year by existing tenants, this is an improvement on the full years previous result of 92%.
HMO TEM 056	Percentage of new tenancies sustained for more than a year, by applicants who have been assessed as statutory homeless (HP)			82%	75%	83%	Only 75% of new tenancies have been sustained by homeless applicants and this is a disappointing dip in performance compared with the result in the 1st quarter of the previous year (79%) and the full year last year (82%).
HMO TEM 058	Percentage of new tenancies sustained for more than a year, by applicants from the Housing Waiting List - WL			88%	91%	89%	With 91% of new tenancies sustained by applicants from the waiting list this is a positive result and an improvement compared with the 1st quarter last year (78%) and the full year last year (88%).
HMO TEM 060	Percentage of new tenancies sustained for more than a year, let source by other reason			100%	100%	100%	There are very few lets that fall into this category. As our Allocations Policy has been reviewed there will only be very rare and exceptional cases that would fall into this category. Last year there was only one and this tenancy remains hence the 100% score.
RGN ASN 001	% Satisfaction with standard of Homeless Temporary Accommodation			92%	82%	93%	The level of satisfaction with temporary accommodation is lower than the full year last year and below this year's target. Comments from those who were not satisfied included 'area - the flat itself is fine' and 'did not like it here'. Our process for gathering feedback from temporary accommodation residents is currently under review. The review will include measures to ensure that a consistent approach is applied to gathering feedback from all temporary accommodation residents. We also want to collect more detailed information to help us to identify what changes we need to make to improve satisfaction levels and how we can shape services to meet the needs of customers.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
HCS SBP 038	Complete operational plan for provision of interim accommodation at Hallpark to enable the first residents to move in.	31-Dec-2014	<div><div style="width: 80%;">80%</div></div>		Final snagging works due to be complete by end of September 2014. Concierge service now in place, carpets and floor coverings have been installed, furniture is on order and matching process for suitable applicants is underway.
HCS SBP 039	Maximise the outcomes achieved from our new build programme through partnership delivery programmes, particularly with Social	31-Dec-2014	<div><div style="width: 90%;">90%</div></div>		The SHIP is now due to the Scottish Government in November 14. The HHC Committee received a preparatory paper in August confirming a budget of £9.1m to 2018/18 and projected spend of £10.8m from the Affordable Housing



Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
	Services.				Supply budget. The paper confirms 62 new homes will be on site in 2014/15, including the 27 units by kingdom HA in Tullibody along with 1 wheelchair house in Alloa and 19 by the Council at Fairfield. Hallpark will complete this year alongside the 28 mid market units in Coalsnaughton and 3 Council refurbished units in Tullibody. The HRA has a 5 year budget of around £6.7m for new build with a further £11m of private finance from RSL's. The RSL commitment includes newcomers Castle Rock Edinvar with a Forth Valley Pension Fund investment for 30/35 units.
HCS SBP 044	Implement a Rent Bond Guarantee Scheme and family mediation services to further complement the Housing Options service.	31-Mar-2015	<div><div>50%</div></div>		The Rent Bond Guarantee Scheme (RBGS) is now up and running and being administered by the Housing Options Team. There have been 30 applications made since the Scheme was introduced in May this year, 21 of these were accepted and 9 were not successful (they were either not financially affordable or they had no housing need). There are currently 15 awaiting a suitable private let and 5 have been successful and are now in Private Let accommodation.

8) The environment is protected and enhanced for all

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
HCS SBP 036	Prepare to analyse stock and target external funding to meet Energy Efficiency Standard for Social Housing by 2020	31-Dec-2014	<div><div>65%</div></div>		Meeting held with Scottish Government August 14 to discuss implementation plan for analysis of current stock. 90.76% of the current stock meets SHQS (excluding exemptions) which equates to approximately 66% of our properties meeting the EESH.
HDR HES 001	Develop a Renewable Energy Plan to assist residents to reduce their energy costs.	31-Mar-2014	<div><div>87%</div></div>		The Government Renewables Agenda continues to change as new funding streams become available. The Feed in Tariff remains at 13.1% for solar pv and cost on installation dropped with 7% return. Advice is also given to households on the Renewable Heat Incentive aimed at promoting renewable heating such as air and ground source, as well as biomass. Council looking at the Warm Homes Fund to potentially support further option appraisal of alternative and group heating solutions and further pv works.

9) The Council is effective, efficient and recognised for excellence

Covalent Ref.	PI Description	2011/12	2012/13	2013/14	Q1 2014/15		Latest Note
		Value	Value	Value	Value	Target	

Covalent Ref.	PI Description	2011/12	2012/13	2013/14	Q1 2014/15		Latest Note
		Value	Value	Value	Value	Target	
RAP CTA 011	Sundry debt in year collection	83.73%	83.62%	73.15%	44.38%		Collections levels for quarter 1 are 12.07% lower than at the same period last year of 56.45%
RAP CTA 007	NDR in year collection rate	96.80%	98.00%	97.66%	17.35%		Collections levels for quarter 1 are 13.22% lower than at the same period last year of 30.57% NDR cannot be pursued by legal action until 1st Oct although staff are still expected to contact customers about non payment
RAP CTA 019	Debt collection rates > 90 days	42.24%	39.30%	37.01%	50.15%		This is a reduction of 12.73% from the same period last year of 62.88%. The increase of £13.14% from March 2014, reflects a small number invoices totalling over £250,000 which remain outstanding.
RAP CTA 01a	Council tax collected within year (excluding reliefs & rebates)	95.17%	95.32%		25.92%		Collections levels for quarter 1 are 1.35% lower than at the same period last year of 27.27%
RAP CTA 020	Number days taken on average to process new benefits claims	26	32	47	28		The team continue to make significant progress in the reduction of processing days and at the last week in July we were 25 days which is the national average
RAP CTA 021	Number of days taken on average to process changes to benefits claims	8	9	15	22		The team continue to make significant progress in the reduction of processing days and at the last week in July we were 10 days which is the national average
RAP CTA 022	Percentage of applications to Local Social Fund processed within 2 days (Crisis grants)	N/A	N/A	100.00%	100.00%		Applications are being processed within the stated time. Number of applications continues to be less than anticipated.
RAP CTA 023	Percentage of applications to Local Social Fund processed within 28 days (Community Care grants)	N/A	N/A	100.00%	100.00%		Performance remains consistent, with all applications being processed within the prescribed timescales.
FAM HPI 001	% Properties with Current Gas Safety Certificate	100%	100%	100%	100%	100%	We continue to achieve 100% of properties with current gas safety certificates.
PRF PRO 005	Average Length of Time Taken to Complete Emergency Repairs (i) The total number of emergency repairs completed in the last year (ii) The total number of hours taken to complete emergency repairs			1.91	1.90		The quarter 1 performance is consistent with last year's full result and this compares very favourably with the Scottish average for the full year 2013/14 of 7.1 hours.
PRF PRO 006	Average Length of Time Taken to Complete Non-Emergency Repairs (i) The total number of non-emergency repairs completed in the last year (ii) The total number of working days to complete non-emergency repairs			6.74	10.48		Non emergency repairs is made up of repairs completed within 1 week and repairs completed within 4 weeks. 92% of 1 week repairs and 86% of 4 week repairs are currently completed within target. With the ongoing review it is intended to further improve services.
PRF PRO 007	Percentage of reactive (non-emergency)			87%	90%		As above.

Covalent Ref.	PI Description	2011/12	2012/13	2013/14	Q1 2014/15		Latest Note
		Value	Value	Value	Value	Target	
	repairs completed right first time during the reporting year (i) Number of reactive repairs completed right first time during the reporting year (ii) Total number of reactive repairs completed						
HMO TEM 010	Rent collected as percentage of total rent due in the reporting year (i) The total amount of rent collected in the reporting year (ii) The total amount of rent due to be collected in the reporting year (annual rent debit)			96.34%	96.81%		
HMO TEM 011	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (i) The total value (£) of gross rent arrears as at the end of the reporting year (ii) The total rent due for the reporting year			6.64%	24.59%		Although this is a new indicator introduced by SHR, performance against other similar indicators show an approx 1% increase on cta during the year. While under-occupation reduction and benefit cap have been introduced during 2013-14, these has been fully mitigated by additional DHP funding. Investigations are underway by the recovery team to understand the reasons behind the increase.
HMO TEM 012a	Current tenants rent arrears at end of quarter (i) The total value (£) of CT gross rent arrears as at the end of the quarter			£507,463	£600,669		Rents performance will be addressed as part of the housing business improvement process and restructuring works.
HMO TEM 013a	Former tenants rent arrears at end of quarter (i) The total value (£) of gross FT rent arrears as at the end of the quarter			£569,207	£525,375		

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
HCS SBP 031	Complete tender process to source a supplier to analyse performance data and deliver training to staff on Lean Systems Thinking	30-Sep-2014	<div><div>50%</div></div>	✓	Following the appropriate procurement process, Vanguard Scotland Ltd have been successful in their tender for the Redesign of Housing Services Processes. The contract started on 23 September 2014 with training for managers and team leaders in problem solving, root cause analysis and decision making.
HCS SBP 032	Maximise income for individuals, the service and the Council	31-Dec-2014	<div><div>50%</div></div>	✓	New Scottish Legal Aid Board funding secured. Latest collection rates looking more positive that quarter 1 figures.
HCS SBP 043	Establish a framework to implement the new guidance on the Operation of Local Authority Housing Revenue Accounts (HRAs) in Scotland.	31-Dec-2014	<div><div>50%</div></div>	✓	The Scottish Government have provided funding to the Scottish Housing Best Value network (SHBVN), to lead 4 officer forums during the course of this financial year and develop a self assessment framework in partnership with local authority landlords to ensure compliance with the new guidance. The first officer forum was held on the 30th of September with Housing and Accountancy represented. By working in partnership with the SHBVN and other landlords will ensure a consistency in approach to ensuring compliance with the new HRA guidance.
HCS SBP 047	Review HRA assets to establish which ones are providing a positive financial return or being used directly to benefit tenants or prospective Council Tenants	31-Mar-2015	<div><div>50%</div></div>	✓	A draft summary report defining the assets groups and the listing of the separate HRA assets has been completed. Initial work on collecting data on income of each asset group during the 2013/14 financial period is currently underway. The next step is to confirm the assets lists with Finance and Facilities Management and undertake asset analysis. This work is closely aligned with the report on the future management of Housing Lockups and Garage Sites, which will be presented to Housing Health and Care Committee on 30th October 2014.
HCS SBP 049	Review and consult on the Council's Repairs Policy	31-Mar-2015	<div><div>50%</div></div>	✓	Draft policy circulated for staff consultation.
HCS SBP 050	Complete the appointment and dynamic scheduling system to tenants.	31-Mar-2015	<div><div>30%</div></div>		Trial phase is ongoing, with some systems issues. Being considered as part of the Vanguard systems review process.
HCS SBP 052	Completion of Kelliebank Amenity Block	31-Mar-2015	<div><div>50%</div></div>	✓	Phase 1 complete. Capital funding for phase 2 and 3 being agreed.

## Making Clackmannanshire Better

Better Services  
Better Opportunities  
Better Communities

**Report to Tenants**  
Scottish Social Housing Charter Performance



# Foreword

It is my great pleasure to introduce Clackmannanshire Council's first report to tenants on our Scottish Social Housing Charter performance.

This has certainly been a very busy year for the Housing and Community Safety Service. In March 2014, after many months of careful preparation, we moved seamlessly into our newly refurbished offices at Kilncraigs. The converted mill building is part of several multi-million pound investments the Council is making to improve our communities across Clackmannanshire.

At the same time we launched a new 'housing options' service from the new Home@Clacks dedicated office in Kilncraigs, to help people find accommodation that meets their needs.

The massive investment programme in our housing stock continued apace, with a further £8.75m invested during year, taking the total to £21.4m in just three years. We have also built new council homes for the first time in decades, and bought properties on the open market to

add to our stock of affordable housing. A total of 65 new homes were built or acquired in the year. A further 56 houses are on site, and another 136 have funding commitment.

This represents the most significant addition to the total affordable housing stock in a great many years.

We put our tenants and customers at the heart of everything we do. This was demonstrated by retention of our 'Customer Service Excellence' award. We not only met the standard but also achieved an outstanding eight 'Compliance Plus' ratings.

A comprehensive satisfaction survey of over 900 tenants was completed in October 2013. This revealed that 90% of you are satisfied with the Council as a landlord. This, and many of the other results from that survey, are very pleasing. However, we are using the survey results to concentrate on improving the areas where we can do better.

We are always keen to hear from you about the service you have received. We also want to get more people involved to help shape the services we provide. On page 20 you can read about the different ways for you to have your say. If you are interested in getting involved my colleagues will be delighted to hear from you, so please get in touch using the contact details which can be found below.

Finally, I am grateful for the support and effective challenge provided by the Clackmannanshire Tenants and Residents Federation. The Federation is the independent group, elected by tenants and residents, that works to help us improve our services. This report has been developed with the help of a working group consisting of tenants and residents. I hope that you find it useful and interesting.

**Ahsan Khan**  
Head of Housing and Community Safety



The results in this report reflect the ongoing hard work carried out by the Housing and Community Safety Service. Meeting the outcomes of the Scottish Social Housing

Charter is paramount for the Council and we are always working towards achieving excellent outcomes for our tenants and customers. 2014 /15 is already shaping up to be another full year with more new homes and improvements due to be delivered. I hope you enjoy reading the report.

**Cllr Les Sharp**  
Housing, Health and Care Committee  
(Convenor)



Our Improvement Plan for 2014/15 can be viewed on ClacksWeb



**Get Involved**  
Call us on 01259 450000  
and ask for the  
Tenant Participation Coordinator

CUSTOMER  
SERVICE  
EXCELLENCE



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## How to use this report

In each section of this report you will find:

- relevant Charter Outcomes
- performance indicators
- some explanation about our results

### Performance indicators

The data is from the SHR Annual Return on the Charter (ARC)

This data is available from the Scottish Housing Regulator website [www.scottishhousingregulator.gov.uk/find-and-compare-landlords](http://www.scottishhousingregulator.gov.uk/find-and-compare-landlords)

### What do the tables mean?

Indicator Name			iX
Clacks Result			xx%
How did we compare?			
Best	Worst	Average	
xx%	xx%	xx%	

13/14 result

The data refers to the performance period 1st April 2013 - 31st March 2014.

### How we compare to others

Where we can, we have compared ourselves to other Scottish Local Authority landlords and have given the average based on Scottish Local Authority landlords.

### Measuring your satisfaction

During the Summer of 2013, we commissioned a face to face survey with 900 of our tenants and service users. The survey was carried out by research company BMG chose a random sample of tenants. This survey has given us a privileged insight into what you think of us as your landlord and a solid base to work from to improve the services we provide to you. Thank you to all those who took part. We will be carrying out another full tenant satisfaction survey in 2016. Most of the satisfaction results within this report are from this survey.

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If you would like further information about anything in this report please contact:  
 Housing Business Management Team  
 Clackmannanshire Council  
 Kilncraigs  
 Alloa  
 FK10 1EB  
 01259 450000  
[housing@clacks.gov.uk](mailto:housing@clacks.gov.uk)

# Customer / Landlord relationship

## Charter Outcomes 1& 2

Social landlords perform all aspects of their housing service so that:

- every tenant and other customer has their individual needs recognised, is treated fairly and with respect, and receives fair access to housing and housing services.

Social landlords manage their businesses so that:

- tenants and other customers find it easy to communicate with their new landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides.

It is important that we have a good relationship with our customers so that we provide the kind of service that they need.

We asked you how satisfied you are with the overall service we provide as your Landlord. **90%** of you said you are satisfied. We looked at this satisfaction over the different settlement areas and we can see that customers in Sauchie and Fishcross are most satisfied. We are using this information to:

- Understand the issues that are affecting tenants on a local basis
- Identify whether there are any differences in dissatisfaction from tenants dependant on age or the areas they live in.

Satisfaction with Respondents	Over 65 years	Under 65 Years
The way Clacks deals with your enquiries	88%	80%
Listens to views & acts upon them	76%	70%
Opportunities to participate in the decision making processes	84%	76%

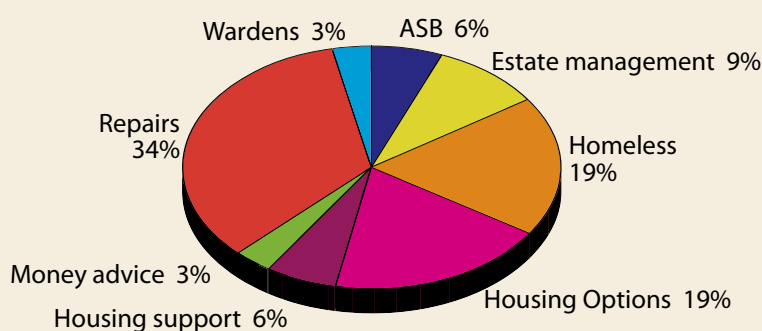
3

It is clear we need to look at how we interact with our younger tenants to make sure we are delivering the services they need in the way they need them. We will identify how we can do that better throughout the coming year.

### Complaints to the Service

In 2012 the Scottish Public Services Ombudsman published a complaints framework for all Councils and Social Landlords to manage complaints better. The process is now split into 2 stages. 1st stage complaints should be responded to within 5 working days. 2nd stage complaints that require more investigation should be responded to within 20 working days.

### Complaints by service area



### i4+5 Percentage of 1st & 2nd stage complaints

	1st stage complaints	2nd stage complaints
Complaints received	29	3
Responded to in full in by the landlord in the reporting year	100%	100%
Complaints upheld by the landlord in the reporting year	31%	33%
Complaints responded to in full within the Scottish Public Services Ombudsman timescales	90%	100%

We take complaints about the services we provide very seriously and we look to resolve issues quickly. We responded in full to all 32 complaints received during 13/14. All of the 2nd stage complaints and almost all of the 1st stage complaints were responded to within the set timescales.

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# Housing Quality and Maintenance

## Outcomes 4 & 5

Social landlords manage their businesses so that:

- tenants' homes, as a minimum, meet the Scottish Housing Quality Standard (SHQS) by April 2015 and continue to meet it thereafter, and when they are allocated, are always clean, tidy and in a good state of repair.
- tenants' homes are well maintained, with repairs and improvements carried out when required, and tenants are given reasonable choices about when work is done.

The largest proportion of rent tenants pay goes towards repairing and maintaining the housing stock. We have been working towards achieving the Scottish Housing Quality Standard as well as delivering the higher Clacks Standard. This has covered a variety of areas including:

- 1197 replacement bathrooms
- 63 disabled bathroom replacements
- 19 secure door entry systems installed in common blocks
- 320 central heating replacements
- 13 major disabled adaptations
- 257 asbestos removals
- 1 full house conversion
- 43 kitchens replaced
- 82 front doors replaced
- 33 flats completely refurbished in Pine Grove

Percentage of stock meeting the Scottish Housing Quality Standard

i17

**Clacks Result 90.8%**

How did we compare?

Best	Worst	Average
96.3%	62.1%	84.4%

5

The way in which the SHQS compliance rate is calculated has changed recently. This means that our compliance rate currently sits at 90.8%. Some properties are exempt from being brought up to SHQS but we need to include them in the calculation. We have 382 properties that are exempt.

We are pleased that out of all Local Authorities we are the top performer at completing emergency repairs. Reactive repairs (non emergency), include repairs due to be completed within 1 week and repairs due to be completed within 4 weeks. 92% of 1 week repairs and 86% of 4 week repairs are currently completed within these target times. With the introduction of repairs appointments, the service plans to exceed this outcome in 2014-15 therefore reducing the average days.

Percentage of tenants satisfied with the standard of their home when moving in

i9

**Clacks Result 77.1%**

How did we compare?

Best	Worst	Average
94.6%	60.9%	74.6%

Average length of time to complete an emergency repair

i11

**Clacks Result 1.91 hours**

How did we compare?

Best	Worst	Average
1.91 hrs	19.37 hrs	7.4 hrs

Percentage of existing tenants satisfied with the quality of their home

i10

**Clacks Result 88.4%**

How did we compare?

Best	Worst	Average
92.3%	69.2%	81.1%

Average length of time to complete a reactive repair

i12

**Clacks Result 6.74 days**

How did we compare?

Best	Worst	Average
3.08 days	17.41 days	10.01 days

6

# A day in the life of the Housing Service

With many different teams delivering different services to our tenants and customers, it is sometimes hard to keep track of who does what. Here is what a few of our staff get up to in a day.

**Katie Hislop**  
**Senior Housing Officer**  
**Tenancy Management**

// I cover a variety of interesting tasks every day and no two days are the same!

Today so far I have responded to an enquiry from the local MSP about some antisocial behaviour issues in their constituency and received a complaint from an owner occupier about a close. This afternoon I am due to secure a property where the tenant is in prison, carry out a joint visit with the SSPCA to inspect the conditions some animals are currently being kept in and while I'm out, I'll do some garden inspections. Like I say, the tasks are varied!

As I am a Senior Housing Officer, I also have some staff development to work on. We always make sure our staff have the support they need to do the best job they can. Sometimes it's the small things that make the biggest difference, like when we installed an outside tap to make it easier for some tenants to water their community garden. This is a rewarding job as I find I am learning all the time. There's always new situations that I've not come across before. //



7

**George McEwan**  
**Facilities Management**  
**Supervisor**

// My day starts earlier than most.

I get in at about 7:40am and start to organise the days work for the different trades. It is mostly void properties that I work on so the trades are varied. Each property is checked when the last tenant moves out and we identify what works need to be carried out to get it ready for the next tenant. The majority of the work required relates to joinery, plumbing or plaster and painting. It is my job to organise the work so that the properties are ready as quickly as possible. Most properties don't require much but when we do get a property that needs some major work I liaise with other teams to get the work done. This could be anything from replacing a bathroom to dealing with asbestos. I enjoy juggling all the different aspects of getting a property ready to let. I always know we've done a good job when I step back and think I'd live here. //



**Lee Sneddon**  
**Housing Options**

// At Home@Clacks we deliver a person centred service and we tailor our approach to each individual client's needs so we rarely have the same day twice. This morning I took

a client through our Housing Options assessment. Throughout this process we look at all of the housing and accommodation options open to each individual. This isn't just Council housing, we look at private sector too as we can offer the rent bond guarantee scheme to help clients secure a let. It can be difficult working in the Housing Options Team as we can't give everyone the exact home they might want. I recently received a thank you letter from an applicant. It's really nice when clients appreciate the service we provide, reminds me why I do this job. //



8

# Neighbourhood and Community

## Charter Outcome 6

Social landlords, working in partnership with other agencies, help to ensure that:

- tenants and other customers live in well maintained neighbourhoods where they feel safe.

We want all of our tenants to enjoy living in their neighbourhood. To ensure that you do, we have a number of measures in place to help make our communities safe and nice places to live.

- MATAC (Multi Agency Tasking And Coordinating)

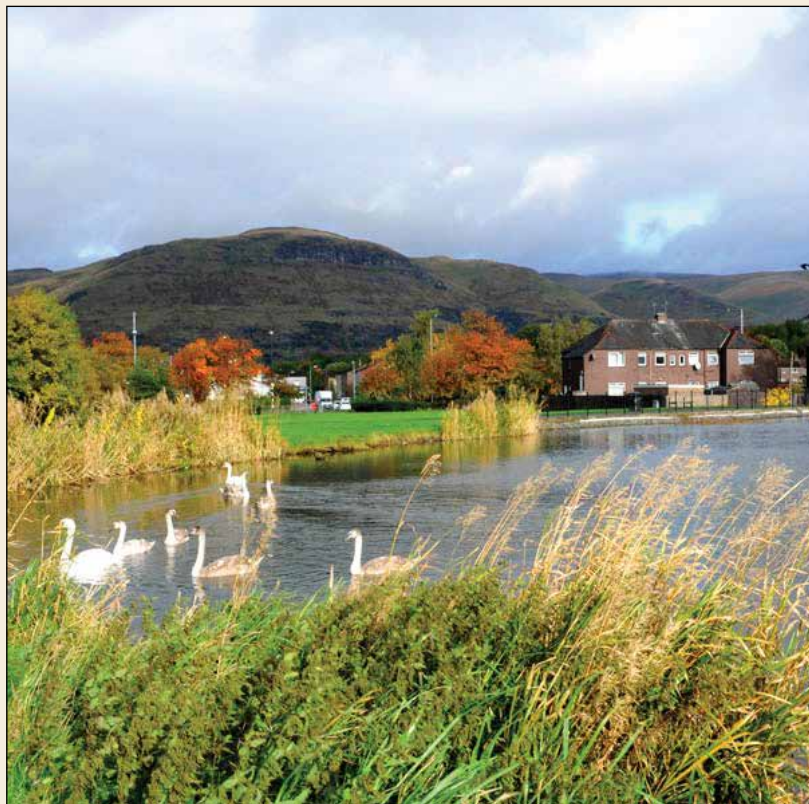
This multi-agency group includes the Council, Police Scotland and local Housing Associations who work together to deliver a coordinated approach to combat antisocial behaviour in the local community. Partnership working in this way helps to create effective relationships between the different agencies and deliver better outcomes for the community.

- Annual tenancy visits

This last year has seen us introduce annual tenancy visits. By meeting our tenants once a year it allows us to build a relationship with those of you who we might never meet. As well as getting to know your Housing Officer, you get an opportunity to raise any issues you may have with your tenancy.

- Garden monitoring

Throughout the year, but in particular throughout the summer months, we monitor our estates and gardens. If a tenant is not keeping their garden to the acceptable standard, we have in place a procedure to deal with this. In January 2014 we reviewed how we handle enforcement of garden conditions. We now place more emphasis on talking with tenants and encouraging them to look after their garden before sending formal letters. The new procedure also involves a Senior Housing Officer authorising formal enforcement action where required. These procedures will be reviewed again in January 2015 to see how effective they have been.



Percentage of tenants satisfied with management of their neighbourhood

i17

**Clacks Result 83%**

How did we compare?

Best	Worst	Average
93%	67%	72%

We are pleased that so many of you are satisfied with the management of your neighbourhood. There is still room for improvement so we will continue to monitor our estates to ensure that they meet your expectations.

Abandonments as percentage of stock

c11

**Clacks Result 1%**

How did we compare?

Best	Worst	Average
0.2%	1.8%	0.7%

The number of abandoned properties has increased in the last year. Work is currently underway to improve identification of the support needs of housing applicants and the provision of appropriate support, including intensive tenancy management, particularly at the early stages of a tenancy.

Percentage of ASB cases resolved within locally agreed target

i19

**Clacks Result 74.6%**

How did we compare?

Best	Worst	Average
113.6%	35.6%	78.5%

With your help we set our targets for resolving ASB at 20 weeks. We managed to resolve almost three quarters of our cases within this timescale. This is in line with our expectations as some complex cases take time to reach an acceptable conclusion. 100% of respondents were satisfied with the service they received.



# Tenancy Sustainment

## Charter Outcome 11

Social landlords ensure that:

- tenants get the information they need on how to obtain support to remain in their home; and ensure suitable support is available, including services provided directly by the landlord and by other organisations

### Housing Support Team

The introduction of The Housing Support Services (Homelessness)(Scotland) Regulations 2012 placed a statutory duty on local authorities to assess whether persons found to be homeless or threatened with homelessness need housing support services. We have a Housing Support Team who offer support to tenants who need some extra help to manage their tenancy. The officers give advice and assistance in many different areas such as, advising or assisting a person to settle into a new tenancy, budgeting, and engaging with other services. The majority of service users currently working with the Housing Support Team have been homeless applicants.



11

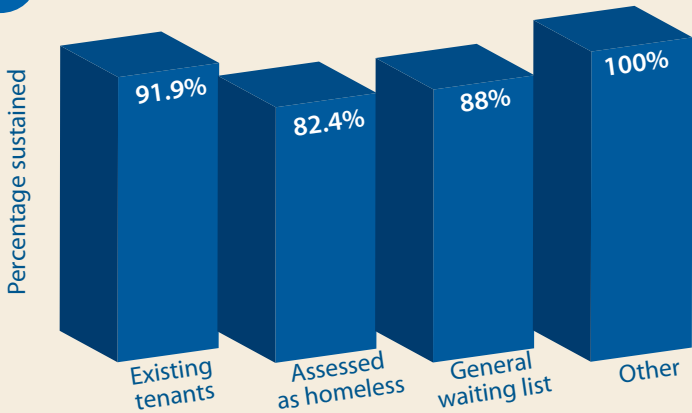
### Money Advice Service

The Money Advice Service offers help and advice about managing your money. We can check your benefit and tax credit entitlement, give advice about dealing with debt including rent arrears and we can contact creditors on your behalf. We aim to achieve sustainable outcomes for tenants to help them remain in their home.

### Adaptations

If you are disabled or experience an illness that means you need to have your home adapted, we are able to assist with this. Adaptations fall into 2 categories, minor and major. All requirements for major adaptations are assessed by a Social Care Officer who will then recommend what changes need to be made. We aim to carry out adaptations as soon as we can.

### i20 Tenancies Sustained for more than a year



12

Percentage of approved applications for medical adaptations completed during the reporting year

i22

**Clacks Result** 81%

How did we compare?

Best	Worst	Average
100%	32%	93%

Average time to complete approved applications for medical adaptations during the reporting year

i23

**Clacks Result** 67 days

How did we compare?

Best	Worst	Average
10 days	236 days	49 days

# Access to Housing and Support

## Charter Outcomes 7, 8, 9 & 10

The Charter requires Social Landlords to work together to ensure:

- People looking for housing get information that helps them make informed choices and decisions about the range of housing options available to them
- tenant and people on housing lists can review their housing options
- people at risk of losing their homes get advice on preventing homelessness
- people looking for housing find it easy to apply for the widest choice of social housing available and get the information they need on how the landlord allocates homes and their prospects of being housed.

Home@Clacks, the new dedicated Housing Options Shop, is now open at Kilncraigs.

Within Home@Clacks you can:

- Have a Personal Housing Plan carried out using our Housing Options Assessment Tool
- Speak to officers about Council Housing Stock and the prospects of receiving an offer
- Get advice on preventing homelessness and make an application if necessary

Home@Clacks has been designed to be accessible and welcoming, where staff are friendly and provide you with the information you need.

- Get money and welfare benefits advice from trained officers, if you are at risk of losing your home, or you wish to rent from a private landlord.
- Apply for our rent bond guarantee scheme to help you to get housing from a private landlord.
- See a selection of properties available for rent from Ochil View Housing Association and private landlords.
- Use our self serve facility where you can access sites that can help you to resolve your housing need. You can also access employment sites if you are looking for a job.

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We are part of a Housing Options Hub that includes Perth & Kinross, Angus, Fife, Dundee and Argyll & Bute Councils. To ensure that we are providing a fair access to housing, we have recently taken part in a Customer Satisfaction Survey Pilot along with the other members. The questions in the survey were developed in conjunction with service users and were split into 3 categories. Participants in the survey were encouraged to think about some different aspects of the service they received, if they felt the staff put them at ease, didn't judge, explained the process and informed them how long the process would take.

Question	Clacks Result	Hub result
Were staff helpful and approachable?	83%	81%
Did you get the information you needed to make a choice?	75%	82%
Were your needs met?	75%	81%

It's positive to see that throughout the Housing Options Process 83% of you were satisfied that staff were helpful and approachable. As only 75% of you were satisfied with getting the information you need and thought that your needs were met, we will look to improve in these areas.

Percentage of lettable houses that became vacant in the last year **i21**

**Clacks Result** **8.3%**

Average length of time to re-let properties in the last year **i35**

**Clacks Result** **40.41 days**

How did we compare?

Best	Worst	Average
14.4 days	71.51 days	40.1 days

14

In the coming year, our priority is to make better use of our own housing stock and seek flexible solutions to meet customer needs and aspirations.

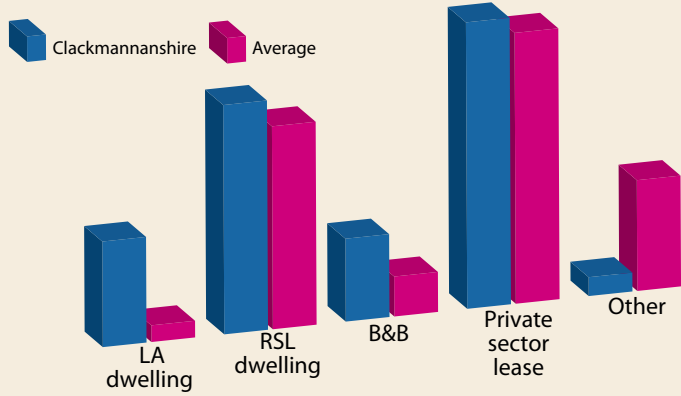
# Homeless

## Charter Outcome 12

Local councils perform their duties on homelessness so that:

- homeless people get prompt and easy access to help and advice; are provided with suitable, good-quality temporary or emergency accommodation when this is needed; and are offered continuing support to help them get and keep the home they are entitled to.

Average length of time in Temporary accommodation by type



All housing applicants, including those presenting as homeless, are taken through the Housing Options process. They are offered support and advice throughout the application.

The offer of temporary accommodation is a key element of the homelessness assessment process. In Clackmannanshire we have access to a variety of temporary accommodation options. We use B&B and our use is slightly above average. We are increasing our

temporary accommodation within Clackmannanshire this year and this will enable us to reduce the need to use B&B accommodation.

15

Percentage of households requiring temporary accommodation to whom an offer was made

i26

**Clacks Result** 99%

How did we compare? Average 107%

Percentage satisfied with the quality of temporary accommodation

i28

**Clacks Result** 92%

How did we compare? Average 87%

# Gypsies / Travellers

## Charter Outcome 16

Local councils and social landlords with responsibility for managing sites for Gypsies / Travellers should manage the sites so that:

- sites are well maintained and managed

Clackmannanshire Council have a facility at Westhaugh Alva where Gypsies and Travellers are able to rent a pitch. There are 16 pitches on the site.

Average weekly rent per pitch

i36

**Clacks Result** £56.28

How did we compare? Average £65.71



16

When we asked the residents if they were satisfied with the management of the site 100% of those who responded were satisfied.

# Getting good value from rents and service charges

## Charter Outcomes 13,14 & 15

Social landlords set rents and service charges in consultation with their tenants and other customers so that:

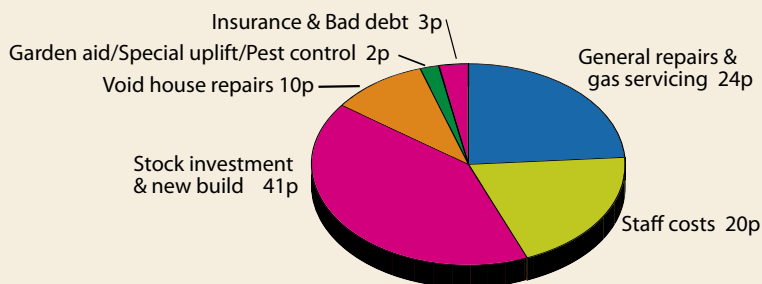
- a balance is struck between the level of services provided, the cost of the services, and how far current and prospective tenants and other customers can afford them

### Managing your money

Your rent money pays for all the services provided to you as a tenant. For every £1 of rent you pay, over half goes towards maintaining your home through repairs and other stock investment.

The level of rent you pay is less than the Scottish Average but we have managed to deliver the higher Clacks Standard and continue to make improvements to your homes.

### Spend per £



17

### Indicators

Size of Home	Number owned	Average Rent	Scottish Average*	Difference
1 Apartment	25	£59.08	£59.56	-0.8%
2 Apartment	1318	£60.63	£65.18	-7%
3 Apartment	2240	£62.19	£67.19	-7.4%
4 Apartment	1241	£63.75	£73.07	-12.8%
5 Apartment	134	£65.52	£81.68	-19.8%

\*Average of all local authority landlords and RSLs.

Rent collected from tenants as a percentage of total rent due

i30

**Clacks Result 96.3%**

How did we compare?

Best	Worst	Average
102.8%	95.9%	99.1%

Percentage of rent lost through properties being empty in the last year

i34

**Clacks Result 0.85%**

How did we compare?

Best	Worst	Average
0.38%	3.48%	1.4%

Amount & percentage of former tenant arrears written off

c23

Former tenant arrears	£569,207
Arrears written off	£54,417
% written off	9.6%

### Rent arrears

We proactively manage our rent arrears and aim to provide support and advice to the tenants who fall behind with their rent.

Our arrears have increased over the last year. The changes to Housing Benefit and the introduction of the Under Occupation charge have had an impact on arrears. We have utilised the available Discretionary Housing Payment to help offset the arrears.

It is important that we minimise the time that houses are empty. We aim to carry out any repairs and let them again as quickly as possible to minimise the rental income lost while they are empty. We had an increased number of voids during 13/14 so our void rent loss has increased slightly compared with the previous year. We are working on how to make sure that we manage our empty properties as efficiently as possible.

When tenants leave and they have rent arrears we still look to recover the arrears. If we cannot recover them we will write off the arrears in line with the Council's policy.

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# Participation and Scrutiny

## Charter Outcome 3

Social landlords manage their businesses so that:

- Tenants and other customers find it easy to participate in and influence their landlords' decisions at a level they feel comfortable with.

We provide a range of options which give our tenants and other customers a variety of choices and opportunities to be involved. It is particularly important to provide flexibility given the diversity of all participants, tenants' needs, aspirations and individual circumstances.

We recognise that tenants may want to take part in different ways. Some people may want to receive some information and others may want to be more actively involved in specific activities like a community group or the Clackmannanshire Tenants and Residents Federation. 81% of you said we are good at keeping you informed about our services and decisions.

The survey also highlighted that overall, 79% of respondents are satisfied with the opportunities to participate in Clackmannanshire Council's decision making processes.

Older tenants are more satisfied so we need to try to engage with our younger tenants.

Percentage satisfaction with opportunities to participate in the decision making processes

i3

Clacks Overall	79%
Over 65	84%
Under 65	76%

19

Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions

i6

**Clacks Result 81%**

How did we compare?  
Average

78%

Over half (54%) of respondents reported no particular reason for being dissatisfied and a further 1% said 'don't know'. The reason mentioned by the largest proportion of respondents was "only given limited opportunities to air views". When asked about their preferred level of involvement in Clackmannanshire 76% are happy to be kept informed. Sixteen percent would like to have a say, with a smaller proportion (4%) looking to be involved in making decisions.

### Scrutiny

Customer scrutiny is different from tenant participation. Good scrutiny ensures that there are opportunities for the public to influence and improve the services they receive. Scrutiny ensures that decision making processes are clear and accessible to the public and that the people taking decisions are held accountable for those decisions.



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Current scrutiny activities include:

- Estate management walkabouts
- Study Visits to various parts of the service

To ensure that we are providing opportunities to tenants and service users to influence and improve services, we have signed up to

the Government's Stepping up to Scrutiny training and learning programme. There will be separate sessions for tenants and service users, staff and Elected Members. This will be delivered during the Autumn of 2014. If you are interested in being involved in this programme, please contact us for further information.



# Landlord Report

How your landlord told us it performed in 2013/2014

## 2013/2014 Response

Indicator	Clackmannanshire Council	Average of compared landlords	Difference from this average	Stirling Council	Falkirk Council	Ochil View Housing Association Ltd	Paragon Housing Association Ltd
<b>Homes and rents</b>							
Total number of homes	4,958	6,128	1,170	5,583	16,175	1,355	1,400
Total rent due to be collected	£15,855,675	£18,112,940	£2,257,266	£16,984,743	£45,495,630	£5,114,700	£4,856,689
Percentage average weekly rent increase to be applied	4.2 %	3.1 %	1.1 %	1.8 %	3.6 %	3.0 %	3.9 %
Total number of 1 apartments	25	9	16	18	2	7	8
Average weekly rent for 1 apartments	£59.08	£56.81	£2.27	£56.41	£23.28	£72.87	£51.80
Total number of 2 apartments	1,318	1,089	229	1,250	2,653	302	152
Average weekly rent for 2 apartments	£60.63	£51.31	£9.32	£63.71	£43.79	£66.61	£57.59
Total number of 3 apartments	2,240	3,004	764	2,287	8,489	556	682
Average weekly rent for 3 apartments	£62.19	£57.10	£5.09	£66.02	£53.18	£71.66	£64.00
Total number of 4 apartments	1,241	1,802	561	1,761	4,563	371	512
Average weekly rent for 4 apartments	£63.75	£64.82	£1.07	£68.67	£61.33	£77.01	£73.36
Total number of 5 apartments	134	225	91	267	468	119	46
Average weekly rent for 5 apartments	£65.52	£71.27	£5.75	£70.46	£68.31	£78.73	£86.31
<b>Tenant satisfaction</b>							
Percentage of tenants satisfied with the overall service	90.9 %	83.3 %	7.6 %	82.9 %	74.7 %	90.8 %	84.8 %
Percentage of tenants who felt their landlord is good at keeping them informed about their services and outcomes	80.9 %	81.3 %	0.4 %	79.0 %	72.7 %	85.9 %	87.6 %
Percentage of tenants satisfied with the opportunities to participate in the landlord's decision making	79.2 %	70.2 %	9.0 %	75.0 %	49.2 %	79.7 %	77.1 %
<b>Quality and maintenance of homes</b>							
Percentage of homes meeting the Scottish Housing Quality Standard	90.8 %	82.4 %	8.4 %	79.4 %	87.3 %	27.7 %	90.3 %
Average number of hours taken to complete emergency repairs	1.9	7.1	5.2	9.8	6.2	2.2	1.5
Average number of days taken to complete non-emergency repairs	6.7	11.5	4.8	7.6	14.1	7.4	5.4
Percentage of reactive repairs carried out in the last year completed right first time	87.1 %	96.7 %	9.7 %	100.0 %	95.5 %	94.9 %	96.2 %
Percentage of repairs appointments kept	N/A	89.5 %	N/A	59.7 %	91.8 %	N/A	N/A
Percentage of tenants who have had repairs or maintenance carried out in the last 12 months who were satisfied with the repairs and maintenance service	87.9 %	85.8 %	2.0 %	86.0 %	90.1 %	80.8 %	86.4 %
<b>Neighbourhoods</b>							

Cases of anti-social behaviour, per 100 homes, reported in the last year	6.5	11.3	4.8	7.7	11.7	28.9	4.1
Percentage of anti-social behaviour cases resolved within locally agreed targets in the last year	74.6 %	64.2 %	10.4 %	92.8 %	52.7 %	88.5 %	67.2 %
Value for money							
Percentage of total rent due collected in the previous year	96.3 %	101.4 %	5.0 %	99.8 %	102.8 %	98.6 %	96.2 %
Percentage of rent due not collected through homes being empty in the last year	0.9 %	1.0 %	0.2 %	0.6 %	1.2 %	0.4 %	1.3 %
Average length of time in days taken to re-let homes in the last year	40.4	32.2	8.2	34.8	31.3	12.3	57.5