

Contracted Services Sub-Board
Agenda 9th October 2007
6.30 PM to 8.30PM

Highbury House, 5 Highbury Crescent

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	Minutes of last meeting (14 th August 2007) and matters arising	Decision	1-4	6.55 – 7.00
5	K Barns & S Kwong	Chair and Head of Performance and Service Development Report	Information	Verbal	7.00 – 7.05
6	A Jonas	Revised Key Lines of Enquiry (KLOEs) for Tenant Management Organisations	Decision	5-22	7.05 – 7.10
7	A Jonas	Performance Information from Tenant Management Organisations (TMOs)	Decision	23-28	7.10 – 7.15
8	S Kwong	Performance Indicators	Monitoring	29-48	7.15 – 7.30
9	A Jonas	Report back – TMOs / TMCs	Monitoring	49-54	7.30 – 7.40
10	S Kwong	Report back – Partners for Improvement in Islington – PFI 1	Monitoring	55-62	7.40 – 7.50
11	S Kwong	Report back – Partners for Improvement in Islington – PFI 2	Monitoring	63-68	7.50 – 8.00
12	S Kwong	Risk Register	Monitoring	69-72	8.00 – 8.10
13	K Barns	Consultative Panel feedback reports	Information	73-82	8.10 – 8.20
14	K Barns	Forward Plan	Decision	83	8.20 – 8.25
15	K Barns	Any other business	Information	Verbal	8.25 – 8.30
16	K Barns	Date and time of next meeting 6.30pm, 12 th December 2007	Information	Verbal	8.25 – 8.30

Homes for Islington
Contracted Services Sub-Board Meeting
Minutes of 9th August 2007

Present: William McGarvie (Chair), Kate Barns (Vice-Chair), Caroline Jenkinson, Ann Lucas, Des Smith, Jyoti Vaja (Directors)
 Tom Kane (Associate Director)

In Attendance: Eamon McGoldrick (Chief Executive)
 Anthony Jonas (Performance Manager)
 Mike Sims (Company Secretary)
 John Holman (Managing Director - Partners) – part
 Mark Allum (Partners - Projects Manager) – part
 Mark Jenkins (Senior Governance Officer – Minutes)

Apologies: Georgina Galliers (Associate Director), Simon Kwong (Head of Performance and Service Development)

	ITEM	ACTION
1	<p>Welcome/Apologies/Introductions</p> <p>a) The Chair opened the meeting at 6.30pm. b) The Chair welcomed Jyoti Vaja to her first meeting since joining the Board. c) The Chair gave apologies for Georgina Galliers and Simon Kwong. d) Those present introduced themselves to the meeting.</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 in writing from the public. b) The following question was received from Mr Brian Potter:</p> <p>1) A letter has been sent from Ann Lucas, Chair of the Board to FITA asking it to agree its Service Level Agreement or HFI will serve notice. Will the Sub-Board give its assurances that it will support FITA in this matter?</p> <p>a) It was explained that Ann Lucas had been delegated the authority to send the letter by the Board and as this was a Sub-Board meeting it was not appropriate to discuss the matter now.</p>	
4	<p>Minutes of the Last Meeting (13th June 2007) and Matters Arising</p> <p>a) Pg. 3 item 10b – It was noted that Ann Lucas had yet to provide comparable information from Hounslow Homes and Newham Homes for leaseholder and tenant satisfaction targets.</p>	Ann Lucas

	The minutes were agreed as an accurate record.	
5	<p>Chair and Head of Performance and Service Development Report</p> <p>Chair's Report</p> <p>a) The Chair noted that the resident elections to the Board would take place between 3rd and 14th September 2007.</p> <p>b) The Chair informed the Sub-Board that he had sent a letter to all TMO Chairs with information on how to use Community Payback Services.</p> <p>Head of Performance and Service Development's Report</p> <p>a) The Chief Executive had nothing to report.</p> <p>The reports were noted.</p>	
6	<p>Sub-Board Training and Development</p> <p>a) Mike Sims introduced a report asking the Sub-Board to comment on a number of options for development as identified at the joint Sub-Board Development session on 24th July 2007.</p> <p>b) It was noted that the meeting on 11th October 2007 would include an item on the Business Planning process.</p> <p>c) It was noted that specific training for Associate directors would be introduced as necessary.</p> <p>d) It was agreed that there would be one joint Sub-Board session a year as well as the 2-monthly "business" meetings.</p> <p>The report was noted.</p>	<p>Mike Sims</p> <p>Mike Sims</p>
7	<p>Performance Indicators</p> <p>a) Eamon McGoldrick introduced a report giving the performance figures for a range of HFI services within the remit of CSSB.</p> <p>b) CSSB congratulated the TMOs on achieving 96.2% of caretaking inspections at grade A or B for June.</p> <p>The report was noted.</p>	
8	<p>Report back – Partners for Improvement in Islington – PFI 1</p> <p>a) Anthony Jonas introduced a report giving information on the performance of Partners in delivering the PFI1 contract for refurbishment, maintenance, and housing management services to 2400 properties across the borough.</p> <p>b) It was agreed to send the Sub-Board a copy of the last Partners quarterly satisfaction survey.</p> <p>The report was noted.</p>	<p>Simon Kwong</p>

9	<p>Report back – Partners for Improvement in Islington – PFI 2</p> <p>a) Anthony Jonas presented a report giving information about the PFI 2 contract, delivering refurbishment, maintenance and housing management services to 1,871 street properties comprising a total of 4,101 dwellings across the borough.</p> <p>b) It was noted that the latest gas servicing figures show continuous improvement.</p> <p>c) It was noted that while response rate for answering phones was very good, there seems to be lack of co-ordination at routing calls to the correct department. It was agreed that staff would investigate and a response would be included in the next report to CSSB.</p> <p>d) It was noted that Partners has not met the HFI target for rent arrears. However, this is not a contract target so does not carry the same weight.</p> <p>e) It was noted that the Equality and Diversity Action Plan would be agreed by the end of August.</p> <p>The report was noted.</p>	Simon Kwong
10	<p>Report back – TMOs / TMCs</p> <p>a) Anthony Jonas presented a report giving information on the performance of the 24 estate-based TMOs and TMCs, delivering housing management and maintenance services to 4,000 properties on behalf of the London Borough of Islington.</p> <p>b) It was agreed that TMOs / TMCs that did not provide data should attend a meeting with senior staff to explain their failure to provide. If they still did not provide information then they could attend a meeting of CSSB to give a further explanation.</p> <p>c) CSSB expressed concern that there can be disparity between what is required in the void standard and what is delivered. It was agreed that staff would look into this.</p> <p>The report was noted.</p>	Simon Kwong Simon Kwong
11	<p>Risk Register</p> <p>a) Eamon McGoldrick presented a report on the current position with regard to all risks that relate to the Contracted Services Sub-Board.</p> <p>The report was noted.</p>	
12	<p>Report back from Consultative Panels – May 2007</p> <p>a) CSSB noted that the Tenant Management Forum had asked to be consulted earlier in the Land Disposal process.</p> <p>The report was noted.</p>	Simon Kwong

13	<p>Forward Planner</p> <p>a) CSSB noted that there would be a report on FITMO and AITMO at the meeting on 9th October.</p> <p>The forward plan was agreed.</p>	Simon Kwong
14	<p>Any Other Business</p> <p>a) CSSB noted four questions that staff would take away to consider:</p> <p>1) TMC's concerned that they still have not had costing in regard to taking on the cyclical /major works as it is holding up the process.</p> <p>2) Major works on TMO managed property. TMOs are concerned that there is not a facility to charge for the extra work incurred by organisations involved in the decent homes works.</p> <p>3) Call offs / council retained responsibilities under the TMO contracts. It would appear that there is no facility to deal with these issues i.e. monitoring / budgets PI's.</p> <p>4) Taverner & Blackstock TMO have both had subsidence of blocks due to trees. Both TMOs are concerned that there is effective communication between structural engineers / arboculturalists, to provide an effective way forward in regard to tree maintenance.</p>	Simon Kwong
15	<p>Date and Time of Next Meeting</p> <p>a) 9th October 2007 – 6:30pm, Board Room, Highbury House.</p>	

There being no other business to conclude, William McGarvie closed the meeting at 7.20 pm

Chair: William McGarvie

Date

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

Name of Meeting	Date of Meeting	Agenda item	Status
Contracted Services Sub-Board	9 October 2007	6	Decision

Subject of Report: Revised Key Lines of Enquiry (KLOEs) for Tenant Management Organisations

1 Synopsis

- 1.1 The report sets out revised KLOEs on governance and financial management of TMOs.

2 Recommendation

- 2.1 That Contracted Services Sub-Board approves revised Finance and Governance Key Lines of Enquiry for use by HFI in assessing the performance of tenant management organisations.

3 Background

- 3.1 In 2005 Homes for Islington introduced Key Lines of Enquiry (KLOEs) to improve the monitoring of governance and financial management of TMOs. The KLOEs set out standards against which to monitor and including a rating system from zero (unacceptable), 1 diamond (minimum requirements) to three diamonds (excellent). The concept has been borrowed from the Audit Commission which uses them to define standards for a wide range of housing services and organisational management.
- 3.2 The KLOEs are used by the Tenant Management Team at HFI to assess the performance of TMOs and the ratings are reported to Contracted Services Sub-Board which has overall responsibility for monitoring the performance of tenant management organisations in Islington. The KLOE system has proved an effective way of supporting TMOs to improve their services.
- 3.3 After two years of experience it was felt that KLOES needed to be updated to take account of best practice and make the monitoring system more efficient. The revised KLOEs for finance and governance are at Appendix A.
- 3.4 The KLOEs have been revised to:
- make the standards clearer;
 - include some key requirements in the management agreement that had been previously omitted;
 - keep abreast of best practice;

- enable some standards to be assessed less frequently, for example annually rather than quarterly;
- enable assessment by other means rather than just by quarterly monitoring meetings.

3.5 The KLOEs will be used in conjunction with a revised monitoring process. It is proposed to start using the revised KLOEs in the third quarter monitoring round starting in January 2008.

4 Consultation

4.1 In July 2007 the Tenant Management Forum (consisting of all TMOs in Islington) members was invited to submit comments on the existing KLOEs and propose amendments. However HFI did not received any submissions. At its meeting on 18 September 2007 the Tenant Management Forum received a report with revised KLOEs and members were invited to comment. No comments on the contents of the KLOEs were received.

5 New KLOEs in development

5.1 HFI is developing two new KLOEs addressing other areas of TMO operation:

- Employment
- Customer Service and Diversity.

5.2 It is planned to consult the Tenant Management Forum in November 2007 and the new KLOEs could then be brought to Contracted Services Sub-Board in December 2007.

6 Implications

6.1 Financial Implications

6.1.1 Capital Implications

None specific to this report.

6.1.2 Revenue Implications

The Director of Resources reports that the 2007/8 TMO budget is £3.5m comprising £947k repairs allowance and £2.5m management allowance. The repairs allowance includes cyclical maintenance and TMO's have generated cyclical reserves totalling £1.8m and general reserves of £1.2m as at 31/3/06.

The finance criteria assessment is intended to introduce financial controls that provide assurance to LBI that the above funds are secure and are utilised in accordance with the signed management agreement. The level of assurance will vary depending on the diamond rating achieved (ie between 1 -3 with the latter denoting excellent service) .Compliance with accounting standards will be monitored periodically and any deviation addressed promptly.

6.1.3 Efficiency Implications

The introduction of the finance criteria assessment is intended to improve financial performance within the TMO's. The diamond rating system outlines the minimum financial control standard acceptable and identifies measures required to achieve

excellent performance. The TMO's are also charged with demonstrating value for money as part of their financial assessment.

6.1.4 Risk

None specific to this report.

6.2 Legal Implications

6.2.1 The terms of the TMOs Management Agreements make provision for the monitoring of their performance by the Council. HFI as the Council's agent is authorised to undertake this task. Therefore it is reasonable for HFI to put in place a transparent framework to monitor the governance and financial management of TMOs.

6.3 Equalities Implications

6.3.1 The KLOEs set out standards for effective management by TMOs. By meeting those standards TMOs will demonstrate that they are effective organisations capable of communicating with all their members and taking their views and needs into consideration. Good governance and financial management will enable TMOs to provide better services to their members.

6.4 Sustainability Implications

6.4.1 None specific to this report.

6.5 Consultation Implications

6.5.1 Consultation with TMOs has taken place and is reported in section 4 above.

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improving housing through partnership

Finance Assessment Criteria for Tenant Management Organisations

As part of the monitoring arrangements for tenant managed schemes, Tenant Management Commissioning Officers are required to assess the performance of tenant management organisations and their ability to fulfil their obligations set out in their management agreement. These criteria are intended to ensure that the approach adopted is consistent; the approach is based on the Audit Commission's Key Lines Of Enquiry (KLOE) format.

KLOEs represent sets of questions and statements around key obligations and services, which provide consistent criteria for assessing and measuring the effectiveness of the organisation. In setting the boundaries between the different grades, consideration will be given initially to the basic requirements of the law, constitution and management agreement. A one diamond rating includes all the essential requirements of a TMO but should not be regarded as a satisfactory level. Meeting the one diamond rating is a minimum requirement and failure to do so will result in action to ensure that it is achieved. Beyond that, the KLOE looks at best practice and sets minimum requirements for the rating to move to a two or three diamond level. There is an expectation that every TMO will seek to provide an excellent three diamond service.

As well as providing guidance to HFI staff, the KLOE also makes explicit the standards expected by Homes For Islington from TMOs. Alongside the Performance Indicators on service delivery, the KLOEs provide an overall framework through which to view and assess tenant managed services in Islington.

The finance KLOE covers the following areas:

- ◆ Financial Management
- ◆ Budgeting
- ◆ Leasehold Service Charges
- ◆ Procurement
- ◆ External requirements

Finance Assessment Criteria for Tenant Management Organisations

KEY LINE OF ENQUIRY (KLOE)	AN ORGANISATION ACHIEVING A ♦ RATING	AN ORGANISATION ACHIEVING A ♦♦♦ RATING (in addition to ♦ rating)	How assessed	Assessment Frequency
FINANCIAL MANAGEMENT				
Does the TMO have the appropriate organisation to manage its financial resources?	<ul style="list-style-type: none"> The TMO has a Treasurer elected by the Board. 	<ul style="list-style-type: none"> The TMO has a well-informed Treasurer, who takes an active role in the financial decision making of the organisation and assumes overall responsibility for the finances of the TMO. The TMO has a Finance Sub-Committee with specific delegated powers or the Board itself takes responsibility to oversee the detail of the organisations finances and support the Treasurer in carrying out his/her duties. 	Documents Attendance at meetings Minutes	Quarterly
Is the Board in control of the organisation's finances?	<ul style="list-style-type: none"> The Board receives financial reports at most meetings Reports show spend against budget. 	<ul style="list-style-type: none"> The Board receives financial reports at each meeting that enable Board members to understand the position of the TMO and make sound decisions. Reports show actual spend against budget and forecast annual spend. Reports recommend appropriate actions to ensure the TMO remains financially strong and the Board makes decisions based on the 	Documents Minutes	Quarterly

Finance Assessment Criteria for Tenant Management Organisations

KEY LINE OF ENQUIRY (KLOE)	AN ORGANISATION ACHIEVING A ♦ RATING	AN ORGANISATION ACHIEVING A ♦♦♦ RATING (in addition to ♦ rating)	How assessed	Assessment Frequency
		recommendations and documents them.		
Does the TMO have appropriate banking arrangements?	<ul style="list-style-type: none"> The TMO has set up appropriate banking arrangements, with cheque signatories appointed by the Board; The TMO has identifiable accounts for day to day running, major works, revenue reserve and surplus funds. 	<ul style="list-style-type: none"> 	Audited accounts Annual management letter Bank statements	Annually
Does the TMO have effective systems for handling orders, invoices and payments?	<ul style="list-style-type: none"> The TMO operates a written works / goods ordering system and a payment system, which conforms to accepted accounting policies & standards or are set out in the management agreement 	<ul style="list-style-type: none"> At least 90% of Invoices are paid within 28 days of receipt 	Audit	
Does the TMO have financial policies and procedures governing its financial affairs?	<ul style="list-style-type: none"> The TMO has financial policies and procedures that comply with accounting standards and have the necessary controls in place to prevent error and fraud. 	<ul style="list-style-type: none"> There are up-to-date financial policies and procedures governing all aspects of the TMO's operation that are understood and operated by relevant officers and staff. Has a scheme of delegation covering authority for all financial matters. 	Documentary evidence Audit	Annually

Finance Assessment Criteria for Tenant Management Organisations

KEY LINE OF ENQUIRY (KLOE)	AN ORGANISATION ACHIEVING A ♦ RATING	AN ORGANISATION ACHIEVING A ♦♦♦ RATING (in addition to ♦ rating)	How assessed	Assessment Frequency
BUDGETING				
Does the TMO plan its financial affairs?	<ul style="list-style-type: none"> The TMO produces a budget in advance of the Financial Year and uses reasonable and appropriate assumptions in the construction of their budgets 	<ul style="list-style-type: none"> The TMO produces a draft budget for the following Financial Year in the preceding February and discusses it at a Board meeting, prior to finalising it with income details in March. Accompanying documentation with the budget assesses the known financial risks and make provision for them. 	Documents Minutes of Board meetings	Annually
Does the TMO keep its financial status under regular review?	<ul style="list-style-type: none"> The TMO ensures that expenditure is within the overall budgeted income for the year, including any draw down from previous years surpluses. 	<ul style="list-style-type: none"> The TMO carries out regular budget reviews to check spending against budget. Financial status is reported to each Board meeting. The Board takes timely action to contain expenditure within the overall budget. Has mechanisms in place to ensure that action is taken to rectify any variance. 	Finance reports to Board Minutes of meetings	Quarterly
Is the TMO in sound financial health with sufficient reserves?	<ul style="list-style-type: none"> The TMO has a general reserve account (excluding the major works account) that in their opinion is sufficient to cover any unforeseen costs . 	<ul style="list-style-type: none"> The TMO ensures that adequate funds are allocated to a provision for revenue reserve. The Board reviews its financial position periodically and takes action to make sure it has sufficient 	Accounts Minutes of meetings	Quarterly

Finance Assessment Criteria for Tenant Management Organisations

KEY LINE OF ENQUIRY (KLOE)	AN ORGANISATION ACHIEVING A ♦ RATING	AN ORGANISATION ACHIEVING A ♦♦♦ RATING (in addition to ♦ rating)	How assessed	Assessment Frequency
		<p>reserves to meet its liabilities.</p> <ul style="list-style-type: none"> The TMO has the correct amount of money in its cyclical maintenance / major works account. 		
LEASEHOLD SERVICE CHARGES				
Does the TMO have an effective system for recording and justifying service charges to leaseholders?	<ul style="list-style-type: none"> The TMO ensures the budget provides sufficient detail to allow costs rechargeable to leaseholders to be easily identified and verified. The TMO provides estimates of service charges to HFI for the coming Financial Year in the timescale required by HFI. The TMO provides service charge actual expenditure figures for the year past in the timescale required by HFI. 	<ul style="list-style-type: none"> The TMO is able to provide leaseholders with a breakdown of costs applicable to their property when requested. The TMO is able to justify its apportionment of service charge costs with documentary evidence and a sound methodology 	Documents Audit	Q4 – budgets Q2 – Actuals Q4 - Estimates
PROCUREMENT				
Does the TMO have effective processes for procuring contracts?	<ul style="list-style-type: none"> The TMO has a procurement code or procedure. The TMO has an approved list of contractors. 	<ul style="list-style-type: none"> The TMO has a procurement code which it can demonstrate it follows in all procurements. There is an approved list of contractors which the TMO reviews annually. 	Documentary evidence Audit	Annually
Is the TMO able to	<ul style="list-style-type: none"> The TMO has criteria for 	<ul style="list-style-type: none"> The TMO can demonstrate that it 	Audit	Annually

Finance Assessment Criteria for Tenant Management Organisations

KEY LINE OF ENQUIRY (KLOE)	AN ORGANISATION ACHIEVING A ♦ RATING	AN ORGANISATION ACHIEVING A ♦♦♦ RATING (in addition to ♦ rating)	How assessed	Assessment Frequency
achieve value for money in all its procurements?	assessing the value for money of procurements.	uses its criteria for assessing value for money for every procurement.		
EXTERNAL REQUIREMENTS				
Does the TMO provide the financial information required by the Financial Services Authority / Companies House?	<ul style="list-style-type: none"> The TMO makes its Annual Return to the FSA/Companies House. 	<ul style="list-style-type: none"> The TMO makes its Annual Return to the FSA/Companies House accurately and on time and supplies copies to HFI within the specified time limits 	Documents	Annually
Does the TMO have its accounts properly audited?	<ul style="list-style-type: none"> The TMO ensures that it has an auditor in place following every AGM The TMO produces audited accounts within 6 months of the end of the Financial Year and supplies copies to HFI within the specified time limits. The TMO receives a management letter from its auditors which is provided to HFI within time limits. 	<ul style="list-style-type: none"> The TMO ensures that it has an auditor in place following every AGM The TMO produces audited accounts within 6 months of the end of the Financial Year and supplies copies to HFI within the specified time limits. The accounts follow the format and requirements of the management agreement. The TMO receives a management letter from its auditors which is provided to HFI within time limits. The TMO Board reviews the letter and acts on its recommendations. 	Documents Minutes of meetings	Annually
Does the TMO have adequate insurance to	<ul style="list-style-type: none"> The TMO has valid insurance policies and the relevant 	<ul style="list-style-type: none"> The TMO has insurance policies and reviews them annually to make sure 	Documents	Annually

Finance Assessment Criteria for Tenant Management Organisations

KEY LINE OF ENQUIRY (KLOE)	AN ORGANISATION ACHIEVING A ◆ RATING	AN ORGANISATION ACHIEVING A ◆◆◆ RATING (in addition to ◆ rating)	How assessed	Assessment Frequency
meet its liabilities and the requirements of the management agreement?	certificates and records are available for inspection.	risks are sufficiently covered and premiums are value for money.	Minutes of meetings Audit	



Governance Assessment Criteria for Tenant Management Organisations

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KLOEs represent sets of questions and statements around key obligations and services, which provide consistent criteria for assessing and measuring the effectiveness of the organisation. In setting the boundaries between the different grades, consideration will be given initially to the basic requirements of the law, constitution and management agreement. A one diamond rating includes all the essential requirements of a TMO but should not be regarded as a satisfactory level. Meeting the one diamond rating is a minimum requirement and failure to do so will result in action to ensure that it is achieved. Beyond that, the KLOE looks at best practice and sets minimum requirements for the rating to move to a two or three diamond level. There is an expectation that every TMO will seek to provide an excellent three diamond service.

As well as providing guidance to HFI staff, the KLOE also makes explicit the standards expected by Homes For Islington from TMOs. Alongside the Performance Indicators on service delivery, the KLOEs provide an overall framework through which to view and assess tenant managed services in Islington.

The governance KLOE covers the following areas:

- ◆ Organisation
- ◆ The Board
- ◆ General Meetings

Governance Assessment Criteria for Tenant Management Organisations

◆ Membership

KEY LINE OF ENQUIRY (KLOE)	AN ORGANISATION ACHIEVING A ◆ RATING	AN ORGANISATION ACHIEVING A ◆◆◆ RATING (in addition to ◆ rating)	How assessed	Assessment Frequency
ORGANISATION				
Does the TMO have clear policies and procedures governing all aspects of its operations?	<ul style="list-style-type: none"> The TMO has policies and procedures set out in its management agreement. The TMO has a code of conduct for its officers and Board members. 	<ul style="list-style-type: none"> The TMO has a clear set of policies and procedures governing all aspects of its operations. It reviews them regularly, has adopted new ones where needed and revised old ones. The TMO has a scheme of delegation that sets out the decisions it needs to make and who is authorised to make them. It reviews the scheme of delegation annually. The TMO has a code of conduct for its officers and Board members. It takes steps to make sure that new and old members are aware of them. 	Documents provided by the TMO	Annually
Does the TMO comply with data protection law and other statutory requirements?	The TMO has Data Protection Act registration.		Documents provided by the TMO	Annually
THE BOARD				
Does the Board have a full compliment of elected members who attend meetings?	<ul style="list-style-type: none"> Where the number of elected Board members falls below the minimum required by the Rules, the Board promptly calls a General Meeting in order to 	<ul style="list-style-type: none"> At least 75% of Board meetings held in any 12 month period are quorate. 	HFI attendance at meetings Minutes of meetings	Quarterly

Governance Assessment Criteria for Tenant Management Organisations

KEY LINE OF ENQUIRY (KLOE)	AN ORGANISATION ACHIEVING A ♦ RATING	AN ORGANISATION ACHIEVING A ♦♦♦ RATING (in addition to ♦ rating)	How assessed	Assessment Frequency
	<p>elect additional Board members.</p> <ul style="list-style-type: none"> The Board notifies HFI promptly of changes in its officers. At least 50% of Board meetings held in any 12 month period are quorate. 			
Does the TMO hold the number of Board meetings required by their Rules and at appropriate intervals?	<ul style="list-style-type: none"> The TMO holds Board meetings six times per year as required by its Rules. 	<ul style="list-style-type: none"> Holds regular Board meetings on a cycle determined by the amount and urgency of decisions needed and at least as often as required by the Rules. 	Minutes of meetings	Quarterly
Does the TMO have an appropriate committee structure to manage its affairs effectively?	<ul style="list-style-type: none"> Where sub-committees exist the extent of their role is unclear and they do not always report back to the Board. 	<ul style="list-style-type: none"> The Board has one or more sub-committees which meet regularly to manage day to day affairs of the TMO. <p>Or</p> <ul style="list-style-type: none"> The TMO has demonstrated that the scale of its operations means that it does not need sub-committees and all its matters can be satisfactorily dealt with by its board. Where the Board appoints standing sub-committees, they have delegated authority to manage the detail of their particular responsibility eg. Finance, Staffing, etc. The sub-committees meet regularly on a 	Delegated authority and terms of reference of sub-committees. Minutes of meetings	Annually

Governance Assessment Criteria for Tenant Management Organisations

KEY LINE OF ENQUIRY (KLOE)	AN ORGANISATION ACHIEVING A ♦ RATING	AN ORGANISATION ACHIEVING A ♦♦♦ RATING (in addition to ♦ rating)	How assessed	Assessment Frequency
		<p>cycle determined by the amount and urgency of decisions needed and at least as often as required by the Rules.</p> <ul style="list-style-type: none"> • Sub-committee meetings are minuted and reported to Board with recommendations for decision where necessary. 		
<p>Are board and sub-committee meetings organised properly?</p>	<ul style="list-style-type: none"> • Board members receive agendas, minutes and other papers at Board meetings. • Meeting dates are arranged at least one month in advance. • Decisions taken at meetings are minuted and the minutes are kept and distributed to Board members. 	<ul style="list-style-type: none"> • Agendas, minutes and papers are sent out at least 7 days in advance of the meeting. • Meetings for all board and sub-committees are planned at least six months in advance. • Minutes of Board meetings are made available to all members of the TMO. 	<p>HFI attendance at meetings</p> <p>Minutes of meetings</p>	<p>Quarterly</p>
<p>Are TMO meetings run effectively so that members can participate and decisions are made?</p>	<ul style="list-style-type: none"> • The TMO has a Code of Conduct. • Board and Sub-committee meetings are conducted in accordance with the Rules. • The Board has a confidentiality policy. 	<ul style="list-style-type: none"> • The TMO has a Code of Conduct and all Board members are aware of it and abide by it. • Board and Sub-committee meetings are conducted in an orderly and well-disciplined way. It is clear at the meeting and in the minutes what decisions have been made and who is to action them. • Board meetings complete the agenda 	<p>HFI attendance at meetings</p> <p>Documentary evidence supplied by the TMO</p>	<p>Annually</p>

Governance Assessment Criteria for Tenant Management Organisations

KEY LINE OF ENQUIRY (KLOE)	AN ORGANISATION ACHIEVING A ♦ RATING	AN ORGANISATION ACHIEVING A ♦♦♦ RATING (in addition to ♦ rating)	How assessed	Assessment Frequency
		within 2 hours. <ul style="list-style-type: none"> • Board members are aware of the Code and abide by it. • The TMO has Standing Orders setting out procedures for running its meetings. • Board members are fully aware of the TMO's confidentiality policy and abide by it. 		
Does the TMO handle conflict of interest issues effectively?	<ul style="list-style-type: none"> • The TMO has a register of interests where the personal interests of Board members and officers can be recorded and it is available for inspection. 	<ul style="list-style-type: none"> • Standing orders specify how a Board member, officer or employee's conflict of interest is to be notified and dealt with. (Ch1/CI13). • Board members, officers and staff are reminded at each meeting of the need to notify conflicts of interest. • All members and officers are fully aware of their obligation to record their personal interests in the register. 	Documentary evidence supplied by the TMO	Annually
Do Board and sub-committee meetings address appropriate matters and take effective decisions?	<ul style="list-style-type: none"> • Staff report to the Board. 	<ul style="list-style-type: none"> • The Board receives comprehensive reports from the staff, covering activity over the preceding period, with options and recommendations for major decisions needed. • Board meetings take decisions, which are clear and minuted and are followed up at subsequent meetings. 	HFI attendance at meetings	Quarterly

Governance Assessment Criteria for Tenant Management Organisations

KEY LINE OF ENQUIRY (KLOE)	AN ORGANISATION ACHIEVING A ♦ RATING	AN ORGANISATION ACHIEVING A ♦♦♦ RATING (in addition to ♦ rating)	How assessed	Assessment Frequency
Does the Board make sure that its members have the skills and knowledge to exercise control of the TMO's affairs?	<ul style="list-style-type: none"> The Board recognises the need for members to be adequately trained. It provides some induction for new members and training for existing members but it is patchy. 	<ul style="list-style-type: none"> The Board has a training plan for existing and new members which is prepared at the beginning of each financial year (MMA Ch1/CI11). A report on the training undertaken by TMO members is presented at the TMO's AGM each year (MMA Ch1/CI11) New members of the Board receive an induction from existing members and a training programme is arranged for each of them. Board members attend HFI training events on a regular basis to maintain and improve their skills and expertise. 	Documentary evidence supplied by the TMO	Annually
Are the elected officers of the Board effectively in charge of the affairs of the organisation?	<ul style="list-style-type: none"> The Board elects officers as required by the Rules All officer posts are filled. The Board takes action to elect new officers when a vacancy arises. 	<ul style="list-style-type: none"> The Board has a clear system of delegated decision making powers for officers and staff; and decisions taken via this route are reported and ratified at subsequent Board meetings. Officers of the Board clearly understand their roles, have a good understanding of current issues and take a lead on their area of responsibility at meetings. The Board operates to clear policies and procedures covering all principal areas of responsibility including employment 	HFI attendance at meetings Minutes of meetings	Quarterly
GENERAL MEETINGS				

Governance Assessment Criteria for Tenant Management Organisations

KEY LINE OF ENQUIRY (KLOE)	AN ORGANISATION ACHIEVING A ♦ RATING	AN ORGANISATION ACHIEVING A ♦♦♦ RATING (in addition to ♦ rating)	How assessed	Assessment Frequency
Does the organisation meet the requirements of its rules for the Annual General Meeting and other general meetings for all members?	<ul style="list-style-type: none"> The Annual General Meeting is held within 6 months of the end of the Financial Year. The notice of general meetings required by the Rules is provided. General meetings only proceeds if quorate and if it is not the procedure for reconvening an inquorate meeting is applied. 	<ul style="list-style-type: none"> The AGM and general meetings are publicised well in advance of the meeting date, using a range of methods to encourage residents to attend. The Annual General Meeting is quorate at the first attempt 	<p>HFI attendance at meetings</p> <p>Documentary evidence supplied by the TMO</p>	Annually
Does the TMO provide its members with the information they need to make good decisions?	<ul style="list-style-type: none"> Supporting information, including agendas, minutes of previous meetings, annual accounts (AGM) and details of candidates standing for election to the Board are available at the meeting. 	<ul style="list-style-type: none"> All supporting information, including agendas, minutes of previous meetings, annual accounts (AGM) and details of candidates standing for election is circulated to all members at least seven days in advance of the meeting. 	<p>Documentary evidence supplied by the TMO</p> <p>HFI attendance at meetings</p>	Annually
MEMBERSHIP				
Does the organisation actively encourage the involvement of all residents in the TMO?	<ul style="list-style-type: none"> The TMO has register of shareholders The TMO provides residents with information about the TMO. Elections to the Board are conducted in the manner 	<ul style="list-style-type: none"> The TMO provides new residents with information about the TMO and how they might become involved. The TMO keeps its information for residents accurate and up-to-date. More than one general meeting is held each year and the TMO provides other 	<p>Documentary evidence supplied by the TMO</p>	Annually

Governance Assessment Criteria for Tenant Management Organisations

KEY LINE OF ENQUIRY (KLOE)	AN ORGANISATION ACHIEVING A ♦ RATING	AN ORGANISATION ACHIEVING A ♦♦♦ RATING (in addition to ♦ rating)	How assessed	Assessment Frequency
	required by the Rules.	opportunities for residents to become involved in the TMO eg. Regular newsletters, events <ul style="list-style-type: none"> • There are over 50% of eligible households with at least one shareholder in the TMO. • The TMO provides arrangements for translation / interpretation for those residents whose first language is not English. 		
Are Board meetings open to members and publicised?	<ul style="list-style-type: none"> • All Board meetings are open to interested members of the TMO, including non-Board members and minutes are available on request. 	<ul style="list-style-type: none"> • Board meetings are open to members of the TMO and are publicised in advance. • Members of the TMO are able to ask questions of the Board. 	HFI attendance at meetings Minutes of meetings	Quarterly
Does the TMO have strategies in place to encourage and enable members to become involved in running the TMO?	<ul style="list-style-type: none"> • The TMO provides information about the TMO to members 	<ul style="list-style-type: none"> • The TMO has a variety of ways to make sure all its members know what the TMO does, how they can be involved and be elected to the Board. 	Documentary evidence supplied by the TMO	Annually

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

Name of Meeting	Date of Meeting	Agenda item	Status
Contracted Services Sub-Board	9 October 2007	7	Decision

Subject of Report: Performance Information from Tenant Management Organisations (TMOs)

1 Synopsis

1.1 This report presents proposed performance indicators for TMOs.

2 Recommendation

2.1 That Contracted Services Sub-Board approves the revised set of performance indicators set out in section 4 of this report to be reported to the Sub-Board at future meetings.

3 Background

3.1 Currently TMOs and TMCs provide monthly information on their repairs, correspondence and voids performance to HFI. The 1994 management agreement in force for the majority of TMOs includes a requirement for TMOs to provide performance information. The recently signed 2005 management agreement for the TMCs sets out a more comprehensive schedule of performance information that they will provide monthly, quarterly or annually to HFI.

3.2 Monthly information provided by the TMOs and TMCs on repairs, correspondence and voids is collated and provided to Contracted Services Sub-Board. The Sub-Board has overall responsibility for monitoring the performance of TMOs and TMCs.

4 Proposal

4.1 The performance indicators schedule at appendix A sets out a comprehensive list of indicators that TMOs will be required to provide to HFI. The list includes indicators that would enable more effective performance monitoring and benchmarking with HFI and other TMOs.

4.2 HFI does not expect that the provision of the indicators will impose any more of a burden on TMOs. Many of the indicators are ones that the management committee of the TMO should receive already; some (such as the ASB indicators) should be collectable by HFI from its own systems; and there will be fewer performance figures collected at quarterly monitoring meetings under proposed new monitoring arrangements.

- 4.3 It is proposed that the following performance indicators be reported to CSSB at each meeting:

Category	Description
Complaints	Number of complaints received (Stage 1, 2, 3 and Ombudsman)
Complaints	Number and % of complaints replied to within 10 days
Repairs	Number of repair requests received
Repairs	The number and % of non-urgent repairs completed within time limits
Repairs	The number and % of urgent repairs completed within time limits
Repairs	The number and % of repairs completed in a single visit
Rent	Rent collected as a % of rent due plus arrears of current tenants
Rent	Average current arrears per tenant
Voids	Average re-let time
Estate cleaning	The percentage of caretaking inspections achieving an A or B grade

- 4.4 If CSSB approves the indicators at this meeting it should be possible to provide the new performance indicator report to its next meeting in December 2007.

5 Consultation

- 5.1 In July 2007 the Tenant Management Forum (consisting of all TMOs in Islington) members was invited to submit comments on the proposed performance indicators. However HFI did not received any submissions. At its meeting on 18 September 2007 the Tenant Management Forum received a further report with the revised performance indicators and members were invited to comment. No comments on the contents of the report were received.

6 Implications

6.1 Financial Implications

6.1.1 Capital Implications

None specific to this report.

6.1.2 Efficiency Implications

None specific to this report.

6.1.3 Efficiency Implications

The collection of performance data and production of performance information will enable more effective performance monitoring by TMOs and enable benchmarking with HFI and other TMOs.

6.1.4 Risk

None specific to this report.

6.2 Legal Implications

- 6.2.1 Under the terms of Management Agreements TMOs are required to provide performance information. It is for HFI to satisfy itself that the required information complies with the information TMOs are required to provide under the Management Agreements.

6.3 Equalities Implications

- 6.3.1 The performance indicators will enable more effective performance monitoring but will not in themselves address equalities issues.

6.4 Sustainability Implications

- 6.4.1 None specific to this report.

6.5 Consultation Implications

- 6.5.1 Consultation with TMOs has taken place and is reported in section 5 above.

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Appendix A The TMO Key Performance Indicators

TMO Performance Indicators							
No	Category	Description	Frequency	HFI Reference	NFTMO	HFI target 07/08	Report to CSSB
1.	Complaints	Number of complaints received (Stage 1, 2, 3 and Ombudsman)	Monthly	None	None	None	✓
2.	Complaints	Number and % of complaints replied to within 10 days	Monthly	LKPI 5a	None	98%	✓
3.	Repairs	Number of repair requests received	Monthly	None	None	None	✓
4.	Repairs	The number and % of non-urgent repairs completed within time limits	Monthly	LKPI 37	None	97%	✓
5.	Repairs	The number and % of urgent repairs completed within time limits	Monthly	LKPI 35	✓	99%	✓
6.	Repairs	The number and % of repairs completed in a single visit	Monthly	LKPI 81	None	87%	✓
7.	Repairs	Average time taken to complete non-urgent repairs	Monthly	LKPI 36	None	7.8 days	
8.	Rent	Rent collected as a % of rent due plus arrears of current tenants	Monthly	BVPI 66a	✓	98.8%	✓
9.	Rent	The number and % of tenants with more than seven weeks arrears	Monthly	BVPI 66b	None	9.2%	
10.	Rent	Average current arrears per tenant	Monthly	LKPI 23	None	£175	✓
11.	Rent	Total current rent arrears	Monthly	LI 2a	None	None	
12.	Rent	Total former tenant arrears	Monthly	LKPI 24a	None	None	
13.	Rent	Year end rent arrears as % of gross rent due	Annual	None	✓	None	
14.	Voids	Average re-let time	Monthly	BVPI 212	✓	24 days	✓
15.	Estate cleaning	The percentage of caretaking inspections achieving an A or B grade	Monthly	LKPI 69b	✓	90%	✓

TMO Performance Indicators

No	Category	Description	Frequency	HFI Reference	NFTMO	HFI target 07/08	Report to CSSB
16.	Anti-social behaviour	Number of new anti-social behaviour incidents reported	Quarterly	None	None	None	
17.	Anti-social behaviour	Number of anti-social behaviour cases closed by the TMO	Quarterly	None	None	None	
18.	Anti-social behaviour	Number of racial incidents	Quarterly	BVPI 174	None	None	
19.	Anti-social behaviour	Percentage of racial harassment incidents resulting in further action	Quarterly	BVPI 175	None	100%	
20.	Anti-social behaviour	Number of ASB cases referred by the TMO to HFI for resolution	Quarterly	None	None	None	
21.	Membership	The number and % of households managed by the TMO containing a shareholder/member	Quarterly	None	✓	None	
22.	Management	Number of management committee / board meetings held in the last period	Quarterly	None	✓	None	
23.	Management	Number of management committee / board meetings held in the last period that were quorate	Quarterly	None	✓	None	
24.	Management	The average number of management committee / board members in the last period	Quarterly	None	✓	None	
25.	Management	The total number of hours training received by management committee / board members in the last period	Quarterly	None	✓	None	
26.	Finance	The total annual expenditure incurred by the TMO in relation to routine repairs	Annual	None	✓	None	
27.	Finance	The total surplus fund accrued by the TMO	Annual	None	✓	None	

TMO Performance Indicators

No	Category	Description	Frequency	HFI Reference	NFTMO	HFI target 07/08	Report to CSSB
28.	Finance	The total number of management staff employed by the TMO at the end of the period	Annual	None	✓	None	
29.	Finance	The total annual pay cost incurred by the TMO in relation to management staff	Annual	None	✓	None	

NFTMO column refers to the NFTMO benchmarking suite for TMOs (2004).

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

Name of Meeting	Date of Meeting	Agenda item	Status
Contracted Services Sub-Board	9 October 2007	8	Monitoring

Subject of report: Performance indicators August 2007

1. Synopsis

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

2. Recommendation

2.1 That the report is noted.

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 7.44 in the August performance basket, PFI 2 scored 7.37.
- The average re-let time of management voids for PFI 1 was 13 calendar days and for PFI 2 was 15 calendar days in August.
- There was a 7.1% rise in the current arrears per tenant for PFI 1 compared to March 2007. PFI 2 has fallen by 0.3% during the same period.
- Tenant management organisations achieved a score of 84.1% meeting grades A and B in caretaking inspections, below the target of 91%.
- 100% of urgent and 100% of non-urgent repairs were completed in time and 99.9% of repairs had appointments both made and kept.

3.3 Full details of performance are attached at Appendix A.

4. Conclusion

4.1 Performance in August was better than target in all key areas for contracted services other than arrears and caretaking.

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Performance Indicator Report



improving housing through partnership

August 2007

Performance
Monitoring
Section

QMS
ISO 9001:2000
Certified



Contracted Services

Sub-board

CONTENTS AND SUMMARY OF RESULTS

Page	Ref	Description	Responsible officer
4 to 5	Performance basket		AM
OPERATIONS			
Anti-social behaviour & hate crime			
6	BVPI 174	Cumulative number of racial incidents recorded by the housing department	AR
6	BVPI 175	Percentage of racial harassment incidents resulting in further action	AR
7	LKPI 101a	Number of ABCs signed in month	AR
7	LKPI 101b	The number of NTQs / NSPs issued (Anti-social behaviour)	AR
7	LKPI 101c	The number of evictions (Anti-social behaviour)	AR
7	LKPI 101d	The number of injunctions obtained	AR
7	LKPI 101e	The number of ASBO's (anti-social behaviour orders) obtained	AR
Rent Arrears			
8	LI 22	Percentage of debt pool reduction. This is reported as a year to date position	AR
8	LKPI 23	Current arrears per tenant	AR
8	LKPI 24a	Total former rent arrears (£m)	AR
8	LI 2a	Total rent arrears (£m)	AR
8	LI 2b	Total arrears (£m)	AR
9	LI 30 a & b	Rent arrears by banding	AR
Caretaking			
10	LKPI 69b	The percentage of caretaking inspections which achieved an A or B grade	MP

CONTENTS AND SUMMARY OF RESULTS

Page	Ref	Description	Responsible officer
		Home Ownership - Right to Buy	
11	LKPI 74a	Right to Buy applications received and processed	AM
11	LKPI 74b	RTB2 - Valuations - time from request made to receipt (weeks)	AM
11	LKPI 74c	S125's - receipt of valuation to issue (weeks)	AM
11	LKPI 74d	Plans - plans requested from valuers to receipt (weeks)	AM
11	LKPI 74e	Time from receipt of RTB1 to issue RTB2 (weeks)	AM
		Home Ownership - Legal Action on Service Charges	
12	LKPI 75a	Instructions Recorded	AM
12	LKPI 75b	Cases Issued	AM
12	LKPI 75c	Judgments Obtained	AM
12	LKPI 75d	Judgment Cost (£)	AM
PROPERTY SERVICES			
		Repairs	
13	LKPI 35	The percentage of urgent repairs completed (priority H0, H1,H2 & H3 time limits)	MP
13	LKPI 185	Percentage of repairs for which an appointment was made and kept	MP
14	LKPI 36	The average time taken to complete non-urgent repairs (£1000 upper limit - priority H4 & H6) in working days	MP
14	LKPI 37	Percentage of non-urgent repairs completed on time (priorities H4 & H6)	MP
RESOURCES			
15	BVPI 8	% Invoices Paid within 30 days	MP
16 to 17	Glossary of terms and abbreviations		

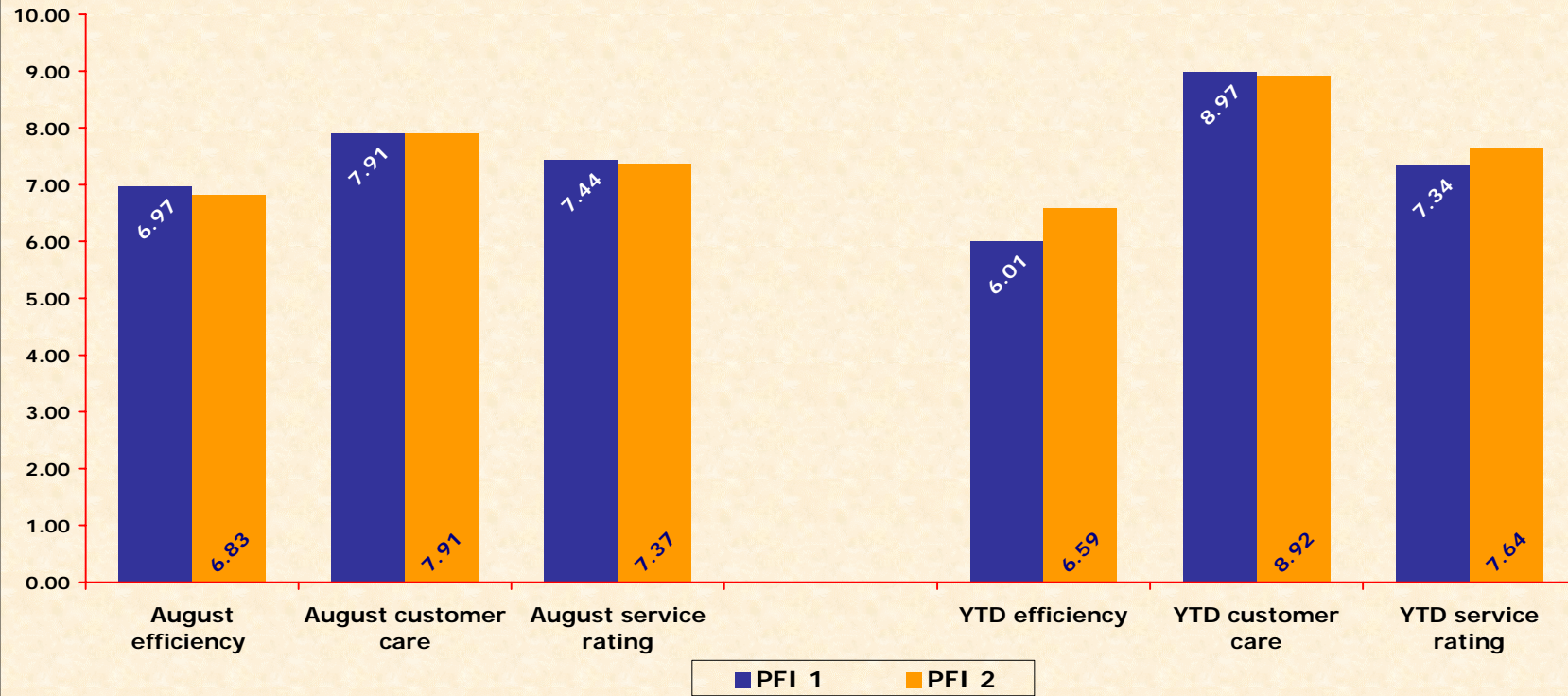
Performance Basket Report August 2007

Partners - Headline Performances

- PFI 1 scored 7.44 points for August, and PFI 2 scored 7.37 points for August. Five of the nine indicators evaluated for PFI 1, and six of the nine indicators evaluated for PFI 2 have attained maximum scores this month.
- The Partners in Islington PI "percentage of tenants visits within 4 weeks" are now being reported.
- PFI 1 efficiency score was 6.97 for August, rating as "Satisfactory" and the customer care score was 7.91 points, which rates as "Good".
- PFI 2 efficiency score was 6.83 for August, rating as "Satisfactory" and the customer care score was 7.91 points, which rates as "Good".

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	7.64	

Monthly Efficiency and Customer Care Scores			
	Efficiency	Customer Care	
PFI 1	6.97	7.91	
PFI 2	6.83	7.91	

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)
	7.5	% of responsive repairs for which an appointment was both made & kept (YTD)
Customer Care Performance Indicators	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;
 BVPI 174; racial incidents
 LKPI 20a; sexuality incidents
 LKPI 21a; other incidents

The percentage of harassment incidents resulting in further action.

BVPI 175; racial incidents - TARGET = 100%
 (NB - This indicator is used in CPA calculations)
 LKPI 20b; sexuality incidents - TARGET = 100%
 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).
 LKPI 1; racial incidents, LKPI 2; sexuality incidents, LKPI 3; other incidents

BVPI 174; Aug 2007 = 0, YTD = 13
 BVPI 175; Aug 2007 = Nil, YTD = 100%
 LKPI 20a; Aug 2007 = 1, YTD = 6
 LKPI 20b; Aug 2007 = 100%, YTD = 100%
 LKPI 21a; Aug 2007 = 5, YTD = 29
 LKPI 21b; Aug 2007 = 100%, YTD = 97%
 LKPI 1; Aug 2007 = Nil, YTD = 77%
 LKPI 2; Aug 2007 = 0%, YTD = 67%
 LKPI 3; Aug 2007 = 20%, YTD = 52%

This indicator is subject to ongoing reconciliation of previous data, which may result in changes to reported performance.
 * This figure includes the closed AHO's Boleyn Road and Isledon Road.

Clarification can be obtained from Alan Richards (Ext 4281)

The number of racial incidents recorded by Homes for Islington

Aug 2007	BVPI 174			BVPI 175			LKPI 1		
	Last Year	This Month	YTD	Last Year	This Month	YTD	Last Year	This Month	YTD
Racial harassment									
Holland Walk	7	0	5	100%	Nil	100%	86%	Nil	100%
Lyon Street	1	0	0	100%	Nil	Nil	0%	Nil	Nil
Upper Street	4	0	0	100%	Nil	Nil	75%	Nil	Nil
Central Street	2	0	4	100%	Nil	100%	100%	Nil	50%
PFI 1	1	0	0	100%	Nil	Nil	100%	Nil	Nil
PFI 2	3	0	4	100%	Nil	100%	67%	Nil	75%
HFI Total	24*	0	13	100%	Nil	100%	75%*	Nil	77%

The number of sexuality incidents recorded by Homes for Islington

Aug 2007	LKPI 20a			LKPI 20b			LKPI 2		
	Last Year	This Month	YTD	Last Year	This Month	YTD	Last Year	This Month	YTD
Sexuality harassment									
Holland Walk	2	0	1	Nil	Nil	100%	100%	Nil	100%
Lyon Street	3	1	1	100%	100%	100%	67%	0%	0%
Upper Street	0	0	0	Nil	Nil	Nil	Nil	Nil	Nil
Central Street	0	0	2	Nil	Nil	100%	Nil	Nil	50%
PFI 1	1	0	0	100%	Nil	Nil	100%	Nil	Nil
PFI 2	1	0	2	100%	Nil	100%	100%	Nil	100%
HFI Total	7	1	6	100%	100%	100%	86%	0%	67%

The number of other incidents recorded by Homes for Islington

Aug 2007	LKPI 21a			LKPI 21b			LKPI 3		
	Last Year	This Month	YTD	Last Year	This Month	YTD	Last Year	This Month	YTD
Other harassment									
Holland Walk	25	0	5	100%	Nil	100%	100%	Nil	100%
Lyon Street	24	3	9	100%	100%	89%	8%	0%	0%
Upper Street	17	0	0	100%	Nil	Nil	94%	Nil	Nil
Central Street	10	2	6	100%	100%	100%	100%	50%	83%
PFI 1	2	0	0	100%	Nil	Nil	50%	Nil	Nil
PFI 2	10	0	9	90%	Nil	100%	80%	Nil	56%
HFI Total	110*	5	29	99%	100%	97%	65%*	20%	52%

OPERATIONS

- LKPI 101a;**
The number of ABC's (Acceptable Behaviour Contracts) signed in the month
- LKPI 101b;**
The number of NTQs/NSP's (Notice to Quit / Notice of Seeking Possession) issued
- LKPI 101c;**
The number of evictions obtained
- LKPI 101d;**
The number of injunctions obtained
- LKPI 101e;**
The number of ASBO's (Anti Social Behaviour Orders) obtained
- LKPI 101f;**
The number of live ABC's (Acceptable Behaviour Contracts)

Comments:

LKPI 101a; Aug = 1, YTD = 14 LKPI 101d; Aug = 1, YTD = 8
 LKPI 101b; Aug = 11, YTD = 48 LKPI 101e; Aug = 0, YTD = 1
 LKPI 101c; Aug = 1, YTD = 4 LKPI 101f; Aug = 5

This indicator is subject to ongoing reconciliation of previous data, which may result in changes to reported performance.

*2006-07 year end figures include actions done by the former AHO's Boleyn Road and Isledon Road.

Clarification can be obtained from Alan Richards (Ext 4281)

The number of evictions obtained

LKPI 101c	2007			
	Aug	Last Year	This Month	YTD
Central Street	0	0	0	0
Holland Walk	0	1	3	
Lyon St	1	0	0	
Upper Street	3	0	0	
PFI 1	0	0	1	
PFI 2	0	0	0	
HFI Total	8*	1	4	

The number of injunctions obtained

LKPI 101d	2007			
	Aug	Last Year	This Month	YTD
Central Street	2	1	1	2
Holland Walk	2	0	2	
Lyon St	2	0	1	
Upper Street	4	0	2	
PFI 1	4	0	1	
PFI 2	0	0	0	
HFI Total	20*	1	8	

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

LKPI 101a & LKPI 101f	Aug	2007			Live
		Last Year	This Month	YTD	
Central Street	8	0	0	0	0
Holland Walk	9	0	0	0	0
Lyon St	7	0	5	5	
Upper Street	7	1	9	0	
PFI 1	2	0	0	0	
PFI 2	0	0	0	0	
HFI Total	54*	1	14	5	

The number of NTQs/NSP's issued

LKPI 101b	2007			
	Aug	Last Year	This Month	YTD
Central Street	17	3	8	
Holland Walk	14	0	12	
Lyon St	12	6	13	
Upper Street	8	2	14	
PFI 1	5	0	1	
PFI 2	0	0	0	
HFI Total	88*	11	48	

The number of anti-social behaviour orders

LKPI 101e	2007			
	Aug	Last Year	This Month	YTD
Central Street	0	0	1	
Holland Walk	0	0	0	
Lyon St	0	0	0	
Upper Street	4	0	0	
PFI 1	0	0	0	
PFI 2	0	0	0	
HFI Total	5*	0	1	

OPERATIONS

LKPI 23 MPG;
Current arrears per tenant
 This figure excludes reception centres.

Target = To be below £180 (year end).

LKPI 24a;
Former tenant arrears

LI 2a;
Total current rent arrears

LI 2b;
Total rent arrears (current & former)

LI 22;
Overall debt pool reduction
 This indicator measures the percentage change in overall current rent arrears since the end of 2006-07 ie March 2007. This figure excludes reception centres.

Comments:

LKPI 23 = £204.54
(HFI = £196.14, PFI = £243.05)
 - down 2.4% (£5.02) since July 2007
 - up 0.5% (£0.97) since August 2006

LKPI 24a = £3,532,296
 - up 0.2% since July 2007
 - down 35% since August 2006

LI 2a = £5,165,996
(HFI = £4,069,824, PFI = £1,096,172)
 - down 3.3% since July 2007
 - down 3.1% since August 2006

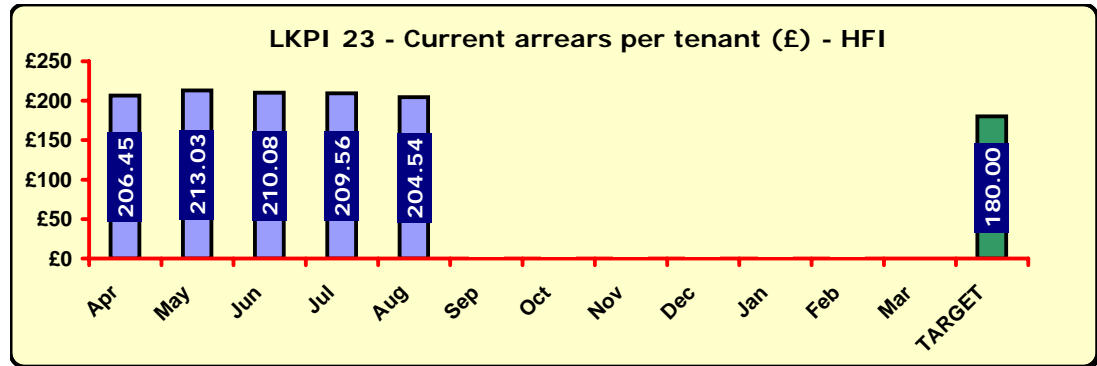
LI 2b = £8,698,292
 - down 1.9% since July 2007
 - down 19.5% since August 2006

LI 22 = -1.5% decrease
(HFI = -2.2% decrease, PFI = 1.4% increase)
 NB: "Last Year" is March 2007.

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

The arrears figure for SLUGS has been affected by a potential change in ownership

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



Current arrears per tenant

Aug 2007			
LKPI 23	Last Year	This Month	% Change
Holland Walk	£186.32	£192.74	3.4%
Lyon Street	£235.11	£238.58	1.5%
Upper Street	£192.24	£198.42	3.2%
Central Street	£170.95	£162.14	-5.2%
TOTAL HFI	£194.01	£196.14	1.1%
PFI 1	£228.45	£244.69	7.1%
PFI 2	£242.82	£242.10	-0.3%
TOTAL PFI	£237.51	£243.05	2.3%
TOTAL	£201.72	£204.54	1.4%

Percentage of debt pool reduction (%)

Aug 2007		
LI 22	Last Year	This Month
Holland Walk	N/A	3.0%
Lyon Street	N/A	1.1%
Upper Street	N/A	-2.8%
Central Street	N/A	-5.2%
TOTAL HFI	N/A	-2.2%
PFI 1	N/A	5.6%
PFI 2	N/A	-0.9%
TOTAL PFI	N/A	1.4%
TOTAL	-4.2%	-1.5%

Total current rent arrears

Aug 2007		
LI 2a	Last Year	This Month
SLUGS	£60,139	£11,989
Holland Walk	£945,187	£973,698
Lyon Street	£950,774	£961,013
Upper Street	£1,356,083	£1,317,928
Central Street	£849,803	£805,196
TOTAL HFI	£4,161,986	£4,069,824
PFI 1	£384,476	£405,948
PFI 2	£696,177	£690,224
TOTAL PFI	£1,080,653	£1,096,172
TOTAL	£5,242,639	£5,165,996

Total former tenant arrears

Aug 2007		
LKPI 24a	Last Year	This Month
TOTAL	£3,799,586	£3,532,296

Total arrears

Aug 2007		
LI 2b	Last Year	This Month
TOTAL	£9,042,225	£8,698,292

OPERATIONS

LI 30a &b;
Number of tenants in arrears by band (Area housing offices only)

LI 30b;
Amount of arrears by band (Area housing offices only)

Comments

LI 30a;

43.2% of all tenants are in arrears (45.7% in August 2006).

- 43.4% of Homes for Islington's tenants are in arrears (45.8% in August 2006).

- 42.5% of PFI 1 & PFI 2 tenants are in arrears (44.2% in August 2006).

- Central Street has the lowest proportion of tenants with arrears at 39.5%.

- Upper Street has the highest proportion of tenants with arrears at 45.5%.

Overall, of those tenants that are in arrears:

- 5.8% have arrears of £2000 or more (5.7% in August 2006).

- 13.3% have arrears of £1000 or more (12.3% in August 2006).

LI 30b;

Rent accounts where £1000 or more is owed hold 65.5% of the total current arrears balance (65.7% in August 2006)

- Rent accounts where £1000 or more is owed hold 64.1% of the total current arrears balance of Homes for Islington (65.1% in August 2006).

- Rent accounts where £1000 or more is owed hold 70.5% of the total current arrears balance of PFI 1 & PFI 2 (72.6% in August 2006).

- 62.3% (lowest) of Holland Walk current arrears balance is held in accounts with more than £1000 in arrears.

- 70.7% (highest) of PFI 1's current arrears balance is held in accounts with more than £1000 in arrears.

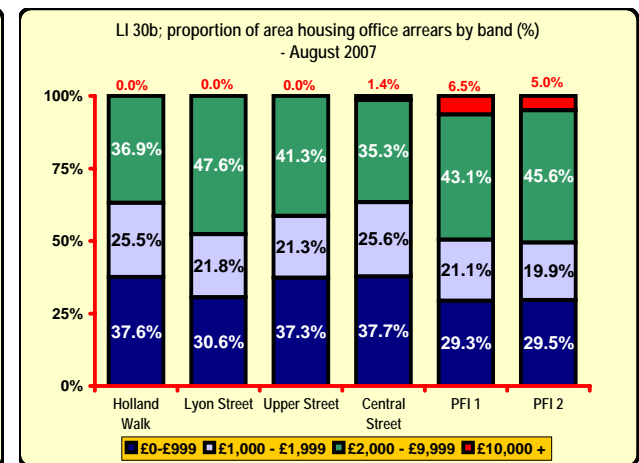
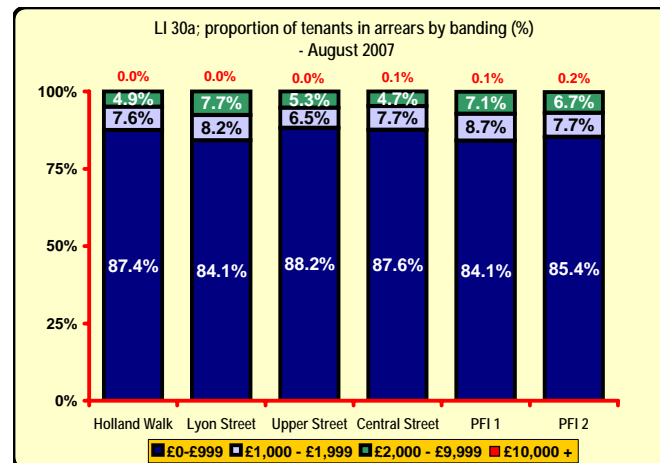
Clarification can be obtained from Alan Richards (Ext 4281)

Number of tenants in arrears by band

LI 30a	Aug 2006					Total	Aug 2007				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	1,900	116	94	0		2,110	2,020	176	114	0	2,310
Lyon Street	1,365	133	116	0		1,614	1,440	141	131	0	1,712
Isledon Road	2,069	170	149	1		2,389	N/A	N/A	N/A	N/A	N/A
Boleyn Road	1,187	80	88	0		1,355	N/A	N/A	N/A	N/A	N/A
Upper Street	1,662	104	94	2		1,862	2,714	199	163	0	3,076
Central Street	1,646	120	84	0		1,850	1,728	151	93	1	1,973
TOTAL HFI	9,829	723	625	3		11,180	7,902	667	501	1	9,071
PFI 1	644	60	53	1		758	592	61	50	1	704
PFI 2	N/A	N/A	N/A	N/A		N/A	1,072	97	84	3	1,256
TOTAL PFI	644	60	53	1		758	1,664	158	134	4	1,960
TOTAL	10,473	783	678	4		11,938	9,566	825	635	5	11,031
% of total	87.7%	6.6%	5.7%	0.03%			86.7%	7.5%	5.8%	0.05%	

Amount of arrears by band

LI 30b	Aug 2006					Total	Aug 2007				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	£295,353	£163,849	£303,712	£0		£762,914	£365,904	£248,413	£359,381	£0	£973,698
Lyon Street	£252,881	£189,260	£428,597	£0		£870,738	£294,151	£209,121	£457,741	£0	£961,013
Isledon Road	£393,116	£237,900	£503,924	£10,450		£1,145,389	N/A	N/A	N/A	N/A	N/A
Boleyn Road	£197,101	£117,207	£298,187	£0		£612,495	N/A	N/A	N/A	N/A	N/A
Upper Street	£256,915	£141,776	£312,275	£22,932		£733,897	£492,151	£280,873	£544,904	£0	£1,317,928
Central Street	£294,151	£168,927	£253,779	£0		£716,856	£303,766	£206,032	£283,895	£11,504	£805,196
TOTAL HFI	£1,689,516	£1,018,918	£2,100,473	£33,382		£4,842,289	£1,455,971	£944,440	£1,645,921	£11,504	£4,057,835
PFI 1	£110,351	£83,019	£187,242	£21,635		£402,247	£118,978	£85,855	£174,910	£26,204	£405,948
PFI 2	N/A	N/A	N/A	N/A		N/A	£203,922	£137,228	£314,898	£34,176	£690,224
TOTAL PFI	£110,351	£83,019	£187,242	£21,635		£402,247	£223,900	£223,084	£489,808	£60,380	£1,096,172
TOTAL	£1,799,867	£1,101,937	£2,287,714	£55,017		£5,244,535	£1,778,871	£1,167,524	£2,135,729	£71,884	£5,154,007
% of total	34.3%	21.0%	43.6%	1.0%			34.5%	22.7%	41.4%	1.4%	



OPERATIONS (CARETAKING)

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

Target = 91%

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)

(LKPI 69b) The percentage of caretaking inspections achieving an A or B Grade.

The overall "A" and "B" score for August 2007 was 89.0%. The "A" and "B" score for the year to date of 91.5% is above target.

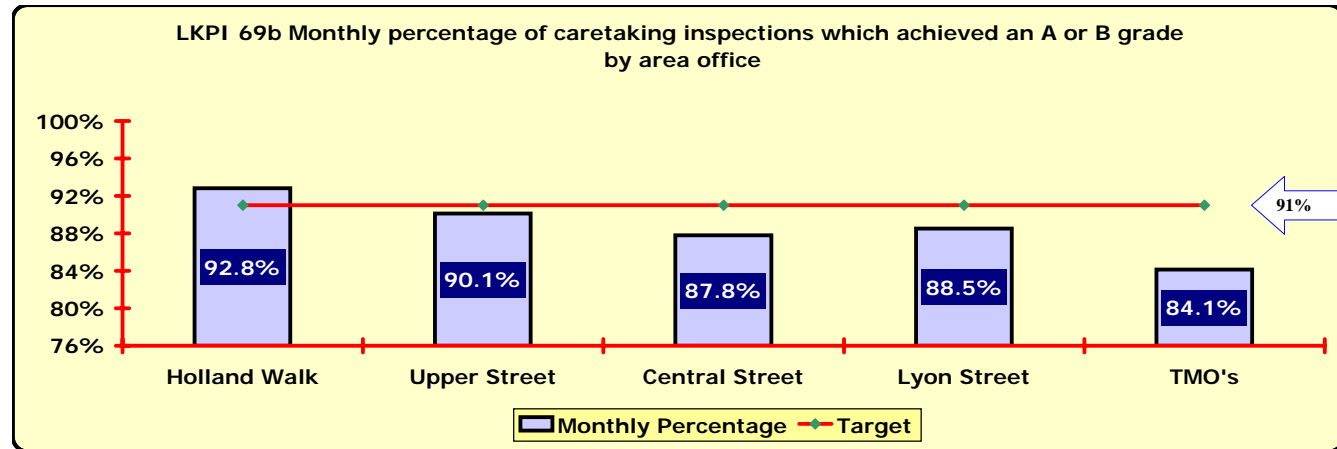
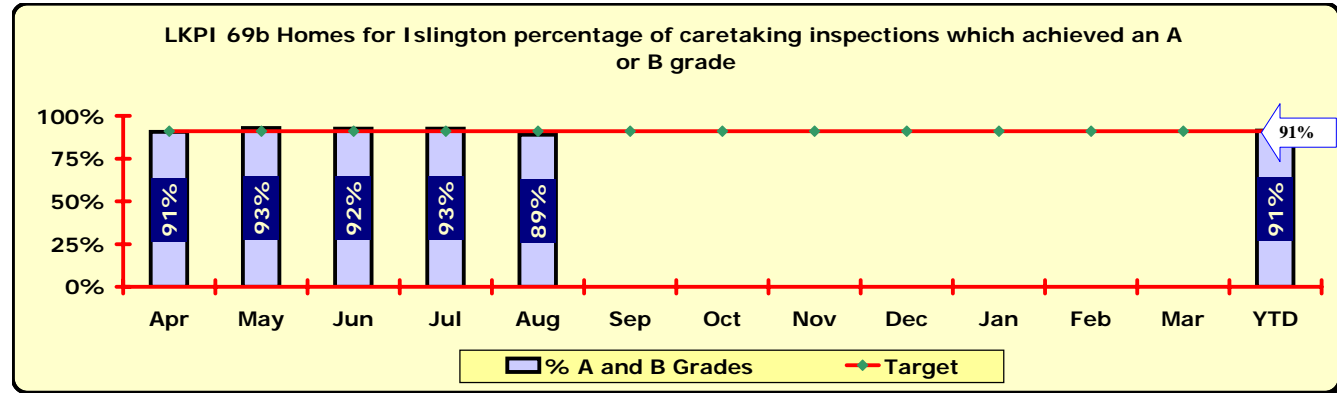
TMO inspections

August's "A" and "B" grades have achieved an average score of 84.1%, and a year to date score of 91.7% is above target.

Contact Matt Parsons for more information on ext 4219

Caretaking inspection total, percentage gradings and average percentage score

LKPI 69b	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	84	174	20	0	30%	63%	7%	0.0%	80.8%	79.6%	92.8%	91.6%
Upper Street	59	196	23	5	21%	69%	8%	1.8%	77.3%	78.3%	90.1%	89.5%
Central Street	70	160	28	4	27%	61%	11%	1.5%	78.2%	80.6%	87.8%	91.9%
Lyon Street	63	168	30	0	24%	64%	11%	0.0%	78.2%	79.3%	88.5%	92.6%
TMO's	49	110	27	3	26%	58%	14%	1.6%	77.1%	79.9%	84.1%	91.7%
HFI Total	325	808	128	12	26%	63%	10%	0.9%	78.4%	79.6%	89.0%	91.5%



OPERATIONS - Home Ownership - Tenants Right To Buy

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

LKPI 74b - Valuations - period from request made to valuation received in weeks.

Target = 5 weeks

LKPI 74c - S125's - Landlord offers to tenants in weeks.

Target = 2 weeks

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

Target = 4 weeks

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

Target = 2 weeks

Comments:

August 2007 Performance:

LKPI 74a = 52 RTB's Received

LKPI 74b = 4.2 weeks

LKPI 74c = 0.7 weeks

LKPI 74d = 2.8 weeks

LKPI 74e = 1.5 weeks

Contact Anne Mushington for more information on ext 4113

	Right To Buy (RTB)	Last Year	Aug-07	YTD
LKPI 74a	RTB Received	483	52	236
	RTB 2 Admittance's	384	37	156
	RTB2 Denials	79	14	72
	Section 125 Offers Issued	458	21	149
	Offers Accepted	182	16	70
	Instructions to legal services	201	13	60
	RTB Completions	128	7	67
	RTB Processing			
	Within timescale	92%	100%	100%
	Outside timescale	8%	0%	0%
Processing time measurment in weeks				
LKPI 74b	Time taken from Valuation request to valuation received.	5.7	4.2	3.8
LKPI 74c	Time from receipt of valuation to issue S125	1.4	0.7	1.0
LKPI 74d	from valuers to receiving them.	3.9	2.8	2.7
LKPI 74e	Time from receipt of RTB1 to issue RTB2	2.2	1.5	1.5

OPERATIONS - Home Ownership - Legal Action on Service Charges

(LKPI 75a, b, c and d)
Home Ownership legal
action on service charges -
Annual Charge.

LKPI 75a
Instructions recorded
Target = 400

Comments:
Judgments obtained may
refer to cases issued in
previous years.

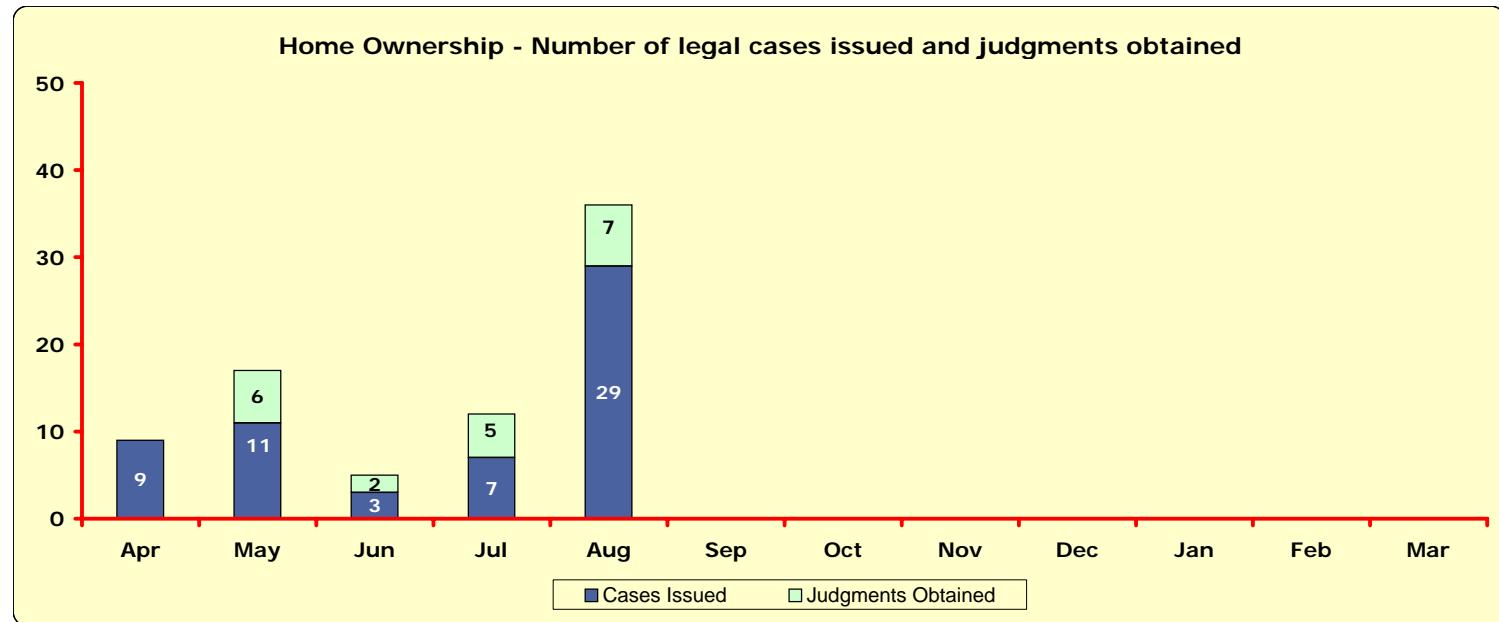
Instructions recorded:
August = 77
YTD = 159

This indicator has undergone
a reconciliation of previous
data, which has resulted in
changes to reported
performance.

NP= Not Provided

Contact Anne Mushington for
more information on ext
4113

NEW CASES	Last Year	Aug	YTD
LKPI 75a - Instructions Recorded	486	77	159
LKPI 75b - Cases Issued	149	29	59
LKPI 75c - Judgments Obtained	95	7	20
LKPI 75d - Judgment Cost	£162,283.73	£9,815.80	£40,532.35



PROPERTY SERVICES (REPAIRS)

(LKPI 35 MPG)

The percentage of urgent repairs completed (using priority H0, H1 & H2 time limits).

Partners - using data from LKPI 41(a+b)

Target = 99.1%

LKPI 35; percentage of urgent repairs completed

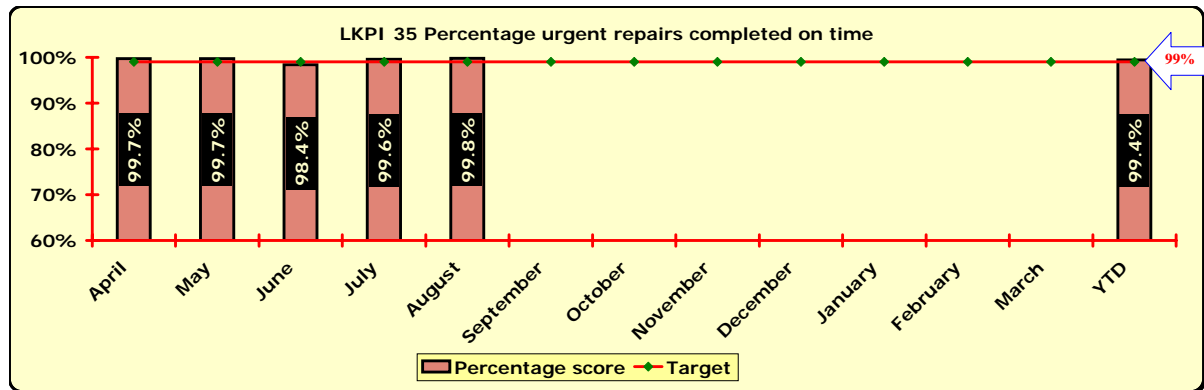
LKPI 35	Last Year			Current Mth			YTD		
	Repairs	Completed	%	Repairs	Completed	%	Repairs	Completed	%
Holland Walk	1619	1581	97.7%	184	184	100.0%	938	931	99.3%
Lyon Street	1105	1089	98.6%	114	114	100.0%	628	623	99.2%
Upper Street	1458	1419	97.3%	231	229	99.1%	1357	1342	98.9%
Central Street	1546	1518	98.2%	179	178	99.4%	961	948	98.6%
PFI 1	3069	3062	99.8%	207	207	100.0%	1309	1309	100.0%
PFI 2	1886	1884	99.9%	341	341	100.0%	1907	1907	100.0%
TOTAL	13626	13434	98.6%	1256	1253	99.8%	7100	7060	99.4%

(LKPI 185)

Percentage of repairs for which an appointment was made and kept

This indicator measures the number of jobs where an appointment was given and kept. The appointment is defined as an arrangement to carry out the repair on a specific date, expressed as a percentage of all responsive repairs ordered where access was required. This excludes from both the numerator & the denominator the number of urgent and emergency priority jobs where a response is usually required within 24hrs.

Target = 99.1%



Comments:

LKPI 35: Urgent jobs

The current month score for August 2007 is 99.8%. Year to date performance of 99.4%, is above target.

LKPI 185: Repair appointments made and kept

The percentage of responsive repairs for August 2007 is 99.1%. Year to date performance of 99.3%, is above target.

All figures for this PI are provided by Kier Islington and Partners.

Contact Matt Parsons for more information on ext 4219

LKPI 185; percentage of responsive repairs appointments made and kept.

LKPI 185	Last Year			Current Mth			YTD		
	Appts Made	Appts Kept	%	Appts Made	Appts Kept	%	Appts Made	Appts Kept	%
Holland Walk	5767	5674	98.4%	612	605	98.9%	2651	2624	99.0%
Lyon Street	3426	3375	98.5%	288	284	98.6%	1649	1635	99.2%
Upper Street	5318	5244	98.6%	674	670	99.4%	3565	3542	99.4%
Central Street	3019	2982	98.8%	400	394	98.5%	1789	1774	99.2%
PFI 1	5870	5862	99.9%	511	510	99.8%	2528	2527	100.0%
PFI 2	6002	5997	99.9%	924	924	100.0%	4455	4453	100.0%
TOTAL	38337	37938	99.0%	2485	2463	99.1%	12182	12102	99.3%

PROPERTY SERVICES (REPAIRS)

(LKPI 36 MPG)

The average time taken to complete non-urgent repairs. (£1000 upper limit - priority H4 & H6) in calendar days.

This indicator is included in the Comprehensive Performance Assessment (CPA) calculation which provides a framework for the overall assessment of performance for Islington Council.

Target= 7 calendar days

(LKPI 37)

Percentage of non-urgent repairs completed on time

Partners - using data from LKPI 41(c+e)
H4 - Respond within 3-9 days and complete by 25 days in one visit.
H6 - Respond within 3-9 days and complete by 25 days.

Target = 97%

Comments:

LKPI 36 - August 2007 performance of average time taken to complete non-urgent repairs is 8 calendar days. Year to date performance of 8 calendar days is worse than target.

(Note Partners are not required to provide LKPI 36 data above)

LKPI 37 - August 2007 performance on the percentage of non-urgent repairs completed on time is 99.0%. Year to date performance of 99.6%, is above target.

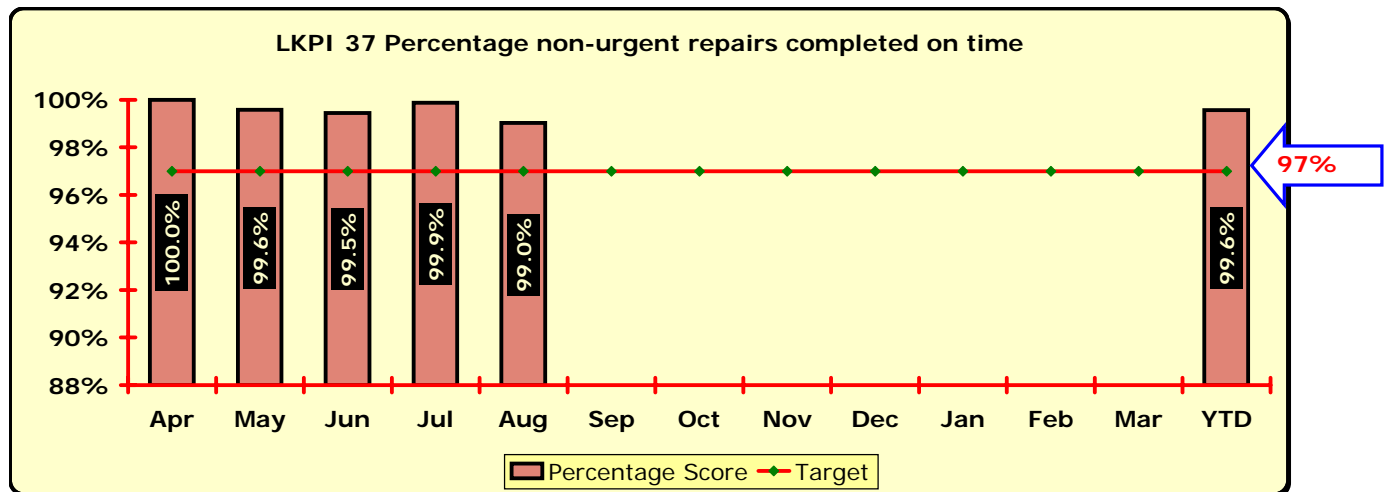
Contact Matt Parsons for more information on ext 4219

LKPI 36; Average time taken to complete non-urgent repairs.

LKPI 36	Last Year			Current Mth			YTD		
	Repairs	Days	Avg	Repairs	Days	Avg	Repairs	Days	Avg
Holland Walk	5704	54144	9	605	5105	8	2830	22887	8
Lyon Street	3443	29276	9	287	2014	7	1599	12127	8
Upper Street	5385	48535	9	676	5526	8	3499	27493	8
Central Street	3071	24745	8	372	2818	8	1685	12715	8
TOTAL	26759	238000	9	1940	15463	8	9613	75222	8

LKPI 37; Percentage of non-urgent repairs completed on time.

LKPI 37	Last Year			Current Mth			YTD		
	Repairs	Completed	%	Repairs	Completed	%	Repairs	Completed	%
Holland Walk	5704	5622	98.6%	605	597	98.7%	2830	2816	99.5%
Lyon Street	3443	3406	98.9%	287	284	99.0%	1599	1590	99.4%
Upper Street	5385	5315	98.7%	676	667	98.7%	3499	3476	99.3%
Central Street	3071	3041	99.0%	372	368	98.9%	1685	1679	99.6%
PFI 1	1300	1300	100.0%	180	180	100.0%	733	733	100.0%
PFI 2	1308	1308	100.0%	345	345	100.0%	1632	1632	100.0%
TOTAL	29367	29027	98.8%	2465	2441	99.0%	11978	11926	99.6%



RESOURCES

(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.

(LI 20)

Local Personnel PI's

Staff profiles: Agency/Temp/leavers.

Comments:

BVPI 8; August 2007 = 89.9%
YTD = 90.0%

LI 20 - Reported Quarterly

For further clarification please contact Matt Parsons on Ext 4219.

BVPI - 8 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	7318	6778	92.6%	970	1073	90.4%	5210	5804	89.8%
Reception Centre	1052	999	95.0%	0	0	N/A	77	77	100.0%
Performance & Service Development	365	284	77.8%	23	31	74.2%	93	110	84.5%
LBI (Housing)	5224	4449	85.2%	366	409	89.5%	898	1019	88.1%
TOTAL (Excluding LBI)	14258	13498	94.7%	993	1104	89.9%	5380	5991	90.0%

LI - 20 Local Personnel PI's

Quarter	1	2	3	4
No of Voluntary Leavers	5			
Voluntary Leavers as % of total staff	0.5%			
No of Temp / Agency Staff	121			
Temp / Agency Staff as % of total staff	12.8%			

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

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

Name of Meeting	Date of Meeting	Agenda item	Status
Contracted Services Sub-Board	9 October 2007	9	Monitoring

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

1. Synopsis

- 1.1. This report gives information on the performance of the 24 estate-based TMOs and TMCs, delivering housing management and maintenance services to 4,000 properties on behalf of the London Borough of Islington.

2. Recommendation

- 2.1. That the Sub-Board notes this report.

3. Background

- 3.1. Homes for Islington's Tenant Management Team monitors the performance of all TMOs and TMCs on behalf of the Council. Tenant Management Officers hold quarterly monitoring meetings with each organisation and review all the services provided as well as the governance and finance arrangements.

4. Performance

- 4.1. The performance monitoring table with performance data and monitoring assessments is shown in Appendix A. The governance and finance assessments are for the first quarter of 2007/08.
- 4.2. The caretaking assessment is drawn from the latest inspection by HFI's Quality Monitoring Officers. All TMOs and co-ops are inspected on a quarterly cycle. The performance indicators are drawn from the monthly monitoring information supplied by TMOs and TMCs for August 2007.
- 4.3. Two of the 24 TMO/TMCs did not provide some PI information for August. Tenant Management Officers will be discussing this service failure with the TMOs concerned at their next monitoring visit before they are invited to explain their non-compliance to a senior member of HFI.

5. The following provides information on those organisations that have either given cause for concern in the past or are being closely monitored.

5.1. Samovar

- 5.1.1. A Termination Notice has been served on Samovar Co-op to take effect on 5 November 2007. The Co-op consists of two houses converted into 7 leasehold flats and one tenanted flat. Management of the properties will be taken over by Homes for Islington on the termination date. This remains on track.

5.2. Grimaldi, Pluto, Northern Line and Wholenut Co-ops

- 5.2.1. The progress on the amalgamation of the 4 co-ops into one group is expected to be signed off with our Modular Management Agreement (MMA) 2005 at the end of October 2007. The 4 co-ops will become *Seaview* when the new MMA agreement is signed.

5.3. New Roof and Moonshine Co-ops

- 5.3.1. New Roof is committed to going through the option of voluntary sale. This process is under way and is being led by the Council.
- 5.3.2. The Tenant Management Team are liaising with Moonshine to discuss its long term strategy and explore its housing options. This could include merging with another co-op, dissolving and returning to HFI direct management or purchasing their properties through the same voluntary sale programme as New Roof.

6. Equality and diversity

- 6.1. The HFI Tenant Management Team has organised an autumn training event to be held on Saturday 29 September 2007. The training event will explore ways of recruiting more members to TMO committees and look at equality and diversity issues both in membership and services provided by the TMO.
- 6.2. The HFI Tenant Management Team is working with the TMOs to implement the recommendations made in the access audit by Disability Action in Islington (DAII). Work is in progress to improve areas such as signage, visibility and physical accessibility for residents.
- 6.3. Signage on estates was part of the DAII report and HFI has commissioned new signs on those TMO estates where the signage was poor. The signage work will be completed in October 2007.
- 6.4. Homes For Islington has introduced a new telephone interpreting and translation service for non-English speaking residents to improve customer access to our housing services by telephone. Staff can initiate a three way telephone conversation with an interpreter and a non-English speaker. This service will be available to all TMOs and will be launched at the training event on the 29th September 2007.
- 6.5. Diversity Awareness – Respect for People is the online equality and diversity training programme that HFI staff and board members have undertaken. The

Tenant Management Team and HFI's Learning and Development team will be making this training available to our TMO partners.

7. Lower Hilldrop: Right to Manage Proposal

- 7.1. Lower Hilldrop Community Residents have expressed an interest in developing a tenant management organisation. They represent Buckhurst House, Coombe House, Ivinghoe, Saxonbury Court, Bramber House and Dalmeny Avenue.
- 7.2. The Right To Manage process can take up to 2 years to set up a TMO from the initial idea to take over the responsibility for management. The process involves three stages: (1) Pre-feasibility (2) Feasibility and (3) Development.
- 7.3. The Lower Hilldrop Community Residents are in the early stages of this process. They have completed a pre-feasibility study with guidance from the Safe Neighbourhood Unit (SNU), an agent approved by the Secretary of the State for the purpose of carrying out TMO feasibility studies and development programmes.
- 7.4. According to their initial survey 94% of respondents supported the idea of a TMO. The committee has moved onto the next stage of this process and on the 25th September 2007 they have organised a vote to decide if residents are in favour of their proposal to serve LBI with a Right To Manage notice.
- 7.5. The Tenant Management Team will be monitoring this development and providing support to the residents' group.

8. Five Year Reviews

- 8.1. The Five Year Review programme continues with the reviews completed at Quaker Court and Bemerton Village. The Tenant Management Team has devised action plans and these are monitored and outcomes evidenced during their quarterly monitoring visits.
- 8.2. The Miranda review is at its final stages with the results of the Internal Audit inspection expected to be complete by mid October 2007.
- 8.3. The Spa Green report is complete and with their Board to respond. The outcome was positive, with Spa Green being found to be fulfilling its responsibilities under the management agreement. There are no significant concerns on their democratic standards or compliance with their rules. In addition, there are no causes for concern in the efficiency of the TMO's administration or in its service delivery. The Internal Audit inspection has identified three areas for improvement and the Board have not responded to the recommendations made.
- 8.4. Work on the Blackstock review is in progress and the completion date is expected in November 2007.

9. Consultation with TMOs on 08/09 allowances

- 9.1. Preparations are underway to deliver a consultation programme to start from November to January for setting the TMO allowances for 2008/09.
- 9.2. A meeting in November will explain the council's and HFI's financial and budget situation as well as providing an explanation of the methodology for how allowances are calculated.
- 9.3. Provisional allowance figures will be made available to TMOs and TMCs in December. TMOs will then be able to discuss the new allowances with the Tenant Management Team in January. The process to finalise allowances will be completed at the end of January and subject to the council's budget decision in February.

10. Conclusion

- 10.1. Performance by TMOs is generally good and there are no issues of serious concern at present.

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HOMES FOR ISLINGTON

TMO/TMC PERFORMANCE REPORT TO CONTRACTED SERVICES SUB-BOARD

August 2007

	TMO/TMC	Stock Number	Data Supplied	PERFORMANCE INDICATORS				Caretaking*
				Repairs	Correspondence	Voids	Arrears	
1	Arch-Elm Co-op	95	Y	100%	None	100%	N/A	93.3%
2	Bemerton Villages TMO	735	Y	100%	None	None	N/A	100%
3	Blackstock TMO	185	Y	100%	None	None	N/A	95.0%
4	Braithwaite House TMO	108	Y	100%	100%	None	N/A	85.7%
5	Brooke-Park Co-op	111	Y	100%	None	None	108%	100%
6	Brunswick Close TMO	268	Y	96%	None	None	N/A	77.3%
7	Charteris Co-op	127	Y	97%	100%	None	103%	N/A
8	Dixon Clark Court TMO	60	Y	100%	None	None	N/A	100%
9	Elthorne 1st Co-op	139	Y	100%	100%	None	87%	100%
10	Gambier House TMO	115	Y	92%	100%	None	N/A	85.7%
11	Halfmoon Crescent Co-op	228	Y	91%	None	None	100%	93.8%
12	Harry Weston Co-op	124	Part	NP	None	None	NP	100%
13	Holbrook Co-op	103	Part	NP	NP	NP	118%	100%
14	Hornsey Lane EMB	173	Y	100%	None	None	N/A	55%
15	Miranda TMO	148	Y	100%	100%	None	N/A	100%
16	Newbery House Co-op	54	Y	100%	None	None	94%	90.9%
17	Pleydell TMO	280	Y	75%	None	None	N/A	90.9%
18	Quaker Court TMO	76	Y	100%	100%	None	N/A	85.7%
19	Redbrick TMO	111	Y	100%	90%	None	N/A	93.3%
20	Spa Green TMO	129	Y	100%	None	None	N/A	85.7%
21	Stafford Cripps TMO	180	Y	100%	None	None	N/A	81.8%
22	Taverner & Peckett TMO	165	Y	100%	None	None	N/A	77.8%
23	Wenlake TMO	119	Y	100%	None	N/A	N/A	90.5%
24	Weston Rise TMO	144	Y	100%	None	None	N/A	66.7%
Total Stock reporting		3977						

Notation

N/A

Not a TMO/TMC responsibility

NP

Not provided by the TMO/TMC

Monitoring Data is for the month of August 2007

* data shows latest inspection result: Overall percentage achieved

*** Governance and Finance ratings are from 1st quarter, April - June 2007 (where available)

NB: Data excludes Homestead Co-ops

Appendix A

HOMES FOR ISLINGTON

TMO/TMC MONITORING REPORT TO CONTRACTED SERVICES SUB-BOARD **1st Quarter 2007/08**

TMO/TMC		Governance				Finance			
		Q2 06/07	Q3* 06/07	Q4 06/07	Q1 07/08	Q2 06/07	Q3* 06/07	Q4 06/07	Q1 07/08
1	Arch-Elm Co-op	◆◆		◆◆	◆◆	◆◆		◆◆	◆◆
2	Bemerton Villages TMO	◆◆		◆◆◆	◆◆◆	◆◆◆		◆◆◆	◆◆◆
3	Blackstock TMO	No Diamonds	◆	◆◆	◆◆	No Diamonds	No Diamonds	◆◆◆	◆◆◆
4	Braithwaite House TMO	◆◆		◆◆	◆◆	◆		◆	◆
5	Brooke-Park Co-op	◆◆◆		◆◆◆	◆◆◆	◆◆◆		◆◆◆	◆◆◆
6	Brunswick Close TMO	No Diamonds	◆◆	◆◆	◆◆	No Diamonds	◆◆	◆◆	◆◆
7	Charteris Co-op	◆◆		◆◆	◆◆	◆◆		◆◆	◆◆
8	Dixon Clark Court TMO	◆◆		◆◆	◆◆	◆		◆	◆
9	Elthorne 1st Co-op	◆◆		◆◆	◆◆	◆◆		◆◆	◆◆
10	Gambier House TMO	◆◆◆		◆◆	◆◆◆	◆◆		No Diamonds	◆◆
11	Halfmoon Crescent Co-op	◆◆◆		◆◆◆	◆◆◆	◆◆◆		◆◆◆	◆◆◆
12	Harry Weston Co-op	◆◆		◆◆	◆◆	◆◆		◆◆	◆◆
13	Holbrook Co-op	◆◆		◆◆	◆◆	◆◆◆		◆◆◆	◆◆◆
14	Hornsey Lane EMB	◆◆		◆◆	◆◆	◆◆◆		◆◆◆	◆◆◆
15	Miranda TMO	◆◆		◆◆	◆◆	◆◆◆		◆◆◆	◆◆◆
16	Newbery House TMO	◆		◆	◆	◆		No Diamonds	No Diamonds
17	Pleydell TMO	◆◆◆		◆◆	◆◆	◆◆		◆◆◆	◆◆◆
18	Quaker Court TMO	◆◆◆		◆◆◆	◆◆	◆◆		◆◆	◆◆◆
19	Redbrick TMO	◆◆		◆◆	◆◆	◆◆		◆◆	◆◆
20	Spa Green TMO	◆◆		◆◆	◆◆	◆◆		◆◆	◆◆
21	Stafford Cripps TMO	No Diamonds	◆◆	◆◆	◆◆	No Diamonds	◆◆	◆◆	◆◆
22	Taverner & Peckett TMO	◆		No Diamonds	◆	◆◆		No Diamonds	◆
23	Wenlake TMO	◆◆◆		◆◆◆	◆	◆◆◆		◆◆◆	◆
24	Weston Rise TMO	◆◆		◆◆	◆◆	◆◆		◆◆	◆◆
Total Stock reporting									

Notes

* No monitoring of Q3 except for TMOs shown because of work associated with completion of new management agreement for co-ops.

NB: Data excludes Homestead Co-ops

Report of	Team		Job Title
Simon Kwong	Chief Executive Directorate		Head of Performance and Service Development
Name of Meeting	Date of Meeting	Agenda item	Status
Contracted Services Sub-Board	9 th October 2007	10	Information

Subject of Report: Performance of PFI1 contractor - Partners for Improvement in Islington

1. Synopsis

This report provides information on the performance of Partners in delivering the PFI1 contract for refurbishment, maintenance and housing management services to 2,400 street properties across the borough. It summarises current issues and developments in delivering services. Contract variations under discussion are attached at Appendix 1.

2. Recommendation

That the Sub-board notes this report.

3. General Performance

In the performance basket, Partners scored 7.44 for August, 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 7.91, which is rated as good and for efficiency 6.97, which is rated as good.

3.1 Rent Arrears

The amount collected as a proportion of the amount due in August is 100.2%. The year to date collection rate is 98.87%. This is above the contract target and similar to HFI area offices, but below the HFI target to exceed 100.75%.

3.2 Customer Care

Performance on answering correspondence, complaints and members enquiries continues to be excellent with all items responded to within 10 days in July and August.

Overall complaints concerning Partners' service have fallen in the first five months of the year from April 2007. In the same period last year there were 54 complaints to Partners, this year there have been 45, a reduction of 16%.

At its last meeting, CSSB noted that there seems to be a lack of co-ordination in routing telephone calls to the correct department. This has been raised with Partners. Partners will be carrying out a service review of their call handling over the next month with a view to investing in improved processes and technology. They will share the outcome of the review as soon as details are available.

3.3 Borough-wide Survey of Tenants July 2007

A survey was conducted by Kwest Research on behalf of HFI for all tenants in HFI, PFI and Tenant Management Organisations. Significant results are shown below:

Topic	Very or Fairly satisfied		
	HFI	Partners	TMO
1. Overall the satisfaction level with the service provided	68%	59%	72%
2. Satisfaction that rent represents value for money	65%	62%	72%
3. Satisfaction with the way landlord deals with repairs and maintenance	67%	57%	75%
4. Satisfaction with the landlord dealing with anti-social behaviour	46%	38%	58%
5. Satisfaction with the landlord keeping residents informed	79%	66%	84%
6. Satisfaction with the landlord's opportunities to take part in management and decision making	60%	52%	73%

- Because of the relatively small sample size, the accuracy level of these findings for Partners are plus or minus 13%, which is not statistically reliable. Nevertheless HFI considers the results as indicative of areas that need focussing on.
- There is evidence from another recent independent survey carried out of actual users of Partners' anti-social behaviour service, in which 83% of Partners residents who responded said they were satisfied. Again the numbers involved in this survey were small so there is a larger margin of error.
- However, Partners are committed to continuing to review and look at ways of improving the service they provide to residents. In particular the area of anti-social behaviour is an important part of their annual service plan and they will continue to build on the efforts they have made in this area since April 2007.

3.4 Responsive Repairs and Gas Servicing

Partners' repairs performance remains excellent on the indicators measured. In July and August they achieved 100% of appointments on time. The

satisfaction rate between April and June ranged between 83 % in April to 91% in July.

98.8% of Partners properties had a valid gas safety certificate (CP12) at the end of August.

3.5 Voids Management

At the end of August 2007 Partners had 39 voids. 16 of these were in use for temporary accommodation for tenants whilst refurbishment works to their home were being carried out. The remaining voids were either subject to refurbishment works or in the process of being re-let. HFI are monitoring closely the slight upward trend in overall void numbers. Although it should be noted that there was a surge of new voids in August, which accounts for some of this rise.

The average time taken to re-let all voids (excluding the period for major refurbishment works) for the year to date is 20 days. This is within the HFI target of 24 days. The average re-let time for minor voids is 23 days for the year to date. This performance meets the contract target and HFI's target of 24 days.

3.6 Leasehold Issues

Following withdrawal of Partners' case from the Leasehold Valuation Tribunal, discussions are still progressing to reach agreement on the level of preliminary costs, overheads and profits to be charged on top of the works costs. Expert witnesses for Partners and PLAG (Partners Leaseholders Action Group), a group representing PFI1 leaseholders, are due to meet in October.

4. Contract variations

Attached at Appendix 1 is a summary of the variations to the contract that are signed or under negotiation with Partners. Progress is reviewed monthly at Contract Review Meetings and by using the protocol agreed by both parties.

5. Refurbishment Programme

5.1 Summary

The refurbishment programme began at the end of August 2003 and is scheduled to finish on 30th September 2008. At the end of August 2007 Partners had fully completed 1607 dwellings to the full standard or nearly 70% of the dwellings the contract; made up of 1210 tenanted homes and 397 leasehold homes. This is in line with the programme and Partners are maintaining good progress.

5.2 Works Satisfaction Survey

The latest Partners quarterly survey of satisfaction covering the period April to June 2007 was not available at the time of writing this report. It is overdue and Partners have been asked to provide details as soon as possible.

6. Conclusion

Partners continue to provide very good repairs and housing management service. HFI is also satisfied that the improved Works KPIs and satisfaction levels are being maintained and that the programme is on track to complete on time.

PFI 1 Performance Indicators August 2007

	Contract Target 07/08	HFI Target 07/08	June 2007	August 2007	YTD
Complaints % replied to within 10 days	96%	98%	100%	100%	100%
Correspondence % replied to within 10 days	96%	98%	100%	100%	100%
Members Enquiries % replied to within 10 days	96%	99%	100%	100%	100%
% Telephone calls answered within 18 seconds (excl out of hours)	80%	95%	97.2%	97.6%	97.6%
% gross rent collected	97.0%	>100.75	100.4%	100.2%	98.97%
Current arrears per tenant	Not a contract target	£180	£247	£238	£238
Average re-let time for minor repair re-lets only (excluding all dwellings with major repairs)	26.99 days	24 days	21 days	21 days	23days
Average re-let time for all local authority dwellings let (excluding period for major repairs)	Not a contract target	24 days	21days	13 days	20 days
% of all repairs completed within time-scales year to date	95%	99.0%	100%	100%	100%
% responsive repairs for which an appointment was made and kept	Not a contract target	98.8%	100%	99.8%	99.96%
% of gas services completed against programme (YTD)	100% at year end	100% at year end	99.2%	98.8%	99.1%

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Appendix1

Table 1 - PFI Contract Variations - Summary 13/09/07

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	Not agreed.	Partners discussing with LBI at 6 monthly review.
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	Wording of variation in final stages of negotiation. Revised target date for signing Sep CRM.	If meter supply outside contract will be a call off charge to LBI.
05005- RTB application/works for PFI 1 and 2	Agreed in principle. Wording in final stages of negotiation. Target for signing revised to Oct CRM.	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	Agreed in principle. Requires redrafting by Partners. Revised date for signing Oct CRM.	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	All details and price agreed. Revised target date for signing Oct CRM.	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	Agreed. Partners to computer redrafting of final document for sub-contractors to agree. Revise date for sing off with HFI is Oct CRM.	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.
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	Agreed in principle. Discussions on going. Target signing date Oct CRM.	Council agreed to share replacement costs of flooring unavoidably damaged by Works.
05014- Repairs rectification periods	Awaiting drafting.	Partners to draft.
05015- Communal Area Risk assessments	Discussions over potential coast savings	HFI /Authority considering Partners to reduce numbers of annual inspections of communal areas
05016- RWP tenanted	Operating in practice but not formally signed. Target date for signing Oct CRM.	RWP agreed for 8 weeks.

Report of	Team		Job Title
Simon Kwong	Chief Executive Directorate		Head of Performance and Service Development
Name of Meeting	Date of Meeting	Agenda item	Status
Contracted Services Sub-Board	9 October 2007	11	Monitoring

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

1. Synopsis

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 4,096 dwellings across the borough.

2. Recommendation

That the Sub-Board notes this report.

3. General Performance

In the draft August performance basket Partners scored 7.37 points for the month out of a maximum of 10 for their overall service rating and 7.64 points for the year to date. This is rated as “good”. For the month of August Partners scored 6.83 for efficiency (rent collection, repairs & voids) which is rated as “satisfactory” and 7.91 for customer care, which is rated as “good.”

3.1 Rent Arrears

Partners collected 99.5% of the rent due for August and 99.4% on a year to date basis to the end of August. This is better than the contract target of 97.25% but below the HFI target of 100.75%. However the average debt per tenant at the end of August was £242, down from £246 at the end of June.

3.2 Responsive Repairs

For the month of August, Partners kept 100% of appointments that had been made and 100% of completed repairs were done within set time-scales.

The number of dwellings without valid gas safety certificates (CP12s) has risen from 24 at the end of June to 45. This does not meet the contract target of 100% of tenanted homes with a valid CP12 certificate.

3.3 Voids Management

The number of voids was 51 at the end of August, an increase of two since the end of June. 19 were used as decants for tenants whose homes were being refurbished and another 14 voids were undergoing renovation. Five were being let. One void was on hold pending negotiations with Islington Planning about self-containment works. 12 had been pre-allocated to prospective tenants in advance of the completion of rehabilitation works.

Since 1st April, 36 voids have been relet and these have taken on average 17.5 days to relet discounting the period for major works. Empty properties that have not been previously refurbished are put in the refurbishment programme.

3.4 Correspondence, Complaints and Members' Enquiries

For the month of August, Partners had replied to 100% of correspondence, complaints, and members' enquiries within ten days of receipt.

4. Caps and Call-Offs

4.1 Call-offs

The Council retains responsibility for a number of repairs that are not covered by the PFI2 contract and HFI can award this work to Partners for additional fees. Repairs to rear walls and fences are being carried out by HFI's Legal Repair Team. The budget for these works is limited and HFI is carefully managing it to ensure value for money.

4.2 Caps

Under the PFI2 contract there is a cap on the number of active cases for some areas of work that is included in the contract price, for example for window replacement, electrical wiring, void refurbishment and out of sequence renewals of major building components. Funding for works beyond that number has to come from the Council. There are no caps currently exceeded or areas of work that are close to the cap.

For example, at mid September there were 19 cases of major repairs in advance of refurbishment against a cap of 40. There are 20 voids with works in progress against a cap of 40.

5. Residents Forum

At a special meeting held on 23 August, it was agreed by forum members to merge the PFI1 and PFI2 forums and have a common constitution. The first meeting of the newly merged panel was held on 20 September.

6. Refurbishment Programme

6.1 Progress on programme

The refurbishment programme began on the 2nd October 2006 and is scheduled to finish on 31st March 2012. Although Partners did not reach the refurbishment milestone for June they did rectify this in July. The next milestone is to reach 891 refurbishment points by the end of September. At the end of August Partners had earned 696 points.

At the end of August internal refurbishment works had been completed to 395 tenanted homes and external works to 179 tenanted homes. A total of 179 tenanted dwellings had reached the contractual Full Availability Standard. (Both internal and external works completed). Progress has been made in completing works to 11 leaseholders' homes (works to exteriors and common parts) after earlier delays in agreeing charges for section 20 notices.

6.2 Refurbishment KPIs

Satisfaction surveys are carried out every quarter of residents in homes, which have been renovated. The next survey results are expected in October.

7. Equality & Diversity Plan

Partners have now agreed internally a final version of their equalities and diversity plan and HFI is monitoring its implementation.

8. Performance Indicators

PFI 2	Contract Target 07/08	HFI Target 07/08	June 2007	August 2007	YTD
Complaints % replied to within 10 days	96%	98%	100%	100%	100%
Correspondence % replied to within 10 days	96%	98%	98.8%	100%	99.8%
Members Enquiries % replied to within 10 days	96%	99%	100%	100%	100%

PFI 2	Contract Target 07/08	HFI Target 07/08	June 2007	August 2007	YTD
% Telephone calls answered within 18 seconds (excel out of hours)	80%	95%	97%	97.5%	98%
% gross rent collected	97.25%	100.75%	101.68%	99.5%	99.4%
Current arrears per tenant	Not a contract target	£180	£246	£242	£242
Average re-let time for minor repair re-lets only (excluding all dwellings with major repairs)	27 working days	24 days	No lettings	No lettings	No lettings
Average re-let time for all local authority dwellings let (excluding period for major repairs)	Not a contract target	24 days	16 days	15 days	17.5 days
% of all repairs completed within time-scales year to date	95%	99.0%	100%	100%	100%
% responsive repairs for which an appointment was made and kept	Not a contract target	98.8%	100%	100%	99.7%
% of gas services completed against programme (YTD)	100% at year end	100% at year end	99.2%	98.4%	98.4%

9. Conclusion

Partners are generally showing good performance. The repairs service continues to show good performance.

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

Name of Meeting	Date of Meeting	Agenda item	Status
Contracted Services Sub-Board	10 th October 2007	12	Monitoring

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 notes the current assessment of the risks listed in Appendix A of the report. These have been updated since the previous report to this meeting and to Board and comments are sought on them.
- 2.2 To note that the Chair of CSSB has been requested to attend the next meeting of the Audit and Risk Management Committee on 27th November to discuss the measures being taken to manage risk OPE 017, Failure to manage performance by TMOs.

3. Background

- 3.1 HFI's Board 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 the Board agreed that all risks would be reported to each meeting of the relevant Sub-Board or Committee. The risk register is 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 monitoring.
- 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 have been updated since they were presented to the Audit Committee meeting on 29th August 2007. It should be noted that the Chair of CSSB has been requested to attend the next meeting of Audit and Risk Management Committee to explain performance in dealing with risk OPE 017 below.
- 3.4 There are no new risks included in Appendix A.
- 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 (not indicated in this report as all risks have been updated)

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

The medium-high risks were changed to blue shading from pink to make it clearer to see, as some were having difficulty in distinguishing red from pink shading. All meetings were happy with this change. High and Medium-high risks will be reviewed by Board each quarter, Medium-low risks will be reviewed every six months and Low risks will be reviewed every nine months. There are no High Risks or Medium-high Risks. Comments are sought from Contracted Services Sub-Board on the risks in Appendix A.

3.7 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					

3.8 The risk abbreviations are:

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

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Item 12 - Appendix A

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 011B Poor resident satisfaction with contracted services and lack of opportunities for involvement	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"> 07 Status Survey overall satisfaction result 68% (up from 64%) 60% satisfied with opportunities for participation (up from 54%)
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"> Day to day services continue to be good Satisfaction with major works improving
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"> Recommendations from Internal Audit report being implemented On-line diversity training offered to all TMO staff and committee members
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 Disability Forum set up and due to meet from August 07 onwards, including TMOs and Partners

Report of	Team	Job Title
Mike Sims	Chief Executive Directorate	Governance Team Manager

Name of Meeting	Date of Meeting	Agenda item	Status
Contracted Services Sub-Board	9 th October 2007	13	Information

Subject of Report: Report Back from Consultative Panels – September 2007

1. Synopsis

- 1.1 This report provides the Sub-Board with a summary of the views of Consultative Panels on the items presented in September 2007 for consultation.

2. Recommendation

- 2.1 That the Sub-Board notes the report and the Consultative Panel feedback listed in Appendix 1.

3. Background

- 3.1 Each Panel meeting (including 5 Area Housing Panels, Islington Leaseholder Forum, Partners for Improvement in Islington Residents Forum and the Tenant Management Forum) now receives a pack of Consultative Panel reports from Homes for Islington. As of May 2005, Consultative Panel reports have been labelled as information, decision or consultation items.
- 3.2 Where a report is for consultation, previously, the views of Consultative Panels have been recorded in the minutes of Panel meetings and reported back to Sub-Board by Associate Directors, along with other items from Consultative Panel meetings.
- 3.3 The purpose of this report is to provide the Sub-Board with a clear summary of Consultative Panel views specifically on consultation items. The Sub-Board can then refer to this summary and take into account Consultative Panel feedback before making informed decisions on the items listed, if items on the agenda require it to do so.

4. Consultation Reports for September 2007

- 4.1 For the September 2007 round of Consultative Panel meetings, there were 3 reports for Consultation:
- **Funding Options for Resident Participation**
 - **New Build Development**
 - **Digital TV**

Appendix 1 of this report is a summary of the views of all Consultative Panels from September 2007 on these two items. Where no comment was recorded in the minutes of a Consultative Panel meeting, this has been noted.

5. Conclusion

- 5.1 The Sub-Board is asked to note the feedback on consultation items from Consultative Panels in Appendix 1, referring specifically to those Panels within its remit.

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HFI Consultative Panels – September 2007

	ITEM 2 – Funding Options for Residents Participation	Item 3 - New Build Development	Item 4 – Digital TV
Central Street Area Housing Panel	<ul style="list-style-type: none"> - The Panel agreed to defer the report so that it could include the outcomes of FITA's meeting on 17.09.07. 	<ul style="list-style-type: none"> - The Panel liked the idea of reduced water consumption and felt it important that there was no net loss of open space. - The Panel raised concern that residents weren't listened to at planning meetings. It was stressed that residents did not want skyscrapers. - The Panel had concerns about building more properties in general and the effect on the infrastructure, particularly with back surging and flooding. - The Panel raised concern that car parks would start to be deemed as unused so that properties could be built on top. 	<ul style="list-style-type: none"> - There were some queries raised by a member of the panel relating to the financial aspects of the scheme: <ul style="list-style-type: none"> • What do tenants actually get for their money (28,000 x £13 per year)? • Why should leaseholders pay HFI £75 when they could get a set top box themselves for £25 or even for free? - It was felt that the scheme was expensive, especially as there were 28,000 properties involved. It was felt that the financial negotiation was poor and residents should have got a better deal. - There was some concern that residents would have to have another connection plate installed

		<ul style="list-style-type: none">- The Panel hoped that the strategy to use at least 20% of renewable energy would be through solar panels and not wind turbines, as although panels may be more expensive, they were also longer lasting, less obtrusive and could be used to heat water.	<p>in their flat if the existing one could be used.</p> <ul style="list-style-type: none">- Other queries were regarding the need for re-scaffolding which were answered at the meeting.
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	ITEM 2 – Funding Options for Residents Participation	Item 3 - New Build Development	Item 4 – Digital TV
Holland Walk Area Housing Panel	<ul style="list-style-type: none"> - The Panel voted to defer the report until FITA decision has been made. 	<ul style="list-style-type: none"> - It was confirmed that the focus will be on building larger units. All sites will be building approx four 4 bed units. First phase will consist of approx 80 properties. - It was asked why developments have to be new build, why not use disused office blocks. It was clarified that the council already own the designated space. Usually RSL take on projects which involves buying office blocks etc. - It was confirmed that all resources in construction have to be eco friendly and new building requirements have been introduced. Where possible council/HFI are looking to introduce wind turbines and solar power etc. 	<ul style="list-style-type: none"> - It was noted that figures in report are incorrect and some estates have been missed out completely. Issue to be taken back to projects team. - It was asked that in future reports estates should be listed in alphabetical order. - It was noted that the issue of who will take down redundant dishes remains outstanding. - It was noted that HFI is conducting a pilot in the north of the borough which will raise issues. HFI will address each one of these in turn. - It was confirmed that freeholders and leaseholders will have a one off charge to pay and then an annual service charge and

		<ul style="list-style-type: none">- It was asked why environmental issues are not being considered with major works scheme.	<p>ongoing maintenance is covered by this.</p> <ul style="list-style-type: none">- It was noted that all tenants and residents would receive a FAQ sheet in the post over the next month.
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	ITEM 2 – Funding Options for Residents Participation	Item 3 - New Build Development	Item 4 – Digital TV
Lyon Street Area Housing Panel	<ul style="list-style-type: none"> - The report was not discussed as the Panel was informed that the signing of the new FITA SLA was due to be signed the following week. - The Panel also wanted it to be known that to be asked to make this kind of decision with so many options, when the panel papers were only received a two days before was unacceptable. 	<ul style="list-style-type: none"> - It was suggested that new build was the least cost effective method of providing new council homes. 	<ul style="list-style-type: none"> - The Panel felt that this was a government initiative and should be paid for by them. It was advised that there would be charges for tenants and leaseholders and there was no government money made available for this. - The Panel suggested that there should be the choice to opt out as a number of people already had cable and satellite installed in their homes. - The Panel felt that the routing of the cable should follow existing channels as the Council buildings were being made less pleasant by the number of trunking and wiring installations that were being done.

	ITEM 2 – Funding Options for Residents Participation	Item 3 - New Build Development	Item 4 – Digital TV
Upper Street Area Housing Panel (south)	<ul style="list-style-type: none"> - The Panel did not discuss this item. 	<ul style="list-style-type: none"> - The Panel raised concern regarding the lack of consultation with Mildmay Co-op. - It was requested that Panel members are kept informed when documents relating to this project become available. 	<ul style="list-style-type: none"> - The Panel recommended that resident are not charged for these works.
Upper Street Area Housing Panel (north)	<ul style="list-style-type: none"> - The Panel felt that discussion was premature as FITA was about to sign SLA. - The Panel expressed interest in elements of options 3,4 & 5 but emphasised that as volunteer organisations they would need a great deal of support and training. 	<ul style="list-style-type: none"> - The Panel raised concern about who would own buildings if we attain 3* since in theory ALMO could be privatised. - The Panel requested that it be informed of proposals before planning permission put forward. 	<ul style="list-style-type: none"> - The Panel wished to know if the weekly charge to tenants is fixed or will be put up in future. - The Panel wished to know if existing cabling will be removed.

	ITEM 2 – Funding Options for Residents Participation	Item 3 - New Build Development	Item 4 – Digital TV
Islington Leaseholder Forum	<ul style="list-style-type: none"> - The Panel was inquorate. - A preference was expressed for option 3 – direct funding for TRAs. 	<ul style="list-style-type: none"> - The Panel was inquorate. - It was commented that infrastructure development should be added to the considerations of section (key strategies). - It was noted that the environmental objectives did not mention quality of life due to over crowding. 	<ul style="list-style-type: none"> - The Panel was inquorate. - There was agreement with the proposal in principle, but it was asked that there should be more consultation.
Partners for Improvement in Islington Residents Forums	<ul style="list-style-type: none"> - The Forum expressed a hope that an agreement with FITA might be reached. - The Forum expressed a preference for Option 3 – Direct Funding of TRAs. 	<ul style="list-style-type: none"> - The Forum commented that Council-owned properties at 42-44 Pentonville Road have been empty for a long time and the Council has not resolved this problem and appears not to have investigated the matter properly. 	<ul style="list-style-type: none"> - The Forum felt that the 25p charge is not a great deal to pay in comparison with some digital packages. However, some residents might not want the service and would be forced to pay for it. Especially if they already have another provider. - The Forum asked for more information on the proposal: - how are leaseholders

			<p>affected?</p> <ul style="list-style-type: none"> - Are tenants being subsidised? - Will wiring be upgraded? - What provisions are made for disabled and elderly people? - How many Partners residents does this affect?
<p>Tenant Management Forum</p>	<ul style="list-style-type: none"> - The Panel felt it was premature to consult at this stage on the assumption that FITA funding was in danger of disappearing. However, in the event that the FITA SLA was not signed, they would wish the paper to be brought back to a subsequent meeting. 	<ul style="list-style-type: none"> - The Panel expressed some concern about building in an area that was already one of the most densely populated areas in the country. There was also a request for more specific information to be provided on the sources of renewable energy as the paper was felt to be too vague on this point. 	<ul style="list-style-type: none"> - A question was asked as to whether residents could opt out of the scheme. Concerns were expressed about some tenant managed properties being left out of the programme.

Forward Plan for Contracted Services Sub-Board 2007-08

Date of meeting	Items on the Agenda	Status
11/12/2007	PIs - October	M
	Performance - Partners - PFI 1 - PFI 2 - TMOs/TMCs	M M M
	Risk Register	M
	CP Feedback Reports	I
12/02/2008	Election of Chair / Vice Chair	D
	Management Fee for TMOs	D
	PIs - December	M
	Performance - Partners - PFI 1 - PFI 2 - TMOs/TMCs	M M M
	Risk Register	M
	CP Feedback Reports	I