

Contracted Services Sub-Board
Agenda 13th February 2007
6.30 PM to 8.30PM

Highbury House, 5 Highbury Crescent

Item	Presenter	Subject	Status	Page number	Duration
1	W McGarvie	Welcome/Apologies/ Introductions	Information	Verbal	6.30 – 6.35
2	W McGarvie	Declaration of interests	Information	Verbal	6.30 – 6.35
3	W McGarvie	Questions from the public	Information	Verbal	6.35 – 6.55
4	W McGarvie	Minutes of last meeting (12 th December 2006) and matters arising	Decision	1-8	6.55 – 7.00
5	W McGarvie & E McGoldrick	Chair and Head of Performance and Service Development Report	Information	Verbal	7.00 – 7.10
6	E McGoldrick	Performance Indicators	Monitoring	9-26	7.10 – 7.30
7	G Baugh	Report back – TMOs / TMCs	Monitoring	27-32	7.30 – 7.40
8	E McGoldrick	Report back – Partners for Improvement in Islington – PFI 1	Monitoring	33-38	7.40 – 7.50
9	E McGoldrick	Report back – Partners for Improvement in Islington – PFI 2	Monitoring	39-44	7.50 – 8.00
10	E McGoldrick	Risk Register	Monitoring	45-48	8.00 – 8.10
11	W McGarvie	Consultative Panel feedback reports	Information	49-54	8.10 – 8.20
12	W McGarvie	Forward Plan	Decision	Verbal	8.20 – 8.25
13	W McGarvie	Any other business	Information	Verbal	8.20 – 8.25
14	W McGarvie	Date and time of next meeting 6.30pm, 10 th April 2007	Information	Verbal	8.25 – 8.30

Homes for Islington Contracted Services Sub-Board Meeting Minutes of 12th December 2006

Present: William McGarvie (Chair), Kate Barns, Caroline Jenkinson, Ann Lucas, Des Smith (Directors)
John Bevan, Georgina Galliers (Associate Directors)

In Attendance: Simon Kwong (Head of Performance and Service Development)
Ferenc Morath (Head of Programme Management) - part
John Holman (Managing Director - Partners) - part
Jane Mugridge (Contract Commissioning Manager) - part
Mark Allum (Partners - Projects Manager)
Mike Sims (HFI Governance Team Manager)
Wendy Gajadhar (Governance Officer - Minutes)

Apologies: Paula Belford (Director)
Chris Radway (Associate Director)

	ITEM	ACTION
1	<p>Welcome/Apologies/Introductions</p> <p>a) The Chair opened the meeting at 6.35pm. b) The Chair gave apologies for Paula Belford and Chris Radway</p>	
2	<p>Election of Chair</p> <p>a) William McGarvie was elected as Chair. b) Kate Barns was elected as Vice-Chair.</p>	
3	<p>Declarations of Interest</p> <p>a) William McGarvie declared an interest in matters relating to PFI2.</p>	
4	<p>Questions from the public</p> <p>a) The following questions were submitted to CSSB in writing by Mr E Hockenjos, 35 Batchelor Street, London N1 OE9.</p> <p>1) Why did Partners break down the door to my home before I even had time to remove all my possessions; why did they violate my human and civil rights, by not giving me enough time to clear the house of papers and allow me to protect myself from the risk of identity theft? What was the rush when in the six weeks since then, not even a schedule has been prepared and works have not even started?</p> <p><i>Partners arranged to move the contents of your home and then made sure that your empty home was secure and safe from squatters. If there are still items of yours in the property</i></p>	

that you would like to use now, Partners would be happy to arrange for you to retrieve them.

- 2) Did the people who broke down the front door, apply full anti scratch protection to all the floors and wooden stairs as well as the Georgian wall panels before they manouvered the heavy metal shutters (that is used to block all openings) into and through the house? When and by whom was this done? Who is the supervisor?

Partners are careful to protect floors and other parts of a tenant's home to prevent damage to the property whilst works are carried out and clean up once the works are finished.

- 3) Most builders take one week to complete a schedule - what is the reason for Partners Ltd's delay?

Partners have supplied you with a list of works they expect to do in the property and work has started. In old properties it is common for the actual work to vary once work starts and underlying conditions are examined. Partners are not required to provide a detailed work schedule to residents in advance.

- 4) When can I have a schedule of works and when will I be told of the start date?

Please see the answer to question 3.

- 5) When does the consultation on proposed works start?

Partners have provided you with a list of proposed works. Under the terms of the PFI contract it is for Partners to decide what works are necessary to bring a property up to the Availability Standard set out in the contract. Partners have consulted with you and agreed a number of changes to the work they will do. They cannot agree changes that would prevent the property meeting the Availability Standard or incur additional costs to themselves or the Council.

- 6) Empty homes deteriorate, in particular during winter. What is being done to protect the home and the listed woodwork - who pays for these measures; i.e heating and keeping a watchful eye on the empty house?

Partners have a great deal of experience of refurbishing properties and are doing what is necessary to keep the property secure. These costs are included in the contract.

- 7) When will I be told when we can have our home back?

The works to your home are extensive and Partners will

	<p><i>confirm a return date as soon as they can.</i></p> <p>8) On 08 December Mr Anthony Jonas wrote to me stating that he wants me to help Partners with the building works. Could the Board please clarify what this means, and also note that if this means rolling my sleeves up and work as either paid builder or project manager that I am able to start at 2 days notice.</p> <p><i>You appear to have misconstrued Mr Jonas' letter. It stated "It is in their [Partners'] interest to complete the work to your home as quickly as possible and your co-operation in that process would make that task better for you as well as for them." It does not invite you to help Partners with the building works as you state in your question but suggests that if you co-operate with Partners they will be able to complete the work quicker and more to your satisfaction than if you adopt an adversarial approach.</i></p> <p>9) Please forward to me electronically a complete copy of the PFI 1 output specification and all changes negotiated since the contract was signed?</p> <p><i>I have already forwarded this to you.</i></p> <p>10) Do the questions put to CSSB put my case in a new context?</p> <p><i>The Board and Sub-Boards take all questions from the public seriously and give them all equal weight in reply.</i></p> <p><i>Answer:</i> <i>It was noted that a written response will be provided within 10 working days.</i></p>	
5	<p>Minutes of the Last Meeting (17th October 2006) and Matters Arising</p> <p>The minutes were agreed as an accurate record.</p>	
6	<p>Chair and Head of Performance and Service Development Report</p> <p>Chair's Report</p> <p>a) The Chair gave a brief feedback on attending the National Federation of TMOs (NFTMO) conference in Walsall.</p> <p>b) The Chair extended an invitation to the Sub-Board members from TMOs and TMCs to attend Christmas Drinks on December 19th 2006 in the Boardroom at Highbury House from 6.30 -8.00 pm.</p> <p>Head of Performance and Service Development's Report</p>	

	<p>a) The Head of Performance and Service Development reported that the visits by William McGarvie and Anthony Jonas to TMOs and TMCs were ongoing and have proved jointly constructive.</p> <p>b) It was noted that the feedback from other ALMOs was that other ALMOs and TMOs are encountering similar issues to those encountered by HFI and TMOs in Islington.</p> <p>The reports were noted.</p>	
7	<p>Validation of Capital Programme</p> <p>a) Ferenc Morath introduced a report on the consultation undertaken with Consultative Panels, the responses received and the process of approving the 2007/8/9 Capital programme.</p> <p>b) It was noted that there are priority programmes on works for each estate.</p> <p>c) It was noted that the proposal submitted both to IDC and Consultative Panels was that work should be concentrated as much as possible on repairs to the external structure of buildings that fail the Decent Homes Standard.</p> <p>d) It was noted that, to maximise efficiency and best value, the proposal included kitchens and bathrooms as well as M&E repairs as an extension to the work on the buildings failing to meet the Decent Homes Standard.</p> <p>e) It was noted that the proposal, in keeping with the Government criteria, includes plans to replace kitchens 30 years and older. This is standard HFI policy.</p> <p>The report was noted.</p>	
8	<p>Performance Indicators October 2006</p> <p>a) Simon Kwong introduced a report giving the performance figures for a range of HFI services within the remit of CSSB.</p> <p>b) It was noted that this is the first report on PFI 2 PIs to CSSB since the start of the contract on December 12th 2006.</p> <p>c) It was noted that the score for PFI 1 was 8.01 and PFI2 scored 6.48 in the October performance basket.</p> <p>d) It was noted that the TMOs achieved a score of 87.69% in caretaking inspections, below the target of 90%.</p> <p>e) It was noted that performance in October was better than target in all key areas, excluding caretaking. Urgent repairs were completed in time and repairs appointments made and kept.</p> <p>The report was noted.</p>	

9	<p>Performance of PFI 1 Contractor - Partners for Improvement in Islington</p> <p>a) Jane Mugridge presented 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 noted that the satisfaction survey carried out by Consul concluded that the main issues appear to be focused around lack of communication, the complaints procedure, getting snagging works completed and information from the resident liaison officers.</p> <p>c) It was noted that the big improvements were in provision of dustsheets and the increase in the number of workers wearing ID.</p> <p>d) It was noted that Partners have met their first contractual milestone ahead of the December 2006 milestone.</p> <p>The report was noted.</p>	
10	<p>Performance of PFI 2 Contractor - Partners for Improvement in Islington</p> <p>a) Jane Mugridge presented a report giving information about the new PFI contract, referred to as PFI 2, 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 full delivery of service of the PFI 2 contract began on October 2nd 2006, for a period of 16 years.</p> <p>c) It was noted that Partners have established a second area office at The Busworks, North Road Islington N7 9DP, providing a full range of services to residents.</p> <p>d) It was noted that nine staff members have been transferred under TUPE provisions, working as tenancy officers, customer services officers and income officers.</p> <p>The report was noted.</p>	

11	<p>Report Back TMOs/TMCs</p> <p>a) Simon Kwong presented a report on the performance of the 25 larger estate based TMOs and TMCs, delivering housing management and maintenance services to 4000 properties across the borough.</p> <p>b) It was noted that with regards to the problems at Blackstock TMO, these remain unresolved, as there have been unsatisfactory responses from the TMO in relation to the issues raised in the breach notice. The TMO have also failed to provide office cover or produce an action plan showing intentions of putting its management in order.</p> <p>c) It was noted that another breach notice may be served over the continuing concerns and serious consideration is being given to the termination of the management agreement with the TMO.</p> <p>d) It was noted that the Islington Green Co-op has voted to terminate its management agreement with LBI with effect from 31st March 2007. Properties will then come under the management of HFI from April 1st 2007.</p> <p>e) It was agreed that an Update Report on the new and clearer financial monitoring standards of TMOs/TMCs would be provided at next meeting.</p> <p>f) It was agreed that an Update Report on the negotiation of the new MMA would be provided at the next meeting.</p> <p>g) It was agreed that the previous report on MMA negotiations would be forwarded to Kate Barns.</p> <p>The report was noted.</p>	<p>Simon Kwong</p> <p>Simon Kwong</p> <p>Mike Sims</p>
12	<p>Risk Register</p> <p>a) Simon Kwong presented a report on the current position with regard to all risks that relate to the Contracted Services Sub-Board.</p> <p>b) CSSB noted the changes to the risks.</p> <p>c) It was agreed that the risks would be reviewed at the next meeting of CSSB.</p> <p>The report was noted</p>	
13	<p>Report back from Consultative Panels - November 2006</p> <p>The report was noted</p>	
14	<p>Forward Planner</p> <p>a) It was noted that the forward planner for January 2007 - March 2007 would be produced in January.</p> <p>The forward plan was agreed.</p>	<p>Mike Sims</p>

15	<p>Any Other Business</p> <p>a) John Gilbert gave his apologies for the next two meetings of CSSB.</p>	
16	<p>Date and Time of Next Meeting</p> <p>a) 13 February 2007 – 6:30pm, Board Room, Highbury House</p>	

There being no other business to conclude, William McGarvie closed the meeting at 7.58 pm

Chair: William McGarvie

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	13 February 2007	6	Monitoring

Subject of report: Performance Indicators December 2006

1. Synopsis

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

2. Recommendation

2.1 That Contracted Services Sub-Board notes the report.

3. Background

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

3.2 Notable performance issues are:

- PFI 1 scored 7.47 in the December performance basket, PFI 2 scored 7.28.
- The average re let time for management voids in PFI 1 was 24 calendar days and PFI 2 was 171 calendar days in December (details of reasons for poor performance are included in the separate PFI2 report).
- PFI 1 has also achieved a 3% drop in the current arrears per tenant compared to the same period last year. There is no corresponding data from the previous year for PFI 2.
- Tenant management organisations achieved a score of 88.57% in caretaking inspections, below the target of 90%.

3.3 Full details of performance are attached at Appendix 1.

4. Conclusion

4.1 Performance in December was better than target in all key areas for contracted services other than TMO caretaking and PFI2 voids management.

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Performance Indicator Report



improving housing through partnership

Performance
Monitoring
Section

QMS
ISO 9001:2000
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December 2006

Contracted Services

Sub-board

CONTENTS AND SUMMARY OF RESULTS

Page	Ref	Description	Current target	This period	Year to date	YTD Target met?	05/06 result	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	N/A	1	20	-	33	AR
6	BVPI 175	Percentage of racial harassment incidents resulting in further action	95%	100%	95%	-	100%	AR
7	LKPI 101a	Number of ABCs signed in month	45	7	44	-	N/A	AR
7	LKPI 101b	The number of NTQs / NSPs issued (Anti-social behaviour)	70	7	72	-	N/A	AR
7	LKPI 101c	The number of evictions (Anti-social behaviour)	22	0	7	-	N/A	AR
7	LKPI 101d	The number of injunctions obtained	8	2	15	-	N/A	AR
7	LKPI 101e	The number of ASBO's (anti-social behaviour orders) obtained	6	0	5	-	N/A	AR
Rent Arrears								
8	LI 22	Percentage of debt pool reduction. This is reported as a year to date position	N/A	-	-1.0%	-	N/A	AR
8	LKPI 23 (Hot 50)	Current arrears per tenant	£189.00	£208.56	£208.56	-	£209.52	AR
8	LKPI 24a	Total former rent arrears (£m)	N/A	£4.1	£4.1	-	£6.0	AR
8	LI 2a	Total rent arrears (£m)	N/A	£5.4	£5.4	-	£5.5	AR
8	LI 2b	Total arrears (£m)	N/A	£9.5	£9.5	-	£11.5	AR
9	LI 30 a & b	Rent arrears by banding	N/A	-	-	-	-	AR
Caretaking								
10	LKPI 69a	The percentage of caretaking inspections which achieved an A or B grade	90%	93%	88%	*	-	MP
Home Ownership - Right to Buy								
11	LKPI 74a	Right to Buy applications received and processed	N/A	22	342	-	266	AM
11	LKPI 74b	RTB2 - Valuations - time from request made to receipt (weeks)	8	3.1	6.5	✓	8.5	AM
11	LKPI 74c	S125's - receipt of valuation to issue (weeks)	1.5	0.7	1.5	✓	1.7	AM
11	LKPI 74d	Plans - plans requested from valuers to receipt (weeks)	8	3.2	4.1	✓	9.7	AM
11	LKPI 74e	Time from receipt of RTB1 to issue RTB2 (weeks)	4	2.0	2.4	✓	2.9	AM

CONTENTS AND SUMMARY OF RESULTS

Page	Ref	Description	Current target	This period	Year to date	YTD Target met?	05/06 result	Responsible officer
Home Ownership - Legal Action on Service Charges								
12	LKPI 75a	Instructions Recorded	400	28	275	✓	428	AM
12	LKPI 75b	Cases Issued	N/A	4	121	-	257	AM
12	LKPI 75c	Judgments Obtained	N/A	10	65	-	160	AM
12	LKPI 75d	Judgment Cost (£)	N/A	£12,836	£115,477	-	£201,703	AM
PROPERTY SERVICES								
Repairs								
13	LKPI 35 (Hot 50)	The percentage of urgent repairs completed (priority H0, H1,H2 & H3 time limits)	99.0%	99.7%	98.2%	✗	98.7%	MP
13	LKPI 185	Percentage of repairs for which an appointment was made and kept	98.7%	98.9%	98.5%	✗	98.9%	MP
14	LKPI 36	The average time taken to complete non-urgent repairs (£1000 upper limit - priority H4 & H6) in working days	8	8	9	✗	8	MP
14	LKPI 37	Percentage of non-urgent repairs completed on time (priorities H4 & H6)	97.0%	99.9%	98.6%	✓	98.2%	MP
RESOURCES								
15	BVPI 8	% Invoices Paid within 30 days	92.00%	95.31%	94.64%	✓	96.0%	MP
16 to 17	Glossary of terms and abbreviations							

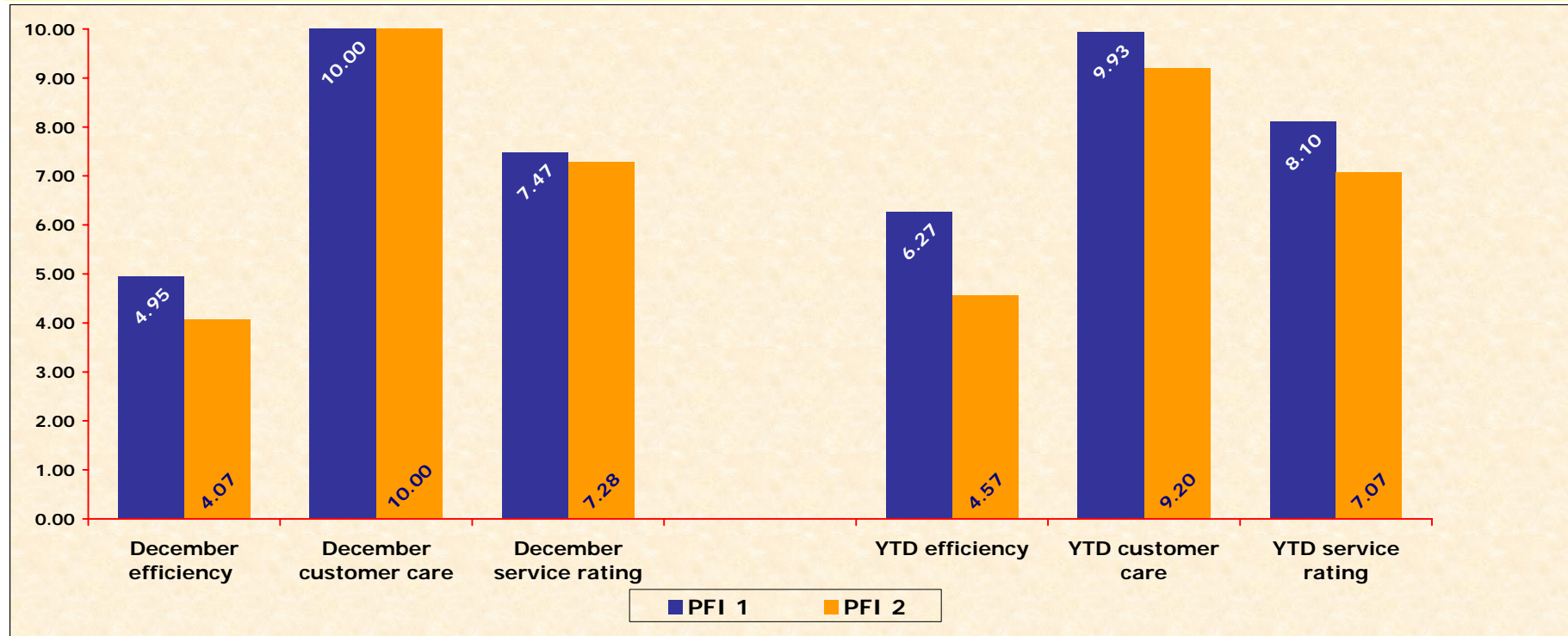
Performance Basket Report December 2006

Partners - Headline Performances

- **PFI 1 scored 7.47 points for December, and 8.10 points for the year to date. PFI 2 scored 7.28 points for December and 7.07 points for the year to date. Seven of the ten indicators evaluated for PFI 1 have attained maximum scores. Six of the nine indicators for PFI 2 have attained maximum scores.**
- **PFI 1 efficiency score was 4.95 for December, rating as "Below Target" and the customer care score was 10.00 points, which rates as "Excellent".**
- **PFI 2 efficiency score was 4.07 for December, rating as "Below Target" and the customer care score was 10.00 points, which rates as "Excellent".**

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	8.10
PFI 2	Good	7.07

Monthly Efficiency and Customer Care Scores		
	Efficiency	Customer Care
PFI 1	4.95	10.00
PFI 2	4.07	10.00

- PI's Contributing to the basket**
- | | |
|--------------------------------------|--|
| | <u>Wgt. (%)</u> |
| 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
 This is the total of completed initial harassment incident

The percentage of harassment incidents resulting in further action.

BVPI 175; racial incidents - TARGET = 95%
 (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; Dec 2006 = 1, YTD = 20
 BVPI 175; Dec 2006 = 100%, YTD = 95%
 LKPI 20a; Dec 2006 = 0, YTD = 4
 LKPI 20b; Dec 2006 = Nil, YTD = 100%
 LKPI 21a; Dec 2006 = 6, YTD = 91
 LKPI 21b; Dec 2006 = 100%, YTD = 100%
 LKPI 1; Dec 2006 = 100%, YTD = 60%
 LKPI 2; Dec 2006 = Nil, YTD = 100%
 LKPI 3; Dec 2006 = 50%, YTD = 63%

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

Clarification can be obtained from Alan Richards (Ext 4281)

The number of racial incidents recorded by Homes for Islington

Dec 2006	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	10	1	7	100%	100%	100%	100%	100%	86%
Lyon Street	5	0	1	100%	Nil	100%	40%	Nil	0%
Isledon Road	6	0	3	100%	Nil	100%	100%	Nil	0%
Boleyn Road	5	0	3	100%	Nil	67%	20%	Nil	33%
Upper Street	3	0	4	100%	Nil	100%	33%	Nil	75%
Central Street	4	0	2	100%	Nil	100%	25%	Nil	100%
PFI 1	0	0	0	Nil	Nil	Nil	Nil	Nil	Nil
PFI 2	N/A	0	0	N/A	Nil	Nil	N/A	Nil	Nil
HFI Total	33	1	20	100%	100%	95%	64%	100%	60%

The number of sexuality incidents recorded by Homes for Islington

Dec 2006	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	0	0	2	Nil	Nil	100%	Nil	Nil	100%
Lyon Street	1	0	1	100%	Nil	100%	0%	Nil	100%
Isledon Road	1	0	0	100%	Nil	Nil	100%	Nil	Nil
Boleyn Road	3	0	0	100%	Nil	Nil	0%	Nil	Nil
Upper Street	0	0	0	Nil	Nil	Nil	Nil	Nil	Nil
Central Street	0	0	0	Nil	Nil	Nil	Nil	Nil	Nil
PFI 1	0	0	0	Nil	Nil	Nil	Nil	Nil	Nil
PFI 2	N/A	0	1	N/A	Nil	100%	N/A	Nil	100%
HFI Total	5	0	4	100%	Nil	100%	20%	Nil	100%

The number of other incidents recorded by Homes for Islington

Dec 2006	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	15	1	22	100%	100%	100%	100%	100%	100%
Lyon Street	17	2	22	100%	100%	100%	18%	0%	9%
Isledon Road	44	1	13	100%	100%	100%	95%	0%	38%
Boleyn Road	15	0	5	87%	Nil	100%	7%	Nil	40%
Upper Street	10	1	17	100%	100%	100%	90%	100%	94%
Central Street	6	1	9	100%	100%	100%	33%	100%	100%
PFI 1	4	0	3	100%	Nil	100%	75%	Nil	33%
PFI 2	N/A	0	0	N/A	Nil	Nil	N/A	Nil	Nil
HFI Total	111	6	91	98%	100%	100%	68%	50%	63%

OPERATIONS

LKPI 101a;

The number of ABC's (Acceptable Behaviour Contract's) 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 Contract's)

Comments:

LKPI 101a; December = 7, YTD = 44 LKPI 101d; December = 2, YTD = 15

LKPI 101b; December = 7, YTD = 72 LKPI 101e; December = 0, YTD = 5

LKPI 101c; December = 0, YTD = 7 LKPI 101f; December = 27

A reconciliation exercise has been conducted for all antisocial behaviour activities reported between April and September 2006.

Clarification can be obtained from Alan Richards (Ext 4281)

The number of evictions obtained

Dec	2006		
	Last Year	This Month	YTD
LKPI 101c			
Boleyn Road	1	0	2
Central Street	0	0	0
Holland Walk	3	0	0
Isledon Road	2	0	1
Lyon St	0	0	1
Upper Street	0	0	3
PFI 1	1	0	0
PFI 2	N/A	0	0
HFI Total	7	0	7

The number of injunctions obtained

Dec	2006		
	Last Year	This Month	YTD
LKPI 101d			
Boleyn Road	3	0	3
Central Street	0	0	1
Holland Walk	2	0	2
Isledon Road	4	0	1
Lyon St	4	1	2
Upper Street	5	0	4
PFI 1	1	1	2
PFI 2	N/A	0	0
HFI Total	19	2	15

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

Dec	2006	Signed			Live
		Last Year	This Month	YTD	
LKPI 101a & LKPI 101f					
Boleyn Road	4	0	5	8	
Central Street	20	3	7	6	
Holland Walk	8	0	6	4	
Isledon Road	12	2	13	7	
Lyon St	25	0	6	4	
Upper Street	18	2	6	7	
PFI 1	5	0	1	1	
PFI 2	N/A	0	0	0	
HFI Total	92	7	44	37	

The number of NTQs/NSP's issued

Dec	2006		
	Last Year	This Month	YTD
LKPI 101b			
Boleyn Road	10	1	12
Central Street	19	0	14
Holland Walk	22	2	11
Isledon Road	23	1	15
Lyon St	11	1	9
Upper Street	32	1	6
PFI 1	5	1	5
PFI 2	N/A	0	0
HFI Total	122	7	72

The number of anti-social behaviour orders

Dec	2006		
	Last Year	This Month	YTD
LKPI 101e			
Boleyn Road	1	0	1
Central Street	1	0	0
Holland Walk	0	0	0
Isledon Road	0	0	0
Lyon St	0	0	0
Upper Street	2	0	4
PFI 1	0	0	0
PFI 2	N/A	0	0
HFI Total	4	0	5

OPERATIONS

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

Target = To be below £189 (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 2005-06 ie March 2006. This figure excludes reception centres.

Comments:

LKPI 23 = £208.56

- up 4.3% (£8.66) compared to November 2006
- down 4.8% (£10.52) compared to December 2005

LKPI 24a = £4,108,090

- down 4.3% compared to November 2006
- down 31.6% compared to March 2006

LI 2a = £5,418,754

- down 3.2% since November 2006
- down 1.0% since March 2006

LI 2b = £9,526,844

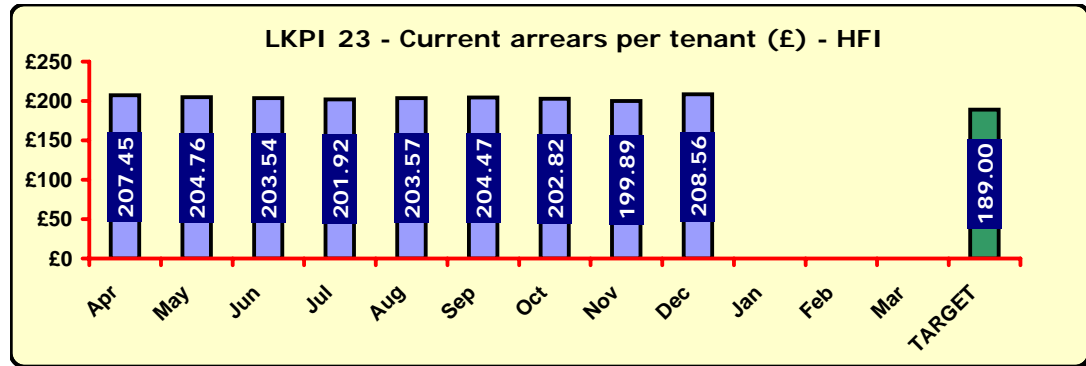
- down 0.2% since November 2006
- down 17.0% since March 2006

LI 22 = -1.00% reduction

NB: "Last Year" is March 2006.

This indicator (LKPI 23) is subject to ongoing reconciliation of previous data, which may result in changes to reported performance.

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



Current arrears per tenant

Dec 2006	Dec 2005	This Month	% Change
LKPI 23			
Holland Walk	£174.81	£173.30	-0.9%
Lyon Street	£257.14	£249.24	-3.1%
Isledon Road	£262.53	£229.39	-12.6%
Boleyn Road	£252.67	£200.14	-20.8%
Upper Street	£193.25	£182.51	-5.6%
Central Street	£172.00	£175.15	1.8%
TOTAL HFI	£216.65	£199.56	-7.89%
PFI 1	£253.76	£246.12	-3.0%
PFI 2	N/A	£252.53	N/A
TOTAL PFI	£253.76	£250.17	-1.4%
TOTAL	£219.07	£208.56	-4.8%

Percentage of debt pool reduction (%)

Dec 2006	Last Year	This Month
LI 22		
Holland Walk	-4.00%	-10.28%
Lyon Street	-19.80%	-17.64%
Isledon Road	-21.65%	-27.02%
Boleyn Road	-19.06%	-24.71%
Upper Street	-11.44%	-4.26%
Central Street	-10.88%	-3.75%
TOTAL HFI	-15.66%	-15.57%
PFI 1	-10.11%	1.41%
PFI 2	N/A	N/A
TOTAL PFI	-10.11%	179.60%
TOTAL	-15.26%	-1.00%

Total current rent arrears

Dec 2006	Last Year	This Month
LI 2a		
SLUGS	£60,610	£57,610
Holland Walk	£760,084	£681,945
Lyon Street	£933,867	£769,140
Isledon Road	£1,153,153	£841,628
Boleyn Road	£699,399	£526,572
Upper Street	£774,897	£741,920
Central Street	£682,774	£657,172
TOTAL HFI	£5,064,784	£4,275,987
PFI 1	£408,717	£414,462
PFI 2	N/A	£728,305
TOTAL PFI	£408,717	£1,142,767
TOTAL	£5,473,501	£5,418,754

Total former tenant arrears

Dec 2006	Last Year	This Month
LKPI 24a		
TOTAL	£6,006,748	£4,108,090

Total arrears

Dec 2006	Last Year	This Month
LI 2b		
TOTAL	£11,480,249	£9,526,844

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;
Roughly 44.7% of Homes for Islington's tenants are in arrears (44.5% in December 2005)

- Central Street has the lowest proportion of tenants with arrears at 42.1%.

- Boleyn Road has the highest proportion of tenants with arrears at 48.0%.

Overall, of those tenants that are in arrears:

- 5.9% have arrears of £2000 or more.
- 13.0% have arrears of £1000 or more.

LI 30b;
Rent accounts where £1000 or more is owed hold 65.9% of the total current arrears balance of Homes for Islington (66.8% in December 2005)

- 59.1% (lowest) of Holland Walk current arrears balance is held in accounts with more than £1000 in arrears.

- 72.4% (highest) of Lyon Street's current arrears balance is held in accounts with more than £1000 in arrears.

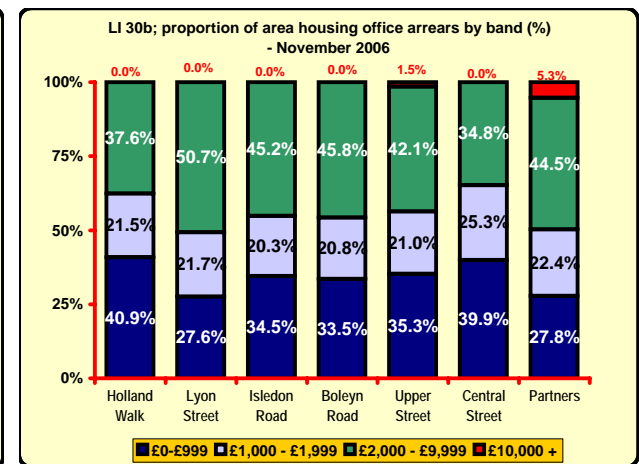
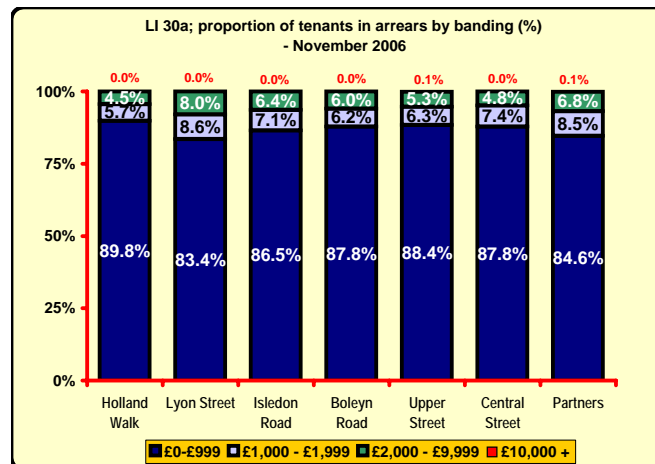
Clarification can be obtained from Alan Richards (Ext 4281)

Number of tenants in arrears by band

LI 30a	2005				Total	2006				Total
	Dec	Dec	Dec	Dec		Dec	Dec	Dec	Dec	
	£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	1,929	108	99	0	2,136	1,643	104	82	0	1,829
Lyon Street	1,383	144	121	2	1,650	1,119	115	107	0	1,341
Isledon Road	2,154	203	165	1	2,523	1,503	124	111	0	1,738
Boleyn Road	1,267	88	108	0	1,463	1,118	79	76	0	1,273
Upper Street	1,758	121	104	1	1,984	1,577	112	94	1	1,784
Central Street	1,668	145	75	0	1,888	1,395	117	77	0	1,589
TOTAL HFI	10,159	809	672	4	11,644	8,355	651	547	1	9,554
PFI 1	663	62	59	1	785	648	65	52	1	766
PFI 2	N/A	N/A	N/A	N/A	N/A	1,147	108	91	1	1,347
TOTAL PFI	663	62	59	1	785	1,795	173	143	2	2,113
HFI	10,822	871	731	5	12,429	10,150	824	690	3	11,667
% of total	87.1%	7.0%	5.9%	0.04%		87.0%	7.1%	5.9%	0.03%	

Amount of arrears by band

LI 30b	2005				Total	2006				Total
	Dec	Dec	Dec	Dec		Dec	Dec	Dec	Dec	
	£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	£322,342	£153,628	£307,682	£0	£783,653	£278,896	£146,809	£256,240	£0	£681,945
Lyon Street	£265,301	£202,900	£457,670	£21,182	£947,054	£212,259	£166,932	£389,949	£0	£769,140
Isledon Road	£395,008	£287,136	£577,849	£10,905	£1,270,899	£290,014	£171,120	£380,493	£0	£841,628
Boleyn Road	£222,339	£129,176	£366,564	£0	£718,079	£176,329	£109,279	£240,964	£0	£526,572
Upper Street	£270,506	£170,086	£357,530	£11,411	£809,534	£261,856	£156,143	£312,505	£11,417	£741,920
Central Street	£294,683	£196,574	£232,529	£0	£723,785	£262,075	£166,167	£228,930	£0	£657,172
TOTAL HFI	£1,770,180	£1,139,500	£2,299,825	£43,499	£5,253,004	£1,481,430	£916,449	£1,809,081	£11,417	£4,218,377
PFI 1	£115,072	£86,309	£209,484	£17,741	£428,606	£115,296	£92,872	£184,282	£22,012	£414,462
PFI 2	N/A	N/A	N/A	N/A	N/A	£232,836	£151,899	£333,512	£10,058	£728,305
TOTAL PFI	£115,072	£86,309	£209,484	£17,741	£428,606	£348,132	£244,771	£517,794	£32,070	£1,142,767
HFI	£1,885,252	£1,225,809	£2,509,308	£61,240	£5,681,610	£1,829,562	£1,161,220	£2,326,875	£43,487	£5,361,144
% of total	33.2%	21.6%	44.2%	1.1%		34.1%	21.7%	43.4%	0.8%	



OPERATIONS (CARETAKING)

(LKPI 69a) The percentage average score of caretaking inspections.

Target = 79%

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

Target = 90%

All scores are based upon independent assessment of caretaking inspections.

Caretaking inspections are assigned a grade using the following scale:

"A" (All Clear) 75%-100%

"B" (Satisfactory) 50%-74%

"C" (Poor) 25%-49%

"D" (Very Poor) 0%-24%

(LKPI 69a) The percentage average score of caretaking inspections.

The monthly average caretaking score for December 2006 is 79.95%, 0.95% above target. The year to date average score is 78.76%, 0.24% below target.

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

The overall "A" and "B" score for December 2006 was 92.85%. The aggregate "A" and "B" score for the year to date is 88.27%, 1.73% below the success rate target of 90%.

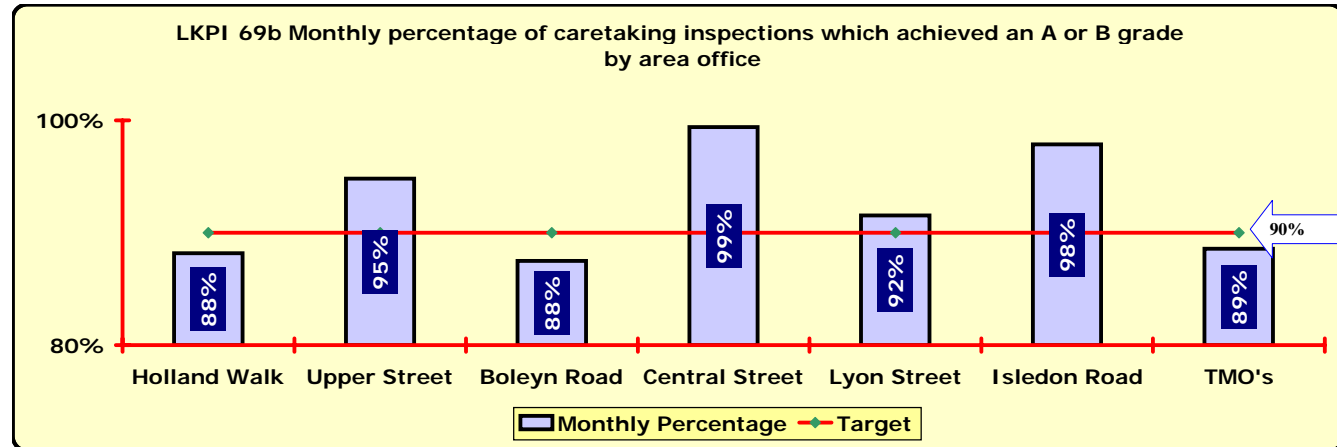
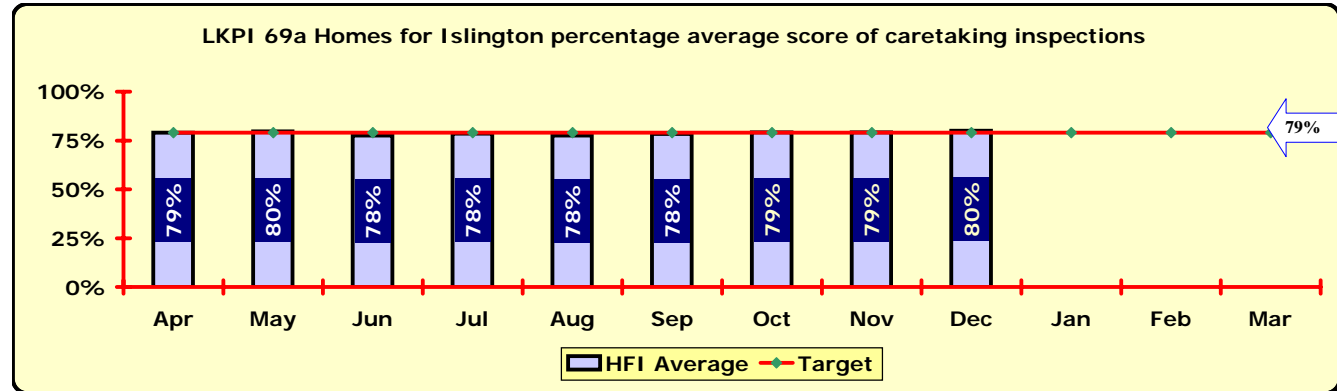
TMO inspections

December's average score was 80.12%. The year to date average is 79.62%, 0.62% above target. December's "A" and "B" grades have achieved an average score of 88.57%, and a year to date average of 87.51%, 2.49% below the success rate target of 90%.

Contact Matt Parsons for more information on ext 4219

Caretaking inspection total, percentage gradings and average percentage score

LKPI 69a	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	22	60	10	1	24%	65%	11%	1.08%	77.69%	77.91%	88.17%	87.20%
Upper Street	52	113	8	1	30%	65%	5%	0.57%	81.03%	78.94%	94.83%	90.12%
Boleyn Road	24	116	20	0	15%	73%	13%	0.00%	75.63%	77.46%	87.50%	85.48%
Central Street	56	107	1	0	34%	65%	1%	0.00%	83.38%	80.96%	99.39%	92.01%
Lyon Street	28	80	10	0	24%	68%	8%	0.00%	78.81%	77.89%	91.53%	87.23%
Isledon Road	51	131	4	0	27%	70%	2%	0.00%	81.32%	78.47%	97.85%	88.13%
TMO's	68	118	23	1	32%	56%	11%	0.48%	80.12%	79.62%	88.57%	87.51%
HFI Total	301	725	76	3	27%	66%	7%	0.27%	79.95%	78.76%	92.85%	88.27%



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 = 8 weeks

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

Target = 1.5 weeks

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

Target = 8 weeks

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

Target = 4 weeks

Comments:

December 2006 Performance:

- LKPI 74a = 22
- LKPI 74b = 3.1 weeks
- LKPI 74c = 0.7 week
- LKPI 74d = 3.2 weeks
- LKPI 74e = 2 weeks

Contact Anne Mushington for more information on ext 4113

	Right To Buy (RTB)	Last Year	Dec-06	YTD
LKPI 74a	RTB Received	487	22	342
	RTB 2 Admittance's	442	19	281
	RTB2 Denials	76	5	45
	Section 125 Offers Issued	688	32	356
	Offers Accepted	263	15	128
	Instructions to legal services	379	10	132
	RTB Completions	266	7	103
	RTB Processing			
	Within timescale	86%	92%	90%
	Outside timescale	14%	8%	10%
Processing time measurment in weeks				
LKPI 74b	Time taken from Valuation request to valuation received.	8.5	3.1	6.5
LKPI 74c	Time from receipt of valuation to issue S125	1.7	0.7	1.5
LKPI 74d	from valuers to receiving them.	9.7	3.2	4.1
LKPI 74e	Time from receipt of RTB1 to issue RTB2	2.9	2	2.4

OPERATIONS - Home Ownership - Legal Action on Service Charges

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

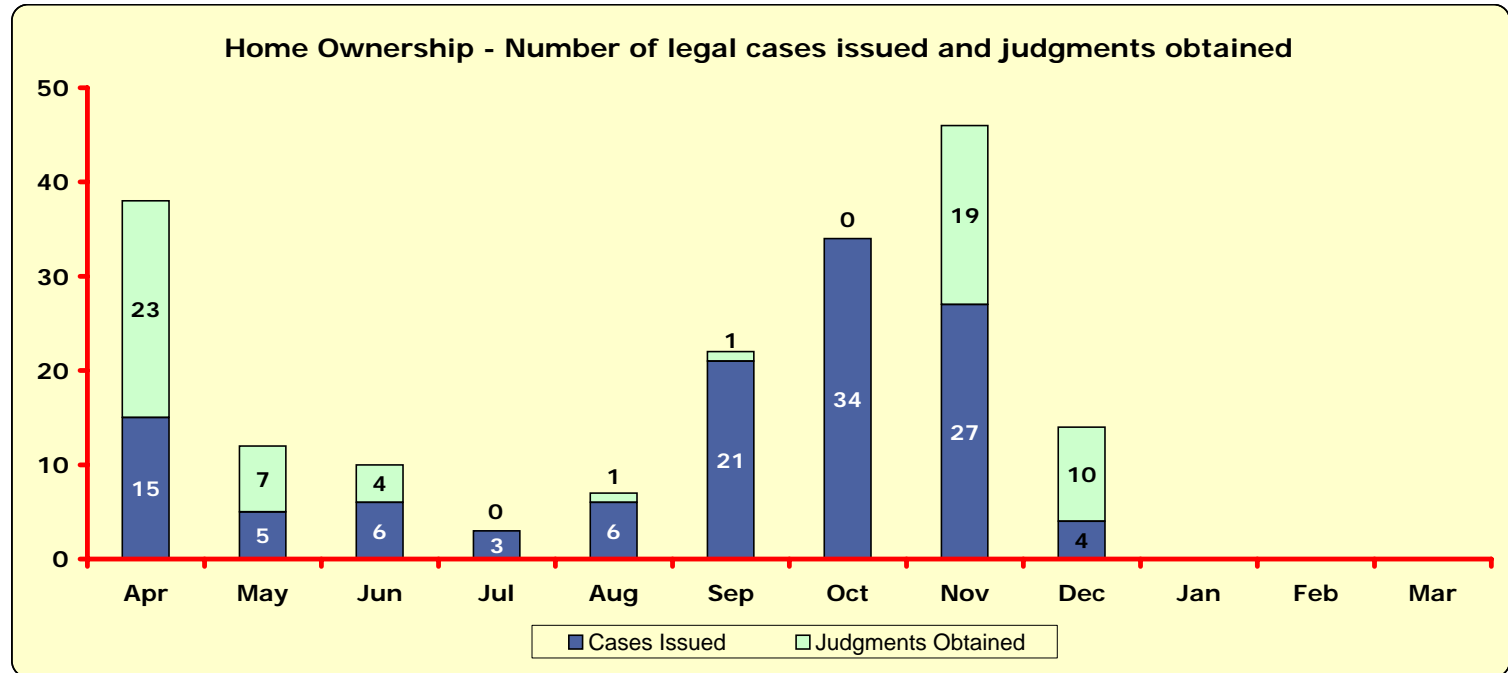
LKPI 75a
Instructions recorded
Target = 400

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

Instructions recorded:
December = 28
YTD = 275

Contact Anne Mushington for
more information on ext 4113

NEW CASES	Dec	YTD
LKPI 75a - Instructions Recorded	28	275
LKPI 75b - Cases Issued	4	121
LKPI 75c - Judgments Obtained	10	65
LKPI 75d - Judgment Cost	£12,835.81	£115,477.15



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)

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 = 99%

(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.

This indicator is included in the CPA calculation.

Target = 98.7%

Comments:

LKPI 35: Urgent jobs

The current month score for December 2006 is 99.67%, this is 0.67% above target. Year to date performance is 98.25%, is 0.75% below target.

LKPI 185: Repair appointments made and kept

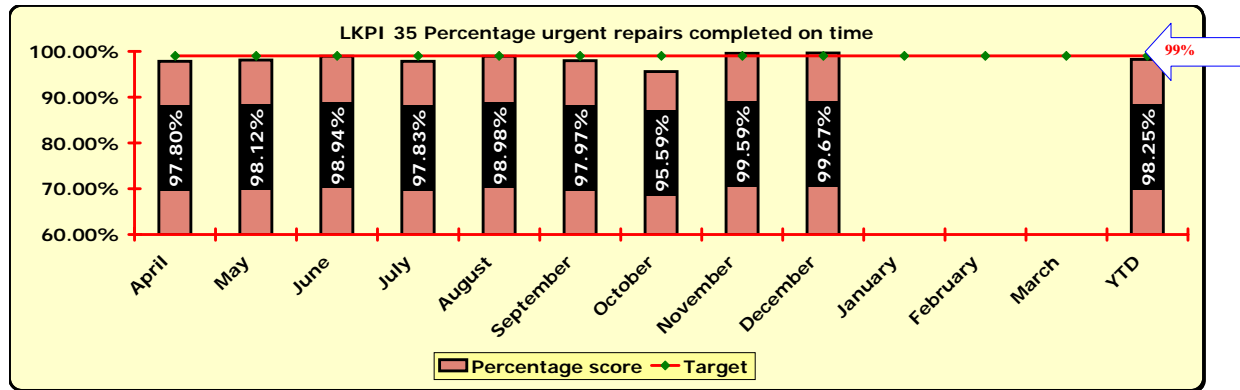
The percentage of responsive repairs appointments made and kept across HFI for December 2006 was 98.99%. Year to date performance is 98.46%, is 0.24% above target.

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

Contact Matt Parsons for more information on ext 4219

LKPI 35; percentage of urgent repairs completed

LKPI 35	Last Year			Current Mth			YTD		
	Repairs	Completed	%	Repairs	Completed	%	Repairs	Completed	%
Holland Walk	1813	1795	99.0%	170	170	100.0%	1207	1171	97.0%
Lyon Street	1194	1184	99.2%	101	100	99.0%	787	775	98.5%
Isledon Road	2113	2086	98.7%	152	151	99.3%	1304	1278	98.0%
Boleyn Road	1265	1234	97.5%	116	115	99.1%	834	811	97.2%
Upper Street	1437	1423	99.0%	120	120	100.0%	1035	1002	96.8%
Central Street	1535	1507	98.2%	143	143	100.0%	1092	1070	98.0%
PFI 1	2081	2059	98.9%	175	175	100.0%	2175	2169	99.7%
PFI 2	N/A	N/A	N/A	243	242	99.6%	693	691	99.7%
TOTAL	11438	11288	98.7%	1220	1216	99.7%	9127	8967	98.2%



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	3349	3299	98.5%	407	403	99.0%	4173	4088	98.0%
Lyon Street	2255	2234	99.1%	218	215	98.6%	2535	2490	98.2%
Isledon Road	3559	3511	98.7%	336	327	97.3%	3959	3873	97.8%
Boleyn Road	2282	2257	98.9%	297	293	98.7%	2577	2538	98.5%
Upper Street	3152	3112	98.7%	401	396	98.8%	3772	3705	98.2%
Central Street	1884	1848	98.1%	192	192	100.0%	2239	2207	98.6%
PFI 1	6166	6133	99.5%	398	398	100.0%	4143	4136	99.8%
PFI 2	N/A	N/A	N/A	801	800	99.9%	2867	2863	99.9%
TOTAL	22647	22394	98.9%	2249	2224	98.9%	23398	23037	98.5%

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= 8 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 - December 2006 performance of average time taken to complete non-urgent repairs was 8 calendar days. Year to date performance is 9 calendar days.

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

LKPI 37 - December 2006 performance on the percentage of non-urgent repairs completed on time was 99.9%. This is 2.9% above target. Year to date performance of 98.6%, is 1.6% above target.

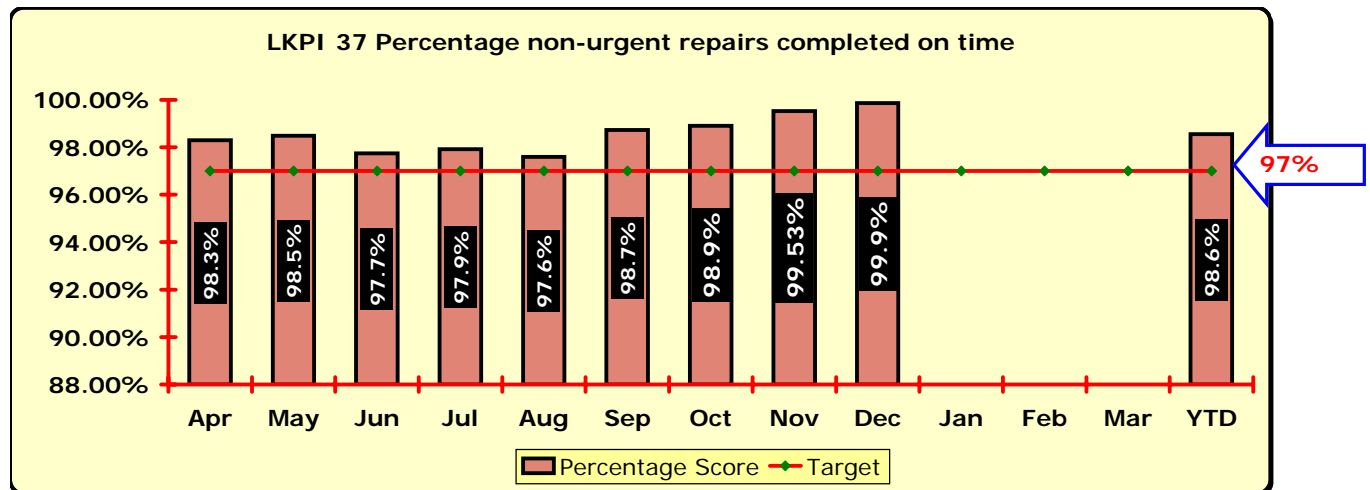
Contact Matt Parsons for more information on ext 4219

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	4886	42168	9	427	3669	9	4115	39217	10
Lyon Street	3602	29638	8	220	1799	8	2548	22050	9
Isledon Road	5388	45665	8	361	3179	9	4070	38159	9
Boleyn Road	3518	30071	9	290	2275	8	2658	22136	8
Upper Street	4623	40071	9	397	3282	8	3829	34584	9
Central Street	3111	25414	8	197	1558	8	2287	17946	8
TOTAL	25128	213027	8	1892	15762	8	19507	174092	9

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	4897	4808	98.2%	427	427	100.0%	4115	4041	98.2%
Lyon Street	3602	3540	98.3%	220	220	100.0%	2548	2515	98.7%
Isledon Road	5399	5302	98.2%	361	361	100.0%	4070	3993	98.1%
Boleyn Road	3520	3453	98.1%	290	290	100.0%	2658	2630	98.9%
Upper Street	4637	4550	98.1%	397	394	99.2%	3829	3765	98.3%
Central Street	3114	3065	98.4%	197	197	100.0%	2287	2263	99.0%
PFI 1	881	874	99.2%	56	56	100.0%	691	691	100.0%
PFI 2	N/A	N/A	N/A	178	178	100.0%	583	583	100.0%
TOTAL	26050	25592	98.2%	2126	2123	99.9%	20781	20481	98.6%



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 = 92%

Comments:

BVPI 8; DEC 2006 = 95.31%

YTD = 94.64%

Comparison with London BVPI 2004-05 full results suggests HFI's performance is top quartile.

For further clarification please contact Matt Parsons on Ext 4219.

BVPI - 8 Percentage of invoices paid within 30 days.

	Last Year			Current Mth			YTD			
	Inv. Pd last year	Inv. Pd within 30 days	Percentage	Inv. Pd within 30 days	Inv. Pd this Mnth	Percentage	Invoices outstanding	Inv. Pd within 30 days	Inv. Paid this year	Percentage
Holland Walk	882	878	99.55%	76	76	100.00%	1	676	678	99.71%
Central Street	974	971	99.69%	106	106	100.00%	31	781	787	99.24%
Boleyn Road	579	577	99.65%	37	37	100.00%	7	443	446	99.33%
Isledon Road	1013	1005	99.21%	56	56	100.00%	8	703	707	99.43%
Lyon Street	235	233	99.15%	61	61	100.00%	17	572	577	99.13%
Upper Street	1083	1080	99.72%	95	95	100.00%	25	843	874	96.45%
Total Area Offices	4766	4744	99.54%	431	431	100.00%	89	4018	4069	98.75%
Resources	7342	6833	93.07%	487	510	95.49%	37	4879	5269	92.60%
Reception Centre	915	891	97.38%	80	80	100.00%	23	744	797	93.35%
Performance & Service Development	307	273	88.93%	18	45	40.00%	5	220	285	77.19%
LBI (Housing)	6325	5608	88.66%	238	307	77.52%	N/A	3303	3867	85.42%
TOTAL (Excluding LBI)	13330	12741	95.58%	1016	1066	95.31%	154	9861	10420	94.64%

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	13 th February 2007	7	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 25 larger estate based TMOs and TMCs, delivering housing management and maintenance services to 4,000 properties on behalf of the London Borough of Islington. The four small homestead co-ops remaining after the latest round of mergers, which between them manage 46 dwellings, are excluded from this report as they are not part of the quarterly monitoring scheme.

2 Recommendations

2.1 That the Sub-Board notes this report.

3 Background

- 3.1 Homes for Islington's Tenant Management Commissioning Team monitors the performance of all TMOs and TMCs on behalf of the council. Commissioning Officers hold quarterly monitoring meetings with each organisation and review all the services provided as well as the governance and finance arrangements.
- 3.2 Monthly monitoring data is sought from the twenty-three TMOs and TMCs that are linked into the Citrix network. Of those, thirteen, including one co-op, supplied all of the data required for December. Four TMOs failed to provide any data at all; five co-ops supplied rent arrears monitoring data only.
- 3.3 With the need to complete the new Modular Management Agreement with the tenant management co-operatives by the end of March, it has been decided to not to hold quarterly monitoring meetings scheduled for January and February with the TMOs meeting at least the minimum standard (one diamond for both governance and finance), in order to complete the preparation and scrutiny of the schedules to the agreement. However, monitoring will still take place for the three TMOs with "No Diamonds" ratings for both Finance and Governance – Blackstock, Brunswick and Stafford Cripps.
- 3.4 Glyn Robbins, one of the team's four Commissioning Officers, left HFI in mid-January and as two of the three schemes to be monitored were part of his "patch",

Stacey Wright will be covering this task. Staff are in the process of finding temporary cover for this post, pending a permanent recruitment.

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 again for the second quarter of 2006/07 and are based on the round of monitoring visits conducted during October and November. The caretaking assessment is drawn from the latest inspection by the Quality Monitoring Officers. The performance indicators are drawn from the monthly monitoring information supplied by TMOs and TMCs for December. The following provides information on those organisations that give cause for concern and details the action being taken.

4.2 Blackstock TMO

The report to CSSB in December 2006 reported on problems in the TMO and HFI's attempts to get the TMO to draw up a recovery plan. However the TMO Committee consistently failed to respond to HFI with any proposals. At the request of HFI the Council served notice in December terminating the management agreement of the TMO to take effect on 31 March 2007. A Special General Meeting called by concerned residents on 18th December passed a vote of no confidence in the majority of the Committee members and appointed a pro-tem Committee pending formal elections, which took place at another Special General Meeting on 22nd January. The new Committee has elected officers and has also appointed a temporary manager, pending a permanent recruitment. Interim arrangements were made by HFI to ensure that the services provided by the TMO on the estate continued to operate while this process was underway.

The new Committee is appraising and re-organising the TMO's finances and management procedures. If it can demonstrate to HFI that it is able to manage the TMO to the required standards before the date the termination notice takes effect, HFI would be prepared to recommend to the Council that the TMO should continue and the termination notice be withdrawn.

4.3 Brunswick Close TMO

This TMO continues its recovery following the recent financial management problems and the departure of the manager. The TMO is constrained from recruiting a permanent replacement manager until the appeals process is completed, but the TMO continues to deliver services under the guidance of a temporary manager. The new Committee continues to demonstrate commitment to retaining tenant management on the estate, but will require assistance and support to overcome the past difficulties.

As the TMO's Commissioning Officer has now left HFI, the remaining team members will provide the close supervision required for this scheme.

4.4 Islington Green Co-op

Written confirmation has now been received that Islington Green Co-operative intends to relinquish its management functions to HFI with effect from 1st April 2007. Preparations to take the properties into direct HFI management are underway with property surveys and the reconciliation of rent accounts and other financial records.

4.5 **Weston Rise TMO**

While dissent between “old” and “new” Committee members continues and the TMO’s long-standing manager left the organisation before Christmas, somewhat earlier than previously anticipated, this TMO continues to function effectively. Some monthly monitoring information was supplied for December, but not in a useable format, and this will be resolved by training.

4.6 **Stafford Cripps TMO**

Following the discovery of financial irregularities and the resignation of the TMO manager in October, the Committee of the TMO has been working to gain an understanding of the implications of these activities for the TMO’s finances. A new Manager has been appointed and services continue to be effectively delivered. The close support and supervision required to return this TMO to good governance is hampered by the departure of Glyn Robbins and the team will cover until permanent recruitment is completed.

4.7 **Harry Weston Co-op**

The issues on the selection of new tenants in this co-op are still to be resolved. It was alleged that the co-op had failed to follow the council’s allocations policy but the co-op disputed that. The council has not withdrawn the allocation function from the co-op but has not allowed the co-op to proceed with allocation for a currently void property. It is seeking an agreement with the co-op that would resolve the issue and allow allocation to proceed.

4.8 **Holbrook Co-op**

As the co-op cannot resolve the issue that caused it to lose its governance diamond (late holding of the AGM), but its performance otherwise is satisfactory, it will not feature in future reports.

5 **Five Year Reviews**

5.1 The reports on both the Redbrick and Weston Rise reviews have now been completed. The Redbrick report shows that residents are generally satisfied with the services provided by the TMO with 70% saying that tenant management is a good thing for their estate. This is reflected in the ballot, where on a turnout of 51%, 81% voted in favour of the TMO continuing. On Weston Rise, response rates to surveys and questionnaires were lower than at Redbrick; nonetheless 75% felt that tenant management was a good thing for their estate and in the ballot with a low 19% response rate, 78% voted for the TMO to continue.

5.2 Feedback on the Bemerton review report is awaited from the TMO prior to producing a final version, with the ballot scheduled for the spring; the Miranda review is also scheduled for completion in the summer, as is the review at Spa Green.

6 **TMO/TMC Financial Management Review**

6.1 Tenant Management Commissioning has been working with HFI’s Accountancy section to set up a process for monitoring TMO finances. It was agreed that HFI should monitor TMO financial management more closely including their operation of financial procedures such as invoice authorisation and petty cash disbursements.

- 6.2 However with 25 TMOs HFI does not have the resources to audit each one even on an annual basis and in any case it is a better use of resources to audit on the basis of risk. Neither Accountancy nor TMCT are experienced in financial audits and it would be better value for money to commission expert auditors such as LBI Internal Audit for this work. We aim to complete up to eight audits each year.
- 6.3 After each audit, Accountancy with the assistance of TMCT will monitor the implementation of the audit recommendations to make sure that weaknesses identified in the audit have been rectified. This may involve inspection of records and on-site checks that financial procedures are being followed. TMCT staff may need additional training for this.
- 6.4 Accountancy and TMCT will work together to identify risks. They will identify high risk TMOs for audit by scrutinising annual accounts and management letters, previous audit reports, quarterly monitoring visits and any other information received.
- 6.5 Work is continuing on finalising the financial procedures schedule for the new Modular Management Agreement, with feedback received from the co-ops' adviser in the negotiations. The departure of Glyn Robbins, who organised most of our training events, means that the delivery of the follow-up training for Treasurers, envisaged following the 6th November training event, may now be a little delayed. However, a session for Commissioning Officers to heighten their awareness of the signs of financial problems in TMOs took place in January as planned.

7 Cyclical Joint Accounts

- 7.1 Arrangements are being finalised with the Council's Finance Department for new accounts to be set up to hold the cyclical maintenance reserve for each TMO. The new accounts will allow for signatories from both HFI and the TMO and will ensure that the reserve is used only for cyclical maintenance with the approval of HFI.

8 Negotiation of New Modular Management Agreement (MMA)

- 8.1 A new management agreement for nine co-ops whose existing management agreement has expired is being produced. Negotiations with the co-ops on the detailed schedules of the agreement have been completed subject to approval of the final documents during February. There have been substantial discussions on the methodology to calculate allowances for the co-ops. The majority of the issues have been resolved and the next step will be to calculate allowances based on the Council's 2007/08 budget once that is received.
- 8.2 Negotiation meetings have been timetabled through February and March and the objective to sign the new agreements by the end of March is still on target. There will be formal consultation in the next two months with tenants and leaseholders on the relevant estates to comply with section 27 of the Housing Act 1985.

9 Conclusion

- 9.1 Despite the very serious financial management problems experienced by three TMOs over recent months, it seems likely that all three will be able to recover and continue to manage their estates, with new managers in place and closer scrutiny

by new or refreshed management committees. HFI is stepping up the level of support provided to TMOs and co-ops on financial management issues to ensure that we are doing all we can to avoid similar problems in future.

- 9.2 Progress with the negotiation of the new Modular Management Agreement continues to be encouraging and the completion of this programme by April 2007 will mark a major step forward in the relationship between co-ops and HFI. It will also provide excellent foundations for future work on the agreements with existing TMOs.

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HOMES FOR ISLINGTON

TMO/TMC PERFORMANCE REPORT TO CONTRACTED SERVICES SUB-BOARD FEBRUARY 2007

TMO/TMC		Stock Number	Data Supplied	PERFORMANCE INDICATORS				MONITORING ASSESSMENT		
				Repairs	Correspondence	Voids	Arrears	Governance***	Finance***	Caretaking*
1	Arch-Elm Co-op	95	N	NP	NP	NP	N/A	◆◆	◆◆	73.21%
2	Bemerton Villages TMO	735	Y	100%	None	None	N/A	◆◆	◆◆◆	79.90%
3	Blackstock TMO	185	N	NP	NP	NP	N/A	No Diamonds	No Diamonds	80.88%
4	Braithwaite House TMO	108	Y	100%	NIL	None	N/A	◆◆	◆	79.55%
5	Brooke-Park Co-op	111	N	NP	NP	NP	108%	◆◆◆	◆◆◆	76.67%
6	Brunswick Close TMO	268	Y	100%	None	None	N/A	No Diamonds	No Diamonds	77.78%
7	Charteris Co-op	127	Y	99%	100%	None	98%	◆◆	◆◆	N/A
8	Dixon Clark Court TMO	60	Y	None	None	None	N/A	◆◆	◆	80.26%
9	Elthorne 1st Co-op	133	N	NP	NP	NP	107%	◆◆	◆◆	75.20%
10	Gambier House TMO	115	Y	100%	100%	14 days	N/A	◆◆◆	◆◆	77.50%
11	Halfmoon Crescent Co-op	226	N	NP	NP	NP	99%	◆◆◆	◆◆◆	81.63%
12	Harry Weston Co-op	124	N	NP	NP	NP	NP	◆◆	◆◆	84.01%
13	Holbrook Co-op	103	N	NP	NP	NP	108%	No Diamonds	◆◆◆	71.43%
14	Hornsey Lane EMB	173	Y	100%	None	None	N/A	◆◆	◆◆◆	80.00%
15	Islington Green Co-op**	31	N/A					◆	No Diamonds	N/A
16	Miranda TMO	148	Y	100%	100%	None	N/A	◆◆	◆◆◆	82.45%
17	Newbery House Co-op**	54	N/A					◆	◆	78.41%
18	Pleydell TMO	280	Y	93%	None	None	N/A	◆◆◆	◆◆	87.17%
19	Quaker Court TMO	76	Y	100%	75%	None	N/A	◆◆◆	◆◆	76.43%
20	Redbrick TMO	111	Y	83%	80%	None	N/A	◆◆	◆◆	78.13%
21	Spa Green TMO	129	Y	100%	None	17 days	N/A	◆◆	◆◆	83.57%
22	Stafford Cripps TMO	180	N	NP	NP	NP	N/A	No Diamonds	No Diamonds	80.95%
23	Taverner & Peckett TMO	165	N	NP	NP	NP	N/A	◆	◆◆	76.98%
24	Wenlake TMO	119	N	NP	NP	NP	N/A	◆◆◆	◆◆◆	81.33%
25	Weston Rise TMO	144	N	NP	NP	NP	N/A	◆◆	◆◆	78.17%
Total Stock reporting		4000								

Notation

N/A Not a TMO/TMC responsibility
 NP Not provided by the TMO/TMC

*** Governance and Finance ratings are from 2nd quarter, July to September (where available)
 ** Scheme reports data quarterly as it has no office or citrix connection
 * Data shows latest inspection result: Overall percentage achieved

Assessment Ratings

◆◆◆ Excellent
 ◆◆ Good
 ◆ Fair

NB: Data excludes Homestead Co-ops

Report of Simon Kwong		Team Chief Executive Directorate	Job Title Head of Performance and Service Development
Name of Meeting Contracted Services Sub-Board	Date of Meeting 13 ^h February 2007	Agenda item 8	Status Monitoring

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

1. Synopsis

- 1.1 This report provides information on the performance of Partners in delivering the PFI1 contract for refurbishment, maintenance and housing management services to 2,400 street properties across the borough. It also outlines current issues and developments in delivering services.

2. Recommendation

- 2.1 That the Sub-Board notes this report.

3. General Performance

- 3.1 In the draft Performance Basket (overall service rating) for December 2006 Partners scored 7.47 points out of a maximum of 10, which is rated as "good". The aggregate score for the year to the end of December is 8.10, which is also deemed "good." The basket for Partners contains some different performance indicators from the basket used for HFI's area offices and direct comparison with their scores is therefore not possible.

3.2 Rent Arrears

- 3.2.1 For the period April to the end of December, Partners collected 99.73% of the rent due. This exceeds the contract target of 97.5% but is below HFI's target of 101%. This ranks sixth out of the seven area offices. The current arrears per tenant at the end of December were £246, up from £238 at the end of October. This is accounted for by the seasonal effect of Christmas. HFI are satisfied that debt recovery action is being taken on all debts over a £1,000.

3.3 Tenancy Management

- 3.3.1 Performance is satisfactory in all areas.

3.4 Customer Care

3.4.1 In December, Partners performed excellently in meeting target times for responding to correspondence, complaints and members enquiries. For the period April to end December 2006 Partners had received 93 complaints compared to 133 for the same period last year, a 30% reduction.

3.4.2 Partners have agreed to carry out all of the recommendations made in HFI's audit of the way Partners deal with complaints. The Council's Central Complaints Unit has raised concerns about delays in responding to stage three and Ombudsman complaints. A meeting between CCU, HFI and Partners agreed actions to resolve those issues and HFI will monitor outcomes closely.

3.4.3 Appendix 1 gives information and an explanation about the escalation of Partners complaints from stage 2 to stage 3.

3.5 Responsive Repairs

3.5.1 Partners' repairs performance continues to meet contract targets and continues to be very good.

3.6 Voids Management

3.6.1 At the end of December 2006 Partners had 30 voids, which is a reduction from 36 at the end of October. 17 of these were in use for temporary accommodation for tenants whilst refurbishment works to their home was being carried out. The remaining voids were either subject to refurbishment works or in the process of being re-let. The average time taken to re-let all voids (excluding the period for major refurbishment works) was 25.5 days in December. This performance meets the contract target of 29.9 days but is just outside HFI's target of 25 calendar days.

4. Mori Satisfaction Survey

4.1 In the summer of 2006 HFI commissioned Mori to conduct a STATUS satisfaction survey of all tenants managed by HFI, including those managed by Partners. Significant results are shown below:

Topic	Very or fairly Satisfied	
	HFI	Partners
1. Overall satisfaction with the service provided by the landlord.	64%	66%
2. Satisfaction with the landlord's provision of opportunities for participation in management & decision-making.	53%	51%
3. Satisfaction that rent represents value for money.	65%	67%
4. Satisfaction with the way that the landlord deals with repairs and maintenance.	64%	67%
5. Satisfaction with landlord keeping tenants	74%	69%

informed.		
6. Satisfaction with landlord's approach to anti-social behaviour.	49%	37%

4.2 Tenants of Partners are slightly more satisfied overall with the service they receive than HFI's tenants and more satisfied with Partners' repairs service. However there is noticeably more dissatisfaction with Partners' arrangements for participation in management and decision-making and with being kept informed. Partners' tenants are much less satisfied with Partners' approach to dealing with anti-social behaviour than HFI's tenants. Partners are being asked to address the findings of this satisfaction survey in their annual service improvement plan for 2007/8.

5. Refurbishment Programme

5.1 Summary

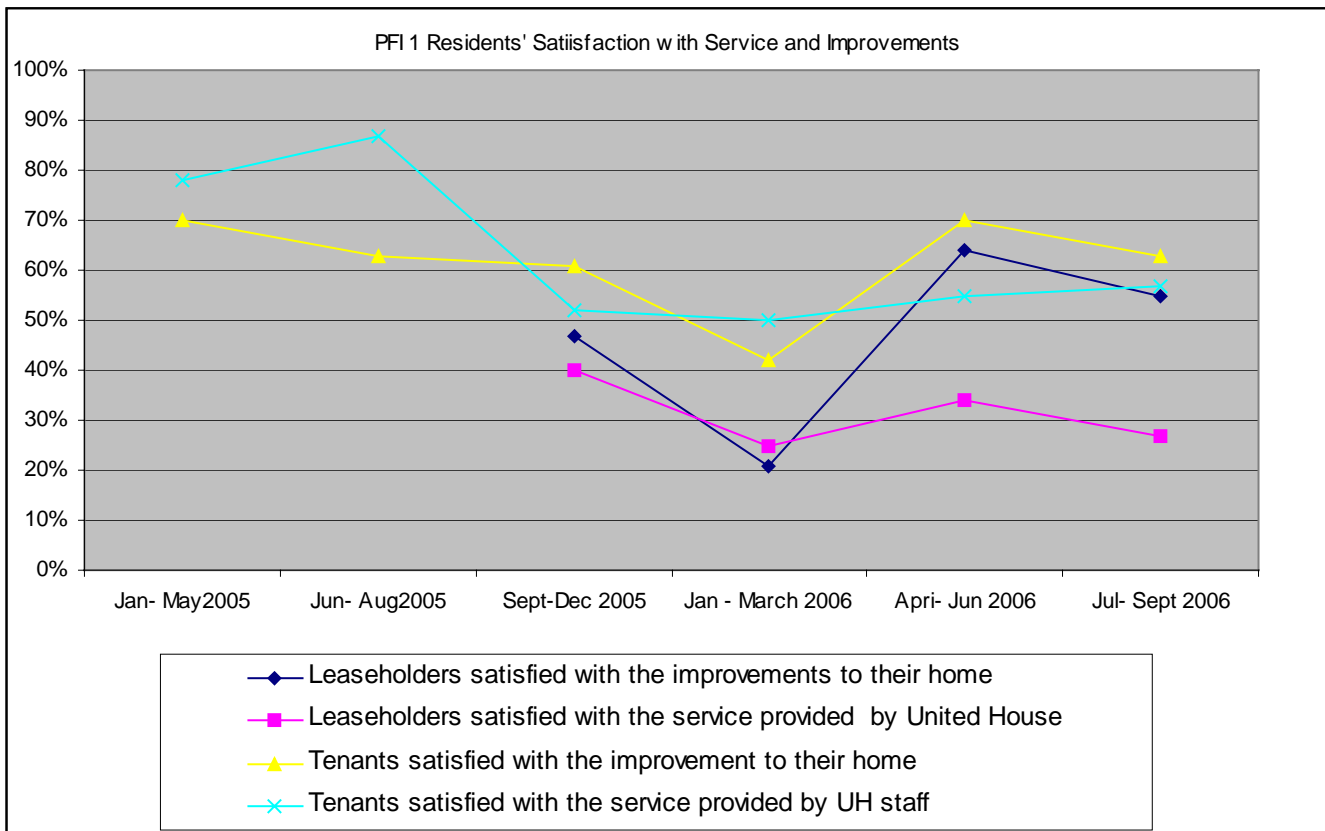
5.1.1 The refurbishment programme began at the end of August 2003 and is scheduled to finish on 30th September 2008. At the end of December 2006, Partners met the contractual milestone to complete the full refurbishment of 40% of the dwellings to the full standard. Partners exceeded this target and completed 1159 dwellings (49.5% of the total number) made up of 897 tenanted homes and 262 leasehold homes. A further 379 tenanted dwellings had been refurbished internally and were awaiting external refurbishment.

5.2 Satisfaction Survey of Residents with Refurbishment Works

5.2.1 An independent telephone-based survey of 259 tenants and 36 leaseholders in recently refurbished homes was carried out between July and September 2006.

5.2.2 The results show a small increase, from 55% to 57%, in tenants' satisfaction with the service they received from Partners compared to the survey carried out between April and June 2006. The latest survey showed a marked reduction in tenants' satisfaction with the improvements to their homes from 70% to 63%.

5.2.3 Leaseholders registered a reduction in their satisfaction with improvements to their homes from 64% to 55% since the previous survey. They also showed a reduction in satisfaction with Partners service from 34% to 27%. The graph shows survey results since January 2005.



5.2.4 The main areas of dissatisfaction were with attention to detail and the standard of completed work. Better protection of tenants' belongings, tidiness and cleaning have led to an increase in tenant satisfaction with the service. Residents said that improvements were needed in the communication about the length of time works will take and in the actual duration of the renovations.

5.2.5 Since the survey was finished, Partners have been putting their action plan into effect and HFI expects that its full implementation will lead to improved satisfaction in the next survey.

6. Conclusion

6.1 Partners continues to provide a good repairs and customer care service. The MORI survey has identified some areas for improvement, which HFI would like Partners to address in their annual service improvement plan for 2007/8. HFI is pleased that Partners have reached and exceeded the milestone for the number of homes that have to be refurbished. The survey of residents who had their homes refurbished indicates that there remains scope for improvement in the service provided and in the standard of completed work. HFI is working with Partners to ensure that satisfaction levels in this area can be raised and is monitoring Partners' action plan.

7. Performance Indicators December 2006

PFI 1						
	Contract Target 06/07	HFI Target 06/07	Year end March 2006	October 2006	December 2006	YTD
Complaints % replied to within 10 days	96%	97%	100%	100%	100%	100%
Correspondence % replied to within 10 days	96%	98%	100%	100%	100%	99%
Members Enquiries % replied to within 10 days	96%	98%	100%	100%	100%	100%
% Telephone calls answered within 18 seconds (excl out of hours)	80%	94%	99.1%	98%	99%	98%
% gross rent collected	97.5%	101%	97.0%	100.4%	88.6%	98.6%
Current arrears per tenant	Not a contract target	£190	£243	£238	£246	£246
Average re-let time for minor repair re-lets only (excluding all dwellings with major repairs)	29.9 days	25 days	25 days	25 days	28 days	25.5 days
Average re-let time for all local authority dwellings let (excluding period for major repairs)	Not a contract target	25 days	15 days	24.7 days	23.8 days	20.4 days
% of all repairs completed within time-scales year to date	95%	99.0%	98.7%	100%	100%	100%
% responsive repairs for which an appointment was made and kept	Not a contract target	98.7%	100%	99.79%	100%	100%
% of gas services completed against programme (YTD)	100% at year end	100% at year end	99.6%	99.8%	99.8%	99.8%

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Item 8 – Appendix 1

Complaints Drivers 2006 / 07

Partners have adopted LBI's three stage complaints procedure. Stage one complaints are responded to by the manager of the relevant service area, stage two complaints are responded to by John Holman, Managing Director, and stage three complaints responded to by the central complaints team at LBI.

1. Overall Numbers of Complaints 2006 / 07

There have been 106 complaints on PFI 1 and 18 on PFI 2. These figures include stage 2 and 3 complaints.

PFI Round	Total no. complaints	Stage 1	Stage 2	Stage 3
PFI 1	106	85	15	6
PFI 2	18	15	3	0

2. Complaints Resolution Rate

Our current stage one resolution rate is 82%, with 18% of complainants taking their complaint to stage 2. There are 9 different causes for stage 2 complaints. Of these the most common cause, representing 40% of the total is, 'dissatisfied with previous response'.

Our current stage two resolution rate is 60%, with 40% of complainants taking their complaint to stage 3. This represents 7% of all stage 1 complaints. There are 3 causes for complaints going to stage 3. Of these the most common causes representing 40% of the total each are, 'dissatisfied with the previous response', and 'compensation offered inadequate'.

PFI Round	Complaint Stage	Complaint Resolution Rate
PFI 1	Stage 1	82% (first time resolution)
	Stage 2	60% (of remainder)
	Stage 3	34% (of remainder)
PFI 2	Stage 1	80% (first time resolution)
	Stage 2	No statistics available
	Stage 3	No statistics available

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	13 th February 2007	9	Monitoring

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

1. Synopsis

- 1.1 This report provides information on the new PFI contract, referred to as PFI2, delivering refurbishment, maintenance and housing management services to 1,871 street properties, comprising a total of 4,101 dwellings across the borough.

2. Recommendation

- 2.1 That the Sub-Board notes the report.

3. Background

- 3.1 The purpose of the PFI 2 contract is to secure the refurbishment of most of the pre-1919 street properties that are not covered by the PFI 1 contract. Partners for Improvement in Islington are responsible for managing and delivering the project and will be using the same sub-contractors as in the PFI 1 contract.
- 3.2 Full service delivery began on 2nd October 2006 for a period of 16 years. The contractor will be installing new kitchens, bathrooms and heating systems in tenants' homes and upgrading electrical wiring. Repairs and decorations will be carried out to the external fabric and common parts and leaseholders will benefit from these works. In the PFI 2 contract, HFI is responsible for some repairs such as rear boundary walls and renewal of underground drainage. In addition HFI is responsible for works that exceed defined numerical limits for work such as replacement of windows and new heating systems installed outside of the planned refurbishment programme.

3.3 Partners have set up a second area office at The Busworks, North Road, Islington N7 9DP, which is providing the full range of services to residents covered by the PFI 2 contract.

4. General Performance

4.1 In the Performance Basket for December 2006 Partners scored 7.07 points out of a maximum of 10 for their overall service rating, which is rated as “satisfactory”. However Partners scored 4.57 for efficiency and this aspect is rated as “below target”. This under-performance stems from the average re-let time for voids which was affected by the handover from HFI to Partners where a number of homes had already been empty for a considerable time at the contract start date.

4.2 Partners achieved a score of 10 points for customer care, which is rated as “excellent.” Partners are achieving better results in the performance basket for PFI 1 but it is expected that performance for PFI 2 will catch up after initial bedding in. There is a performance and unavailability holiday for 6 months from the start date of the contract. During this time no deductions for poor performance can be made.

4.3 Rent Arrears

4.3.1 In December 2006 Partners collected 88.4% of the rent due and the year to date figure was 98.4%. This is better than the contract target of 97.3% but below the HFI target of 101%. December performance is thought to be due to the seasonal effect of deferred payment of rent at Christmas. HFI will be closely monitoring the debt levels in order to ensure that the council’s income is maximised.

4.4 Responsive Repairs

4.4.1 In the period October to December 2006 100% of all repairs were completed within timescales and 100% of appointments made for responsive repairs were kept.

4.4.2 A small backlog of repairs in the responsibility of HFI remains to be dealt with by Kier Islington. Most of the initial teething problems stemming from the handover of repairs at the start of the contract have been ironed out.

4.4.3 At the start of the contract about 150 properties were handed over without a valid gas certificate. Partners are tackling that backlog as well as carrying out a full programme of services. At the end of December 2006, 96.30% of properties had a valid gas certificate.

4.4.4 In PFI 2, the Council retains responsibility for a number of repair items such as garden walls, boundary fences and health and safety items and HFI will manage these repairs. A referral system has been developed to ensure a smooth transition of responsibility from Partners to HFI and procedures have been set up within HFI to process and complete the repairs and to monitor the costs of these works.

4.5 Voids Management

- 4.5.1 At the start of the contract there were 28 empty dwellings and at the end of December there were 34 voids. Nine of these were subject to renovation works and a further 12 were undergoing refurbishment and had also been pre-allocated. 11 were being used to decant tenants so that their homes could be refurbished. A further two were in the process of being let. All new voids arising since 2nd October are going into the works refurbishment programme. The average re-let time for minor voids for October to December was 26 calendar days against a contract target of 27 days. The average time taken to relet all empty dwellings year to date was 77 days. This is in excess of HFI's target of 25 days and is because a number of dwellings had been empty for some time at the time they were handed over by HFI.

4.6 Residents' Forum

- 4.6.1 Two meetings of the forum have been held since October 2006. The panel is made up of residents who were involved in LBI's consultative arrangements for the setting up of the PFI 2 contract. This group will continue until formal elections in May. The forum has discussed the idea of merging with the PFI 1 forum and will review this in March.

5. Refurbishment Programme

5.1 Outline

- 5.1.1 The refurbishment programme began on the 2nd October 2006 and is scheduled to finish on 31st March 2012. At the end of December, 22 tenanted dwellings were being refurbished and internal works had been completed to 37. Works had not started on leasehold dwellings because statutory notices have to be served on leaseholders before works can commence. Partners reached the first contract milestone to refurbish 30 dwellings by the end of December.
- 5.1.2 There are two new sets of performance measures in the PFI 2 contract concerning the refurbishment works. These are collected and presented by Partners. For tenanted dwellings, refurbished between October and end of December, 78% of residents were satisfied with the refurbishment works and 75% were satisfied with the service provided by Partners. Note that this survey information is gathered from residents by Partners and not by the independent telephone survey that is used to measure satisfaction in the PFI 1 contract. Partners are considering using the same independent telephone survey for the PFI2 contract.
- 5.1.3 Partners have reported 100% compliance in meeting works performance indicators, covering the management of the refurbishment works and

communicating with residents and safeguarding their interests when works are in progress.

6. Performance Indicators

PFI 2					
	Contract Target 06/07	HFI Target 06/07	October 2006	December 2006	YTD
Complaints % replied to within 10 days	96%	97%	100%	100%	100%
Correspondence % replied to within 10 days	96%	98%	100%	100%	100%
Members Enquiries % replied to within 10 days	96%	98%	100%	100%	100%
% Telephone calls answered within 18 seconds (excl out of hours)	80%	94%	98%	99%	98%
% Gross rent collected	97.3%	101%	98.6%	88.4%	95.9%
Current arrears per tenant	Not a contract target	£190	£229	£253	£253
Average re-let time for minor repair voids only (excluding all dwellings with major repairs) KPI 5	27 working days	25 days	37 days	<i>No minor voids let in December</i>	26 days
Average re-let time for all local authority dwellings let (excluding period for major repairs)	Not a contract target	25 days	37 days	171 days	77 days
% of all repairs completed within time-scales year to date	95%	99.0%	99.7%	100%	100%

PFI 2					
	Contract Target 06/07	HFI Target 06/07	October 2006	December 2006	YTD
% responsive repairs for which an appointment was made and kept	Not a contract target	98.7%	99.7%	99.9%	100%
% of gas services completed against programme (YTD)	100% at year end	100% at year end	97.7%	96.3%	96.3%

7. Conclusion

7.1 Partners have made a good start to the contract with a relatively smooth transition of services from HFI other than in gas servicing and voids where the performance of Partners has been adversely affected. Generally there is a small difference in performance between PFI 1 and PFI 2 but Partners should be able to close that gap.

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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	13 th February 2007	10	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), and proposes some changes to what was included in the risk register report reviewed by Board on 4th December 2006.

2. Recommendation

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

3. Background

- 3.1 HFI's Board reviews the risk register on a quarterly basis.
- 3.2 The meeting of Board on 19th December 2005 agreed that the risk register should include a new column, which identifies which Sub-Board, Committee or Working Group of HFI has an interest in the risk.
- 3.3 Meetings are also held regularly with Service Directors to review risks in their areas. The risk register is now also reviewed by Senior Management Team prior to it going to Board.
- 3.4 In June 2006, Zurich Municipal Risk Management (ZMRM) carried out a review of HFI's risk register. This made a number of proposals for amending the risk register. These have been reported to Board on 4th December 2006. This report follows the changes in format agreed by Board at that meeting.
- 3.5 The risks set out in Appendix A have been referred to the Contracted Services Sub-Board for monitoring.
- 3.6 Contracted Services Sub-Board will at each meeting consider the issues raised in the 'Prevention and Mitigation' and 'Progress on action' columns.
- 3.7 There are no new risks included in Appendix A.
- 3.8 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)

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

- High risks – red
- Medium-high risks – pink
- Medium-low risks – yellow
- Low risks - green

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 and two Medium-high Risks (STR 014 and OPE 017).

3.10 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'.

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					

3.11 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 10 - 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 (merged with risk OPE 005, but separated between two Sub-Boards)	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"> 06 Status Survey result 64% (target 63%) 54% satisfied with opportunities for participation (50% target)
STR 014 # * Failure to effectively client the PFI contracts	M 3	M 3	MH 9	<ul style="list-style-type: none"> Adequate clienting resources required to effectively manage contractor performance 	CSSB	S Kwong	<ul style="list-style-type: none"> No additional clienting resources available for PFI2 Clienting activity has been risk assessed by Contract Commissioning Team
OPE 017 * Failure to manage performance by TMOs, including their failure to implement recommendations of internal audit reports	M 3	M 3	MH 9	<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"> Internal Audit follow-up visits to all TMOs in progress Training event held Nov 06 on financial management and anti-fraud measures Recommendations from Internal Audit report being implemented
MND 002B * Inability to provide equality of access to services	H 3	L 2	ML 6	<ul style="list-style-type: none"> Ensure Equality and Diversity Strategy specifies actions to address Impact Assessments on key service areas 	CSSB	S Kwong	<ul style="list-style-type: none"> Equality Impact Assessment training delivered February 07
MND 003B * Inability to address higher levels of dissatisfaction amongst BME residents	M 3	M 2	ML 6	<ul style="list-style-type: none"> Ensure Resident Involvement Strategy and Equality and Diversity Strategy specify actions to address this Programme for analysing service failures by diversity mapping information started in Oct. 06 	CSSB	S Kwong	<ul style="list-style-type: none"> On track to achieve Equalities Standard Level 4 for April 2007 Tenant satisfaction survey carried out shows improved BME satisfaction from 51% (2004) to 61% (2006)

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
MND 004B Failure to adequately demonstrate support for vulnerable tenants	H 4	L 1	L 4	<ul style="list-style-type: none"> ▪ HFI liaises with LBI with regard to tenant needs through the Supporting People programme ▪ Performance monitoring through CSSB 	CSSB	S Kwong	•
MND 005B Failure to effectively respond to incidents of harassment	H 3	L 2	ML 6	<ul style="list-style-type: none"> • Introduced Anti-Social Behaviour posts to Operations Division • 4-weekly monitoring at Senior Management Team • Monitoring at Sub-Board <ul style="list-style-type: none"> ▪ Monitoring continues – targets consistently being achieved ▪ Harassment procedure being evaluated 	CSSB	S Kwong	▪

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	13 February 2007	11	Information

Subject of Report: Report Back from Consultative Panels – January 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 January 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 6 Area Housing Panels, Islington Leaseholder Forum, Partners for Improvement in Islington Residents Forum and the TMO/TMC Review Group) 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 January 2007

- 4.1 For the January 2007 round of Consultative Panel meetings, there were 2 reports for Consultation:
- **Rent Review**
 - **Consultative Panels Tenants Compact and Estate Security 2007/08**

Appendix 1 of this report is a summary of the views of all Consultative Panels from January 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 – January 2007

	ITEM 1 – Rent Review	ITEM 3 – Consultative Panels Tenants Compact and Estate Security 2007/08
Boleyn Road Area Housing Panel	<ul style="list-style-type: none"> - The Panel voted not to accept any proposals for a rent increase. 	<ul style="list-style-type: none"> - The Panel agreed to meet on 15th February 2007 to look at the tenants compact in detail and agree bids.
Central Street Area Housing Panel	<ul style="list-style-type: none"> - The Panel felt the figure of 67% of tenants in receipt of housing benefit did not give the full picture and requested further information showing the breakdown of e.g. pensioners, people on low incomes with family credit etc. The Panel felt this figure could be misinterpreted and give a false impression of the number of tenants not working and claiming benefits. - A request was made for some options on lower rents, as given in some other boroughs. - There was concern that the unpooling of rent charges would mean that the unpooled service charges would have no cap or limit. - The panel discussed garages and there was concern that the rental income was not being spent on repairs. Reports of the sale of property by LBI (including garages) were also discussed. 	<ul style="list-style-type: none"> - The panel agreed to defer the allocation of 07/08 funding to the local sub panels scheduled for February. - The tenant compact funding allocation will also take place at February's sub panels.

	ITEM 1 – Rent Review	ITEM 3 – Consultative Panels Tenants Compact and Estate Security 2007/08
Holland Walk Area Housing Panel	<ul style="list-style-type: none"> - The Panel expressed concern over the rent increase proposed on the garages and felt it was odd to increase the charges for garages/parking in relation to the disparity of parking in the borough. - The Panel felt that if the Council was increasing charges over inflation this could cause wide spread problems all over the borough. - The Panel expressed some concern concerning affordability for those in receipt of housing benefit. - There was further concern raised over how HFI dealt with Health and Safety issues in concern to garages being left empty and not bringing in revenue. 	<ul style="list-style-type: none"> - The Panel agreed to the sub panels prioritising the allocation of Tenants Compact schemes at the next sub panel meetings to be ratified at the next AHP meeting in March. - The Panel felt that the Community Safety budget should be top sliced to allow for more funding to be spent on Tree Maintenance which will then allow for community safety works such as lighting enhancements to be more effective. - It was suggested that the viability of the tree programme is reduced from 5 to 3 years. - The decision in respect of £5750 available to spend in the Tenants Compact budget for estate security for the current financial year was made. The Panel agreed to commission Access to Sports to continue the sports work in McCall House.
Isledon Road Area Housing Panel	<ul style="list-style-type: none"> - The Panel noted the report. 	<ul style="list-style-type: none"> - The Panel agreed to hold a separate meeting dedicated to this subject.

	ITEM 1 – Rent Review	ITEM 3 – Consultative Panels Tenants Compact and Estate Security 2007/08
Lyon Street Area Housing Panel	<ul style="list-style-type: none"> - The Panel had no adverse comments regarding the proposed increases. 	<ul style="list-style-type: none"> - The Panel raised a local issue regarding whether consultation would take the format of a tour or a presentation. The Panel agreed to meet on 26th February 2007 to discuss bids for 2007/08.
Upper Street Area Housing Panel	<ul style="list-style-type: none"> - The Panel was concerned that unpooled service charges are not capped. - The Panel was concerned that caretaker refund allows for service to be provided once a week without any entitlement to refund as it is only payable after the 5th consecutive day of no service. 	<ul style="list-style-type: none"> - The Panel agreed to meet on 12th February 2007. - The Panel was concerned by the size of the bills and required the ability to query them.
Islington Leaseholder Forum	<ul style="list-style-type: none"> - The Forum did not discuss the report as it was not relevant to leaseholders. 	<ul style="list-style-type: none"> - The Forum did not discuss the report as it was not relevant to leaseholders.
Partners for Improvement in Islington (PFI 1) Residents Forum	<ul style="list-style-type: none"> - The Forum asked to know how the decision is made about the level of rent increase for each tenant's home, and by whom. 	<ul style="list-style-type: none"> - The Forum asked why the Tenant Compact Budget is not available for street properties. Environmental issues, security issues and community safety issues are important for street properties and there are potential initiatives.

	ITEM 1 – Rent Review	ITEM 3 – Consultative Panels Tenants Compact and Estate Security 2007/08
Partners for Improvement in Islington (PFI 2) Residents Forum	<ul style="list-style-type: none"> - The rent increase was accepted, however the Forum wanted to know whether the increase was in line with other councils. They also questioned the need for an annual increase and questioned whether this should be restricted to a bi-annual increase as with private landlords. 	<ul style="list-style-type: none"> - It was decided that the compact and estate security items were not relevant to the Forum because they live in street properties.
TMO/TMC Review Group	<ul style="list-style-type: none"> - The Panel acknowledged the report with no comment except that the increase seemed excessive. 	<ul style="list-style-type: none"> - The Panel made no direct comment on this item, though it was noted that any TMO/TMC could submit a bid for funding to their local Area Housing Panel.