

Contracted Services Sub-Board Agenda
Tuesday 10th February 2009
6.30 PM to 8.30 PM

Board Room, Ground Floor, Highbury House

Item	Presenter	Subject	Status	Page Number	Duration
1	K Barns	Welcome/Apologies/ Introductions	Information	Verbal	6.30 – 6.35
2	K Barns	Declaration of Interests	Information	Verbal	6.30 – 6.35
3	K Barns	Questions from the Public	Information	Verbal	6.35 – 6.55
4	K Barns	Chair and Director of Performance and Service Development reports back	Information	Verbal	6.55 - 7.00
5	K Barns	Minutes of Meeting 14 th October 2008 and Matters Arising	Decision	1	7.00 – 7.05
6	K Barns	Minutes of Meeting 9 th December 2008 and Matters Arising	Decision	5	7.05 – 7.10
7	S Kwong	Risk Register	Decision	11	7.10 – 7.20
8	S Kwong	Performance of TMOs/TMCs	Decision	15	7.20 – 8.10
9	S Kwong	Revised TMO Monitoring Systems	Information	23	7.20 – 8.10
10	S Kwong	Performance - PFI 1 - Partners	Monitoring	47	8.10 – 8.25
11	S Kwong	Performance - PFI 2 - Partners	Monitoring	59	8.10 – 8.25
12	S Kwong	Performance Indicators - December	Monitoring	71	8.10 – 8.25
13	S Kwong	Any Other Business	Information	Verbal	8.25 – 8.30

**Homes for Islington
Contracted Services Sub-Board Meeting
Minutes of 14th October 2008**

Present: Adam Borrie, Caroline Jenkinson, Joe Trotter, Theresa Coyle, (Board Directors) Georgina Galliers (Associate Board Director)

In Attendance: Simon Kwong (Director of Performance and Service Development)
Anthony Jonas (Performance Manager)
Shenika Francis (Governance Officer – Minutes)

Apologies: Kate Barns (Board Director)

	ITEM	ACTION
1	<p>Welcome/Apologies/Introductions</p> <p>a) In the absence of Kate Barns CSSB selected Adam Borrie to chair the meeting. b) The Chair gave apologies for Kate Barns.</p>	
2	<p>Declarations of Interest</p> <p>a) Theresa Coyle declared an interest in items 11 and 12 of the agenda as the organisation which she works for was a beneficiary of the 2007/08 HFI Community Fund and may be a beneficiary of community engagement funds in 2008/09. b) Theresa Coyle declared an interest in items 7 and 8 as a PFI tenant.</p>	
3	<p>Questions from the public</p> <p>a) There were no questions received from the public.</p>	
4	<p>Minutes of the Last Meeting, 19th August 2008 and Matters Arising</p> <p>a) CSSB noted that the question received from Mr Njopera at the meeting on 19th August 2008 was in fact a matter for MPSB. Staff advised CSSB that the question was accepted at the meeting and a response was sent to Mr Njopera. b) The Committee noted that item 13 should read 'Kate Barns, Adam Borrie and Claudia Webbe' as opposed to 'Kate Barns and Claudia Webbe'.</p> <p>Subject to this amendment the minutes were agreed as an accurate record of the meeting.</p>	
5	<p>Risk Register</p> <p>a) Simon Kwong introduced a report for decision presenting the current position with regard to all risks that relate to the Contracted Services Sub-Board.</p> <p>CSSB agreed the current assessment of the risks listed in</p>	

	Appendix A of the report.	
6	<p>Performance Indicators - August 2008</p> <ul style="list-style-type: none"> a) Simon Kwong introduced a monitoring report giving performance figures for a range of HFI services within the remit of the Contracted Services Sub-board. b) CSSB requested that, following the election process for Chair and Vice Chair in December, any new members have an introductory session to the Sub-board. c) CSSB requested that future covering reports also focus on successes as well as performance failures in more detail. <p>The report was noted</p>	<p>Mike Sims</p> <p>Simon Kwong</p>
7 & 8	<p>Reports back – Partners for Improvement in Islington – PFI 1 & PFI 2</p> <ul style="list-style-type: none"> a) Simon Kwong introduced both monitoring reports asking CSSB to note and comment on the issues and developments in delivering services. b) It was requested that Associate Director Georgina Galliers feedback to CSSB on the types of issues currently a priority for the PFI Residents’ Forum members. <p>The report was noted.</p>	<p>Georgina Galliers</p>
9	<p>Performance of TMOs/TMCs</p> <ul style="list-style-type: none"> a) Anthony Jonas introduced a monitoring report on the performance of the 25 TMOs and TMCs delivering housing management and maintenance services to 4,000 properties on behalf of the London Borough of Islington. b) CSSB noted the concern that staff had expressed regarding Braithwaite House TMO and CSSB supported the decision to serve a notice on the TMO for failing to carry out responsive repairs. c) It was noted that staff will liaise with CSSB on the format and content of the TMO/TMC report once further monitoring arrangements are agreed with TMOs and TMCs. <p>The report was noted.</p> <p>(Joe Trotter entered the meeting at 7.30pm) (Theresa Coyle left the meeting at 7.30pm)</p>	

10	<p>Modular Management Agreement - Discussion Session</p> <p>a) Anthony Jonas introduced a report for information describing the powers Homes for Islington has when acting for the council in dealing with failures or disputes with a TMO.</p> <p>b) CSSB asked staff to investigate whether or not all TMOs could be placed under the same management agreement, as currently there are a number of management agreements that the various TMOs are governed by.</p> <p>The report was noted.</p>	Simon Kwong
11 & 12	<p>Evaluation of the 2007/08 HFI Community Fund and update on community engagement budget 2008/09</p> <p>a) Simon Kwong introduced both reports for information updating CSSB on the 07/08 Community Fund spend and the progress on delivering the projects supported by the 08/09 community engagement budget.</p> <p>b) Staff are to provide CSSB with a value for money update, with emphasis on outputs, of the 08/09 community engagement funds at a future meeting.</p> <p>The report was noted.</p> <p>(Theresa Coyle rejoined meeting at 7.50pm)</p>	Simon Kwong
13	<p>Forward Plan</p> <p>a) Adam Borrie asked that CSSB email any suggestions for future agenda items to Kate Barns.</p>	CSSB
14	<p>Any other business</p> <p>None.</p>	
15	<p>Date and Time of Next Meeting</p> <p>a) 9th December 2008, Highbury House at 6.30pm</p>	

There being no other business to conclude, Adam Borrie closed the meeting at 8.34 pm.

Acting Chair: Adam Borrie

Date

**Homes for Islington
Contracted Services Sub-Board Meeting
Minutes of 9th December 2008**

Present: Kate Barns (Chair), Caroline Jenkinson, Louise Round, Joe Trotter (Board Directors)

In Attendance: Simon Kwong (Director of Performance and Service Development)
Anthony Jonas (Head of Performance)
Eileen Abbott (Contract Commissioning Manager)
Hannah Bowman (Partnership Manager, LBI)
John Holman (Managing Director, Partners)
Sharon Pearce (Deputy Director, Partners)
Ed Butler (Head of Quality, Partners)
Francesca Badowska (Deputy Company Secretary), Minutes

Apologies: Adam Borrie, Theresa Coyle (Board Directors); Georgina Galliers (Associate Director)

	ITEM	ACTION
1	<p>Welcome/Apologies/Introductions</p> <p>a) The Chair opened the meeting at 6.34pm.</p> <p>b) The Chair gave apologies for Adam Borrie, Theresa Coyle and Georgina Galliers.</p> <p>c) The Chair announced that, as Georgina Galliers (Associate Director) was not present, the meeting was not quorate. Consequently, all items on the Agenda with the exception of Items 6 and 7 would be adjourned until the next meeting of the Sub-Board on 10th February 2009.</p>	
2	<p>Declarations of Interest</p> <p>a) There were no declarations of interest.</p>	
3	<p>Questions from the public</p> <p>a) There were no questions received from the public.</p>	
4	<p>Minutes of the Last Meeting, 14th October 2008 and Matters Arising</p> <p>Adjourned until next meeting 10th February 2009.</p>	
5	<p>Performance Indicators – October 2008</p> <p>Adjourned until next meeting 10th February 2009.</p>	

6a	<p>Performance of PFI 1 contractor - Partners for Improvement in Islington</p> <ul style="list-style-type: none"> a) Eileen Abbott introduced a monitoring report updating the Sub-Board on the performance of Partners in delivering the PFI 1 contract for refurbishment, maintenance and housing management services to 2,335 street properties across the borough. b) The Sub-Board noted that the Refurbishment Programme was successfully completed in September, and that overall customer satisfaction across the 5-year contract was 82% for tenants and 73% for leaseholders. c) The Sub-Board noted that the HFI Best Value Review of PFI 1 is focussing on ways to improve customer satisfaction, and has held focus groups on leasehold management, complaints and repairs. d) An Action Plan is being drawn up to implement the findings of the Best Value Review; this will be presented to the next meeting of the Sub-Board in February 2009. <p>The report was noted.</p>	
6b	<p>Performance of PFI 2 contractor - Partners for Improvement in Islington</p> <ul style="list-style-type: none"> a) Eileen Abbott introduced a monitoring report providing information on the PFI 2 contract delivering refurbishment, maintenance and housing management services to 4,093 dwellings across the borough. b) The Sub-Board noted that the PIs in the report are accurate and reliable, and that targets are being met. c) The Sub-Board noted that the percentage of no-access repairs is relatively high, and that HFI would like Rydon to look at improving this area. d) The Sub-Board noted that Partners lags behind HFI in certain aspects of tenant satisfaction, and that the Best Value Review will look into improving these areas. <p>The report was noted.</p>	
7	<p>Presentation on PFI by John Holman</p> <ul style="list-style-type: none"> a) The Sub-Board received a presentation on PFI by John Holman, Managing Director of Partners for Improvement in Islington. 	

- b) The presentation focussed on the work carried out by Partners and the positive development of PFI 2 through lessons learnt from PFI 1.
- c) John Holman highlighted the problems caused where properties managed by Partners are listed buildings, or the nature of the property means design must be tailor-made to the individual property. The presentation also highlighted the emphasis by Partners on getting the work done correctly at the first instance in order to ensure no further work is needed.
- d) The Sub-Board asked why the complaints, satisfaction and productivity figures did not match up with the figures in the HFI monitoring reports. Eileen Abbott explained that the HFI figures represent the results of the HFI Status Survey, whereas the Partners figures relate to satisfaction with refurbishment works.
- e) The Sub-Board asked what Partners intends after the works finish in 2012. John Holman explained that once the works are completed, Partners moves onto management and quality retention of the properties. John Holman also commented on Partners' wish to use the skills gained from PFIs 1 and 2 in a broader range of work.
- f) The Sub-Board brought to Partners' attention the high percentage of no-access repairs in comparison with a relatively small percentage for Kier, and suggested that Partners could look at Kier's approach to no-access in order to reduce the high number. Ed Butler pointed out that Partners are using the Best Value Review to look at Kier's practice in this area and to close the gap between Partners and Kier.
- g) The Sub-Board asked how Partners increase community engagement when properties are on streets rather than estates. Ed Butler explained that Partners carry out a Residents' Forum, leaseholder events and a Partners Involvement Register, using these to improve their understanding of customer needs and satisfaction levels as well as increase community engagement.
- h) The Sub-Board asked how much more time is spent on works to properties of a bespoke nature than on works that are carried out on a number of similar properties. John Holman explained that United House carry out these works and they employ the necessary engineers and surveyors themselves. Although these works inevitably take longer, John Holman could not give an exact timescale and explained that this could be provided at a later date.
- i) The Sub-Board asked Partners how the issue of alterations to

	<p>listed properties is dealt with with residents. Partners explained that most tenants in listed properties are proud that they are listed so are happy not to carry out alterations. Where alterations do occur, reinstatement of the property to its original state can be very expensive. Partners consult the conservation report and take advice, and decisions are made depending on the extent of the damage. Partners highlighted the key aim, which is to maintain Council assets as well as possible, and explained that if the listed properties are managed correctly there should not be a problem.</p> <p>j) The Sub-Board asked Partners how long works take on average. Partners replied that length of time is dependant on the property, however works are carried out within a reasonable period of up to 8 weeks.</p> <p>k) The Sub-Board asked if tenants have the opportunity to see completed works before their own property is refurbished. Ed Butler explained that the Works Teams hold open days to show completed properties so that tenants can see how the finished work will look and also to alert the tenant to the potential mess and disruption caused by the works.</p> <p>l) The Sub-Board asked Partners what they do about snagging issues. Ed Butler explained that there is a defects liability period of 1 year. Major defects are sent back to the main contractor. If the defect arises outside the liability period, it is recorded as a repair job. An independent surveyor is employed to check the snag has been adequately dealt with. Pictures are taken before and after as a record, and regular contact is made with the tenant to ensure the issue is dealt with.</p> <p>m) The Sub-Board asked for some assurance that compensation payments will be made on time. Sharon Pearce acknowledged that this has been an ongoing issue for two years and that the payment system failed in April this year. It was noted that, while Partners do not envisage meeting targets for PFI 1, there is no anticipated problem for PFI 2 and Partners envisage meeting time requirements for this contract.</p>	
8	<p>Performance of Tenant Management Organisations (TMOs) and Co-operatives (TMCs)</p> <p>Adjourned until next meeting 10th February 2009.</p>	
9	<p>Risk Register</p> <p>Adjourned until next meeting 10th February 2009.</p>	

10	Forward Plan Adjourned until next meeting 10 th February 2009.	
11	Date and Time of Next Meeting 10 th February 2009, Highbury House at 6.30pm	

There being no other business to conclude, Kate Barns closed the meeting at 7.25pm.

Chair: Kate Barns

Date

Report of	Team	Job Title
David Selo	Chief Executive Directorate	Director of Resources

Name of Meeting	Date of Meeting	Agenda item	Status
CSSB	10 th February 2009	7	Decision

Subject of Report: Risk Register – all Contracted Services Sub-Board risks

1. Synopsis

1.1 This report presents the current position with regard to all risks that relate to the Contracted Services Sub-Board (CSSB).

2. Recommendations

2.1 That CSSB approves the current assessment of the risks listed in Appendix A of the report.

2.2 That CSSB agrees with the removal of risk STR 011 to the MPSB risk register.

3. Background

3.1 HFI's Audit Committee reviews the risk register on a quarterly basis. Meetings are held regularly with Service Directors to review risks in their areas. On 20th March 2006, Board agreed that all risks would be reported to each meeting of the relevant Sub-Board, Committee or Working Group. Since April 2007, the entire risk register is reviewed by Audit Committee and by Senior Management Team prior to going to Audit Committee.

3.2 The risks set out in Appendix A have been referred to the Contracted Services Sub-Board for approval.

3.3 At each meeting the Contracted Services Sub-Board considers issues raised in the 'Prevention and Mitigation' and 'Progress on action' columns. The risks set out in Appendix A below are updated from the last meeting of this Sub-Board.

3.4 There are no new risks included in Appendix A. It is recommended that risks number STR 011, 'Poor resident satisfaction with services' is deleted from the CSSB risk register, as this primarily relates to the services that come under the remit of the MPSB.

3.5 The risk register also contains the following 'coding' to identify updates to risks:

- + = new risk
- # = change in the overall rating of the risk
- * = update of text i.e. to the 'prevention' or 'progress' columns

3.6 Each risk has been colour-coded using the following basis:

- High risks – red (none at present for CSSB to consider)
- Medium-high risks – blue (none at present for CSSB to consider)
- Medium-low risks – yellow
- Low risks – green (none at present for CSSB to consider)

CSSB is asked to approve or otherwise amend the assessment that there are no High or Medium-high Risks and to make any other comments on the risks in Appendix A.

3.7 The Audit Committee meeting of 22nd May 2007 requested that risks that are considered to be subject to external factors or influences have an 'E' inserted after risk number on the register. However, there are no such risks that have been referred to this Sub-Board.

3.8 The risk register, the 'Consequence' and the 'Likelihood' are assessed on a score of between 1 and 4. The two numbers are then multiplied together to produce an 'Overall risk rating' listed in Appendix A.

The risk matrix							
						Likelihood	Impact
Likelihood	4					4 = very likely	4 = major
	3					3 = likely	3 = serious
	2					2 = unlikely	2 = significant
	1					1 = very unlikely	1 = minor
		1	2	3	4		
		Impact					

3.9 The risk abbreviations are:

- STR – Strategic risks
- OPE – Operational risks
- MND – Managing Diversity risks
- FIN – Financial risks
- COM – Compliance risks

4. Implications

- 4.1 **Financial Implications**
 - 4.1.1 Capital Implications
Included within the report
 - 4.1.2 Revenue Implications
Included within the report
 - 4.1.3 Efficiency Implications
None specific to this report
 - 4.1.4 Risk
Included within the report
- 4.2 **Legal Implications**
None specific to this report
- 4.3 **Equalities Implications**
None specific to this report
- 4.4 **Sustainability Implications**
None specific to this report
- 4.5 **Consultation Implications**
None specific to this report

Report Author: Steve Walsh, Resources Manager
Telephone: 020 7527 4262
Email address: stephen.walsh@homesforislington.org.uk

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub-Board/ Committee)	Risk Owner (Staff)	Progress on actions
STR 014 * Failure to effectively client the PFI contracts	M 3	M 2	ML 6	<ul style="list-style-type: none"> Adequate clienting resources required to effectively manage contractor performance 	CSSB	S Kwong	<ul style="list-style-type: none"> Satisfaction with major works improving PFI 2 works programme on target PFI 1 major works complete
OPE 017 Failure to manage performance by TMOs, including their failure to implement recommendations of internal audit reports	M 3	M 2	ML 6	<ul style="list-style-type: none"> Recommendations from Internal Audit reports are being implemented Regular scrutiny by CSSB 	CSSB	S Kwong	<ul style="list-style-type: none"> Programme of Internal Audit visits in place Revised monitoring system proposal to CSSB 10/2/09
MND 006B Failure to develop HFI services to meet the needs of all its residents	M 3	L 2	ML 6	<ul style="list-style-type: none"> Programme of diversity analyses across services Outreach work with community and voluntary sector organisations 	CSSB	S Kwong	<ul style="list-style-type: none"> Action Plan produced on rent arrears, complaints and ASB/harassment HFI Disability Panel in place and funding agreed for ongoing work to September 09

Deleted risk

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub-Board/ Committee)	Risk Owner (Staff)	Progress on actions
STR 011 * Poor resident satisfaction with services	M 3	M 2	ML 6	<ul style="list-style-type: none"> Monthly performance management by SMT and quarterly monitoring by Board 	CSSB	S Kwong	<ul style="list-style-type: none"> Tenant satisfaction survey carried out July 08. Increase in satisfaction to 70% (from 64%) Leaseholder satisfaction survey due autumn 08, in conjunction with 6 other ALMOs

Author of Report	Team	Job Title
Simon Kwong	Chief Executive Directorate	Director of Performance & Service Development

Name of Meeting	Date of Meeting	Item	Status
CSSB	10 th February 2009	8	Decision

Subject of Report: Performance of Tenant Management Organisations (TMOs) and Co-operatives (TMCs)

1. Synopsis

- 1.1 This report gives information on the 25 TMOs and TMCs delivering housing management and maintenance services to 4,000 properties on behalf of the London Borough of Islington.

2. Recommendations

- 2.1 That the Sub-Board notes this report.
- 2.2 That the Sub-Board agrees to delegate authority to the Director of Performance & Service Development to recommend to LBI the termination of Braithwaite House TMO's service on 2 March if there has been no satisfactory response to the termination notice served on it in December (see 8.1).

3. Background

- 3.1 HFI's Tenant Management Team monitors the performance of all TMOs and TMCs on behalf of the Council. The team carries out meetings with TMO/Cs, collects performance information and reviews the services provided by TMO/Cs as well as the governance and finance arrangements of each organisation. There is a separate report on the new monitoring scheme for TMOs on this agenda (as requested by CSSB at its June 08 meeting).

4. Support and training

- 4.1 The Anti-Fraud training event, held in conjunction with the Council's Internal Audit team on the 25th November, was well attended by both committee members and managers of TMOs. The event focused on implementing internal financial controls and procedures to prevent fraud.
- 4.2 HFI attendance certificates were provided to all delegates at the event.
- 4.3 The next TMO Managers' Forum is to be held on the 28th January and will focus on guidance for TMO/Cs on approved contractors and procurement.

5. Caretaking

- 5.1 HFI quality monitoring staff inspect caretaking standards at each estate-based TMO at least once a quarter. The results for quarter 2 are presented at Appendix A. 17 of the 21 TMOs inspected in the quarter scored better than the HFI average.

6. Performance information

- 6.1 The TMO performance table is attached at Appendix B. Of the 25 TMOs, three failed to provide any data and one provided only partial data. This is a better return than previously. HFI will follow up the non-providers with action which could include the service of breach notices for persistent offenders.
- 6.2 Performance comments:
- All TMO/Cs have completed their urgent repairs within the target time.
 - Seaview take on average 6 weeks to complete non-urgent repairs against HFI's target of 8 days. HFI will discuss this further with the Co-op.

Rent collection

- Brooke Park – Rent arrears high
- Charteris - Rent arrears very high relative to rent roll but reducing
- Elthorne1st – Rent arrears high
- Half Moon - Overall rent arrears comparatively low but high number of tenants over 7 weeks in arrears
- Harry Weston - Very good
- Holbrook - Full information not available as using wrong form
- Newbery - Has not provided information
- Seaview - Very good.

7. Allowances review & meeting

- 7.1 The review of the allowances carried out by a consultant commissioned by the TMO/Cs is now complete.
HFI met TMO/Cs on Thursday 22nd January to discuss draft allowance calculations for 2009/10 and answer any questions put forward by these organisations.

8. TMO Issues

This section updates CSSB on issues at individual TMOs.

8.1 Braithwaite House TMO

A (three month) termination notice was served on the TMO on 2 December 2008 due to problems with their financial management, as reported to previous CSSB meetings. The TMO is due to provide HFI with their recovery plan by 2 February. HFI will then meet with the TMO to go through the plan and make a

decision on its viability and whether the termination notice should be withdrawn or remain in place. The termination notice expires on 2 March 2009. CSSB is requested to give authority to the Director of Performance & Service Development to seek LBI's authority to action the termination notice on 2 March 2009 if the TMO does not meet HFI's requirements for adequate financial management plans by 2 February 2009. The Director of Performance & Service Development will consult with the chair of CSSB before approaching LBI.

8.2 **Hornsey Lane EMB**

The EMB has voted to hand back their grounds maintenance responsibility. HFI will take over the responsibility once the management agreement variation is completed.

8.3 **Bemerton**

The TMO wishes to take on responsibility for some estate services.

Parking – The TMO has not agreed service standards or the allowance for managing the parking service and therefore practical arrangements for handing over responsibilities and agreement on funding arrangements were not possible by the TMO's target date of 1st February 2009. The TMO has also made proposals on the use of rental income from garages and parking spaces.

Lifts - HFI has provided the TMO with draft allowance figures and comprehensive contract requirements but the TMO feels that these would be unworkable and has proposed entering into a standard signature contract with Otis Lifts. HFI has reminded the TMO that under its own financial procedures this contract must be put out to competitive tender. The TMO's target date to take over this service on 1 March 2009 cannot now be achieved.

Concierge - HFI has provided the TMO with draft allowance figures and contract requirements for the management of the concierge service. There has been no recent discussion on this function.

8.4 **New Roof homestead co-op**

The council arranged for the sale of the properties to the co-op but the co-op then took no action. After many months' delay the co-op confirmed in January that it wishes to proceed with the purchase. The council is arranging for contract documents to be drawn up.

9. **5 year reviews**

- Newbery Co-op will undergo an unscheduled Internal Audit inspection and full 5 year review in early February due to concerns with the Co-op's expenditure.
- Pleydell is scheduled for their review early in the new financial year.
- Holbrook underwent a review in August 2008 and the process uncovered major concerns with a number of tenants in high rent arrears which had

not been passed to HFI to action the rent arrears process. The Co-op has subsequently agreed to hand over these cases to the area housing office to manage.

10. Cyclical maintenance accounts

- 10.1 Under the terms of their management agreement with the council, TMOs that have responsibility for cyclical maintenance or major works are required to set up a joint account with the council with council signatories.
- 10.2 Accounts have been set up now for all TMOs except Bemerton where there have been problems with the wrong mandate being sent out and completed and HFI are awaiting a second mandate to be completed by the committee.
- 10.3 Brooke Park & Half Moon Co-ops wish to hand back responsibility for cyclical maintenance. Arch Elm and Elthorne 1st are in the process of completing bank mandate forms. All other TMCs have set up joint accounts.

11. Developing TMOs

Lower Hilldrop

No further meetings have been held by residents.

Holly Park/Ilex House

No further meetings have been held by residents.

Highbury Estates

No further meetings have been held by residents.

12. Annual TMO awards

- 11.1 The annual TMO/C awards event took place on the 16th December at the Lorraine Estate community centre. The evening was a real success with Adam Borrie, HFI Chair, presenting the awards to these organisations, for achieving the highest levels of standards of performance in their services and partnerships.
- 11.2 An additional award was included for the first time to go to Best HFI Officer, which gave the TMO/Cs the opportunity to nominate their 'favourite' HFI Officer who has worked closely to support them in their capacity of partners of HFI. This award was proudly presented to Carol Johnston at HFI Direct.
- 11.3 Other awards and winners are as follows:

Best Caretaking - Joint 1st prize

Stafford Cripps
Harry Weston

Top PI Provider

Charteris Co-op

Most Improved TMO
Elthorne 1st

Best Partner
Brooke Park

Best Handbook
Gambier TMO

TMO/Cs' Choice of the Year
Bemerton

Report Author: Stacey Wright, Tenant Management Manager
Telephone: 0207 527 4397
E-mail: stacey.wright@homesforislington.org.uk

Appendix A

HOMES FOR ISLINGTON

TMO/TMC CARETAKING

	TMO/TMC	Stock	YEAR	YEAR		
			07'08	08'09		
			Q4	Q1	Q2	Q3
1	Arch-Elm Co-op	95	100	100	78.6	100
2	Bemerton Villages TMO	735	100	85	94.1	94.1
3	Blackstock TMO	185	100	95	94.4	100
4	Braithwaite House TMO	108	90.5	90.5	95.5	100
5	Brooke-Park Co-op	111	80	91.7	76.9	100
6	Brunswick Close TMO	268	94.4	85.7	100	89.5
7	Charteris Co-op	127				
8	Dixon Clark Court TMO	60	100	95.5	100	100
9	Elthorne 1st Co-op	133	86.7	100	92.9	100
10	Gambier House TMO	115	N/A	N/A	N/A	100
11	Halfmoon Crescent Co-op	226	76.5	81.3	46.7	100
12	Harry Weston Co-op	124	100	100	100	100
13	Holbrook Co-op	103	100	81.3	80	97.4
14	Hornsey Lane EMB	173	94.4	90.5	N/I	100
15	Miranda TMO	148	100	94.1	100	100
16	Newbery House Co-op	54	90.5	100	95.2	N/I
17	Pleydell TMO	280	100	90.9	94.5	95
18	Quaker Court TMO	76	82.4	89.5	94.5	89.5
19	Redbrick TMO	160	93.3	100	85.7	100
20	Seaview Co-op	15				
21	Spa Green TMO	129	100	89.5	92.9	100
22	Stafford Cripps TMO	180	100	100	100	78.9
23	Taverner & Peckett TMO	165	100	100	100	100
24	Wenlake TMO	119	100	100	94.4	94.7
25	Weston Rise TMO	144	100	71.4	81	N/I
	Total Stock reporting	4033				
	Average TMO figures		94.94	91.97	93.23	95.8
	Average HFI figures		94.3	93.8	92.5	94.3

Figures in red indicate that the TMO scored higher than HFI in quarter

N/A not available due to major works
N/I not inspected during the quarter

HFI Quality Monitoring Officers inspect each estate-based TMO at least once a quarter. They inspect across twenty-two caretaking standards. Each standard is graded between A and D. The scores provided are a percentage of A and B grades achieved. If any D grades are awarded, the estates are subject to a re-inspection.

Appendix B

HOMES FOR ISLINGTON

TMO/TMC MONITORING REPORT TO CONTRACTED SERVICES SUB-BOARD

Performance Information provided by TMOs

Data for the month of

DEC 2008

TMO/TMC	No. of complaints received	No. of repair requests received	No. of urgent repairs completed	% of urgent repairs completed	Average time taken to complete non-urgent repairs	No. of voids completed	No. of ASB cases referred to HFI
Arch-Elm Co-op	NIL	6	NIL	N/A	48 Hours	1	NIL
Bemerton Villages TMO	NIL	132	27	100%	24 HRS	NIL	5
Blackstock TMO	NIL	9	3	100%	24 HRS	NIL	NIL
Braithwaite House TMO	NIL	8	NIL	N/A	36 HRS	NIL	NIL
Brooke-Park Co-op	NIL	7	6	100%	24 HRS	1	NIL
Brunswick Close TMO	NIL	17	2	100%	48 HRS	NIL	NIL
Charteris Co-op	NIL	18	1	100%	24 HRS	NIL	NIL
Dixon Clark Court TMO	NP	NP	NP	NP	NP	NP	NP
Elthorne 1st Co-op	NIL	4	1	100%	36 HRS	NIL	NIL
Gambier House TMO	NIL	8	5	100%	7 DAYS	NIL	NIL
Halfmoon Cres. Co-op	NIL	31	NIL	N/A	48 HRS	1	NIL
Harry Weston Co-op	NIL	8	NIL	N/A	24 HRS	2	NIL
Holbrook Co-op	NIL	12	8	100%	3 DAYS	1	NP
Hornsey Lane EMB	NP	NP	NP	NP	NP	NP	NP
Miranda TMO	NIL	10	4	100%	3 DAYS	NIL	1
Newbery House Co-op	NP	NP	NP	NP	NP	NP	NP
Pleydell TMO	NIL	27	24	100%	24 HRS	NIL	NIL
Quaker Court TMO	NIL	5	1	100%	10 DAYS	NIL	NIL
Redbrick TMO	NIL	10	2	100%	10 DAYS	NIL	2
Seaview Co-op	NIL	NIL	N/A	N/A	6 WEEKS	NIL	NIL
Spa Green TMO	NIL	30	29	100%	3 DAYS	NIL	NIL
Stafford Cripps TMO	NIL	9	5	100%	24 HRS	NIL	1
Taverner & Peckett TMO	NIL	2	NIL	N/A	3 DAYS	NIL	NIL
Wenlake TMO	NIL	1	1	0%	24 HRS	N/A	1
Weston Rise TMO	NIL	16	5	100%	48 HRS	NIL	NIL

TMC's collecting rent	Rent collected	Rent due	No. of tenants with more than 7 wks arrears	Total current arrears
Brooke-Park Co-op	£27,097.43	£26,572.36	10	£21,499.37
Charteris Co-op	£27,951.84	£24,656.05	14	£39,996.22
Elthorne 1st Co-op	£41,880.41	£31,320.94	14	£36,268.00
Halfmoon Cres. Co-op	£58,061.05	£51,070.42	21	£26,016.38
Harry Weston Co-op	20,967.04	£20,924.24	NIL	£2,135
Holbrook Co-op	NP	NP	12	£22,723.43
Newbery House Co-op	NP	NP	NP	NP
Seaview Co-op	£2,531.76	£2,656.25	NIL	£77.22

NP = Data not provided by the TMO.

N/A = Not applicable because there was no activity for that PI in the month.

Report of	Team	Job Title
Simon Kwong	Chief Executive Directorate	Director of Performance and Service Development

Name of Meeting	Date of Meeting	Item	Status
CSSB	10 th February 2009	9	Information

Subject of Report: Revised TMO Monitoring System

1 Synopsis

- 1.1 This report describes HFI's revised system for monitoring tenant management organisations (TMOs) in Islington. CSSB had asked to be updated on this at its June 08 meeting.

2 Recommendation

- 2.1 That CSSB notes the report.

3 Background

- 3.1 For some years HFI's practice has been to hold quarterly monitoring meetings with each TMO to review performance and check on requirements of the management agreement.
- 3.2 The agreement requires a "monitoring and development meeting" with the TMO at least every six months and an annual review meeting which could take the place of a monitoring and development meeting. The agreement also requires an annual review of the TMO's equal opportunities policy and procedures.
- 3.3 HFI believes that monitoring could be more effective if TMOs provide it with regular information such as performance indicators, financial reports and minutes of committee meetings rather than relying on a quarterly meeting to gather that information. If a TMO is providing regular information the number of monitoring meetings could be reduced and the time used more effectively.
- 3.4 The revised monitoring system described in this report meets the requirements of the management agreement for monitoring meetings. It sets themes for each meeting so that key areas of operation can be focused on and looked at annually.

4 New monitoring system

- 4.1 It is proposed that there should be three monitoring and development meetings between HFI and a TMO each year. In addition HFI will do its own desktop monitoring each quarter, using information supplied regularly by each TMO. TMOs will be able to raise other issues with HFI immediately they arise rather than waiting

for the next quarterly meeting and HFI will take action to resolve them as soon as possible.

4.2 Monitoring and development meetings

4.2.1 Three monitoring and development meetings a year between HFI and a TMO will enable HFI to monitor all the services and key activities of the TMO annually. For each meeting HFI will use a checklist of issues with each item on the checklist having a risk rating (high, medium and low) so that HFI can take appropriate action depending on the risk where a TMO is not meeting the requirement. Appendix 1 shows the checklists. The checklists and the risk ratings will be reviewed continuously and may change according to circumstances.

4.2.2 The timetable for the meetings is below:

Annual Review	
Timing	June
Agenda focus	TMO Performance Report Customer Service

Autumn Monitoring and Development Meeting	
Timing	November
Agenda focus	Governance arrangements TMO's equal opportunities policy and procedure (equality and diversity) Employment

Spring Monitoring and Development Meeting	
Timing	March
Agenda focus	Finance

4.2.3 A TMO's performance will be measured against the criteria in the checklists. The previous assessment criteria (the "KLOEs") will no longer be used.

4.2.4 After each monitoring and development meeting, HFI will produce a report on the issues covered at the meeting. This will be provided to the TMO in draft form and the TMO will be able to comment on it before it is finalised. The results of each monitoring round will be reported to HFI's Contracted Services Sub-Board.

4.2.5 After the annual review meeting the management agreement requires the TMO to produce a report of the meeting which must be presented to the TMO's AGM.

4.3 Desktop monitoring

4.3.1 The management agreement requires TMOs to provide some information to HFI on a regular basis. This information together with other key pieces of information will

enable HFI to do regular desktop monitoring that will support the schedule of monitoring and development meetings. The information that HFI expects from each TMO is:

Information	Frequency or month
Agenda and papers for committee and sub-committee meetings	Monthly
Minutes of committee and sub-committees meetings	Monthly
Performance information report	Monthly
Financial information report	Monthly
Budget for next financial year	Annually in March
Budget report showing spend against budget	Quarterly in April, June, October, January,
Audited annual accounts	Annually by September
Auditor's management letter	Annually by September
Estimated leaseholder service charge	Annually in January
Actual leaseholder service charge	Annually in August
TMO performance report	Annually by June
Training plan	Annually by June
Bank accounts - changes	Within two weeks of change
Tenants handbook	Within two weeks of change
Approved list of contractors	Annually, month to be agreed
Resident newsletters	Within two weeks
Management committee contact list	Within two weeks of change

4.3.2 HFI will raise any concerns with a TMO as soon as the concern arises and will seek to agree with the TMO a resolution as quickly as possible. We will not wait for the next monitoring meeting to raise an issue or to monitor the outcome.

4.4 What happens if a TMO is not performing?

4.4.1 Non-performance covers a very wide range of TMO activities, from a TMO not providing its performance indicator information to not providing repairs to residents, from not having enough committee members to not having enough money to pay its creditors. When a problem is discovered HFI will contact the TMO and try to agree a recovery plan and timetable with the TMO. HFI will monitor the recovery plan and assist the TMO where possible but will use the provisions of the management agreement including breach notices in the event that a TMO fails to improve its performance sufficiently.

5 Monitoring by CSSB

5.1 CSSB monitors TMO performance at a strategic level on behalf of Islington Council.

5.1.1 The Tenant Management Team (TMT) reports to CSSB a summary of performance highlighting both good and poor performance and giving more detailed information on issues of concern. The current arrangement is for CSSB to receive a report every two months with extended agenda time to review the TMO performance report at every other meeting.

5.1.2 The TMT will continue to produce reports to each meeting of the CSSB. Three of these will report the outcomes of the monitoring and development meetings. Where common weaknesses are identified in a report, HFI will propose appropriate training and state what other action will be taken.

5.2 Performance reporting to CSSB

5.2.1 TMT will report a range of performance information to CSSB:

5.2.3 Outcome of monitoring and development meetings:

- Governance
- Finance
- Equality and diversity
- Customer service
- Employment

5.2.4 TMT will report how well TMOs are performing in each of these areas but only high risk issues will be reported on in detail. The rating system will categorise risks into high, medium and low for each TMO in each of the five areas listed above.

5.2.5 The performance indicators provided by TMOs TMT will report the performance indicators agreed with TMOs.

5.2.6 Quarterly caretaking monitoring results HFI's quality monitoring officers inspect caretaking on every TMO once each quarter.

5.2.7 Any additional issues

These may include:

- Good performance by a TMO
- A TMO not providing information when required
- Information that shows a high risk of failure in performance, service, governance, financial management as revealed through desktop monitoring or otherwise.

6 Timetable

6.1 The new monitoring system is a major change from the previous format. HFI has arranged for two volunteer TMOs to test out the finance monitoring checklist before rolling it out to the rest of the TMOs in March 2009.

6.2 Desk top monitoring by HFI began in January 2009, also on a pilot basis. This is in place of the quarterly monitoring meeting under the old system which would have been held in January.

Background papers

Appendix 1 – monitoring checklists

Report Author: Anthony Jonas, Head of Performance
Telephone: 020 7527 4277
E-mail address: anthony.jonas@homesforislington.org.uk

Name of TMO



FINANCE Review Meeting

Requirement	What to check	Assessment	Action to be taken	Pass or fail	Risk	1994 MMA	2005 MMA
Financial reports to committee	F1	Has the committee received a fully completed financial information report at each meeting?			H	4/5.3	5/5.3b
	F2	Have you received these at least once a quarter?			H	6/5.3	7/6.3 8/3.1
	F3	Do the reports give sufficient information for the committee to manage the TMO's finances? (see guidance notes)			H		
	F4	Is spend within budget?			M	1/19.2	1/20.2
	F5	Are financial decisions recorded in the minutes of its meetings?			M		
Budget for next year	F6	When was next year's budget approved or when will it be approved by the TMO committee?			M		5/5.1
	F7	Does the budget make reasonable provision for services?			H		5/5.3
	F8	Does the budget leave the TMO with a reasonable reserve fund?			M		
	F9	Do you have any other concerns?			L		

FINANCE Review Meeting									
Requirement	What to check	Assessment	Action to be taken	Pass or fail	Risk	1994 MMA	2005 MMA		
Cyclical maintenance account	F10	Does the TMO have an account in joint name with the council and correct signatories?				L	4/8.2 4/4.3	5/8.1 5/4.4	
	F11	Does the cyclical maintenance account hold the correct sum? (Check with finance what the correct sum should be)				H	4/4.3 4/8.1	5/4.4 5/9.1	
Bank accounts and signatories	F12	Have you been supplied with: Names and account numbers of all bank accounts				L	4/4.4	5/4.1 5/4.2 5/4.3	
	F13	Names and addresses of signatories to each account in writing.				L	4/4.4	5/4.1 5/4.2 5/4.3	
	F14	Have there been any changes in the last year and have you been notified in writing?				L	4/4.5	5/4.2	
Leasehold service charges	F15	Did the TMO provide estimated service charges on time and in the correct format?				M	3/7.2	4/1.2 4/3.2	
	F16	Did the TMO provide actual service charges on time and in the correct format?				M	3/7.2	4/1.2 4/3.2	
Annual accounts	F17	Have the accounts been audited in time?				H	4/5.3	5/5.3c	

FINANCE Review Meeting								
Requirement	What to check	Assessment	Action to be taken	Pass or fail	Risk	1994 MMA	2005 MMA	
	F18	Do the accounts show the major works / cyclical maintenance account?			M	4/9.1c	5/10.1c	
	F19	Do the accounts show the surplus fund?			L	4/9.1e	5/10.1e	
Reserves	F20	Do the accounts show the reserve fund?			M	4/9.1d	5/8/1d 5/10.1d	
	F21	Has the TMO's auditor certified the reserve fund is adequate? Or check HFI Accountancy's assessment			M	4/8.2	5/8.1	
Auditor's management letter	F22	Has the letter been provided in time?			M	4/5.3d	5/5.3d	
	F23	Has the TMO fulfilled the Auditors recommendations?			H			
Insurance		Check the actual documents to verify the insurance is in place. The TMO must have insurance for:				1/7	1/7	
	F24	Public liability			H	1/7	1/7	
	F25	Fidelity			H	1/7	1/7	
	F26	Employer's liability			H	1/7	1/7	
	F27	Premises and contents			H	1/7	1/7	

FINANCE Review Meeting									
Requirement	What to check	Assessment	Action to be taken	Pass or fail	Risk	1994 MMA	2005 MMA		
Orders / invoices system (HFI to sample check and verify system)	F28	Verify: <ul style="list-style-type: none"> Written orders for all work Multiple quotes or tenders obtained where required Delegated authority limits are being followed for orders and invoice payment Invoice payments are linked to orders and confirmation of goods received or work completed Is the TMO complying with the above?				H	Ch 4, app.2	5/5.1 5/S2 Fncl Proc 10	
Petty cash (HFI to sample check and verify system)	F29	Verify: <ul style="list-style-type: none"> Receipts and claim vouchers for all cash payments Regular reconciliation of petty cash Is the TMO complying with the above?				H	Ch 4, app.2	5/S2/ Fncl Proc 13	
Rent collection	F30	Has the TMO paid rent invoices within time?				M		5/S2/ Fncl Proc 14	
	F31	Has the TMO made sufficient provision for bad debts?				M			
	F32	Has the TMO written off any bad debts? If so ask to see the documentation to support the decision.				M			
Scheme of delegation	F33	Check if the TMO has a scheme of delegation that shows who is authorised to make different decisions or make payments. Ask to see it.				M			

FINANCE Review Meeting									
Requirement	What to check	Assessment	Action to be taken	Pass or fail	Risk	1994 MMA	2005 MMA		
Fixed asset register	F34	Check the register to verify it has been reviewed and updated within the last 12 months.				L	Check MMA	Check MMA	
Expenses	F35	Verify that the TMO is paying expenses only for legitimate claims. Expenses may be paid for travel, subsistence, child care but not for loss of earnings. Members of the committee may not be paid for work they perform for the TMO.				M		5/S2/Fncl Proc 19	
Approved list of contractors	F36	Verify the TMO has an approved list of contractors.				M	6/3.1	7/4.1	
(HFI to sample check and verify system)	F37	The TMO must not enter into a contract with any contractor who is not on the approved list. Has the TMO complied? (see guidance notes)				M	6/3.1	7/4.1	
	F38	Contractors must have the capacity to do the work and have adequate insurances. Can the TMO provide evidence for each contractor?				M	6/3.2	7/4.2	

FINANCE Review Meeting

Homes for Islington

Summary	
Risk	Number
High	13
Medium	18
Low	7

Date of meeting:

Present at meeting:

Name

Organisation

Role

Name of TMO



Annual Review		PERFORMANCE						
Requirement	What to check	Assessment	Action to be taken	Pass/ Fail	Risk	1994 MMA	2005 MMA	
Performance information report	P1	Did HFI receive reports from the TMO each month on time?				M	6/5.3	7/6.3 8/3.1
	P2	Have the reports been completed satisfactorily?				M	6/5.3	7/6.3 8/3.1
Complaints	P3	Check how many complaints has the TMO had in the previous year				L	7/1	8/1
	P4	Have any escalated to stage 2 or beyond?				M	7/1	8/1
	P5	Is there any evidence that the TMO has not dealt with any complaint properly?				H	7/1	8/1
Caretaking	P6	Compare the performance of the TMO and HFI for the previous year. How does the TMO's performance compare with HFI?				H	7/1	8/1
	P7	If worse than HFI's, Is the TMO proposing to improve its performance?				M	7/1	8/1
Responsive repairs – Urgent repairs	P8	Check the annual figure for the percentage of urgent repairs completed within time limits. How does the TMO's performance compare with HFI?				H	7/1	8/1

Annual Review		PERFORMANCE						
Requirement	What to check	Assessment	Action to be taken	Pass/ Fail	Risk	1994 MMA	2005 MMA	
	P9	If worse than HFI's, what is the TMO proposing to do to improve?				M	7/1	8/1
Responsive repairs – Average time to complete non-urgent repairs	P10	Check the annual figure for the average time to complete non-urgent repairs. How does the TMO's performance compare with HFI?				H	7/1	8/1
	P11	If worse than HFI's, what is the TMO proposing to do to improve?				M	7/1	8/1
Voids	P12	Has the TMO dealt with voids within a reasonable time taking into account the work required?				H	7/1	8/1
	P13	Is the TMO working to the council's void standard?				M		
	P14	For co-ops: is the viewing and letting process being followed?				H		
Rent collection rate	P15	Check the rent collection rate for the TMO in the previous year. How does the TMO's performance compare with HFI?				H	7/1	8/1
Average rent arrears per tenant	P16	Check the average rent arrears per tenant at the end of the previous year. How does the TMO's performance compare with HFI?				M	7/1	8/1

Annual Review		PERFORMANCE						
Requirement	What to check	Assessment	Action to be taken	Pass/ Fail	Risk	1994 MMA	2005 MMA	
% with more than 7 weeks arrears	P17	Check the percentage of tenants with more than seven weeks arrears at the end of the previous year. How does the TMO's performance compare with HFI?				M	7/1	8/1
Rent arrears	P18	If the TMO's performance was worse than HFI's, what is the TMO proposing to do to improve?				H	7/1	8/1
Garages and parking	P19					L	7/1	8/1
Grounds maintenance	P20					L	7/1	8/1
Information sharing	P21	Has the TMO signed the information sharing agreement with HFI?				L	7/1	8/1
	P22	Has any information been shared?				L	7/1	8/1
Notices	P23	Did the TMO serve any notices on HFI in the last year? Give brief details				M		
	P24	Did HFI serve any notices on the TMO in the previous year? Give brief details				M		

Annual Review		CUSTOMER SERVICE						
Requirement	What to check	Assessment	Action to be taken	Pass/Fail	Risk	1994 MMA	2005 MMA	
Tenant handbook	CS1	Has the TMO got a handbook for tenants and leaseholders?				H	5/11	1/12.1 1/S2
	CS2	Does the handbook contain the information required?				L	5/11	1/12.1 1/S2
	CS3	Is the handbook up to date?				L	5/11	1/12.1 1/S2
Satisfaction	CS4	Has the TMO done a satisfaction survey or has it got feedback in any other way from its customers?				L		
TMO office	CS5	Is the office well sign-posted on the estate?				M		
	CS6	Are the office opening hours advertised outside the office?				M		
Out of hours service	CS7	Does the telephone service give clear information on who to contact for out-of hours emergencies? Check results of out of hours monitoring by HFI. Check the TMO's answer phone message yourself.				H		

HFI responsibilities

Is HFI/LBI meeting its responsibilities under the management agreement? Yes/No

If NO, please give specific details, quoting the clause in the management agreement:

Antisocial behaviour

How many ASB cases were referred by the TMO to HFI in the previous year?

Have there been any problems reported by the TMO?

By other sections of HFI?

Repairs

Is HFI/LBI meeting its responsibilities under the management agreement? Yes/No

If NO, please give specific details, quoting the clause in the management agreement:

Is there any extra support that you would like from HFI? Yes/No

If YES, please state how HFI could help:

Name of TMO



GOVERNANCE Review

Requirement	What to check	Assessment	Action	Pass or Fail	Risk	1994 MMA	2005 MMA
Committee	G1	Are there sufficient members of the committee as required by the rules?			M		
	G2	Are all officer roles filled?			M		
	G3	Have at least 75% of committee meetings in the last 12 months been quorate?			H		
	G4	Has the committee held meetings as required by its rules or at least 6 times in the last 12 months?			M		
	G5	Does the committee receive at each meeting in writing: A performance information report? A financial information report? Reports for other key decisions?			H		
	G6	Have you received agendas and papers for each committee meeting in advance of the meetings?			M		
	G7	Have you received minutes of each meeting?			M		
	G8	Are decisions taken by the committee properly recorded in the minutes?			H		
	G9	Are committee meetings run effectively			M		

GOVERNANCE Review							
Requirement	What to check	Assessment	Action	Pass or Fail	Risk	1994 MMA	2005 MMA
	so members can participate and decisions are clearly made?						
	G10 Have you been provided with contact details of officers and committee members?				L		
AGM	G11 Was an AGM held within the time limit in the TMO's rules?				H		
	G12 Was the AGM properly advertised to all TMO members and sufficient notice given?				L		
	G13 Were elections held according to the TMO's rules?				M		
	G14 Was a decision to continue the TMO taken at the AGM?				L		1/17
Training	G15 What training has the Committee had in the last 12 months?				H	1/10	1/11
	G16 Has the TMO given you their training plan for the next 12 months?				L		1/11
	G17 Is it sufficient for their needs?				L		
Data Protection Registration	G18 Does the TMO have valid Data Protection registration? Check on-line or ask the TMO to provide evidence				H	1/8	1/9.3
Register of Interests	G19 Ask TMO to provide it. Check that it has been updated in the last 12 months				L	1/11	1/13.2
Changes to	G20 Has the TMO made any changes to its				L		1/3.2

GOVERNANCE Review							Risk	1994 MMA	2005 MMA
Requirement	What to check	Assessment	Action	Pass or Fail					
TMO rules (constitution)		rules without permission in writing from HFI?							
Code of confidentiality	G21	Check to see the code of confidentiality				L		1/9.4	
Code of governance	G22	Check to see the code of governance				L		1/16.3	
Code of conduct	G23	Check to see the code of conduct				L			
Register of gifts and hospitality	G24	Check the register to verify it has been reviewed and updated within the last 12 months.				L		5/S2/ FncI Proc 18	
Register of members interests	G25	Check the register to verify it has been reviewed and updated within the last 12 months.				L		5/S2/ FncI Proc 19	
	G26	Are you aware of any conflicts interests?				M			

EQUALITY AND DIVERSITY Review

Requirement	What to check	Assessment	Action	Pass or fail	Risk	1994 MMA	2005 MMA
Interpretation	ED1 Does the TMO advertise the telephone interpretation service to its customers?				M		
Disability	ED2 Do the TMO's premises comply with the Disability Discrimination Act?				H		
	ED3 Does the TMO have a disability access statement?				M		
	ED4 Has the TMO done what it planned to do in its DAS?				H		
Equal opportunities policy	ED5 The TMO is required to keep records of the implementation of its equal opportunities policy and procedure in all aspects of its work including <ul style="list-style-type: none"> • Lettings • Employment of staff • Committee membership • Appointment and employment of contractors • Delivery of services What records does the TMO have? Are they adequate?				M		1/10.4
	ED6 What has the TMO done to ensure that its services are available equally to all? Eg It makes sure everyone is aware of its services and how to use them.				M		

EQUALITY AND DIVERSITY Review

Requirement	What to check	Assessment	Action	Pass or fail	Risk	1994 MMA	2005 MMA
ED7	What has the TMO done to ensure that its services are accessible to all? Eg those who don't speak English or are deaf / deafened.				H		
ED8	What has the TMO done to recognise different people's service needs? Eg the needs of older or disabled people				H		
ED9	What has the TMO done to promote a community spirit and combat prejudice and discrimination?				L		
ED10	What training have staff and committee members received on equality and diversity?				M		
ED11	What has the TMO done to review its compliance with its equal opportunities policy?				L		
ED12	What information does the TMO have on the diversity and needs of its customers? eg age, ethnicity, disability, languages spoken				M		
ED13	Does the TMO use that information to adapt its services to meet individual needs?				M		
ED14	What has the TMO done to ensure its contractors comply with its equal opportunities policy?				H		

EMPLOYMENT Review							Pass or Fail	Risk	1994 MMA	2005 MMA
Requirement	What to check	Assessment	Action to be taken							
Recruitment	E1	Has the TMO done any recruitment in the last year?								
	E2	Have those involved in recruitment attended training?				M				
	E3	Were CRB checks done where necessary?				M				
Contracts of employment	E4	Do all staff have written contracts and job descriptions?				H				
Conditions of employment	E5	Is there a system for determining annual pay rises and reviewing terms and conditions				M				
Health and safety	E6	Has the TMO done a health and safety risk assessment in the last year?				L				
	E7	Does the TMO have an accident book?				L				
Pensions	E8	Does the TMO operate a pension scheme for employees?								
	E9	Has the TMO paid all its pension contributions as required?				H				
Training	E10	Have staff training needs been identified and a training plan drawn up to meet them?				M				

Summary

Governance			Equality and Diversity			Employment		
Risk	Number	Fail	Risk	Number	Fail	Risk	Number	Fail
High	6		High	5		High	2	
Medium	8		Medium	7		Medium	4	
Low	12		Low	2		Low	2	

Date of meeting:

Present at meeting:

Name	Organisation	Role
------	--------------	------

Report of	Team	Job Title
Simon Kwong	Chief Executive Directorate	Director of Performance & Service Development

Name of Meeting	Date of Meeting	Item	Status
CSSB	10 th February 2009	10	Monitoring

Subject of Report: Performance of PFI 1 contractor - Partners for Improvement in Islington

1. Synopsis

- 1.1 This report provides information on the performance of Partners in delivering the PFI1 contract for refurbishment, maintenance and housing management services to 2,335 street properties across the borough.

2. Recommendation

- 2.1 That CSSB notes and comments on the report.

3. General Performance

- 3.1 This report summarises current issues and developments in delivering services. Contract variations under discussion are attached at Appendix 1. The Best Value Review implementation plan is attached at Appendix 2. Performance figures in this report are for November 2008, the latest figures available at the time of writing.

3.2 Basket

In the performance basket, Partners PFI 1 scored 8.83 for November, which is rated by HFI as good. The service rating score is made up of efficiency and customer care indicators. For the customer care indicators Partners scored 9.23, rated as excellent, and for efficiency 8.42, rated as good.

3.3 Rent Arrears

The amount collected as a proportion of the amount due in November was 98.8%. The collection rate for the year to date was 99.5%. This is above the contract target of 97%.

3.4 Customer Care

Performance on answering correspondence and members' enquiries within timescale are generally excellent, both 100% in November, with complaints

at 98%. The year to date figure is slightly lower, reflecting lower compliance in June and November 2008.

3.5 Responsive Repairs and Gas Servicing

Partners' repairs performance remains excellent on the indicators measured. In November they achieved 99.8% of repairs completed on time and 99.9% appointments made and kept. The year to date figures for repairs completed is 99.9%. For appointments made and kept it is 99.9%.

At the end of November 99.3% of properties had a valid gas certificate.

3.6 Voids Management

At the end of November 2008 Partners had 11 voids. This is the lowest level of voids since October 2003. Six of these are in use for temporary accommodation for tenants in the PFI 2 scheme whilst refurbishment works to their home were being carried out.

3.7 The average re-let time for minor voids in November was 11 days. For the year to date the turnaround time is also 11 days which is below the target of 27 days. The average time taken to re-let all voids (with the period for major refurbishment works excluded) in November was 11 days. The year to date figure is 14 days.

4. Contract variations

4.1 Attached at Appendix 1 is a summary of the variations that are outstanding. Progress is reviewed monthly at Contract Review Meetings and by using the protocol agreed by both parties. Partners have provided proposals on how voids that arise that have not had the works completed due to the residents being too elderly or vulnerable will be carried out after October 2008. This is still under negotiation.

5. Refurbishment Programme

5.1 As highlighted in the previous report the refurbishment programme has been completed apart from 13 remaining properties still in progress, pending legal action or decant where access has just been agreed with the tenant or they were late additions to the contract.

5.2 Negotiations are well advanced with Partners as to how voids that arise in the future that have not been refurbished due to the frailty of the resident will be dealt with.

6. Best Value Review of PFI 1 Contract

Since the last CSSB meeting both the interim and final report have been agreed by the Best Value Reference Group which comprises representatives from HFI, the council and Partners. This was submitted for final consultation to the Residents Forum on 15th January 2009. It focuses

on finding ways to raise customer satisfaction and delivering customer priorities by examining the customer experience. HFI and the council are now working with Partners to implement the recommendations of the Best Value Review (implementation plan attached at Appendix 2).

7. Leasehold Services

7.1 LBI legal and Partners have identified that there are some errors in leaseholders' leases which are located in properties which contain laterally converted flats. The error is usually in the definition of the building that the flat is located within. The leaseholders who are affected are being contacted by Partners to correct the errors and check that bills have been calculated correctly.

8. Conclusion

8.1 Partners continue to provide a good housing management and repair service. The works programme was successfully completed within the contractual target at the end of September. The Best Value Review has been conducted successfully with the cooperation of Partners and residents.

PFI 1 Performance Indicators November 2008

	Contract Target 08/09	June 2008	Aug 2008	Nov 2008	YTD
Complaints % replied to within 10 days	96%	90%	100%	100%	97.9%
Correspondence % replied to within 10 days	96%	98%	100%	98%	99.3%
Members Enquiries % replied to within 10 days	96%	100%	100%	100%	100%
% Telephone calls answered within 18 seconds (excl out of hours)	80%	98.8%	98.8%	98.2%	97.6%
% gross rent collected	97.5%	101.7%	100.3%	98.8%	99.5%
Current arrears per tenant	Not a contract target	£212.70	£205.37	£201.70	£201.70
Average re-let time for minor repair re-lets only (excluding all dwellings with major repairs)	27 days	8.75 days	35 days	11 days	11days

	Contract Target 08/09	June 2008	Aug 2008	Nov 2008	YTD
Average re-let time for all local authority dwellings let (excluding period for major repairs)	Not a contract target	9.4 days	9 days	11days	14 days
% of all repairs completed within time-scales year to date	95%	100%	100%	99.8%	99.9%
% responsive repairs for which an appointment was made and kept	Not a contract target	100%	100%	99.9%	99.9%
% of gas services completed against programme (YTD)	100% at year end	99.5%	98.6%	99.3%	N/A

Background papers

Partners for Improvement in Islington contract documents.

Report Author: Jane Mugridge, Contract Commissioning Manager
 Telephone: 020 7527 4095
 Email: jane.mugridge@homesforislington.org.uk

Appendix 1

PFI Contract Variations - Summary 18.1.2009

Variation Ref/Issue	Current Position/Timetable	Comments
05001- Electrical Sockets	Signed	Additional sockets required reflecting what residents currently have in their homes. Call off charge to LBI.
05002 - 100% heating systems	Withdrawn	Ongoing discussions with Partners and LBI.
05003 - water flow rates in boilers	Signed	Revised water flow rates agreed as in some parts of the borough the mains water pressure is low. No financial implications.
05004 - Communal Electric meters	Withdrawn	Agreed existing meter positions to be retained. Claims will be dealt with according to formula agreed with LBI should they arise.
05005 - RTB application/works for PFI 1 and 2	Signed	LBI have confirmed policy is to continue works up to point when RTB sale is completed.
05006 - Disrepair pre action protocol	Signed	Partners have agreed to the same time limits as the Legal repair team in responding to disrepair cases.
05007 - Decorations	Signed	Additional decorations to rooms damaged by Works. Call off charge to LBI.
05008 - RWP voids	Signed	Reasonable Works period for voids 77 days.
05009 - Stage 2 complaints	Signed	Reflects change to HFI policy that service areas deal with stage 2 complaints. Additional costs to be met by LBI.
05010 - Allocations (Choice-based lettings) and Void KPI	Signed	Reflects change to policy. Partners are working to these standards and revised voids target for 07/08.
05011- Void standards	Signed	Reflects new HFI standards. Call off charge to HFI in exceptional cases.

Variation Ref/Issue	Current Position/Timetable	Comments
05012 - Decant Weeks	Signed	HFI have agreed to an increase in number of property weeks permitted for temporary transfers while Works carried out providing Works completed in Reasonable Works period.
05013 - Laminate Floors	Withdrawn	Council agreed to share replacement costs of flooring unavoidably damaged by Works. Variation not required formal decision made.
05014 - Repairs rectification periods	Withdrawn	HFI considering amending repair time-scales to align with PFI 2 if there are benefits to the Authority as well as the Contractor.
05015 - Communal Area Risk assessments	Discussions over potential cost savings. HFI and Partners working up proposal covering other areas.	HFI /Authority considering Partners proposal to reduce numbers of annual inspections of communal areas
05016 - RWP tenanted	Signed	RWP agreed for 8 weeks.
05017 - Voids KPI PFI 2	Signed	Wording of KPI amended from working days to calendar days.
05018 - Tenancy Change	Signed	Minor amendment to KPI mechanism to reflect small audit size.
05019 - Voids and additional dwellings July to end Sept 2008	Signed	Agreement to capture voids and additional properties that arise which cannot be completed in the last 3 months of the Works programme
05020 - Deemed available subsequent works to dwellings from Oct 2008	In negotiation	Partners have proposed how voids that arise that have not had the Works completed due to elderly/vulnerable occupants will be completed after Oct 2008.
05021- Health and Safety method statement	Agreed in principle	Alignment of requirements in the Round 1 and 2 contracts

Recommendations of Best Value Review – Implementation Plan

Appendix 2

Ref	Area	Issue	Action	Success Criteria	Lead Officer	When
R1	Complaints Communication Customer Service	Compensation not always paid on time.	Partners to commit to meeting KPI 15 in 2009/10 and review their procedures across the whole scope of the contract to ensure compliance with this target.	Compliance with contract requirements for the KPI	JH	2009/10
R2	Complaints Communication Customer Service	Escalation rate of complaints from stage 1 to higher level is too high.	Partners to improve the quality of first time responses to reduce the escalation rate of complaints.	Reduce escalation rate (stage 1 to 2 or higher) by 5%points	EB	Sept 09
R3	Repairs	Increase in disrepair cases where Partners have responsibility from 6 to 17 in 18 months.	Partners to investigate the reason for a rise in the number of disrepair cases and produce an action plan to mitigate these.	Action plan to mitigate rise in disrepair cases	CY/MA	July 09
R4	Overall satisfaction with service provided by Partners	Satisfaction survey results indicate that whilst some areas of Partners service is good, overall satisfaction is not good.	Partners need to address areas of dissatisfaction by developing an action plan. Communication with residents is a key area that Partners need to focus on.	Raise overall satisfaction by 5% in Status Survey in 2010	JH	2010
R5	Stakeholders	Inconsistent services Liaison with SDT at HFI	Partners need to continue to build strong working relationships with HFI's Service Development Team to ensure a seamless service for all Islington residents. Arrange access to HFI intranet.	Access to SDT monthly briefings Reduce service differences/share good practice.	DP	March 2009
R6	Stakeholders	Contact details are not up to date.	All teams within Partners need to ensure contact details held for, and given to, partner organisations are up to date and relevant.	Directory available on intranet	DP	Aug 09
R7	Stakeholders	Dissatisfaction with Rydon service from Occupational Therapy.	Partners' Repairs Team to meet with Occupational Therapy who expressed particular dissatisfaction with the way disabled adaptations are being handled and develop a plan to resolve difficulties.	Produce action plan to follow up stakeholder survey findings	CY/DP	July 2009
R8	ASB	Low usage of witness support scheme.	Partners' Housing Management Team need to reinforce the availability of witness support in all ASB cases as this was expressed as a	Increase up take by 20%	DP	March 2009

Ref	Area	Issue	Action	Success Criteria	Lead Officer	When
			particular concern by the legal team.			
R9	Repairs	Appointments not kept by tenants for repairs.	Reduce the proportion of repair requests where the work could not be carried out because the operative could not gain access to the property. Review no access procedure and introduce steps such as: <ul style="list-style-type: none"> • Ensuring cards are always left. • Taking photos of visits. • Sample survey to ensure that text reminders to tenants are sent and the receipt reminding tenants of their appointments. • Telephoning tenants on the day to remind them of their appointment and cost this service. 	Reduce no access from 10% to 8% Target for 2010 6%	CY	June 09 June 2010
R10	Repairs	Low proportion of jobs signed off by tenant	Improve evidence of jobs completed (sign off by tenant)carried out at individual dwellings so that 80% of jobs have clear evidence by Dec 2009.	Increase sign off by tenant to 80% of jobs. (individual dwellings	CY	Dec 09
R11	Repairs	Dissatisfaction with the repair service	Investigate the reasons for dissatisfaction with the repair service e.g. through detailed customer satisfaction surveys, focus groups, complaints, disrepair cases, customer journey tracking, researching good practice.	Investigation completed and evidence gathered for improvement plan.	CY	April 09
R12	Repairs		Develop an improvement plan by April 2009 to improve satisfaction significantly by September 2009.	Raise satisfaction in HFI Sept 09 audit by 25% to 5.9 for overall repair service and by 15% to 6.2 for the specific repair.	CY	2010
R13	Repairs	Dissatisfaction with am/pm appointment slots.	Partners to review the current repairs appointment system to see whether they can offer more exact appointment slots than am or pm.	Report on feasibility	CY	June 09
R14	Repairs	Elderly non English speakers unable to read satisfaction card text.	Repair satisfaction cards must be offered in large text, Braille and other languages or more use made of the telephone satisfaction survey.	Increase number of cards returned by 10% in the two diversity strands.	CY	June 2009
R15	Repairs	Repeat repairs, delay in repairs	Investigate reasons for repeat repairs and take	Raise satisfaction with	CY/MA	2010

Ref	Area	Issue	Action	Success Criteria	Lead Officer	When
		passed from UH to Rydon and poor quality of repair.	appropriate action. Investigate repairs occurring in the defects liability period following refurbishment works. Confirm a protocol between United House and Rydon to ensure all repair work is done within timescale regardless of which organisation is responsible. Telephone a sample of tenants within 3 hours after completion of repair to check on quality.	repairs serviceservice by 5% points in HFI STATUS survey 2010		
R16	Repairs	On line repairs reporting.	Improve the on-line repair reporting facility on Partners web-site to request repairs and track progress.	Web site feedback from individual complainants.	/DP	April 09
R17	Repairs	Condition of some elderly residents homes.	Consider an annual health check for homes of vulnerable residents.	Carry out pilot and report on feasibility	CY	Sept 09
R18	Leaseholders	Confusion over service charge bills, payment options.	Establish a leaseholder works focus group and use the feedback to improve the service.	Implement findings	ME	June 09
R19	Leaseholders	Lack of communication / information.	Review all forms of communication with leaseholders. Increase information on the leaseholder dedicated area of the web site. Provide more information on the refurbishment programme. Undertake leaseholder survey to measure satisfaction with refurbishment work.	Action plan implemented.	DP/ME/MA	June 09
R20	Leaseholders	Fragmented service, queries passed around, issues not followed up,	Partners to improve the communication interface between leasehold, repairs and works. Ensure that residents are not passed around and that correct person takes responsibility for the call. Ensure all issues are followed up,	Undertake a leaseholder survey as a benchmark for agreeing a 2010 target	ME	June 2009
R21	Leaseholders	Can Partners offer leaseholders a repairs service, gas servicing,	Partners to consider providing a repairs service for leaseholders.	Report on findings and implement if appropriate.	CY/LJ/SP	April 09
R22	Leaseholders	Better involvement in final inspection and sign off of works.	Partners to improve the involvement of leaseholders at the final inspection and sign off of works.	Undertake a leaseholder survey as a benchmark for agreeing a 2010 target	ME/MA	June 2009
R23	Complaints Communication	Improvements needed in letter writing, respond as one	Staff to attend the council's "Write First Time" training and / or develop equivalent training for	Training completed for all relevant staff	EB	Dec 09

Ref	Area	Issue	Action	Success Criteria	Lead Officer	When
	Customer Service	organisation, don't refer to the contract in responses.	Partners staff.	Reduce escalation rate by 5% points (for stage 1 to 2 or higher)		
R24	Complaints Communication Customer Service	Telephone calls not responded to and named contact details not provided.	Implement systems to ensure consistent recording of telephone complaints and improved telephone answering standards including giving out contact details.	Use HFI's telephone audit to set target	EB	April 09
R25	Complaints Communication Customer Service	Customers need to know Partners are learning from complaints.	Partners' newsletters should have a "you said - we did" section.	Review learning points 6 monthly.	EB	June 2009
R26	Complaints Communication Customer Service	Dissatisfaction from CCU over timely responses.	Partners to agree a protocol with the council's central complaints team over the presentation of letters and timeliness of responses to stage 3 and Ombudsman queries.	100% of deadline met for full responses.	EB	April 2009
R27	Complaints Communication Customer Service	Unclear what the definition of a complaint is.	Clarify with customers whether something is being recorded as a query or a complaint and introduce a reference system. Change procedure so residents do not need to provide photocopies when escalating a complaint.	Clear definition of a complaint published by Partners. Procedures changed to avoid photocopying	EB	April 09
R28	Complaints Communication Customer Service	Residents unclear who has responsibility for dealing with complaints.	Ensure ownership of the complaint by Partners as one organisation and ensure follow up by ensuring that all complaints are logged and monitored by managers. Ensure ownership of complaints by named officers and named contact details on all letters.	Increase satisfaction scores in the 2010 Status survey by 5% in the category "easy to get hold of the right person", "found staff helpful" and "staff were able to deal with the problem"	EB	2010
R29	Complaints Communication Customer Service	Customers not informed and promises not kept	Implement a robust complaints monitoring systems from reporting to final response. Managers to check all responses and ensure promises are kept.	Complaints monitoring system includes checking by managers	EB	Apr 09
R30	Resident Involvement	Dissatisfaction with being listened to, kept informed, consulted with, being able to contact the right person.	Partners to develop an action plan to reduce dissatisfaction with being listened to, kept informed, consulted with and being able to contact the right person. Partners to ensure their website is up to date including Resident Forum minutes and refurbishment programme.	Raise satisfaction with being involved and decision making and being listened to by 5% points.	EB	2010

Ref	Area	Issue	Action	Success Criteria	Lead Officer	When
R31	Resident Involvement	Encourage wider resident participation.	Partners should encourage wider resident participation by encouraging residents to get involved e.g. resident associations, Resident Forum, resident involvement register. Partners should implement practical consultative arrangements to reach all diversity strands and young people.	Measure increased participation at Forum or other resident focus groups.	EB	April 2010
R32	Resident Involvement	Consultation and involvement in the decision-making process.	Residents want to be consulted on anything that affects their home. Partners should involve residents earlier in their decision-making process, bring more issues to the Residents Forum and publish more information in newsletters. There should be greater use of Partners' involvement register and focus groups. Partners should make a special effort to involve residents in service planning and evaluation of services.	Increased satisfaction with views taken into account by 5% points in 2010 Status survey.	EB	20092010
R33	Resident Involvement	Enhance the role of the Residents Forum and improve the management of the Forum.	Give more feedback and action on issues raised at the Forum Ensure managers monitor actions from Forum and report back to Forum; Forum papers need to be sent out with all the relevant reports a week before meeting; Senior manager to attend Forum.	Increased satisfaction with views taken into account by 5% points in 2010 Status survey.	EB	2010
R34	ASB	Use of tenancy conditions to control ASB and manage noise nuisance.	Partners to review their enforcement of tenancy conditions including management of noise nuisance	Action plan in place to enforce tenancy conditions and tackle noise nuisance	DP	July 09
R35	ASB	Low satisfaction with service.	Review the ASB action plan by involving residents who have experienced anti-social behaviour. Implement actions such as: <ul style="list-style-type: none"> • Use mobile cameras to identify problems and collect evidence • Introduce I world for recording and monitoring ASB cases • Sign up to Housemark ASB Benchmarking service • Review closed cases and use learning points 	Raise satisfaction by 10% points 2010 Status survey	DP	April 2010

Ref	Area	Issue	Action	Success Criteria	Lead Officer	When
			<ul style="list-style-type: none"> • Ensure managers monitor cases regularly 			
R36	ASB	Make reporting of ASB easier.	<p>Introduce improvements including:</p> <ul style="list-style-type: none"> • Better telephone reporting procedures • on-line reporting • ASB section to leasehold handbook • ASB special addition newsletter 	<p>Follow up survey Customer journey Increase satisfaction by 10%pointsin 2010 Status survey</p>	DP	<p>June 2009</p> <p>2010</p>
R37	All of Partners	Seamless service.	Partners should review their internal communication between sub-contractors to provide a seamless service to customers regardless of which sub-contractor is providing the service.	Audit of /correspondence and complaints	JH/MA/CY/DW	July 09
R38	All of Partners	Different compensation rates for missed appointments across organisation.	Rydon to consider increasing compensation payment for missed appointments to £15 in line with other contractors.	All Partners sub-contractors to pay £15 for missed appointments.	SP/IW	Feb 09

Report of	Team	Job Title
Simon Kwong	Chief Executive Directorate	Director of Performance & Service Development

Name of Meeting	Date of Meeting	Item	Status
CSSB	10 th February 2009	11	Monitoring

Subject of Report: Performance of PFI 2 contractor - Partners for Improvement in Islington

1. Synopsis

- 1.1 This report provides information about the second PFI contract, referred to as PFI 2, delivering refurbishment, maintenance and housing management services to 1,871 street properties, comprising a total of 4,093 dwellings across the borough.

2. Recommendations

- 2.1 That CSSB notes and comments on the report.

3. General Performance – Performance Basket

- 3.1 In the performance basket for November, Partners scored 7.41 points for their overall service rating (8.03 points for the year to date.) The score comprised 7.63 points for customer care and 7.18 points for efficiency. Scores between 7 and 9 are deemed to be good.

3.2 Rent Arrears

97.1% of the rent due in November was collected and 100.1% for the year to date from April. The contract target is 97%. The debt per tenant was £211 which was a small decrease on the figure of £212 at the end of September.

3.3 Responsive Repairs

- 3.3.1 Partners' performance figures for November showed that they had kept 99.9% of appointments that had been made in the month and 99.9% on a year to date basis. 98.3% of day to day repairs had been completed within contractual time-scales (year to date 99.7%).

- 3.3.2 16 tenanted dwellings (or 0.5% of the tenanted stock) were without valid gas safety certificates (CP12s) at the end of November. Partners are still considering the use of the magistrates court in order to gain faster entry when tenants have been unwilling to give access for gas safety inspections. Partners are taking

advice about this from the council's legal services because delegated authority from the council will be needed for Partners officers to present evidence in court.

3.4 Voids Management

- 3.4.1 At the end of November Partners had 57 voids in their management. These were made up of: five on hold pending development proposals, detailed structural surveys or verification of ownership, 21 used to decant tenants whilst their permanent homes were undergoing renovation, 13 undergoing refurbishment works, four being let and 14 which had been pre-allocated to prospective tenants before the completion of works.
- 3.4.2 Since April ten minor voids have been re-let. These took on average 20 days to re-let , within the contract target of 27 calendar days.
- 3.4.3 71 voids (minor and capital voids) have been re-let since the beginning of April and it took an average of 16 days to re-let them (excluding the time taken for major works).

3.5 Customer care

- 3.5.1 100% of correspondence, members' enquiries and complaints were replied to within 10 days of receipt in November. The contract targets for these items are 96%.

4. Refurbishment Programme

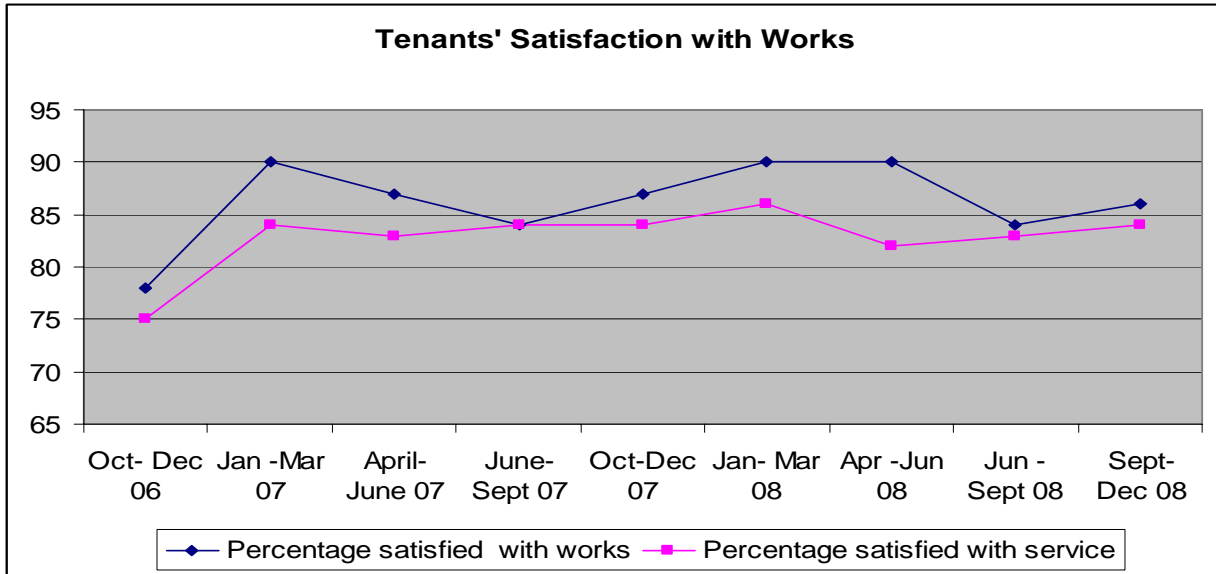
4.1 Progress on programme

- 4.1.1 Progress in refurbishing properties is on track in meeting quarterly contractual milestones.
- 4.1.2 Up to the end of December, internal refurbishment works had been completed to 1574 tenanted homes and external works to 1204 tenanted homes had been finished. 1107 tenanted dwellings had reached the contractual Full Availability Standard (where both internal and external works completed). Work (for external and common parts only) to 390 leasehold properties has been completed and work is in progress at another 161 leasehold dwellings. Partners are drafting a new programme for 2009 in which there will be proportionately more leasehold dwellings. This will assist in covering any shortfall in the council's projected income from leaseholders' contributions that may have developed because of earlier delays in starting the renovation of leaseholder homes.

4.2 Satisfaction Survey

- 4.2.1 The provisional figures for the survey quarter ended December are as follows:

- Satisfaction with refurbishment works 86% (up from 84% at the end of September)
- Satisfaction with the service provided 84% (up from 83% at the end of September).



4.2.2 The results are better than the contract targets of 66% for customer satisfaction with completed works and satisfaction with the service provided. Partners have developed a plan to maintain high satisfaction levels.

4.2.3 Data is collected quarterly on tenants' satisfaction with refurbishment works. Partners give tenants a questionnaire at the end of the refurbishment of their homes and the completed forms are collected for analysis by Partners. HFI has been negotiating with Partners about the commissioning of an independent satisfaction survey but agreement has not been reached.

5. Repairs Audit

5.1 The recommendations of the repairs audit which was carried out in the summer of 2008 have been incorporated in the best value review and implementation plan for the PFI 1 contract. This can be found at Appendix 2 of the PF11 report to this sub-board. The recommendations include the production of an action plan by the end of April to significantly raise satisfaction with the repair service by September.

6. Leasehold Recovery Account

6.1 Partners have now been able to produce a reliable balance of the leasehold recovery account (made up of annual service charges and contributions towards refurbishment costs.) A payment was made to the Council on 2 January. However

this payment is the subject of some dispute which HFI aims to resolve quickly. The payment is less than the projected income that the Council had expected, largely because the projection was rather over-optimistic and had not anticipated the degree to which leaseholders would opt for deferred payment options.

7. Removal of Properties from the Contract

7.1 30 dwellings had been removed from the contract during contract negotiations in order to make the scheme affordable. Compensation has to be paid to Partners in respect of these properties and the capital earmarked for their renovation is not payable to HFI until March 2012. In order to limit the compensation and make good use of the retained capital both parties have agreed to replace the withdrawn properties with new ones. Partners have agreed to take 25 homes and they are considering a further five. The 25 homes are now planned to be transferred from HFI to Partners on 9 February.

8. Equal Opportunities and Diversity

8.1 Appendix 1 shows progress made by Partners in implementing their diversity plan for 2008-9. A large number of actions have been completed and many others are due to be completed by the end of March. A few are partially complete or behind schedule but are planned to be finalised by the end of March. These are:

- Finalising personal data to be collected on repairs satisfaction cards (needs consultation).
- Reviewing the accessibility to services using Audit Commission KLOEs.
- Residents' involvement strategy has been drafted but needs consultation.
- Introduction of equalities information in residents' forum pack.
- Analysis of make-up of staff attending induction training.
- An impact assessment has been done in respect of access to services but a programme of impact assessments will start in April.
- Finalising consultation and distribution of diversity policy.

8.2 Partners have started consultations with Disability Action in Islington and their staff diversity group in order to draw up ideas for the equalities plan for 2009-10. It is planned to have discussions with the residents' forum in March and seek further ideas there, with the aim of producing a plan early in the new financial year. HFI was hoping to see a somewhat wider range of consultation events to inform the plan and was also hoping to see the earlier completion of that consultation so that it was immediately ready for implementation from the beginning of April.

9. Conclusion

9.1 Partners continue to meet or exceed contract targets in most contract areas. The refurbishment of homes remains in line with the contract milestones. Satisfaction levels with improvement works and the associated service remain high and exceed

contract targets. Some items in the Equalities and Diversity plan are behind schedule but are expected to be finalised before the end of March.

Principal Performance Indicators

PFI 2	Contract Target 08/09	June 2008	Aug 2008	Sept 2008	Nov 2008	2008/9 YTD
Complaints % replied to within 10 days	96%	100%	100%	100%	100%	100%
Correspondence % replied to within 10 days	96%	97.8%	99.1%	100%	100%	99.2%
Members Enquiries % replied to within 10 days	96%	100%	100%	100%	100%	100%
% Telephone calls answered within 18 seconds (excl out of hours)	80%	98.8%	99%	99.1%	98.2%	97.6%
% gross rent collected	97%	102.1%	100.3%	105%	97.1%	100.1%
Current arrears per tenant	Not a contract target	£215.92	£207.45	£212	£211.05	£211.05
Average re-let time for minor repair re-lets only (excluding all dwellings with major repairs)	27 calendar days	21days	0 days	25 days	21 days	20 days

PFI 2	Contract Target 08/09	June 2008	Aug 2008	Sept 2008	Nov 2008	2008/9 YTD
Average re-let time for all local authority dwellings let (excluding period for major repairs)	Not a contract target	15 days	15 days	17 days	17 days	16 days
% of all repairs completed within time-scales year to date	95%	100%	100%	100%	98.3%	99.7%
% responsive repairs for which an appointment was made and kept	Not a contract target	100%	100%	100%	99.9%	99.9%
% of gas services completed against programme (YTD)	100% at year end	99.3%	98.9%	99.5%	99.5%	99.5%

Background papers

PFI2 contract documents and performance indicator information.

Report author: Ivan Willis, Contract Commissioning Manager
 Telephone: 020 7527 4197
 Email: ivan.willis@homesforislington.org.uk

**Appendix 1
Partners' Equality and Diversity Plan**

1. Ensure that everyone can access our services in a way that is appropriate to them			
Desired Outcome	Action	Measure of success	Deadline
1.1 Improved knowledge of our customers	Collect diversity information	Diversity collection form produced Information we currently have for PFI 1: DOB / Age 96% (Target 98%) Sex 99% (Target 100%) Ethnic Origin 50% (Target 55%) National Language 52% (Target 55%) Disability 47% (Target 50%) Information we currently have for PFI 2: DOB / Age 97% (Target 98%) Sex 99% (Target 100%) Ethnic Origin 55% (Target 60%) National Language 56% (Target 60%) Disability 47% (Target 50%)	Completed March 2009
	Explore inclusion of ethnicity information on repairs satisfaction cards	Decision taken as to whether ethnicity information should be included on repairs satisfaction card. (Update Jan 09 Partners now considering consultation event to finalise.)	Part complete
1.2 Provide services accessible to all	Review Accessibility Key Line of Enquiry (KLOE)	Review conducted by Diversity Group. (Update Jan 09 Behind schedule) Gap analysis produced Report including recommendations produced	December 2008 February 2009 March 2009
	Ensure Partners continue to comply with legal obligations	Partners are DDA compliant	Completed

	<p>under the Disability and Discrimination Act (DDA)</p> <p>Introduce a series of customer information leaflets</p> <p>Develop Partners standards for audits (to include a review of access via type talk, text, minicom and hearing loop)</p> <p>Ensure that staff are aware of needs of individuals before visiting them</p>	<p>The following leaflets are available in appropriate formats: complaints, repairs, refurbishment, tenancy, anti social behaviour, rent, leasehold, resident involvement, gas safety.</p> <p>Reception audit complete</p> <p>Telephone audit complete</p> <p>Individuals needs are taken into account</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Being achieved through 1.1 above.</p>
1.3 Achieve Customer Service Excellence	Apply for Charter Mark accreditation	Chartermark application submitted	Under review
1.4 Develop the service to meet residents' needs	Explore annual visits / repair checks to vulnerable residents	A decision is made as to whether annual visits / repair checks will be conducted	completed
1.5 Checking that we're getting it right	Undertake mystery shopping exercise using resident volunteers of external company	Mystery shopping exercise held and report received. (Topic will to be access to services – reception/phone etc including repairs desk using resident involvement register)	March 2009
2. Encourage two-way communication between all stakeholders			
Desired Outcome	Action	Measure of success	Deadline
2.1 All residents to have the opportunity to give	Undertake customer survey	Survey completed	Completed

<p>feedback in a way that suits them</p>	<p>Hold Partners customer satisfaction review</p> <p>Establish customer contact preferences</p> <p>Update and review the website</p>	<p>Action plan inc. recommendations in place</p> <p>Areas of dissatisfaction identified</p> <p>Questions included in customer survey</p> <p>Survey results included in communications strategy</p> <p>Development website set up to enable consultation</p> <p>Carry out consultation with staff and Residents' Forum</p> <p><input type="checkbox"/> Ensure website is accessible</p> <p>Website launched</p>	<p>Complete</p> <p>Completed</p> <p>Completed</p> <p>March 2009</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>
<p>2.2 Improved resident satisfaction with the opportunities to get involved</p>	<p>Develop Resident Involvement Strategy for 2008/9</p> <p>Launch the Partners Involvement Register, ensuring diversity information is collected as part of the process</p> <p>Hold a residents fun day</p>	<p>Strategy developed with the Residents Forum and Partners Involvement Register consulted on its content. (Draft to be sent to residents forum members at end Jan 09.)</p> <p>Form and database set up</p> <p>Advertised in newsletter and at fun day</p> <p>Programme of involvement developed to include focus groups, surveys etc.</p> <p>Fun day held with 75 residents having attended</p>	<p>Part complete</p> <p>Completed</p> <p>Completed</p> <p>March 2009</p> <p>Completed</p>

	Promote offer of childcare and transport at Residents' Forum meetings	Information included in the Resident Forum invitation letters	Completed
2.3 Residents Forum	Encourage Forum to engage more widely Meet training needs of Forum Introduce a Residents' Forum induction pack Review location of meetings	Residents' Forum article 'What the Forum stands for' published in the Partners Gazette Residents' Forum insert for the Partners Gazette developed Training organised on chairing meetings Equalities and diversity information included. (Outstanding as at 20 Jan 09) Residents Forum decide whether to hold any of their meetings in the community	Completed Election insert planned for March / April Part complete December 2008 Ongoing issue
2.4 Keep staff up to date on diversity issues	Diversity group to meet bi-monthly Raise profile of diversity group with partners Continue to include equalities information at inductions Provide multi-faith diversity calendars for all staff Promote job shadowing across	Every team is represented Articles included in the staff newsletter 80% of new staff have completed the induction by September 2008. (Ongoing but data not yet analysed –Jan 09) 95% of new staff have completed the induction by March 2009 Calendars ordered and delivered to each member of staff Articles included in the staff newsletter	On target Completed September 2008 March 2009 Completed Ongoing

	teams		
2.5 Staff involvement in planning and diversity	Get regular feedback from staff	Mini staff survey repeated	Completed
		Staff suggestion scheme in place	Completed
	Encourage Partners wide social events such as film events highlighting	Accessible venues, catering respecting cultural traditions, team leaders promote to all staff etc	On target
3. Promote and encourage equality awareness			
Desired Outcome	Action	Measure of success	Deadline
3.1 Ensure racial equality	Ensure that Partners complies with Commission for Racial Equality (CRE) Code of Practice for rented housing	Partners complies with CRE Code of Practice.	Completed
3.2 Equalities standard	Support LBI in its efforts to gain Equalities Standard level 4 and 5		On request
3.3 Raise profile of diversity issues within Partners and externally	Finalise Partners diversity policy	a)Policy drafted by Diversity Group	Draft complete
		b) Staff and Residents Forum consulted. (Jan 09 Consultation not yet done to go to March Forum.)	September 2008
		c) Policy finalised and distributed to all staff. (Jan 09 update - As in b.)	October 2008
	Develop a procedure review template to include Equality Impact Assessment	Procedure reviews include an equalities impact assessment.(Jan 09 update-Has reviewed access to services but programme of audits to start April 09)	September 2008
	Sub contractors to have appropriate equality policies	Sub contractors policies received and checked	Completed

	<p>Establish programme of Internal Quality Audits</p> <p>Monitor Partners for recruitment, retention and promotion</p>	<p>IQA programme takes account of diversity issues</p> <p>Core receive Partners wide monitoring information</p>	<p>ongoing</p> <p>ongoing</p>
--	--	---	-------------------------------

Report of	Team	Job Title
Simon Kwong	Chief Executive Directorate	Director of Performance & Service Development

Name of Meeting	Date of Meeting	Item	Status
Contracted Services Sub-Board	10 th February 2009	12	Monitoring

Subject of report: Performance indicators December 2008

1. Synopsis

- 1.1 This report gives performance figures for a range of HFI services within the remits of the Contracted Services Sub-Board.

2. Recommendation

- 2.1 That CSSB notes and comments on the report.

3. Background

- 3.1 Information on both Partners for Improvement in Islington and Tenant Management Organisations will also be provided separately to the Contracted Services Sub-Board.

- 3.2 Notable performance issues are:

- PFI 1 scored 5.96 in the December performance basket, PFI 2 scored 7.15.
- There was a 3.5% rise in the current arrears per tenant for PFI 1 compared to the end of 2007/08. PFI 2 has dropped by 5.3% during the same period.
- 98.3% of urgent and 98.7% of non-urgent repairs were completed in time by PFI and 100% of repairs had appointments both made and kept.

Full details of performance are in the attached Appendix.

Report Author: Ian Towers, Performance Monitoring Manager
 Telephone: 020 7527 4260
 Email: ian.towers@homesforislington

Performance Indicator Report



improving housing through partnership

Performance
Monitoring
Section

QMS
ISO 9001:2000
Certified



December 2008

Contracted Services

Sub-board

CONTENTS AND SUMMARY OF RESULTS

Page	Ref	Description	Responsible officer
5 to 6	Performance basket		AM
OPERATIONS			
Anti-social behaviour & hate crime			
7	A235 (ex BVPI 174)	Cumulative number of racial incidents recorded by the housing department	AR
7	A240 (ex BVPI 175)	Percentage of racial harassment incidents resulting in further action	AR
8	A100 (ex LKPI 101a)	Number of ABCs signed in month	AR
8	A110 (ex LKPI 101b)	The number of NTQs / NSPs issued (Anti-social behaviour)	AR
8	A120 (ex LKPI 101c)	The number of evictions (Anti-social behaviour)	AR
8	A130 (ex LKPI 101d)	The number of injunctions obtained	AR
8	A140 (ex LKPI 101e)	The number of ASBO's (anti-social behaviour orders) obtained	AR
8	A150 (ex LKPI 101f)	the number of live ABC's	AR
Rent Arrears			
9	R175 (ex LI 22)	Percentage of debt pool reduction. This is reported as a year to date position	AR

CONTENTS AND SUMMARY OF RESULTS

Page	Ref	Description	Responsible officer
9	R150 (ex LKPI 23) MPG	Current arrears per tenant (end of year target)	AR
9	R160 (ex LI 2a)	Total current rent arrears (£m)	AR
10	R165 (ex LI 2b)	Total arrears - current + former (£m)	AR
10	R170 (ex LKPI 24a)	Former tenant arrears (£m)	AR
10	R171	Amount of debt passed to Former Tenants by Area Offices	AR
10	R172	Amount of former tenant arrears collected	AR
10	R173	Amount of former tenant debt written off	AR
11	R190 & R200 (ex LI 30a & b)	Rent arrears by banding	AR
		Caretaking	
12	E132 (ex LKPI 69b)	The percentage of caretaking inspections which achieved an A or B grade	MP
		Home Ownership - Right to Buy	
13	L500 (ex LKPI 74a)	Right to Buy applications received and processed	AM
13	L510 (ex LKPI 74b)	RTB2 - Valuations - time from request made to receipt (weeks)	AM
13	L520 (ex LKPI 74c)	S125's - receipt of valuation to issue (weeks)	AM

CONTENTS AND SUMMARY OF RESULTS

Page	Ref	Description	Responsible officer
13	L530 (ex LKPI 74d)	Plans - plans requested from valuers to receipt (weeks)	AM
13	L540 (ex LKPI 74e)	Time from receipt of RTB1 to issue RTB2 (weeks)	AM
PROPERTY SERVICES			
Repairs			
14	P105	Percentage Urgent Repairs Completed in Time: PFI 1 and PFI 2	MP
14	P205	Percentage Non-Urgent Repairs Completed in Time: PFI 1 and PFI 2	MP
14	P235	Percentage of Appointments Made and Kept: PFI 1 and PFI 2	MP
15	P310	Percentage of jobs completed in timescale: PFI 1	MP
15	P311	Percentage of jobs completed in timescale: PFI 2	MP
RESOURCES			
16	H700 (ex BVPI 8)	% Invoices Paid within 30 days	MP
17 to 18	Glossary of terms and abbreviations		

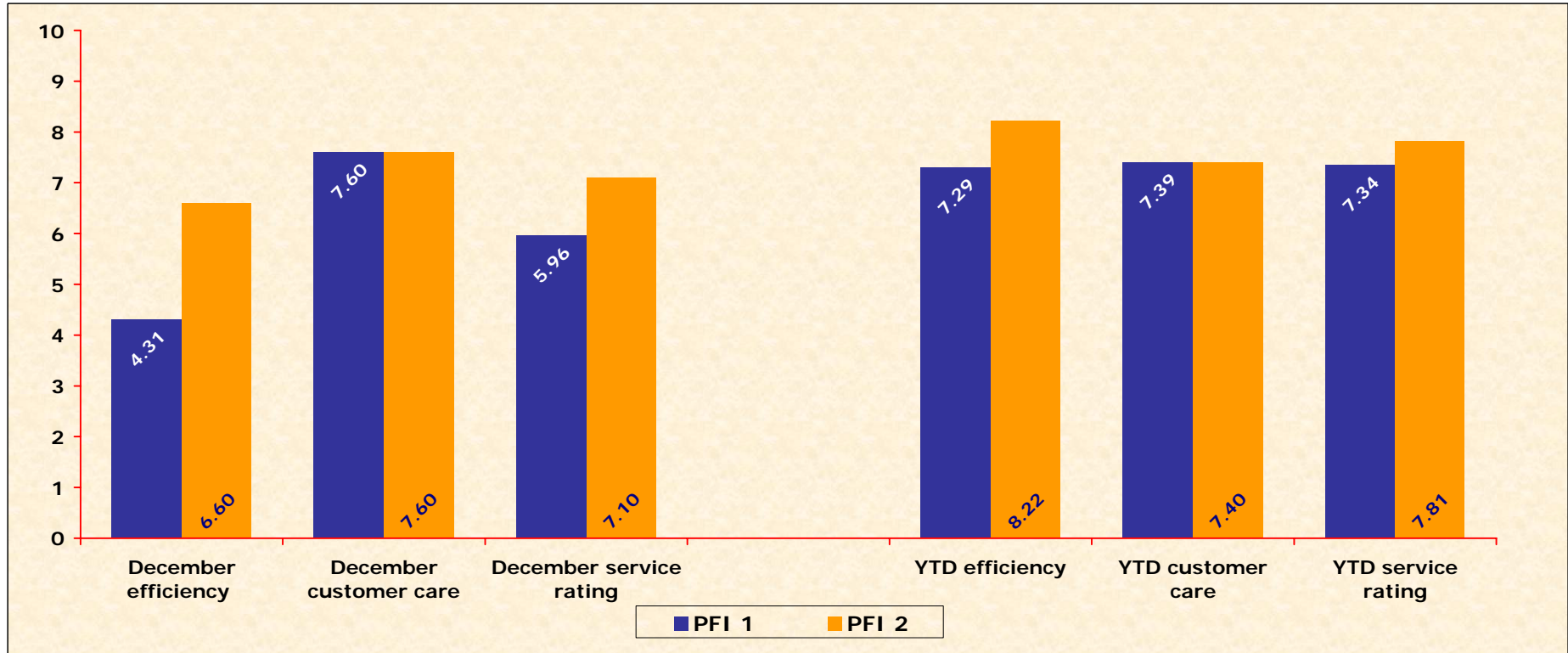
Performance Basket Report December 2008

Partners - Headline Performances

- **PFI 1 scored 5.96 points for December. PFI 1's efficiency score was 4.31 points, rating as "Below Target" and the customer care score was 7.60 points, which rates as "Good". Four of the ten indicators evaluated for PFI 1 attained maximum scores this month.**
- **PFI 2 scored 7.10 points for December. PFI 2 efficiency score was 6.60 for December rating as "Good" and the customer care score was 7.60 points, which rates as "Good". Five of the ten indicators evaluated for PFI 2 attained maximum scores this month.**

Contact Anne Mushington for more information on ext. 4113

PERFORMANCE BASKET - Partners for Improvement in Islington



YTD Rating Keys	
Keys	Ratings
Excellent	Above 9
Good	Btw 7-9
Satisfactory	Btw 5-7
Below Target	Below 5

YTD Ratings		
Area Office	Ratings	Score
PFI 1	Good	7.34
PFI 2	Good	7.81

Monthly Efficiency and Customer Care Scores		
	Efficiency	Customer Care
PFI 1	4.31	7.60
PFI 2	6.60	7.60

PI's Contributing to the basket

- | | | |
|--------------------------------------|----------|---|
| | Wgt. (%) | |
| Efficiency Performance Indicators | { | 12.5 Average relet time of minor voids (Monthly) |
| | | 12.5 Rents collected as % of rent due (Monthly) |
| | | 7.5 % Reduction of average debt per tenant (YTD) |
| | | 10 % of all repairs completed within timescale (YTD) |
| Customer Care Performance Indicators | { | 7.5 % of responsive repairs for which an appointment was both made & kept (YTD) |
| | | 10 Correspondence (Monthly) |
| | | 10 Complaints (Monthly) |
| | | 10 Members Complaints and Enquiries (Monthly) |
| | | 10 Telephone (PFI) - Monthly |
| | | 10 % of all new tenants visited within 20 working days |

OPERATIONS

The number of harassment incidents recorded by Homes For Islington;
A235 (ex BVPI 174); racial incidents
A250 (ex LKPI 20a); sexuality incidents
A265 (ex LKPI 21a); other incidents

The percentage of harassment incidents resulting in further action.

A240 (ex BVPI 175); racial incidents

TARGET = 100%

A255 (ex LKPI 20b); sexuality incidents

TARGET = 100%

A270 (ex LKPI 21b); other incidents

TARGET = 100%

Further actions include: detailed investigations, interviews, referral to policy/other agencies, mediation, rehousing of the victim and removal of graffiti. An incident has been acted upon if at least one action has been taken. This is shown by the completion of an investigation & recommendation Form HH2.

The percentage of harassment cases resulting in further action against the perpetrator (YTD).

A245; racial incidents

A260; sexuality incidents

A275; other incidents

A235; Dec 2008 = 1, YTD = 12

A240; Dec 2008 = 0%, YTD = 92%

A245; Dec 2008 = 0%, YTD = 33%

A250; Dec 2008 = 0, YTD = 5

A255; Dec 2008 = Nil, YTD = 100%

A260; Dec 2008 = Nil, YTD = 0%

A265; Dec 2008 = 0, YTD = 67

A270; Dec 2008 = Nil, YTD = 99%

A275; Dec 2008 = Nil, YTD = 31%

These indicators are subject to ongoing reconciliation of previous data, which may result in changes to reported performance

Clarification can be obtained from Alan Richards (Ext 4281)

The number of racial incidents recorded by Homes for Islington

Dec 2008	A235			A240			A245		
	Last Year	This Month	YTD	Last Year	This Month	YTD	Last Year	This Month	YTD
Racial harassment									
Holland Walk	6	1	2	100%	0%	50%	83%	0%	50%
Lyon Street	1	0	5	100%	Nil	100%	0%	Nil	20%
Upper Street	6	0	0	100%	Nil	Nil	33%	Nil	Nil
Central Street	5	0	2	100%	Nil	100%	100%	Nil	100%
PFI 1	0	0	2	Nil	Nil	100%	Nil	Nil	0%
PFI 2	6	0	1	100%	Nil	100%	50%	Nil	0%
Total	24	1	12	100%	0%	92%	63%	0%	33%

The number of sexuality incidents recorded by Homes for Islington

Dec 2008	A250			A255			A260		
	Last Year	This Month	YTD	Last Year	This Month	YTD	Last Year	This Month	YTD
Sexuality harassment									
Holland Walk	3	0	1	100%	Nil	100%	33%	Nil	0%
Lyon Street	2	0	0	100%	Nil	Nil	50%	Nil	Nil
Upper Street	1	0	0	100%	Nil	Nil	0%	Nil	Nil
Central Street	4	0	1	100%	Nil	100%	100%	Nil	0%
PFI 1	1	0	3	0%	Nil	100%	0%	Nil	0%
PFI 2	4	0	0	100%	Nil	Nil	100%	Nil	Nil
Total	15	0	5	93%	Nil	100%	67%	Nil	0%

The number of other incidents recorded by Homes for Islington

Dec 2008	A265			A270			A275		
	Last Year	This Month	YTD	Last Year	This Month	YTD	Last Year	This Month	YTD
Other harassment									
Holland Walk	14	0	10	100%	Nil	100%	43%	Nil	10%
Lyon Street	21	0	14	86%	Nil	100%	24%	Nil	21%
Upper Street	18	0	5	78%	Nil	100%	6%	Nil	40%
Central Street	10	0	17	100%	Nil	100%	100%	Nil	47%
PFI 1	2	0	4	0%	Nil	100%	0%	Nil	0%
PFI 2	30	0	17	93%	Nil	94%	30%	Nil	41%
Total	95	0	67	88%	Nil	99%	33%	Nil	31%

OPERATIONS

A100 ex LKPI 101a;

The number of ABC's (Acceptable Behaviour Contracts) arranged in the month

A105 ex LKPI 101a;

The number of ABC's (Acceptable Behaviour Contracts) signed in the month

A110 ex LKPI 101b;

The number of NTQs/NSP's (Notice to Quit / Notice of Seeking Possession) issued

A120 ex LKPI 101c;

The number of evictions obtained

A130 ex LKPI 101d;

The number of injunctions obtained

A140 ex LKPI 101e;

The number of ASBO's (Anti Social Behaviour Orders) obtained

A150 ex LKPI 101f;

The number of live ABC's (Acceptable Behaviour Contracts)

The number of live ABC's and the number of ABC's arranged in the month

Dec	2008			Signed		Live
	Last Year	This Month	YTD	This Month	YTD	
A100 / A105 / A150						
Central Street	5	2	21	0	6	5
Holland Walk	8	0	22	0	1	3
Lyon St	19	0	29	0	9	11
Upper Street	19	0	25	0	6	8
PFI 1	3	5	5	0	0	0
PFI 2	1	0	0	0	0	0
Total	55	7	102	0	22	27

The number of NTQs/NSP's served

Dec	2008		
	Last Year	This Month	YTD
A110			
Central Street	20	7	26
Holland Walk	16	3	15
Lyon St	20	0	22
Upper Street	28	1	16
PFI 1	6	0	4
PFI 2	12	1	6
Total	102	12	89

The number of evictions carried out

Dec	2008		
	Last Year	This Month	YTD
A120			
Central Street	0	0	0
Holland Walk	3	0	2
Lyon St	1	0	2
Upper Street	1	0	1
PFI 1	1	0	1
PFI 2	3	1	1
Total	9	1	7

The number of injunctions / undertakings obtained

Dec	2008		
	Last Year	This Month	YTD
A130			
Central Street	5	1	4
Holland Walk	3	0	0
Lyon St	11	0	13
Upper Street	6	0	14
PFI 1	5	0	3
PFI 2	3	1	1
Total	33	2	35

The number of anti-social behaviour orders obtained

Dec	2008		
	Last Year	This Month	YTD
A140			
Central Street	1	0	0
Holland Walk	1	0	0
Lyon St	1	0	0
Upper Street	1	0	1
PFI 1	1	0	0
PFI 2	0	0	0
Total	5	0	1

Comments:

A100;

Arranged; Dec = 7, YTD = 102

Signed; Dec = 0, YTD = 22

A110; Dec = 12, YTD = 89

A120; Dec = 1, YTD = 7

A130; Dec = 2, YTD = 35

A140; Dec = 0, YTD = 1

A150; Dec = 27

These indicators are subject to ongoing reconciliation of previous data, which may result in changes to reported performance.

Clarification can be obtained from Alan Richards (Ext 4281)

OPERATIONS

R150 (ex LKPI 23)

Current arrears per tenant

This figure excludes reception centres.

Target = To be below £185 (year end)

R175 (ex LI 22)

Overall debt pool reduction

This indicator measures the percentage change in overall current rent arrears since the end of 2007-08 ie March 2008. This figure excludes reception centres.

R160 (ex LI 2a)

Total current rent arrears

Comments:

R150 = £186.25

(HFI = £177.42, PFI = £226.58)

TOTAL

- up 10.7% (£18.00) since November 2008
- down 6.7% (£13.38) since December 2007

HFI

- up 11.1% (£17.78) since November 2008
- down 7.8% (£14.90) since December 2007

PFI

- up 9.2% (£19.02) since November 2008
- down 2.6% (£5.99) since December 2007

R175 = -1.5% decrease

(HFI = -2.1% decrease, PFI = 0.4% increase)

NB: "Last Year" is March 2008

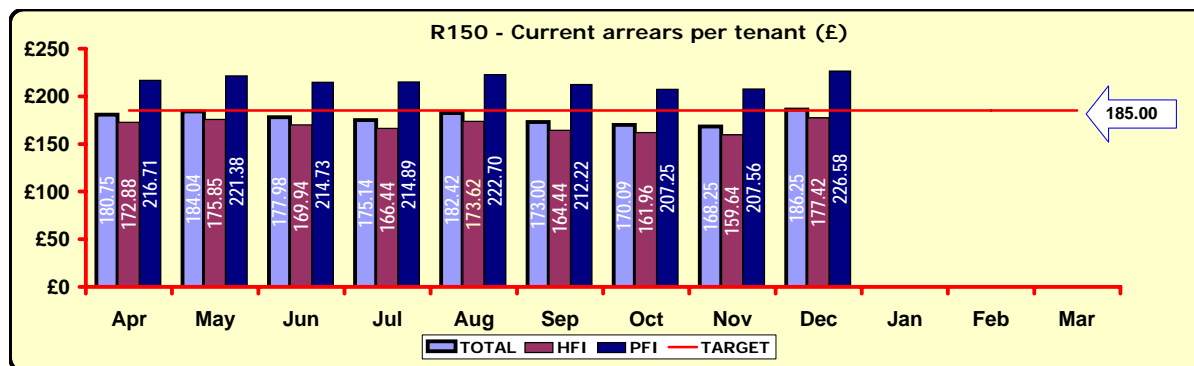
R160 = £4,690,285

(HFI = £3,667,053 PFI = £1,023,232)

- up 10.6% since November 2008
- down 7.3% since December 2007

These indicators are subject to ongoing reconciliation of previous data, which may result in changes to reported performance.

Clarification can be obtained on all these indicators from Alan Richards (Ext 4281)



Current arrears per tenant

Dec 2008			
R150	Last Year	This Month	% Change
Holland Walk	£185.86	£181.22	-2.5%
Lyon Street	£221.56	£207.74	-6.2%
Upper Street	£178.45	£175.25	-1.8%
Central Street	£146.10	£151.94	4.0%
TOTAL HFI	£180.88	£177.42	-1.9%
PFI 1	£213.85	£221.34	3.5%
PFI 2	£242.53	£229.70	-5.3%
TOTAL PFI	£231.81	£226.58	-2.3%
TOTAL	£189.81	£186.25	-1.9%

Percentage of debt pool reduction (%)

Dec 2008		
R175	Last Year	This Month
Holland Walk	-0.7%	-2.6%
Lyon Street	-6.5%	-6.3%
Upper Street	-12.6%	-1.9%
Central Street	-14.8%	4.0%
TOTAL HFI	-10.0%	-2.1%
PFI 1	-8.7%	6.2%
PFI 2	-4.1%	-2.6%
TOTAL PFI	-5.7%	0.4%
TOTAL	-9.1%	-1.5%

Total current rent arrears

Dec 2008		
R160	Last Year	This Month
SLUGS	£8,136	£5,043
Holland Walk	£938,601	£913,881
Lyon Street	£889,325	£833,033
Upper Street	£1,185,099	£1,162,065
Central Street	£723,774	£753,031
TOTAL HFI	£3,744,934	£3,667,053
PFI 1	£351,134	£372,954
PFI 2	£667,675	£650,278
TOTAL PFI	£1,018,808	£1,023,232
TOTAL	£4,763,742	£4,690,285

OPERATIONS

R172 (New for 2008-09)
Amount of Former Tenants Arrears collected
 Target = To collect £524,084

R171 (New for 2008-09)
Amount of debt passed to Former Tenants by Area Offices

R170 (ex LKPI 24a)
Total Former Tenant Arrears

R173 (New for 2008-09)
Amount of former tenant debt written off

R165 (ex LI 2b)
Total rent arrears (current & former)

R172
 December = £314,339 (£72,825, or 15%, below projected annual target at this stage of 2008-09) - Week 39

R171
 December = NP, YTD = £765,117
 (No information provided for December)

R170
 December = £3,656,175

R173
 December = £0, YTD = £444,468

R165
 December = £8,346,460

Clarification can be obtained on all these indicators from Alan Richards (Ext 4281)

Amount of Former Tenants Arrears collected

Dec	2008	Actual		Projected	
R172	YTD	% of Annual Target Collected	YTD	% of Annual Target	
2008-09	£314,339	60.0%	£393,063	75.0%	
2007-08 (rolling year)	£395,193	74.9%	£388,505	73.6%	

Amount of debt passed to Former Tenants by Area Offices

Dec	2008			
R171	Last Year	This Month	NP	YTD
Holland Walk	£227,070		NP	£117,395
Lyon Street	£150,507		NP	£141,725
Upper Street	£334,655		NP	£166,978
Central Street	£235,344		NP	£122,353
PFI 1	£75,870		NP	£41,658
PFI 2	£107,897		NP	£80,448
Managing Agent	£654		NP	£69,067
Reception Centres	£82,169		NP	£25,493
TOTAL	£1,214,166	NP	NP	£765,117

Total Former Tenant Arrears

Dec	2008		
R170	Last Year	This Month	
Holland Walk	£464,336	£500,158	
Lyon Street	£503,543	£505,796	
Upper Street	£905,297	£887,571	
Central Street	£421,123	£453,542	
PFI 1	£178,354	£202,871	
PFI 2	£292,139	£332,442	
Managing Agent	£8,864	£100,200	
Rec. Centre / Temp	£12,835	£660,995	
Sheltered	£707,402	£12,601	
TOTAL	£3,493,894	£3,656,175	

Amount of former tenant debt written off

Dec	2008		
R173	Last Year	This Month	YTD
TOTAL	£775,202	£0	£444,468

Total rent arrears (current & former)

Dec	2008		
R165	Last Year	This Month	
TOTAL	£8,257,636	£8,346,460	

OPERATIONS

R190 (ex LI 30a)

Number of tenants in arrears by band

(Area housing offices only)

R200 (ex LI 30b)

Amount of arrears by band

(Area housing offices only)

Comments

December 2008

R190 (ex LI 30a)

52.2% of all tenants are in arrears
(45.0% in December 2007)

- 52.1% of Homes for Islington's tenants are in arrears

- 53.0% of PFI 1 & PFI 2 tenants are in arrears.

- Central Street has the lowest proportion of tenants with arrears at 50.0%.

- Upper Street has the highest proportion of tenants with arrears at 54.3%.

Overall, of those tenants that are in arrears:

- 3.5% have arrears of £2000 or more

- 9.6% have arrears of £1000 or more

R200 (ex LI 30b)

Rent accounts where £1000 or more is owed hold 57.9% of the total current arrears balance (64.8% in December 2007)

- Rent accounts where £1000 or more is owed hold 56.7% of the total current arrears balance of Homes for Islington

- Rent accounts where £1000 or more is owed hold 62.2% of the total current arrears balance of PFI 1 & PFI 2

- 51.9% (lowest) of the Upper Street current arrears balance is held in accounts with more than £1000 in arrears.

- 64.2% (highest) of Lyon Street's current arrears balance is held in accounts with more than £1000 in arrears.

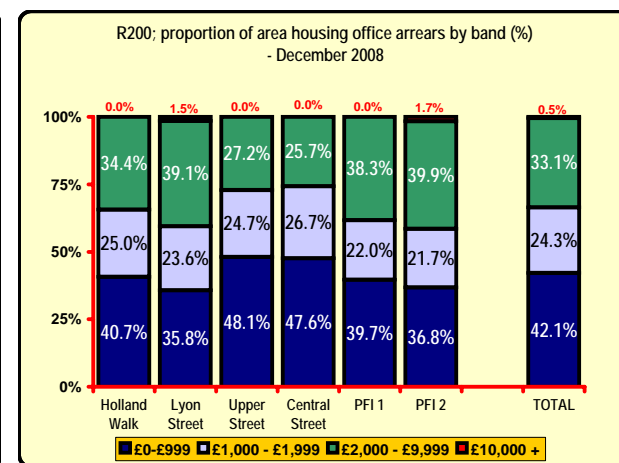
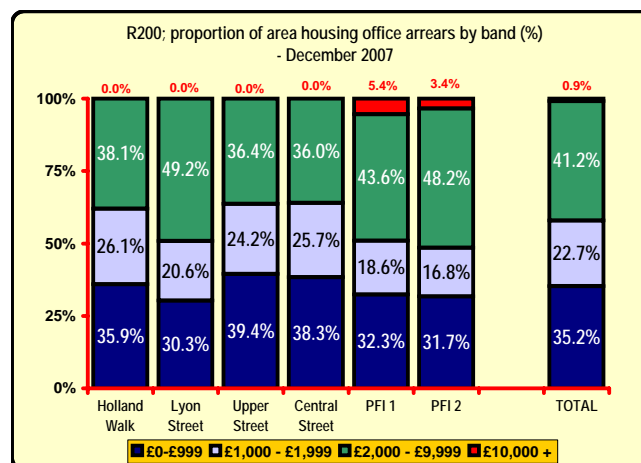
Clarification can be obtained from Alan Richards (Ext 4281)

Number of tenants in arrears by band

R190	Dec		2007		Total	Dec		2008		Total
	£0-£999	£1,000 - £1,999	£2,000 - £9,999	£10,000 +		£0-£999	£1,000 - £1,999	£2,000 - £9,999	£10,000 +	
Holland Walk	2,079	181	114	0	2,374	2,320	162	96	0	2,578
Lyon Street	1,538	135	129	0	1,802	1,891	140	96	1	2,128
Upper Street	2,861	213	140	0	3,214	3,316	204	101	0	3,621
Central Street	1,798	150	90	0	2,038	2,285	145	59	0	2,489
TOTAL HFI	8,276	679	473	0	9,428	9,812	651	352	1	10,816
PFI 1	641	52	46	1	740	812	57	44	0	913
PFI 2	1,102	80	87	2	1,271	1,349	102	68	1	1,520
TOTAL PFI	1,743	132	133	3	2,011	2,161	159	112	1	2,433
TOTAL	10,019	811	606	3	11,439	11,973	810	464	2	13,249
% of total	87.6%	7.1%	5.3%	0.03%		90.4%	6.1%	3.5%	0.02%	

Amount of arrears by band

R200	Dec		2007		Total	Dec		2008		Total
	£0-£999	£1,000 - £1,999	£2,000 - £9,999	£10,000 +		£0-£999	£1,000 - £1,999	£2,000 - £9,999	£10,000 +	
Holland Walk	£353,978	£257,032	£375,479	£0	£986,489	£371,537	£228,184	£314,159	£0	£913,881
Lyon Street	£288,456	£195,810	£468,166	£0	£952,432	£297,839	£196,785	£325,600	£12,809	£833,033
Upper Street	£490,313	£301,452	£452,265	£0	£1,244,031	£558,661	£287,043	£316,361	£0	£1,162,065
Central Street	£305,951	£205,531	£287,389	£0	£798,871	£358,176	£201,349	£193,506	£0	£753,031
TOTAL HFI	£1,438,699	£959,826	£1,583,299	£0	£3,981,823	£1,586,213	£913,361	£1,149,627	£12,809	£3,662,010
PFI 1	£126,871	£73,050	£171,068	£21,197	£392,186	£147,947	£82,174	£142,833	£0	£372,954
PFI 2	£214,406	£113,333	£325,626	£22,890	£676,255	£239,153	£140,818	£259,518	£10,788	£650,278
TOTAL PFI	£341,278	£186,383	£496,694	£44,087	£1,068,441	£387,100	£222,993	£402,351	£10,788	£1,023,232
TOTAL	£1,779,976	£1,146,209	£2,079,993	£44,087	£5,050,265	£1,973,314	£1,136,354	£1,551,978	£23,597	£4,685,242
% of total	35.2%	22.7%	41.2%	0.9%		42.1%	24.3%	33.1%	0.5%	



OPERATIONS (CARETAKING)

E132 (ex LKPI 69b) The percentage of caretaking inspections which achieved an A or B grade.

Target = 91.5%

All scores are based upon independent assessment of caretaking inspections.

Caretaking inspections are assigned a grade using the following scale:

- "A" (All Clear)
- "B" (Satisfactory)
- "C" (Poor)
- "D" (Very Poor)

E132 - The percentage of caretaking inspections achieving an A or B Grade.

The overall "A" and "B" score for December 2008 was 90.5%. The "A" and "B" score for the year to date of 93.2% is above target.

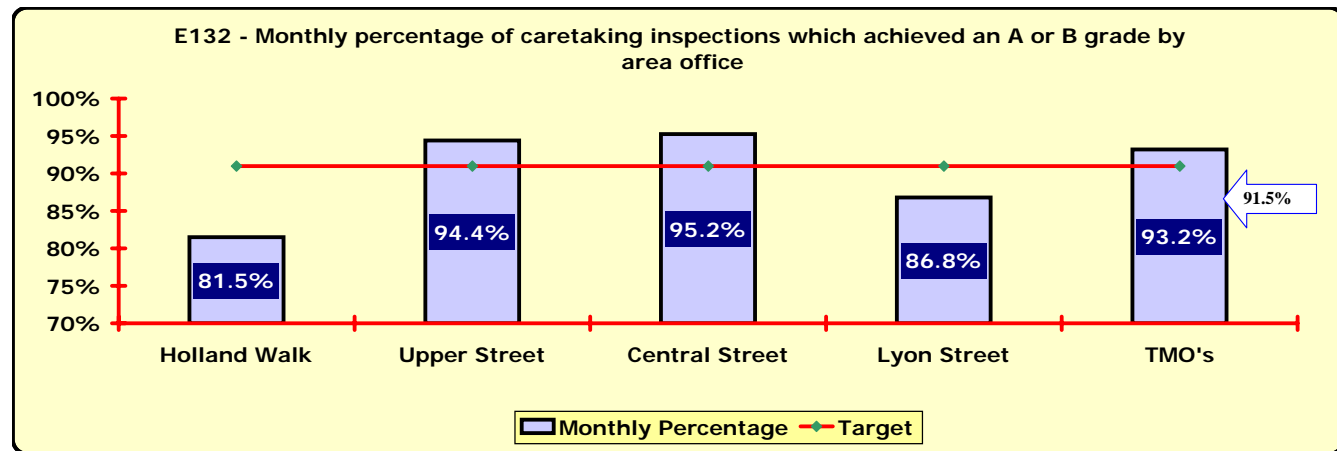
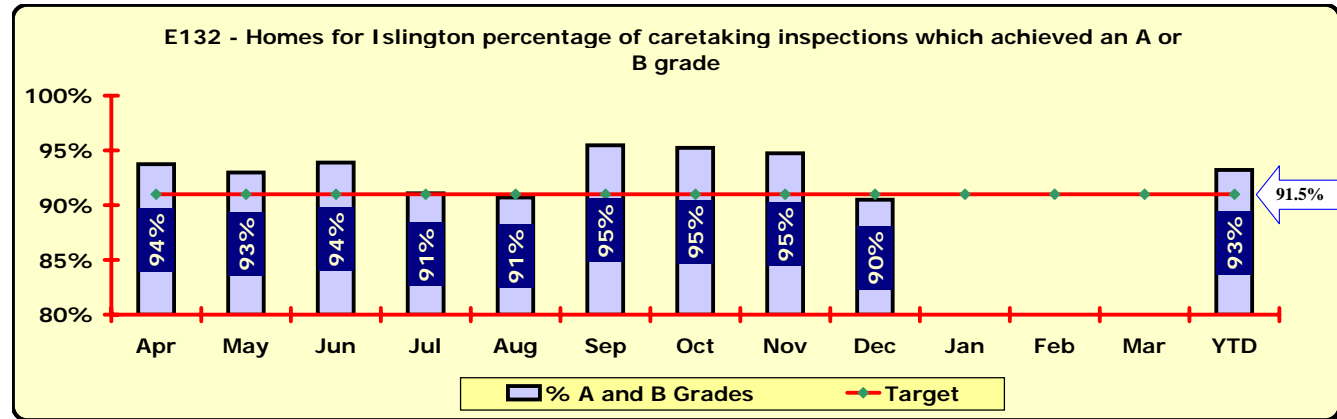
TMO inspections

The TMO "A" and "B" grades have achieved an average score of 93.2%, and a year to date score of 93.0% is above target.

Contact Matt Parsons for more information on ext 4219

Caretaking inspection total, percentage gradings and average percentage score

E132	Area office monthly breakdown									Success Rates - Grades "A" & "B"		
	No A's	No B's	No C's	No D's	% A's	% B's	% C's	% D's	Monthly Avg %	YTD Avg %	Monthly Avg %	YTD Avg %
Holland Walk	33	33	15	0	41%	41%	19%	0.0%	80.6%	82.3%	81.5%	92.5%
Upper Street	36	48	5	0	40%	54%	6%	0.0%	83.7%	81.5%	94.4%	93.5%
Central Street	52	48	5	0	50%	46%	5%	0.0%	86.2%	83.5%	95.2%	93.2%
Lyon Street	38	54	11	3	36%	51%	10%	2.8%	80.0%	82.3%	86.8%	93.9%
TMO's	34	62	7	0	33%	60%	7%	0.0%	81.6%	81.8%	93.2%	93.0%
HFI Total	193	245	43	3	40%	51%	9%	0.6%	82.4%	82.3%	90.5%	93.2%



OPERATIONS - Home Ownership - Tenants Right To Buy

L500 (ex LKPI 74a) - RTB2's - Right to Buy Applications received and processed by Home Ownership.

L510 (ex LKPI 74b) - Valuations - period from request made to valuation received in weeks.

Target = 4 weeks

L520 (ex LKPI 74c) - S125's - Landlord offers to tenants in weeks.

Target = 1 weeks

L530 (ex LKPI 74d) - Plans - period of plans requested from valuers to receiving them in weeks.

Target = 4 weeks

L540 (ex LKPI 74e) - Processing - time taken in weeks to issue RTB1 form to RTB2 (admittance/denial).

Target = 2 weeks

Comments:

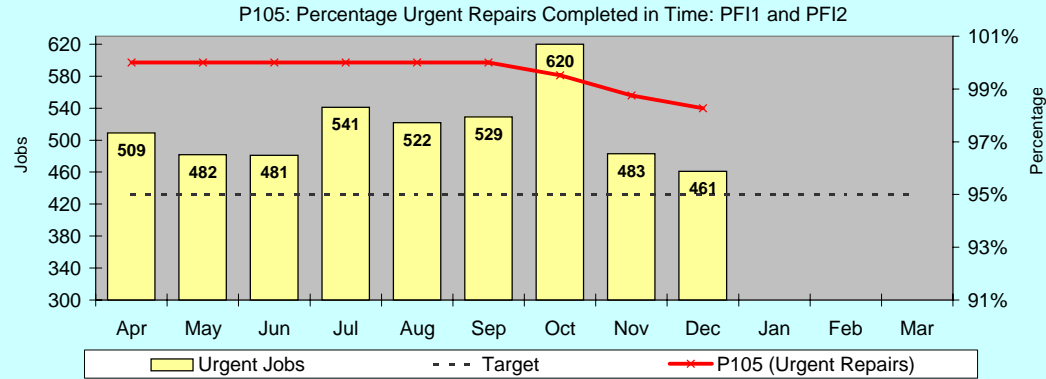
December 2008 Performance:

- L500** = 10 RTB's Received
- L510** = 2.5
- L520** = 0.8
- L530** = 0.7
- L540** = 1.7

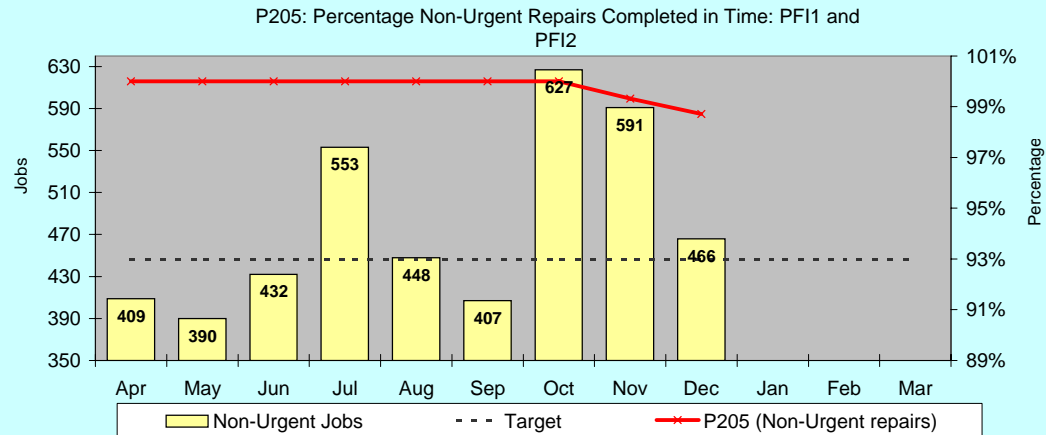
Contact Anne Mushington for more information on ext 4113.

	Right To Buy (RTB)	Last Year	Dec-08	YTD
L500	RTB Received	415	10	149
	RTB 2 Admittance's	296	11	116
	RTB2 Denials	118	4	32
	Section 125 Offers Issued	293	10	153
	Offers Accepted	154	0	20
	Instructions to legal services	135	0	24
	RTB Completions	107	1	20
	RTB Processing			
	Within timescale	100%	100%	100%
	Outside timescale	0%	0%	0%
	Processing time measurement in weeks			
L510	Time taken from Valuation request to valuation received.	3.8	2.5	4.0
L520	Time from receipt of valuation to issue S125	0.9	0.8	1.0
L530	Time from requesting plans from valuers to receiving them.	3.1	0.7	1.6
L540	Time from receipt of RTB1 to issue RTB2	1.4	1.7	1.5

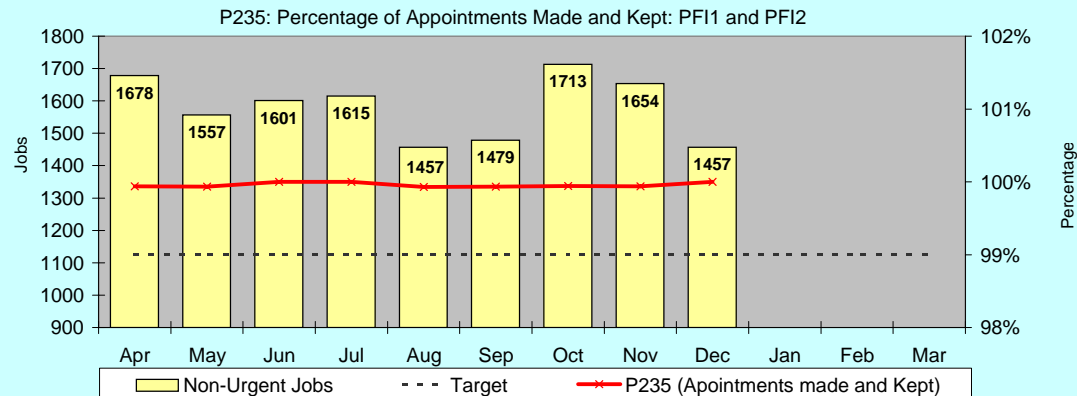
PROPERTY SERVICES (PFI REPAIRS)



P105	✓
The percentage of urgent repairs completed in time (24 hours and 3 working days) by PFI1 and PFI2. Partners - using data from P310 + P311.	
Target	95.0%
This month	98.3%
Year to date	99.6%
2007/2008 Result	100.0%



P205	✓
Percentage of non-urgent repairs (7 and 28 working days) by PFI1 and PFI2. Partners - using data from P310 and P311.	
Target	93.0%
This month	98.7%
Year to date	99.8%
2007/2008 Result	93.0%



P235	✓
Percentage of repairs for which an appointment was made and kept by PFI1 and PFI2. This indicator measures the number of jobs where an appointment was given and kept. This excludes from both the numerator & the denominator the number of urgent and emergency priority jobs.	
Target	99.0%
This month	100.0%
Year to date	99.9%
2007/2008 Result	98.2%

PROPERTY SERVICES (REPAIRS)

P300 (ex LKPI 41 a, b, c, e, f, g & h)
Percentage of jobs completed in timescale:
 Kier Islington -
 H0 - 2hrs; H1- 24-72 hrs (out of hours); H2- (2hrs emergency); H4- 3-5 days; H5- 5-10 days; H6- 25 days; H8-1 day (Monday to Friday 08:00 to 18:00)
Target = 94.0%
 Partners- 24hrs; 3days; 7days & 28 days.
Target = 94.0%

NB: All days (Kier Islington and Partners) are working days

Comments

Kier Islington's Performance

2008 data for urgent repairs have undergone a reconciliation, resulting in changes to previously reported figures.

December 2008 performance for jobs completed within time is 93.8%.

P310 - PFI 1

PFI 1 performance for December 2008 is 98.0%.

P311 - PFI 2

PFI 2 performance for December 2008 is 99.2%.

Contact Matt Parsons for more information on ext 4219

V190 (ex LKPI 104)

Recharges are where tenants have to pay for the repair to properties caused by deliberate damage or neglect.

NB: Partners are not required to provide V190 data

Target = 250

Comments:

V190

November 2008: 34 Repairs Recharged

YTD: 388 Repairs Recharged

Contact Matt Parsons for more information on ext 4219

P300

Percentage of jobs completed in timescale:
Kier Islington

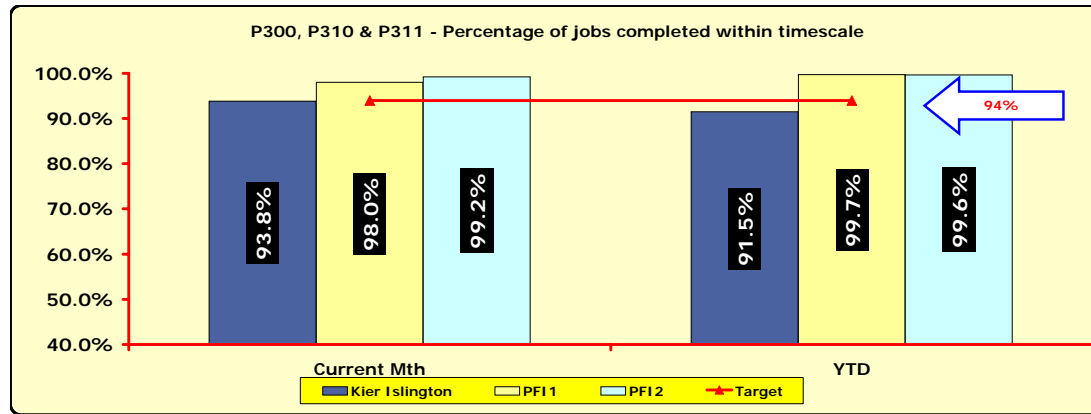
P300	Last Year	Current Mth	YTD
a H0	97.6%	99.1%	88.6%
b H1	97.3%	100.0%	94.7%
c H2	99.0%	99.8%	89.9%
e H4	99.0%	87.1%	93.2%
g H6	99.5%	99.6%	95.5%
h H8	99.6%	85.1%	84.1%
Total	99.1%	93.8%	91.5%

PFI 1

P310	Last Year	Current Mth	YTD
24 Hours	100.0%	97.2%	99.7%
3 Days	100.0%	97.6%	99.5%
7 Days	100.0%	97.6%	99.7%
28 Days	100.0%	100.0%	100.0%
Total	100.0%	98.0%	99.7%

PFI 2

P311	Last Year	Current Mth	YTD
24 Hours	100.0%	99.3%	99.8%
3 Days	100.0%	98.5%	99.6%
7 Days	100.0%	99.3%	99.6%
28 Days	100.0%	100.0%	100.0%
Total	100.0%	99.2%	99.6%



V190 - Repairs Recharged

V190 - Repairs Recharged	Amount Recharged	Repairs Recharged	YTD
Holland Walk	£1,548	14	125
Lyon Street	£353	4	60
Upper Street	£818	7	115
Central Street	£924	9	88
HFI Direct	£0	0	0
Total	£3,643	34	388

RESOURCES

H700 (ex BVPI 8) The percentage of invoices paid within 30 days

- numerator is the total number of invoices paid within 30 days

- denominator is the total number of invoices paid this month

Current Target = 94%

All invoices are paid centrally (by Resources), but must first be certified by the relevant department.

H752 (ex LI 20)

Local Personnel PI's

Staff profiles: Agency/Temp/leavers.

Comments:

H700

November 2008 = 95.9%
YTD = 90.2%

H752 - The agency staff is the total number of staff as at 30 June 2008.

For further clarification please contact Matt Parsons on Ext 4219.

NP = Not Provided

H700 - Percentage of invoices paid within 30 days.

	Last Year			Current Month			YTD		
	Inv. Paid last year	Inv. Paid within 30 days	Percentage	Inv. Paid within 30 days	Inv. Paid this Month	Percentage	Inv. Paid within 30 days	Inv. Paid this year	Percentage
Resources	10751	12318	87.3%	1010	1053	95.9%	7668	8490	90.3%
Reception Centre	77	77	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Performance & Service Development	247	328	75.3%	29	30	96.7%	198	226	87.6%
LBI (Housing)	3401	3696	92.0%	248	267	92.9%	2642	3117	84.8%
TOTAL (Excluding LBI)	11075	12723	87.2%	1039	1083	95.9%	7866	8716	90.2%

H752 - Local Personnel PI's

Quarter	1	2	3	4
No of Voluntary Leavers	8	11		
Voluntary Leavers as % of total staff	1.0%	1.2%		
No of Temp / Agency Staff	79	109		
Temp / Agency Staff as % of total staff	10.1%	11.5%		

GLOSSARY OF TERMS AND ABBREVIATIONS USED IN THIS REPORT.

Term	Explanation
ABC	Anti-Social Behaviour Contracts
AHO	Area Housing Office
ACPI	Audit Commission Performance Indicator
ASBO	Anti-Social Behaviour Order
BME	Black and Minority Ethnic (description of community or individual not of white UK origin)
Business Objects	IT system used to create reports from iWorld
BV	Best Value - an examination of council services introduced by the current government to ensure they are being delivered effectively and give value for money
BVPI	Best Value Performance Indicator - government measure for monitoring the ALMO's performance
BVPP	Best Value Performance Plan
CBL	Choice-Based Lettings - system that allows tenants to bid for properties according to how many housing register points they have
Confidence limits	Statistical term to describe a range with a specified probability that a given parameter lies within the range
CPA	Comprehensive Performance Assessment - a government framework for assessing how well local authorities are performing
CTA	Court Applications
Data	Information
Debt pool reduction	The overall reduction in debt since the start of the financial year
Departmental collectors	Members of staff that are responsible for providing the performance monitoring team with performance statistics for their department
Development voids	Empty properties that require major repairs work, are awaiting funding or are awaiting disposal
DHS	Decent Homes Standard - criteria set down by the government to ensure that social housing meets a minimum standard by 2010
GSMT	Gas Safety Management Team
HFI Direct	Call centre for tenants and leaseholders to report repairs
HH1	Form completed when an instance of harassment is first reported
HH2	Investigation and recommendation form - contains further details of harassment case and any action taken
HH3	Case conference decision form for harassment
HMIS	Housing Management Information System, now replaced by iWorld
HMT	Housing Management Team (former)
HouseMark	A forum through which housing organisations benchmark performance information
HRA	Housing Revenue Account
Islington Repair Line	Former name of HFI Direct the call centre for tenants and leaseholders to report repairs
iWorld	Housing management IT system
Kier Islington	Company providing repair service to the ALMO
LA	Local Authority
LBBF	London Borough Benchmarking Forum (for example HouseMark)
LI	Local Indicator
LKPI	Local Key Performance Indicator
Management voids	Empty properties that require minor repairs work
Margin of error	Statistical term denoting the probability that the figure does or does not lie within the confidence interval (+/-)

GLOSSARY OF TERMS AND ABBREVIATIONS USED IN THIS REPORT.

Term	Explanation
MPG	Management Performance Group
N/A	Not Applicable
Nil	Nothing to report.
Non-decent	Homes that fail to meet the Decent Homes Standard
Non-urgent repairs	Repairs that do not have to be completed within H0-H2 timescales
NP	Not Provided
NSP	Notice of Seeking Possession.
NTQ	Notice to Quit
Ohms	Open Housing Management System. The housing repairs database.
Operations	Division within the ALMO consisting of the following functions: tenancy management, contact centre, central services
Partners for Islington	Company contracted to manage all street properties
Performance Basket	Set of performance indicators used to measure and compare performance of area housing offices and Partners for Islington
PI	Performance Indicator
Property Services	Division within the ALMO consisting of the following functions: repairs, asset management, capital programme, support services
QSP	The Council's / ALMO's financial management system
Reception Centres	Units of temporary accommodation, managed by the Operations division of the ALMO
Re-let	When a new tenancy is created at a previously empty property
Rent roll	The total amount of rental income due
Repair Priorities	Target timescales for completing repairs: H0 = 2 hours (weekends); H1 = 3 calendar days; H2 = 2 hours (week days); H4 = 9 working days; H5 = 10 working days; H6 = 25 working days
Resources	Division within the ALMO consisting of the following functions: accounts, income management, HR & company administration, IT & infrastructure
Responsive repairs	A term used for day-to-day repairs requested by tenants
RH	Racial Harassment
SAP	Standard Assessment Procedure (for energy efficiency), used to measure the efficiency rating of buildings to retain heat etc
Seasonal trend	Variations in performance due to seasonal factors, such as winter and summer periods
Sheltered	Sheltered accommodation for the elderly and infirm
SLA	Service Level Agreement between internal/Council departments
SLUGS	Short Life User Groups
Tenant participation compacts	Locally negotiated agreements between the ALMO and its tenants, that sets out how tenants can be involved in decisions on services
TBC	To Be Confirmed
TMC	Tenant Management Co-operative (TMOs that were set up before the Right to Manage in 1994)
TMO	Tenant Management Organization
Top quartile performance	Top quarter performance scores attained during the previous year (used as a benchmark), either on a national or London level
Turnaround time	The number of days or weeks between a property becoming vacant and being relet to a new tenant
Urgent repairs	Repairs to be completed within the H0-H2 priority bandings
Voids	Properties that are vacant
Wgt	Weighting
Year End	The final performance at the end of the financial year (end of March)
YTD	Year To Date