

Contracted Services Sub-Board
Agenda 19<sup>th</sup> August 2008
**6.30 PM to 8.30PM**

Highbury House, 5 Highbury Crescent

Item	Presenter	Subject	Status	Page number	Duration
		<b>Open Items</b>			
1	K Barns	Welcome/Apologies/ Introductions	Information	Verbal	7.00 - 7.05
2	K Barns	Declaration of interests	Information	Verbal	7.00 - 7.05
3	K Barns	Questions from the public	Information	Verbal	7.05 - 7.25
4	K Barns	Minutes of last meeting 17 <sup>th</sup> June 2008 and matters arising	Decision	1	7.25 - 7.35
5	E McGoldrick	Business Plan Priorities 2009/10	Decision	5	7.35 - 8.00
6	K Barns	Risk Register	Decision	11	7.35 - 8.00
7	A Jonas	Performance Indicators June 08	Monitoring	15	7.35 - 8.00
8	J Mugridge	Performance PFI 1 - Partners	Monitoring	35	7.35 - 8.00
9	J Mugridge	Performance Indicators PFI 2 - Partners	Monitoring	43	7.35 - 8.00
10	A Jonas	Performance of TMOs/TMCs	Monitoring	63	7.35 - 8.00
11	K Barns	Consultative Panel Feedback Reports	Information	73	7.35 - 8.00
12	K Barns	Forward Plan	Decision	81	7.35 - 8.00
13	K Barns	Any other business	Information	Verbal	7.35 - 8.00
14	K Barns	Date and time of next meeting 6.30pm, 14 <sup>th</sup> October 2008	Information	Verbal	7.35 - 8.00



**Homes for Islington  
Contracted Services Sub-Board Meeting  
Minutes of 17<sup>th</sup> June 2008**

**Present:** Kate Barns (Chair), Claudia Webbe (Vice-Chair), Caroline Jenkinson, Joe Trotter, Louise Round (Board Directors)  
Tom Kane, Georgina Galliers (Associate Directors)

**In Attendance:** Simon Kwong (Head of Performance and Service Development)  
Shenika Francis (Governance Officer – Minutes)  
Peter Sutton (Tenant Management Manager)

**Apologies:** Adam Borrie, Theresa Coyle (Board Directors)

	ITEM	ACTION
2	<p><b>Welcome/Apologies/Introductions</b></p> <p>a) The Chair opened the meeting at 6.32pm. b) The Chair gave apologies for Theresa Coyle and Adam Borrie.</p>	
3	<p><b>Declarations of Interest</b></p> <p>a) There were no declarations of interest.</p>	
4	<p><b>Questions from the public</b></p> <p>a) There were no questions received from the public.</p>	
5	<p><b>Minutes of the Last Meeting, 15<sup>th</sup> April 2008 and Matters Arising</b></p> <p>a) Page 12, item 8 - The Equality and Diversity plan for Partners is to be included in the agenda for the August meeting of the Sub - Board. b) Page 13, item 10b - Staff are to update CSSB on the diamond ratings system at a future meeting of CSSB.</p> <p><b>The minutes were agreed as an accurate record.</b></p>	<p>Mike Sims</p> <p>Simon Kwong</p>
6	<p><b>Chair and Head of Performance and Service Development Report</b></p> <p><b>Chair's Report:</b></p> <p>a) The Chair notified CSSB of the tenant satisfaction survey that is to be carried out by an external report. The survey will begin during the week commencing, 16<sup>th</sup> June 2008 and will continue until 8<sup>th</sup> August 2008. The sample of tenants will be large enough to allow statistical comparison between HFI managed, TMO-managed and Partners-managed tenants' views.</p> <p><b>Head of Performance &amp; Service Development's Report:</b></p>	

	<p>a) Simon Kwong notified the Sub-Board of the newly appointed LBI Chief Executive, John Foster.</p> <p><b>The report was noted.</b></p>	
10	<p><b>Report back - TMO's / TMC's</b></p> <p>a) Peter Sutton introduced a monitoring report providing information on the performance of the 24 TMOs and TMCs, delivering housing management and maintenance services to 4,000 properties on behalf of the London Borough of Islington.</p> <p>b) It was noted that Holbrook TMO is under review, and that HFI may implement supervisory powers in an attempt to 'save' Holbrook TMO.</p> <p>c) An update on the current review of Archelm, Braithwaite and Holbrook; as TMO's with cause for concern is to be presented at the next CSSB meeting.</p> <p>d) Staff are to advise the Chair on change/progress of Archelm, Braithwaite and Holbrook, including if any supervisory powers have been implemented by HFI between 17<sup>th</sup> June and the next meeting of CSSB.</p> <p>e) An update on the Equality and Diversity strategy of TMO's is to be added to a future meeting of CSB TMO / TMC report.</p> <p>f) A summary of HFI 'powers' over TMO's / TMC's to be presented at a future meeting of CSSB.</p> <p>g) A session on MMA is to be added to a future meeting of CSSB.</p> <p><b>The report was noted.</b></p>	<p>Simon Kwong</p> <p>Simon Kwong</p> <p>Simon Kwong</p> <p>Simon Kwong</p> <p>Simon Kwong / Mike Sims</p>
7	<p><b>Performance Indicators</b></p> <p>a) Simon Kwong introduced a report providing performance figures for a range of HFI services within the remits of CSSB.</p> <p>b) Adam Borrie passed a note to CSSB asking for Property Services staff to be commended for their work.</p> <p><b>The report was noted.</b></p>	<p>Simon Kwong</p>
8 & 9	<p><b>Reports back – Partners for Improvement in Islington – PFI 1 &amp; PFI 2</b></p> <p>a) The Chair requested that CSSB hear Items 8 and 9 collectively. The CSSB agreed.</p> <p>b) Page 47, item 9 - A note received from Adam Borrie requests that leaseholder issue continue to be monitored at future meetings of CSSB.</p> <p>c) Kate Barns is to liaise with Adam Borrie regarding the scoping document and update the relevant portfolio holders</p> <p>d) Georgina Galliers raised concern regarding Partners staff attendance at resident forum meetings. It was noted that attendance was poor and on more than one occasion a Partners representative had failed to attend the forum.</p> <ul style="list-style-type: none"> <li>• It was noted that this concern had been raised at the highest</li> </ul>	<p>Simon Kwong</p> <p>Kate Barns</p>

	<p>level with Partners.</p> <p>e) It was agreed that the John Holman, Managing Director for Partners would be requested to attend the next meeting of CSSB to answer questions specifically in relation to resident's forums and any other outstanding issues.</p> <p>f) Georgina Galliers it to further advise CSSB of issues regarding Partners staff attendance at meetings in advance of the next meeting.</p> <p><b>The report was noted.</b></p>	<p>Simon Kwong</p> <p>Georgina Galliers /</p>
11	<p><b>Risk Register</b></p> <p>a) Simon Kwong introduced a monitoring report presenting the current position with regards to all risks that relate to CSSB.</p> <p><b>The report was noted.</b></p>	
12	<p><b>Report back from Consultative Panels – March 2008</b></p> <p>a) Simon Kwong introduced a report for information providing CSSB with a summary of the views of Consultative Panels on the items presented for consultation.</p> <p><b>The report was noted.</b></p>	
13	<p><b>Forward Planner</b></p> <p><b>The forward plan was agreed.</b></p>	
14	<p><b>Any other business</b></p> <p>None.</p>	
15	<p><b>Date and Time of Next Meeting</b></p> <p>a) 19<sup>th</sup> August 2008, Highbury House at 6.30pm</p>	

There being no other business to conclude, Kate Barns closed the meeting at 8.33 pm.

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Chair: Kate Barns

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Date



<b>Report of</b>		<b>Team</b>	<b>Job Title</b>
Mike Sims		Chief Executive Directorate	Company Secretary
<b>Name of Meeting</b>	<b>Date of Meeting</b>	<b>Agenda item</b>	<b>Status</b>
Contracted Services Sub-Board	19 <sup>th</sup> August 2008	5	Decision

**Subject of Report:** Business Plan Priorities 2009/10

**Synopsis**

**1.**

- 1.1 Asks Sub - Boards, Committees and Portfolio holders to begin thinking about 3% efficiency savings on services fro 2009/10 as well as options for possibly recycling a further 2 % savings as growth from one service area to another.

**2. Recommendations**

Sub - Boards, Committees and Portfolio holders should:

- 2.1 Begin to define a list of options for contributions towards the 3% efficiency savings that will be required by LBI in 2009/10 in respect of services relevant to Sub - Board/Committee, Portfolio holders service areas.
- 2.2 Begin to define a list of options for possible 2% growth (if required) in respect of services relevant to Sub - Board/Committee, Portfolio holders service areas.
- 2.3 Note that option lists and comments will be considered at Finance Committee in September 2008, with a view to further more detailed consideration at the Board's away day in October 2008.
- 2.4 Note that the Joint-Sub-Board meeting on 09/09/08 will now be a development event only since consultation on business planning is taking place at August Sub-Boards.

**3. Background**

**3.1 Annual efficiencies and possible growth.**

- 3.1.1 HFI is required by the Council to make annual efficiency savings on the fee it receives to provide housing management services of 3%.
- 3.1.2 HFI Board has instructed that staff should, in addition, prepare options for it to consider how a further 2% savings in some service areas might be recycle into service priorities in other areas.

**3.2 Role of Sub - Boards, Committees and Portfolio holders.**

- 3.2.1 Sub - Board, Committees and Portfolio holders are being consulted during and

August on views about possible areas for savings or growth in 2009/10.

3.2.2 Admittedly the task being considered is difficult comments are being requested in isolation from the rest of the organisation and without feedback from other stakeholders, but these themes will be brought together at the Board away day in October 08.

3.2.3 Sub - Boards, Committees and Portfolio holders should, therefore, give an indication of what contributions to a 3% saving might be realised, if at all, for services falling within their remit. Similarly they should consider a "wish list" of growth giving an indication of priority with that list and, if possible, an estimate of how much the growth item might cost.

#### **4. Breakdown of fess and services for 2009/10**

4.1 The following table should assist in determining priorities for efficiencies and growth in 2009/10:

	£ Budget for 2008/9	% of existing budget	What 3% efficiency looks like for 2009/10	What 2% recycled growth looks like for 2009/10	What a net 1% reduction in budget looks like (down 3% but up 2%)
<b>Overall</b>	<b>45,154,910</b>	<b>100%</b>	<b>1,354,647</b>	<b>903,098</b>	<b>N/A</b>
<b>Chief Executive and Governance Division</b>	<b>626,570</b>	<b>1%</b>	<b>18,797</b>	<b>12,531</b>	<b>6,266</b>
<b>Operations Division</b>					
• Area Housing Offices	<b>6,948,335</b>				
• AHO Support	<b>9,288,060</b>				
• Caretaking	<b>6,415,820</b>				
• Concierge and Estate Security	<b>1,202,740</b>				
• Reception Centres/HSO's	<b>1,137,445</b>				
• AHO Decoration Allowance	<b>237,440</b>				
<b>Total</b>	<b>25,229,840</b>	<b>56%</b>	<b>756,895</b>	<b>504,596</b>	<b>252,299</b>
<b>Performance and Service Development Division</b>					
<b>Total</b>	<b>1,845,420</b>	<b>4%</b>	<b>55,362</b>	<b>36,908</b>	<b>18,454</b>
<b>Resources Division</b>					
• Finance	<b>7,321,190</b>				
• HR and training	<b>1,039,440</b>				
• IT and Support Services	<b>2,392,220</b>				
<b>Total</b>	<b>10,752,850</b>	<b>24%</b>	<b>322,585</b>	<b>215,057</b>	<b>107,528</b>
<b>Property Services Division</b>					
<b>Total</b>	<b>6,700,230</b>	<b>15%</b>	<b>201,006</b>	<b>134,004</b>	<b>67,002</b>

## 5. Implications

### 5.1 Financial Implications

#### 5.1.1 Capital Implications

In 2011-12 upon completion of the Decent Homes Programme HFI's capital programme and consequent resources drops significantly to circa £33m. The Staffing strategy will incorporate the anticipated reduction in resource and will also review agency and overtime costs.

#### 5.1.2 Revenue Implications

The HRA has an estimated budget gap of £2.4m in 2009-10 and £1.5m and £764k in the following 2 years. The table below identifies how HFI's 3% year on year efficiencies (£1.3m) contributes to bridging the gap.

Efficiencies (& Growth) Options	2009-10	2010-11	2011-12
HFI Management Fee (3% Of Variable Costs)	-1,282	-1,286	-1,284
Repair & Maintenance Budget (3% Of Variable Costs)	-579	-583	-587
Reinvestment Of Efficiencies	0	0	1,067
LHC - Unbudgeted Income	-150	0	0
Decrease (-) / Increase (+) In Leaseholders RCCO	-391	351	40
Others	0	0	0
<b>Total</b>	<b>-2,402</b>	<b>-1,518</b>	<b>-764</b>

HFI divisional directors have produced savings designed to achieve 5% efficiency targets. The intention is that the additional 2% ( approx £900k) efficiencies can be recycled for growth items.

It is estimated 56% of the savings will be generated by the operations division reflecting HFI's overall budget profile. Over the next 3 years HFI will be considering the implementation of SMART working and increased DIP ( data image processing) both of which will lead to reduced accommodation costs. There will be greater emphasis on online communication and the IT efficiency review is anticipated to minimise the dependence upon LBI's TSG section.

#### 5.1.3 Efficiency Implications

HFI's 3% efficiency target is key to bridging the HRA budget gap. The 3% efficiencies must be cashable savings.

#### 5.1.4 Risk

The estimated gap on the HRA assumes no adverse changes arising as a result of the current review of the subsidy system. There is a risk therefore that the CLG review may adversely affect Islington's HRA increasing the budget gap. This may filter through to HFI's management fee where additional savings may be sought.

### 5.2 Legal Implications

The management agreement requires that the organisation agrees a service delivery or business plan with the council on an annual basis.

### **5.3 Equalities implications**

The potential impact on diverse groups of customers or staff cannot readily be assessed until Board has clearer objectives regarding 3% efficiency savings and possibly further recycling of 2% more of the management fee.

### **5.4 Sustainability Implications**

None specific to this report

### **5.5 Consultation Implications**

The business plan timetable includes a series of consultations with stakeholders. Consultation with Sub-Boards, Committees and Portfolio holders forms part of this process.

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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	19 <sup>th</sup> August 2008	6	Decision

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

### 1. Synopsis

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

### 2. Recommendation

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

### 3. Background

- 3.1 HFI's Audit Committee reviews the risk register on a quarterly basis. Meetings are held regularly with Service Directors to review risks in their areas. On 20<sup>th</sup> March 2006, Board agreed that all risks would be reported to each meeting of the relevant Sub-Board, Committee or Working Group. Since April 2007, the entire risk register is reviewed by Audit Committee and by Senior Management Team prior to going to Audit Committee.
- 3.2 The risks set out in Appendix A have been referred to the Contracted Services Sub-Board for approval.
- 3.3 At each meeting the Contracted Services Sub-Board considers issues raised in the 'Prevention and Mitigation' and 'Progress on action' columns. The risks set out in Appendix A below are updated from the last meeting of this Sub-Board.
- 3.4 There are no new risks included in Appendix A and no risks have been deleted since the last report to this meeting.
- 3.5 The risk register also contains the following 'coding' to identify updates to risks:
  - + = new risk
  - # = change in the overall rating of the risk
  - \* = update of text i.e. to the 'prevention' or 'progress' columns
- 3.6 Each risk has been colour-coded using the following basis:

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

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

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

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

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

3.9 The risk abbreviations are:

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

## 4. Implications

### 4.1 Financial Implications

4.1.1 Capital Implications  
Included within the report

4.1.2 Revenue Implications  
None specific to this report

4.1.3 Efficiency Implications  
None specific to this report

- 4.1.4 Risk  
Included within the report
  
- 4.2 **Legal Implications**  
None specific to this report
  
- 4.3 **Equalities Implications**  
None specific to this report
  
- 4.4 **Sustainability Implications**  
None specific to this report
  
- 4.5 **Consultation Implications**  
None specific to this report

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Item 7 - 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
<b>STR 011B</b> <b>* Poor resident satisfaction with contracted services and lack of opportunities for involvement</b>	M 3	M 2	ML 6	<ul style="list-style-type: none"> <li>Monthly performance management by SMT and quarterly monitoring by Board</li> </ul>	CSSB	S Kwong	<ul style="list-style-type: none"> <li>Tenant satisfaction survey carried out mid-June to early August 08</li> <li>Leaseholder satisfaction survey due November 08</li> </ul>
STR 014 Failure to effectively client the PFI contracts	M 3	M 2	ML 6	<ul style="list-style-type: none"> <li>Adequate clienting resources required to effectively manage contractor performance</li> </ul>	CSSB	S Kwong	<ul style="list-style-type: none"> <li>Day to day services continue to be good</li> <li>Satisfaction with major works improving</li> <li>Works programme on target</li> </ul>
OPE 017 Failure to manage performance by TMOs, including their failure to implement recommendations of internal audit reports	M 3	M 2	ML 6	<ul style="list-style-type: none"> <li>Recommendations from Internal Audit reports are being implemented</li> <li>Regular scrutiny by CSSB</li> </ul>	CSSB	S Kwong	<ul style="list-style-type: none"> <li>Additional Internal Audit visits requested in exceptional circumstances</li> <li>Discussions on revised monitoring system opened with TMO representatives</li> </ul>
MND 006B Failure to develop HFI services to meet the needs of all its residents	M 3	L 2	ML 6	<ul style="list-style-type: none"> <li>Programme of diversity analyses across services</li> <li>Outreach work with community and voluntary sector organisations</li> </ul>	CSSB	S Kwong	<ul style="list-style-type: none"> <li>Action Plan produced on rent arrears, complaints and ASB/harassment</li> <li>HFI Disability Panel in place and funding agreed for ongoing work to December 08</li> </ul>

Report of		Team	Job Title
Simon Kwong		Chief Executive Directorate	Director of Performance and Service Development
Name of Meeting	Date of Meeting	Agenda item	Status
Contracted Services Sub-Board	19 <sup>th</sup> August 2008	7	Monitoring

**Subject of Report:** Performance Indicators June 2008

### 1. Synopsis

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

### 2. Recommendation

That CSSB notes and comments on the report.

### 3. Background

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

Notable performance issues are:

- PFI 1 scored 6.11 in the June performance basket, PFI 2 scored 8.39.
- The average relet time for management voids in PFI 1 was 27 calendar days and in PFI 2 was 15 calendar days in June.
- There was a 0.5% fall in the current arrears per tenant for PFI 1 compared to the end of 2007/08. PFI 2 has dropped by 11.0% during the same period.
- Tenant management organisations achieved a score of 90.7% in caretaking inspections with an A or B grade, below the target of 91.5%.
- 96.9% of urgent and 97.6% of non-urgent repairs were completed in time and 97.6% of repairs had appointments both made and kept.

Full details of performance are in the attached Sub-Board report.

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# Performance Indicator Report



improving housing through partnership

Performance  
Monitoring  
Section

QMS  
ISO 9001:2000  
Certified



# June 2008

# Contracted Services

# Sub-board

**IMPORTANT – CHANGE OF PERFORMANCE INDICATOR REFERENCE NUMBERS:** The references for all performance indicators have changed. To assist managers in being able to locate relevant performance indicators, a system has been introduced that will group indicators together and allow the references to be meaningful. The previous performance indicator reference will be shown alongside. All performance indicator references will begin with a key letter, followed by 3 digits. The key letters represent:

**A:** Anti social behaviour & tenancy services; **C:** Customer focus; **E:** Estate services; **H:** Corporate health; **L:** Leasehold service;  
**P:** Repairs and maintenance; **R:** Rent management; **S:** Stock; **V:** Voids

For example, **BVPI 66a**, proportion of rent collected, is now **R100**.

## CONTENTS AND SUMMARY OF RESULTS

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

## CONTENTS AND SUMMARY OF RESULTS

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

## CONTENTS AND SUMMARY OF RESULTS

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

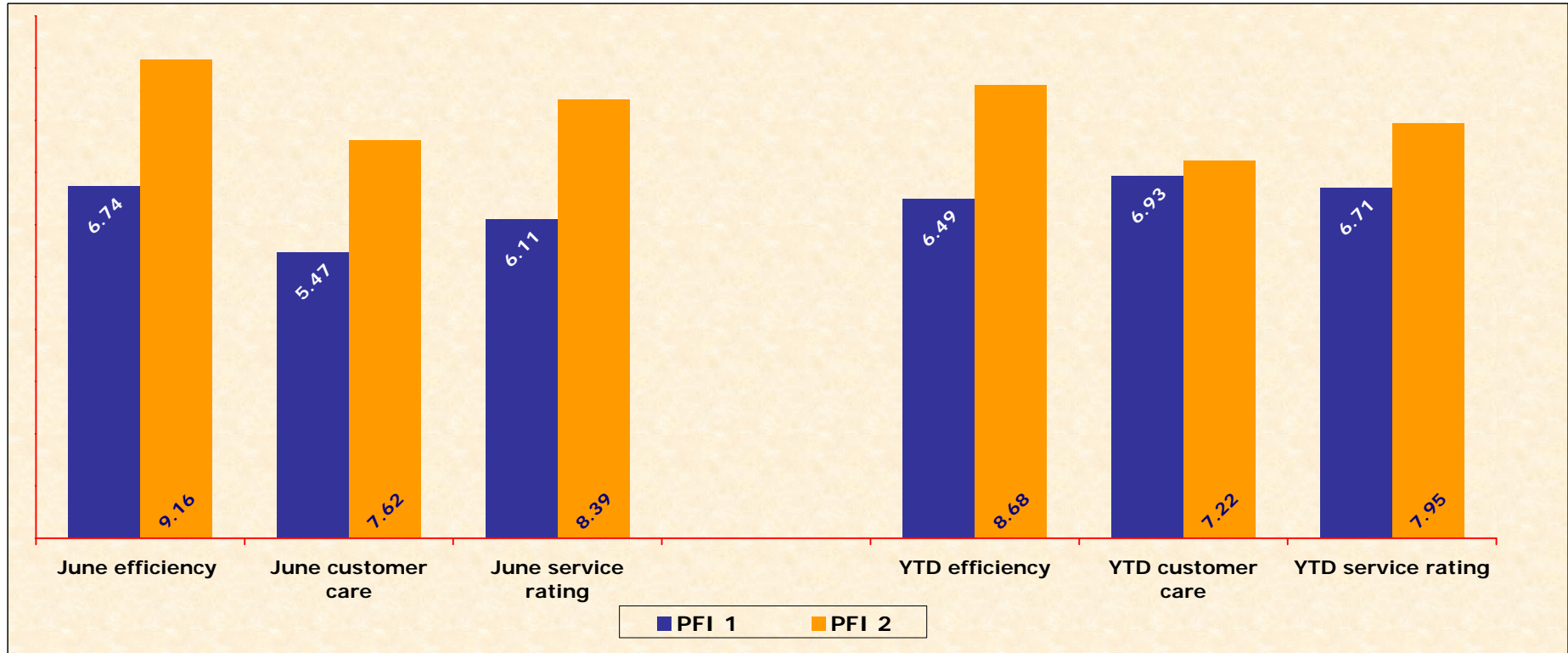
# ***Performance Basket Report June 2008***

## ***Partners - Headline Performances***

- PFI 1 scored 6.11 points for June. PFI 1's efficiency score was 6.74 points, rating as "Satisfactory" and the customer care score was 5.47 points, which rates as "Satisfactory". Three of the ten indicators evaluated for PFI 1 attained maximum scores this month.
- PFI 2 scored 8.39 points for June. PFI 2 efficiency score was 9.16 for June rating as "Excellent" and the customer care score was 7.62 points, which rates as "Good". Five of the ten indicators evaluated for PFI 2 attained maximum scores this month.

Contact Anne Mushington for more information on ext. 4113

**PERFORMANCE BASKET - Partners for Improvement in Islington**



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

YTD Ratings		
Area Office	Ratings	Score
PFI 1	Satisfactory	6.71
PFI 2	Good	7.95

Monthly Efficiency and Customer Care Scores		
	Efficiency	Customer Care
PFI 1	6.74	5.47
PFI 2	9.16	7.62

- PI's Contributing to the basket**
- 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;  
**A235 (ex BVPI 174); racial incidents**  
**A250 (ex LKPI 20a); sexuality incidents**  
**A265 (ex LKPI 21a); other incidents**

The percentage of harassment incidents resulting in further action.

**A240 (ex BVPI 175); racial incidents**

**TARGET = 100%**

**A255 (ex LKPI 20b); sexuality incidents**

**TARGET = 100%**

**A270 (ex LKPI 21b); other incidents**

**TARGET = 100%**

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

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

**A245; racial incidents**

**A260; sexuality incidents**

**A275; other incidents**

**A235; Jun 2008 = 1, YTD = 4**

**A240; Jun 2008 = 100%, YTD = 100%**

**A245; Jun 2008 = 0%, YTD = 20%**

**A250; Jun 2008 = 1, YTD = 1**

**A255; Jun 2008 = 100%, YTD = 100%**

**A260; Jun 2008 = 0%, YTD = 0%**

**A265; Jun 2008 = 5, YTD = 21**

**A270; Jun 2008 = 80%, YTD = 90%**

**A275; Jun 2008 = 40%, YTD = 33%**

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

Clarification can be obtained from Alan Richards (Ext 4281)

The number of racial incidents recorded by Homes for Islington

Jun 2008	A235			A240			A245		
	Last Year	This Month	YTD	Last Year	This Month	YTD	Last Year	This Month	YTD
Racial harassment									
Holland Walk	6	0	0	100%	Nil	Nil	83%	Nil	Nil
Lyon Street	1	1	2	100%	100%	100%	0%	0%	0%
Upper Street	6	0	0	100%	Nil	Nil	33%	Nil	Nil
Central Street	5	0	1	100%	Nil	100%	100%	Nil	100%
PFI 1	0	1	1	Nil	100%	100%	Nil	0%	0%
PFI 2	6	0	1	100%	Nil	100%	50%	Nil	0%
<b>HFI Total</b>	<b>24</b>	<b>2</b>	<b>5</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>63%</b>	<b>0%</b>	<b>20%</b>

The number of sexuality incidents recorded by Homes for Islington

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

The number of other incidents recorded by Homes for Islington

Jun 2008	A265			A270			A275		
	Last Year	This Month	YTD	Last Year	This Month	YTD	Last Year	This Month	YTD
Other harassment									
Holland Walk	14	1	1	100%	100%	100%	43%	100%	100%
Lyon Street	21	1	3	86%	0%	33%	24%	0%	0%
Upper Street	18	0	4	78%	Nil	100%	6%	Nil	50%
Central Street	10	2	8	100%	100%	100%	100%	50%	50%
PFI 1	2	1	2	0%	100%	100%	0%	0%	0%
PFI 2	30	0	3	93%	Nil	100%	30%	Nil	0%
<b>HFI Total</b>	<b>95</b>	<b>5</b>	<b>21</b>	<b>88%</b>	<b>80%</b>	<b>90%</b>	<b>33%</b>	<b>40%</b>	<b>33%</b>

**OPERATIONS**

**A100 ex LKPI 101a;**

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

**A110 ex LKPI 101b;**

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

**A120 ex LKPI 101c;**

The number of evictions obtained

**A130 ex LKPI 101d;**

The number of injunctions obtained

**A140 ex LKPI 101e;**

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

**A150 ex LKPI 101f;**

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

**Comments:**

**A100;**

Arranged; Jun = 2, YTD = 8

Signed; YTD = 1

A110; Jun = 9, YTD = 24

A120; Jun = 3, YTD = 3

A130; Jun = 1, YTD = 11

A140; Jun = 0, YTD = 0

A150; Jun = 12

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

Clarification can be obtained from Alan Richards (Ext 4281)

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

Jun		2008		Arranged	Signed	Live
A100 &	A150	Last Year	This Month	YTD	YTD	
Central Street		5	0	0	0	4
Holland Walk		8	0	1	0	0
Lyon St		19	2	5	1	3
Upper Street		19	0	2	0	1
PFI 1		3	0	0	0	3
PFI 2		1	0	0	0	1
<b>HFI Total</b>		<b>55</b>	<b>2</b>	<b>8</b>	<b>1</b>	<b>12</b>

The number of NTQs/NSP's served

Jun		2008		
A110		Last Year	This Month	YTD
Central Street		20	0	3
Holland Walk		16	2	5
Lyon St		20	2	5
Upper Street		28	4	8
PFI 1		6	0	2
PFI 2		12	1	1
<b>HFI Total</b>		<b>102</b>	<b>9</b>	<b>24</b>

The number of evictions carried out

Jun		2008		
A120		Last Year	This Month	YTD
Central Street		0	0	0
Holland Walk		3	1	1
Lyon St		1	1	1
Upper Street		1	1	1
PFI 1		1	0	0
PFI 2		3	0	0
<b>HFI Total</b>		<b>9</b>	<b>3</b>	<b>3</b>

The number of injunctions / undertakings obtained

Jun		2008		
A130		Last Year	This Month	YTD
Central Street		5	0	1
Holland Walk		3	0	0
Lyon St		11	1	4
Upper Street		6	0	4
PFI 1		5	0	2
PFI 2		3	0	0
<b>HFI Total</b>		<b>33</b>	<b>1</b>	<b>11</b>

The number of anti-social behaviour orders obtained

Jun		2008		
A140		Last Year	This Month	YTD
Central Street		1	0	0
Holland Walk		1	0	0
Lyon St		1	0	0
Upper Street		1	0	0
PFI 1		1	0	0
PFI 2		0	0	0
<b>HFI Total</b>		<b>5</b>	<b>0</b>	<b>0</b>

**OPERATIONS**

**R150 (ex LKPI 23)**

**Current arrears per tenant**

This figure excludes reception centres.

**Target = To be below £185 (year end)**

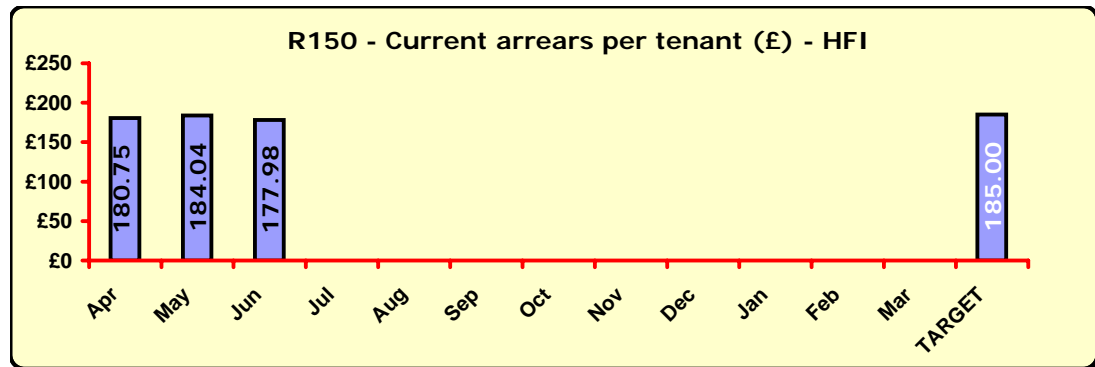
**R175 (ex LI 22)**

**Overall debt pool reduction**

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

**R160 (ex LI 2a)**

**Total current rent arrears**



**Current arrears per tenant**

Jun 2008			
R150	Last Year	This Month	% Change
Holland Walk	£185.86	£177.52	-4.5%
Lyon Street	£221.56	£200.41	-9.5%
Upper Street	£178.45	£171.70	-3.8%
Central Street	£146.10	£135.15	-7.5%
<b>TOTAL HFI</b>	<b>£180.88</b>	<b>£169.94</b>	<b>-6.1%</b>
PFI 1	£213.85	£212.70	-0.5%
PFI 2	£242.53	£215.92	-11.0%
<b>TOTAL PFI</b>	<b>£231.81</b>	<b>£214.73</b>	<b>-7.4%</b>
<b>TOTAL</b>	<b>£189.81</b>	<b>£177.98</b>	<b>-6.2%</b>

**Percentage of debt pool reduction (%)**

Jun 2008		
R175	Last Year	This Month
Holland Walk	-0.7%	-4.5%
Lyon Street	-6.5%	-9.3%
Upper Street	-12.6%	-3.7%
Central Street	-14.8%	-7.3%
<b>TOTAL HFI</b>	<b>-10.0%</b>	<b>-5.8%</b>
PFI 1	-8.7%	1.7%
PFI 2	-4.1%	-7.9%
<b>TOTAL PFI</b>	<b>-5.7%</b>	<b>-4.6%</b>
<b>TOTAL</b>	<b>-9.1%</b>	<b>-5.6%</b>

**Comments:**

**R150 = £177.98**

(HFI = £169.94, PFI = £214.73)

- down 3.3% (£6.06) since May 2008

- down 15.3% (£32.25) since June 2007

**R175 = -5.6% decrease**

(HFI = -5.8% decrease, PFI = -4.6% decrease)

NB: "Last Year" is March 2007

**R160 = £4,497,988**

(HFI = £3,525,922 PFI = £972,066)

- down 3.2% since May 2008

- down 16.0% since June 2007

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

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

**Total current rent arrears**

Jun 2008		
R160	Last Year	This Month
SLUGS	£8,136	£10,982
Holland Walk	£938,601	£896,457
Lyon Street	£889,325	£806,248
Upper Street	£1,185,099	£1,141,644
Central Street	£723,774	£670,591
<b>TOTAL HFI</b>	<b>£3,744,934</b>	<b>£3,525,922</b>
PFI 1	£351,134	£357,123
PFI 2	£667,675	£614,942
<b>TOTAL PFI</b>	<b>£1,018,808</b>	<b>£972,066</b>
<b>TOTAL</b>	<b>£4,763,742</b>	<b>£4,497,988</b>

**OPERATIONS**

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

**Amount of Former Tenants Arrears collected**

Jun 2008	Actual			Projected	
R172	Last Year	YTD	% of Annual Target Collected	YTD	% of Annual Target
<b>TOTAL</b>	N/A	£116,329	22.2%	£131,021	25.0%

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

**Amount of debt passed to Former Tenants by Area Offices**

Jun 2008	Last Year	This Month	YTD
R171			
Holland Walk	N/A	£4,127	£36,175
Lyon st	N/A	£14,195	£64,030
Upper St	N/A	£4,602	£49,357
Central St	N/A	£1,254	£56,348
PF1 1	N/A	£949	£5,087
PF1 2	N/A	£208	£33,824
Managing Agent	N/A	£0	£356
Reception Centres	N/A	£5,067	£11,523
<b>TOTAL</b>	<b>N/A</b>	<b>£30,402</b>	<b>£256,698</b>

**R170**  
**Total Former Tenant Arrears**

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

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

**Total Former Tenant Arrears**

Jun 2008	Last Year	This Month
R170		
Holland Walk	N/A	£495,031
Lyon Street	N/A	£542,906
Upper Street	N/A	£926,814
Central Street	N/A	£455,883
PF1 1	N/A	£170,897
PF1 2	N/A	£325,193
Managed	N/A	£9,220
Rec.Centre / Temp Sheltered	N/A	£709,229
	N/A	£12,760
<b>TOTAL</b>	<b>£3,291,331</b>	<b>£3,647,932</b>

**R172**  
**Jun = £116,329 (£14,692, or 2.8%, below projected target at this stage 2008-09)**

**R171**  
**Jun = £30,402, YTD = £256,698**

**R170**  
**Jun = £3,647,932**

**R173**  
**Jun = £0**

**R165**  
**Jun = £8,145,920**

**Amount of former tenant debt written off**

Jun 2008	Last Year	This Month	YTD
R173			
<b>TOTAL</b>	N/A	£0	£0

**Total arrears**

Jun 2008	Last Year	This Month
R165		
<b>TOTAL</b>	<b>£8,055,073</b>	<b>£8,145,920</b>

**OPERATIONS**

**R190 (ex LI 30a)**  
 Number of tenants in arrears by band  
 (Area housing offices only)  
**R200 (ex LI 30b)**  
 Amount of arrears by band  
 (Area housing offices only)

**Comments**

**R190 (ex LI 30a)**  
**39.6% of all tenants are in arrears (43.1% in June 2007)**  
 - 39.5% of Homes for Islington's tenants are in arrears  
 - 40.1% of PFI 1 & PFI 2 tenants are in arrears.  
 - Central Street has the lowest proportion of tenants with arrears at 36.0%.  
 - Upper Street has the highest proportion of tenants with arrears at 42.7%.  
 Overall, of those tenants that are in arrears:  
 - 5.5% have arrears of £2000 or more  
 - 12.9% have arrears of £1000 or more  
**R200 (ex LI 30b)**  
**Rent accounts where £1000 or more is owed hold 65.6% of the total current arrears balance (66.2% in June 2007)**  
 - Rent accounts where £1000 or more is owed hold 64.9% of the total current arrears balance of Homes for Islington  
 - Rent accounts where £1000 or more is owed hold 68.4% of the total current arrears balance of PFI 1 & PFI 2  
 - 61.0% (lowest) of the Central Street current arrears balance is held in accounts with more than £1000 in arrears.  
 - 69.6% (highest) of Lyon Street's current arrears balance is held in accounts with more than £1000 in arrears.

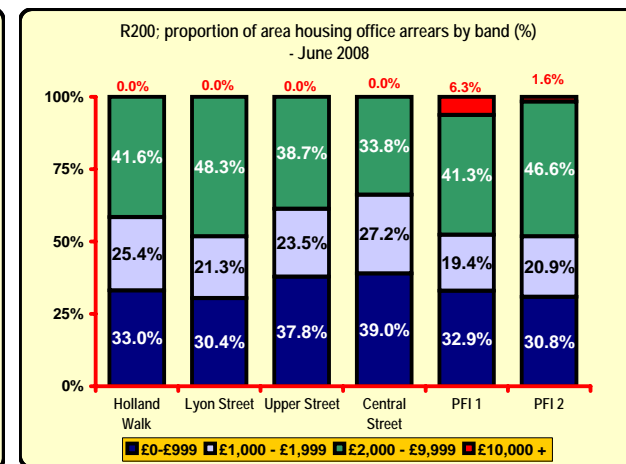
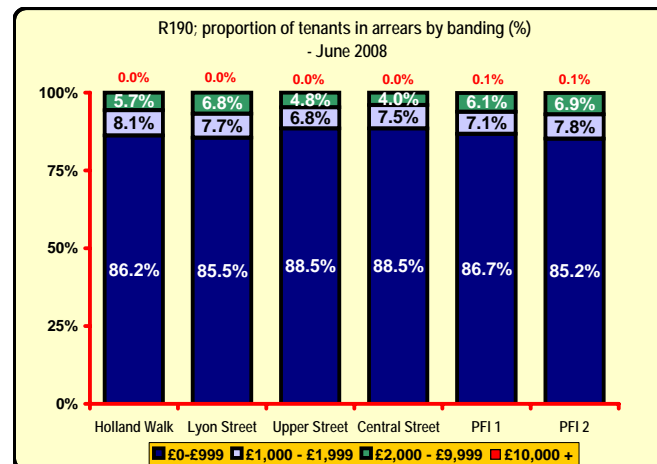
Clarification can be obtained from Alan Richards (Ext 4281)

**Number of tenants in arrears by band**

R190	2007					2008				
	£0-£999	£1,000 - £1,999	£2,000 - £9,999	£10,000 +	Total	£0-£999	£1,000 - £1,999	£2,000 - £9,999	£10,000 +	Total
Holland Walk	2,031	150	130	0	2,311	1,714	162	113	0	1,989
Lyon Street	1,451	155	139	0	1,745	1,356	122	108	0	1,586
Upper Street	2,710	198	168	0	3,076	2,525	193	136	0	2,854
Central Street	1,765	146	107	2	2,020	1,586	135	71	0	1,792
<b>TOTAL HFI</b>	<b>7,957</b>	<b>649</b>	<b>544</b>	<b>2</b>	<b>9,152</b>	<b>7,181</b>	<b>612</b>	<b>428</b>	<b>0</b>	<b>8,221</b>
PFI 1	622	59	55	1	737	599	49	42	1	691
PFI 2	1,070	95	83	4	1,252	982	90	80	1	1,153
<b>TOTAL PFI</b>	<b>1,692</b>	<b>154</b>	<b>138</b>	<b>5</b>	<b>1,989</b>	<b>1,581</b>	<b>139</b>	<b>122</b>	<b>2</b>	<b>1,844</b>
<b>TOTAL</b>	<b>9,649</b>	<b>803</b>	<b>682</b>	<b>7</b>	<b>11,141</b>	<b>8,762</b>	<b>751</b>	<b>550</b>	<b>2</b>	<b>10,065</b>
<b>% of total</b>	<b>86.6%</b>	<b>7.2%</b>	<b>6.1%</b>	<b>0.06%</b>		<b>87.1%</b>	<b>7.5%</b>	<b>5.5%</b>	<b>0.02%</b>	

**Amount of arrears by band**

R200	2007					2008				
	£0-£999	£1,000 - £1,999	£2,000 - £9,999	£10,000 +	Total	£0-£999	£1,000 - £1,999	£2,000 - £9,999	£10,000 +	Total
Holland Walk	£366,909	£211,597	£418,895	£0	£997,401	£296,181	£227,318	£372,958	£0	£896,457
Lyon Street	£288,947	£218,913	£490,260	£0	£998,120	£245,051	£171,927	£389,270	£0	£806,248
Upper Street	£489,556	£280,454	£567,516	£0	£1,337,525	£432,026	£267,757	£441,861	£0	£1,141,644
Central Street	£317,006	£198,514	£317,211	£23,791	£856,523	£261,298	£182,630	£226,664	£0	£670,591
<b>TOTAL HFI</b>	<b>£1,462,418</b>	<b>£909,477</b>	<b>£1,793,882</b>	<b>£23,791</b>	<b>£4,189,569</b>	<b>£1,234,557</b>	<b>£849,631</b>	<b>£1,430,752</b>	<b>£0</b>	<b>£3,514,940</b>
PFI 1	£119,052	£81,202	£188,122	£25,108	£413,484	£117,650	£69,292	£147,533	£22,649	£357,123
PFI 2	£211,725	£133,944	£313,723	£44,045	£703,437	£189,605	£128,703	£286,584	£10,050	£614,942
<b>TOTAL PFI</b>	<b>£330,776</b>	<b>£215,146</b>	<b>£501,845</b>	<b>£69,153</b>	<b>£1,116,921</b>	<b>£307,255</b>	<b>£197,995</b>	<b>£434,117</b>	<b>£32,699</b>	<b>£972,066</b>
<b>TOTAL</b>	<b>£1,793,195</b>	<b>£1,124,624</b>	<b>£2,295,727</b>	<b>£92,945</b>	<b>£5,306,490</b>	<b>£1,541,812</b>	<b>£1,047,626</b>	<b>£1,864,870</b>	<b>£32,699</b>	<b>£4,487,006</b>
<b>% of total</b>	<b>33.8%</b>	<b>21.2%</b>	<b>43.3%</b>	<b>1.8%</b>		<b>34.4%</b>	<b>23.3%</b>	<b>41.6%</b>	<b>0.7%</b>	



**OPERATIONS (CARETAKING)**

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

Target = 91.5%

All scores are based upon independent assessment of caretaking inspections.

Caretaking inspections are assigned a grade using the following scale:

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

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

The overall "A" and "B" score for June 2008 was 94.0%. The "A" and "B" score for the year to date of 94% is above target.

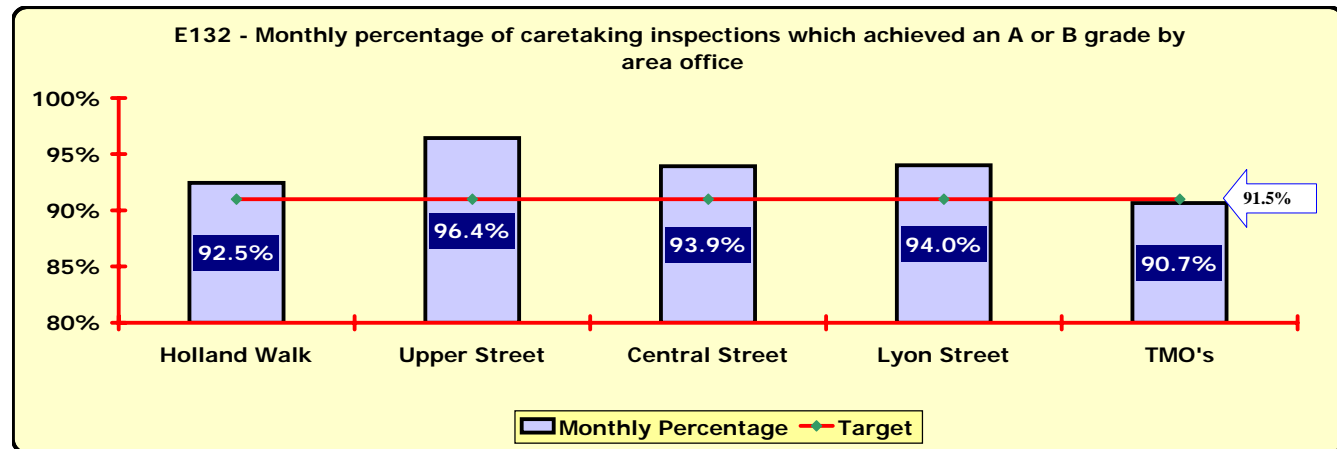
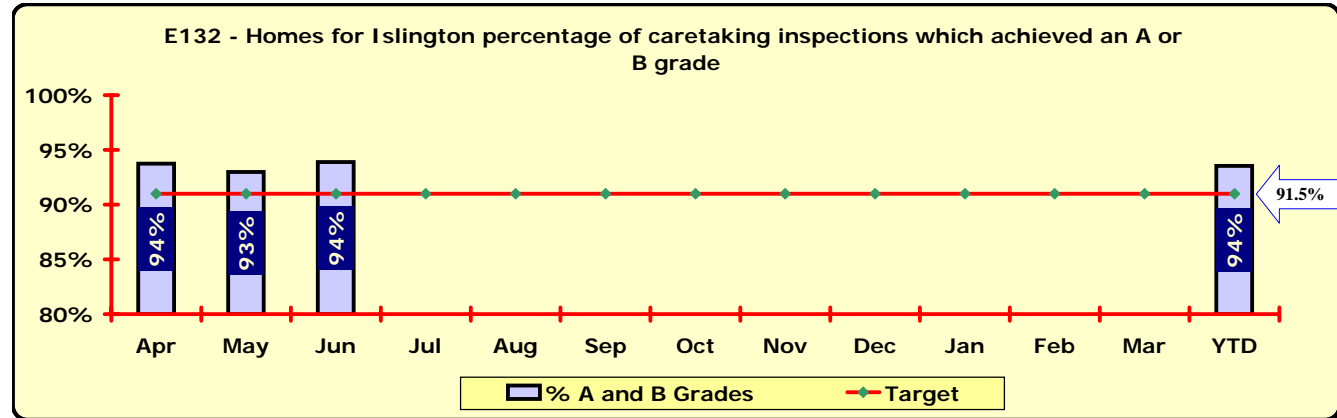
**TMO inspections**

The TMO "A" and "B" grades have achieved an average score of 90.7%, and a year to date score of 91.9% is below target.

**Contact** Nasser Patel for more information on ext 4219

**Caretaking inspection total, percentage gradings and average percentage score**

E132	Area office monthly breakdown										Success Rates - Grades "A" & "B"	
	No A's	No B's	No C's	No D's	% A's	% B's	% C's	% D's	Monthly Avg %	YTD Avg %	Monthly Avg %	YTD Avg %
Holland Walk	50	134	14	1	25%	67%	7%	0.5%	79.3%	82.8%	92.5%	94.4%
Upper Street	69	120	7	0	35%	61%	4%	0.0%	82.9%	82.3%	96.4%	94.4%
Central Street	67	88	10	0	41%	53%	6%	0.0%	83.6%	81.3%	93.9%	91.0%
Lyon Street	81	108	12	0	40%	54%	6%	0.0%	83.6%	83.0%	94.0%	95.1%
TMO's	27	41	5	2	36%	55%	7%	2.7%	81.0%	80.4%	90.7%	91.9%
<b>HFI Total</b>	<b>294</b>	<b>491</b>	<b>48</b>	<b>3</b>	<b>35%</b>	<b>59%</b>	<b>6%</b>	<b>0.4%</b>	<b>82.2%</b>	<b>82.1%</b>	<b>93.9%</b>	<b>93.5%</b>



**OPERATIONS - Home Ownership - Tenants Right To Buy**

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

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

**Target = 4 weeks**

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

**Target = 1 weeks**

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

**Target = 4 weeks**

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

**Target = 2 weeks**

**Comments:**

**May 2008 Performance:**

**L500** = 22 RTB's Received

**L510** = 5.4 weeks

**L520** = 1 weeks

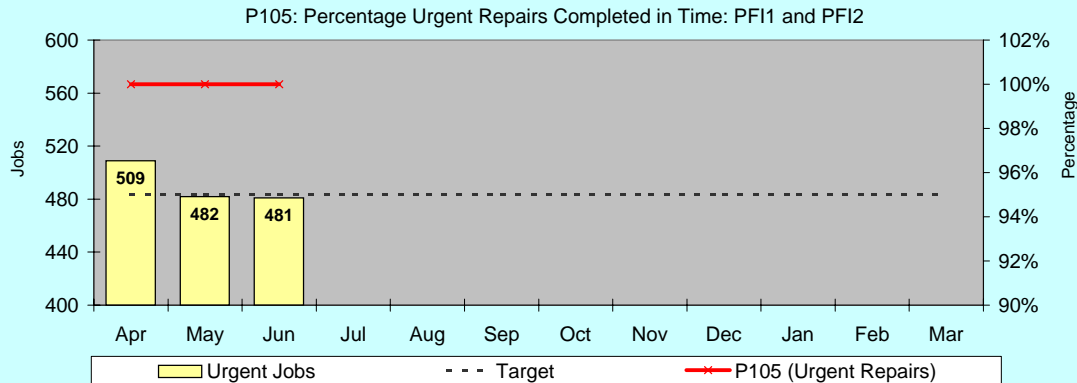
**L530** = 2.1 weeks

**L540** = 1.3 weeks

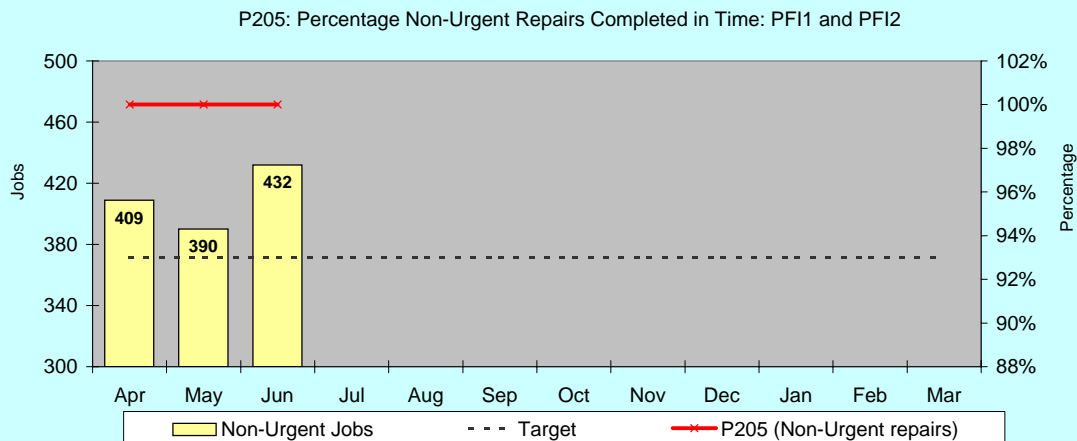
Contact Anne Mushingon for more information on ext 4113.

	<b>Right To Buy (RTB)</b>	<b>Last Year</b>	<b>Jun-08</b>	<b>YTD</b>
<b>L500</b>	RTB Received	415	22	61
	RTB 2 Admittance's	296	10	41
	RTB2 Denials	118	3	15
	Section 125 Offers Issued	293	24	62
	Offers Accepted	154	2	8
	Instructions to legal services	135	3	14
	RTB Completions	107	3	9
	<b>RTB Processing</b>			
	Within timescale	100%	100%	100%
	Outside timescale	0%	0%	0%
	<b>Processing time measurement in weeks</b>			
<b>L510</b>	Time taken from Valuation request to valuation received.	3.8	5.4	6.4
<b>L520</b>	Time from receipt of valuation to issue S125	0.9	1	1.0
<b>L530</b>	Time from requesting plans from valuers to receiving them.	3.1	2.1	3.2
<b>L540</b>	Time from receipt of RTB1 to issue RTB2	1.4	1.3	1.5

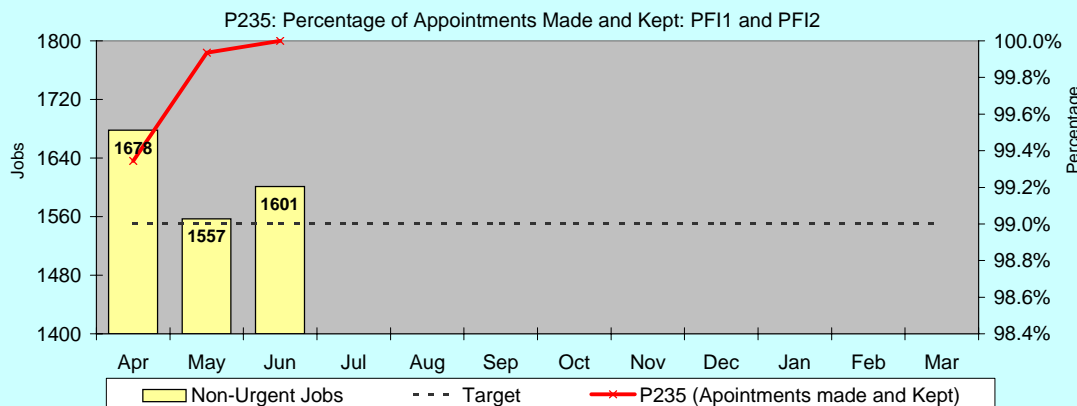
**PROPERTY SERVICES (PFI REPAIRS)**



<b>P105</b>	✓
The percentage of urgent repairs completed in time (24 hours and 3 working days) by PF11 and PF12. Partners - using data from P310 + P311.	
<b>Target</b>	<b>95.0%</b>
<b>This month</b>	<b>100.0%</b>
<b>Year to date</b>	<b>100.0%</b>
<b>2007/2008 Result</b>	<b>94.3%</b>



<b>P205</b>	✓
Percentage of non-urgent repairs (7 and 28 working days) by PF11 and PF12. Partners - using data from P310 and P311.	
<b>Target</b>	<b>80.0%</b>
<b>This month</b>	<b>100.0%</b>
<b>Year to date</b>	<b>100.0%</b>
<b>2007/2008 Result</b>	<b>93.0%</b>



<b>P235</b>	✓
Percentage of repairs for which an appointment was made and kept by PF11 and PF12 This indicator measures the number of jobs where an appointment was given and kept. This excludes from both the numerator & the denominator the number of urgent and emergency priority jobs.	
<b>Target</b>	<b>99.0%</b>
<b>This month</b>	<b>100.0%</b>
<b>Year to date</b>	<b>99.8%</b>
<b>2007/2008 Result</b>	<b>98.2%</b>

**PROPERTY SERVICES (REPAIRS)**

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

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

Comments

Kier Islington's Performance

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

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

P310 - PFI 1

PFI 1 performance for June 2008 is 100%.

P311 - PFI 2

PFI 2 performance for June 2008 is 100%.

Contact Nasser Patel for more information on ext 4219

**V190 (ex LKPI 104)**

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

**NB:** Partners are not required to provide V190 data

**Target = 250**

Comments:

**V190**

June 2008: 24 Repairs Recharged  
 YTD: 134 Repairs Recharged

Contact Nasser Patel for more information on ext 4219

**P300**  
**Percentage of jobs completed in timescale:**

Kier Islington

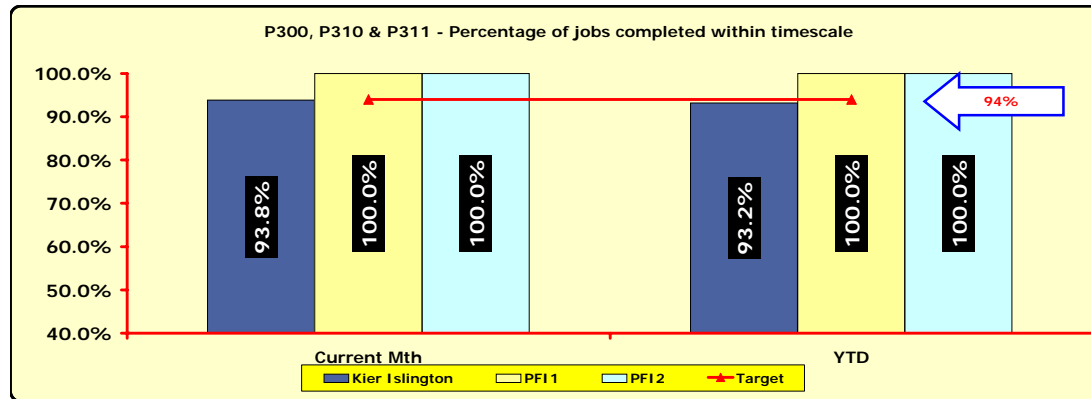
	P300	Last Year	Current Mth	YTD
a	H0	97.6%	80.3%	80.9%
b	H1	97.3%	N/A	100.0%
c	H2	99.0%	77.5%	82.7%
e	H4	99.0%	98.0%	94.9%
g	H6	99.5%	100.0%	98.7%
h	H8	99.6%	95.3%	94.0%
<b>Total</b>		<b>99.1%</b>	<b>93.8%</b>	<b>93.2%</b>

PFI 1

	P310	Last Year	Current Mth	YTD
24 Hours		100.0%	100.0%	100.0%
3 Days		100.0%	100.0%	100.0%
7 Days		100.0%	100.0%	100.0%
28 Days		100.0%	100.0%	100.0%
<b>Total</b>		<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

PFI 2

	P311	Last Year	Current Mth	YTD
24 Hours		100.0%	100.0%	100.0%
3 Days		100.0%	100.0%	100.0%
7 Days		100.0%	100.0%	100.0%
28 Days		100.0%	100.0%	100.0%
<b>Total</b>		<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>



**V190 - Repairs Recharged**

V190 - Repairs Recharged	Amount Recharged	Repairs Recharged	YTD
Holland Walk	£998	9	43
Lyon Street	£328	3	20
Upper Street	£911	7	42
Central Street	£476	5	29
HFI Direct	£0	0	0
<b>Total</b>	<b>£2,714</b>	<b>24</b>	<b>134</b>

## RESOURCES

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

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

**Current Target = 94%**

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

### H752 (ex LI 20)

#### Local Personnel PI's

Staff profiles: Agency/Temp/leavers.

#### Comments:

#### H700

June 2008 = 90.8%  
YTD = 88.8%

**H752** - The agency staff is the total number of staff as at 30 June 2008. The number of voluntary leavers for quarter 1 is 8, which is 1.0% of total staff. The number of temp/agency staff is 79, which is 10.1% of total staff.

For further clarification please contact Nasser Patel on Ext 4219.

### H700 - Percentage of invoices paid within 30 days.

	Last Year			Current Month			YTD		
	Inv. Paid last year	Inv. Paid within 30 days	Percentage	Inv. Paid within 30 days	Inv. Paid this Month	Percentage	Inv. Paid within 30 days	Inv. Paid this year	Percentage
<b>Resources</b>	10751	12318	87.3%	920	1009	91.2%	2840	3190	89.0%
<b>Reception Centre</b>	77	77	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
<b>Performance &amp; Service Development</b>	247	328	75.3%	16	22	72.7%	64	79	81.0%
<b>LBI (Housing)</b>	3401	3696	92.0%	289	323	89.5%	934	1027	90.9%
<b>TOTAL (Excluding LBI)</b>	<b>11075</b>	<b>12723</b>	<b>87.2%</b>	<b>936</b>	<b>1031</b>	<b>90.8%</b>	<b>2904</b>	<b>3269</b>	<b>88.8%</b>

### H752 - Local Personnel PI's

Quarter	1	2	3	4
<b>No of Voluntary Leavers</b>	8			
<b>Voluntary Leavers as % of total staff</b>	1.0%			
<b>No of Temp / Agency Staff</b>	79			
<b>Temp / Agency Staff as % of total staff</b>	10.1%			

## 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 and Service Development
Name of Meeting	Date of Meeting	Agenda item	Status
Contracted Services Sub-Board	19 <sup>th</sup> August 2008	8	Monitoring

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

## 1. Synopsis

This report provides information on the performance of Partners in delivering the PFI1 contract for refurbishment, maintenance and housing management services to 2,334 street properties across the borough. It summarises current issues and developments in delivering services. Contract variations under discussion are attached at Appendix 1. Latest work satisfaction figures are at Appendix 2.

## 2. Recommendation

The CSSB notes and comments on the report.

## 3. General Performance – Basket

In the draft performance basket, Partners scored 6.11 for June, which is rated by HFI as satisfactory. This is a drop in rating from good in April. The service rating score is made up of efficiency and customer care indicators. For the customer care indicators Partners scored 5.47 (satisfactory), and for efficiency 6.74 (also satisfactory). Both the efficiency and customer care scores are lower than usual. Efficiency scores are lower as a result of a longer turnaround time for empty properties although Partners are querying this figure. Customer care scores are down due to a lower rate of new tenants visited within four weeks and a complaint incorrectly identified as late. See below for further details.

### 3.1 General Performance – Key Performance Indicators

The end of year KPIs for 07/08 have now been finalised. Partners have met all the KPIs except for compliance with compensation requirements which included:

- 6 failures on claims for damage due to negligence
- 7 failures due to late payment for loss
- 1 failure on missed appointments compensation
- 6 failures on claims for overrun of works

Partners achieved 91.8% compliance for this KPI against a target of 95%. A deduction of £2,603.58 was made for this failure.

As part of the payment and performance mechanism Partners get notional bonuses if they exceed performance targets and deductions if they fall below targets. The notional bonuses are not payable to Partners, but can be offset against deductions, so reducing real penalties payable by them. Partners regularly get notional bonuses for repairs and for answering letters, complaints and members enquiries. In 07/08 £420 of deductions for answering members enquiries outside the 10 day target time were offset against the bonuses they had built up over the rest of the year.

Deductions are also made if a property is “unavailable”. This is if it falls below set standards of repair, or is not available for letting. Unavailability deductions totalling £5,390 have been made over the year for overruns in refurbishing empty properties and where residents were moved to decant properties for longer than the agreed reasonable period. These deductions have been offset against the bonuses achieved for carrying out repairs on time.

The net result of these bonus and deductions calculations is that £2,603.58 was deducted from Partners PFI 1 contract in 07/08.

### **3.2 Rent Arrears**

The amount collected as a proportion of the amount due in June was 101.7%. The collection rate for the year to date is 99.9%. This is above the contract target of 97%.

### **3.3 Customer Care**

Performance on answering correspondence, complaints and members enquiries within timescale is generally excellent. One letter in June was reported as being responded to in more than the 10 day target timescale, but Partners believe this is an error in reporting which has reduced the performance basket figures by one. If correct, this will be rectified in the next quarter and would mean that compliance with the correspondence target will be 100% rather than 98%. Compliance with complaints and Members Enquiries compliance was 100% in June.

Concerns have been raised with Partners concerning the response times to the council’s Central Complaints Unit to enable full responses to be sent to the Ombudsman. We have asked Partners to advise us what steps they are taking to address this.

### **3.4 Responsive Repairs and Gas Servicing**

Partners’ repairs performance remains excellent on the indicators measured. In June they achieved 100% of repairs completed on time and 100% appointments made and kept.

At the end of June 99.5% of properties had a valid gas certificate .

At the last two Residents Forum meetings residents have raised dissatisfaction about the repairs service. This is commented on at 3.7.

### **3.5 Voids Management**

At the end of June 2008 Partners had 20 voids. 13 of these were in use for temporary accommodation for tenants whilst refurbishment works to their home were being carried out. This has reduced from 25 in April.

The average re-let time for minor voids in June is 8.8 days. For the year to date the turnaround time is 12.4 days. This performance is within the contract target of 27 days.

The average time taken to re-let all voids in June (with the period for major refurbishment works excluded) was 27 days. The year to date figure is 40 days. There is not a contract target for this performance indicator, however this data is included in the performance basket and these higher figures are having an impact on the Partners' score in the performance basket. Some of these properties have needed major works but Partners are still setting up their systems to capture the evidence that could justify exclusion from the performance calculation.

### **3.6 Legal Repair**

There are currently 11 outstanding legal repair cases, which are Partners responsibility to deal with. This has reduced from 14 in April. The majority of these claims are for minor repairs, some of which have arisen from the refurbishment works. Partners are now monitoring progress of these cases closely with its contractors to ensure works are completed quickly. HFI continue to meet with Partners to ensure cases are actioned.

### **3.7 Resident Forum**

At the last two meetings of the Residents Forum residents, particularly PFI 1 residents, have raised concerns about the repairs service. They were dissatisfied with the phone service and the skills of some of the Customer Service Officers (CSOs) to diagnose and correctly prioritise repairs. CSOs will be going on a 6 day training course to address the latter point. Partners are working with BT to deal with a technical fault on their telephone line. Residents were also concerned about repairs issues that were occurring following the refurbishment. HFI will be focussing on checking repairs after the next round of refurbishment checks has been completed. Residents wanted to attend refurbishment quality spot checks and HFI arranged for three residents to accompany the Technical Commissioning Manager in July.

## **4. Contract variations**

Attached at Appendix 1 is a summary of the variations that are outstanding. Progress is reviewed monthly at Contract Review Meetings and by using the

protocol agreed by both parties. The backlog of variations has now been cleared and only four are currently being negotiated.

## **5. Refurbishment Programme**

### **5.1 Summary**

The refurbishment programme began at the end of August 2003 and is scheduled to finish on 30<sup>th</sup> September 2008. At the end of June 2008 Partners had completed 2120 dwellings to the full standard. This includes 589 leaseholders and 1531 tenants. There are just over 100 properties left to refurbish or in the process of being refurbished. HFI are closely monitoring the decant programme and the main programme to try to ensure it completes on time. Out of a total of 20 decant properties there is only one left to refurbish. With the main programme there are a number of access issues which are discussed below.

### **5.2 Completion of PFI 1 refurbishment event**

As the PFI 1 works are due to be completed at the end of September, LBI, Partners and HFI are organising an event to celebrate this milestone in October. CSSB members will be invited to attend. Publicity and a press release will be organised to mark the end of the works.

### **5.3 HFI Quality checks**

As the PFI 1 works programme nears completion the majority of HFI checks will take place in PFI 2 properties. The latest report includes PFI 1 and 2 properties and the results are included in the PFI 2 report.

### **5.4 No access cases**

HFI are continuing to meet with Partners to minimise the number of properties that cannot reasonably be refurbished due to vulnerability issues. If properties that have not had their works carried out for these reasons become empty after September 2008, (the official end of the works period) plans are being finalised to complete the Works to these properties within a reasonable timescale.

### **5.6 Works Satisfaction**

The latest satisfaction figures for January to March 08 are now available. The results are plotted on the graph at Appendix 2. A better response rate was achieved from residents which included 37% of tenants and 28% for leaseholders. Results show an increase in satisfaction for leaseholders up to a similar high level achieved by tenants. It should be noted that there was no information available for the category of leaseholders satisfied with the service from United House so data has been included for leaseholders satisfied with United House staff instead.

## 5. Best Value Review of PFI 1 Contract

Partners and HFI are in the final stages of agreeing the scope of the best value review. The priorities agreed are raising customer satisfaction and reviewing services to deliver customer priorities. The next stage is to agree on how the data will be collected and on ways to involve residents in the review. At the last Residents Forum meeting nine residents put their names forward to be involved in Best Value consultation events.

## 6. Annual Service Plan 2008/9

We have received Partners' review of last year and their plan for 2008/09. Of the 98 actions in the 07/08 plan, Partners have carried 16 forward to 08/09 plan and have decided not to action 8. The commissioning team will continue to monitor the 08/09 plan and those items carried forward for completion.

## 7. Conclusion

Partners continue to provide a good housing management service. We will be checking issues raised by residents about repairs at the Forum which are at odds with the performance indicators. We will be working with Partners and residents to implement the Best Value Review.

## PFI 1 Performance Indicators APRIL/JUNE 2008

	<b>Contract Target 08/09</b>	<b>April 2008</b>	<b>June 2008</b>	<b>YTD</b>
Complaints % replied to within 10 days	96%	100%	100%	95.2%
Correspondence % replied to within 10 days	96%	99.8%	98%*	98.9%
Members Enquiries % replied to within 10 days	96%	100%	100%	100%
% Telephone calls answered within 18 seconds (excl out of hours)	80%	96.5%	98.8%	97.4%
% gross rent collected	97.5%	101.3%	101.7	99.9%
Current arrears per tenant	Not a contract target	£216	£213	£213
Average re-let time for minor repair re-lets only (excluding all dwellings with major repairs)	27.0 days	16.3 days	8.8 days	12.4 days
Average re-let time for all local authority dwellings let (excluding period for major repairs)	Not a contract target	16.3 days	27 days	40 days

	<b>Contract Target 08/09</b>	<b>April 2008</b>	<b>June 2008</b>	<b>YTD</b>
% of all repairs completed within time-scales year to date	95%	100%	100%	100%
% responsive repairs for which an appointment was made and kept	Not a contract target	100%	100%	100%
% of gas services completed against programme (YTD)	100% at year end	99.5%	99.5%	99.5%

\* HFI investigating 1 correspondence item identified as late and will be reconciled in next quarter. Compliance would be 100% for June if correct.

### **Background papers**

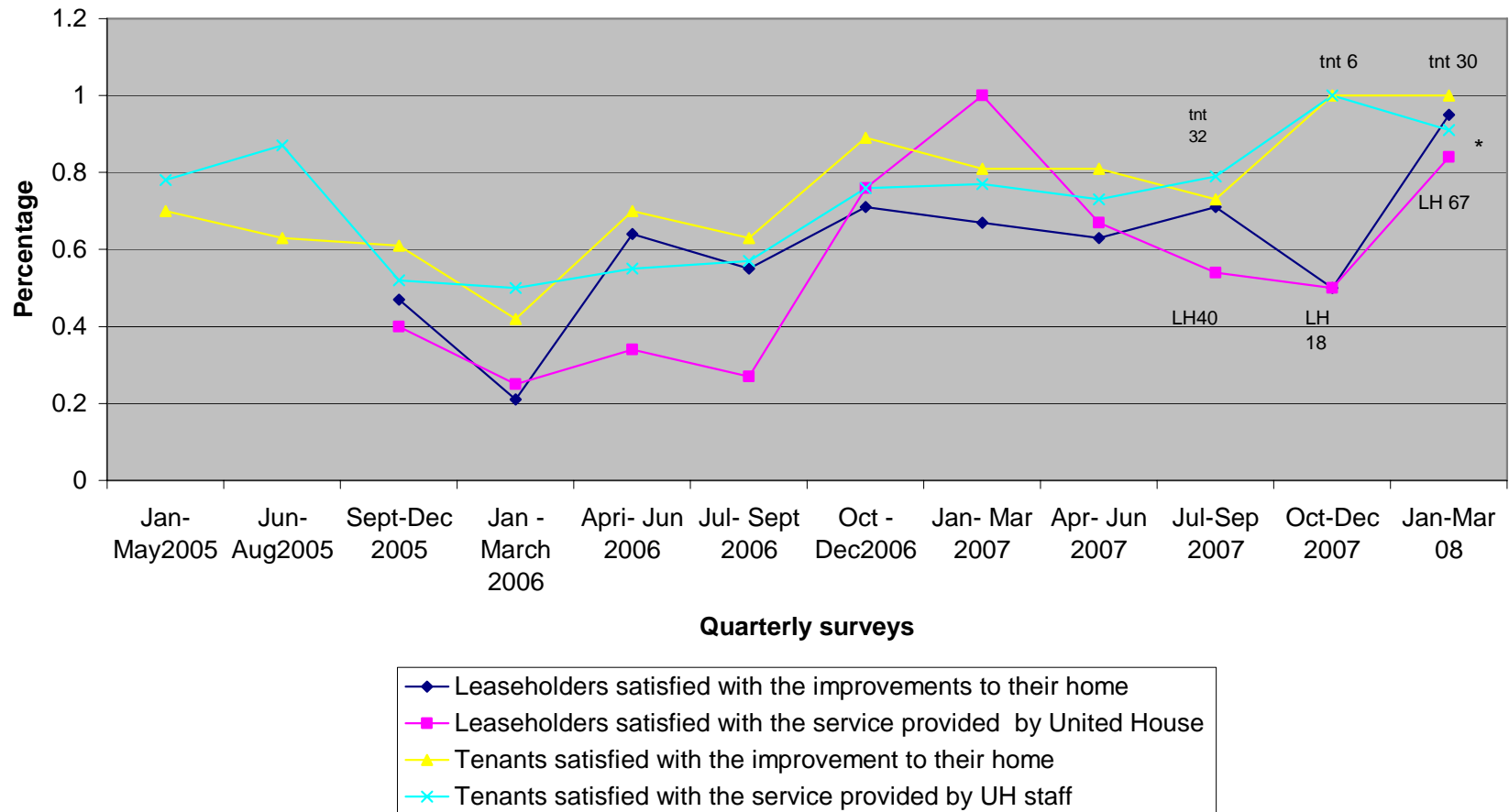
Partners for Improvement in Islington contract documents.

Report Author: Eileen Abbott, Contract Commissioning Manager  
 Telephone: 020 7527 4267  
 Email: eileen.abbott@homesforislington.org.uk

**Appendix 1 - PFI Contract Variations - Summary 15/07/08**

Variation Ref/Issue	Current Position/ Timetable	Comments
05002- 100% heating systems	Not agreed.	Ongoing discussions with Partners and LBI .
05014- Repairs rectification periods	Partners to clarify proposals following meeting with HFI	Partners wish to make repair timescales the same in PFI 1 as PFI 2. There could be some loss of service as a result and Partners have been asked to revise proposals. Waiting for a response from Partners.
05015- Communal Area Risk assessments	Discussions over potential cost savings. HFI and Partners working up proposal covering other areas.	HFI /Authority considering Partners proposal to reduce numbers of annual inspections of communal areas
05018- Tenancy Change	Agreed in principle HFI are considering draft document	Minor amendment to KPI mechanism to reflect small audit size.

## Appendix 2 - Satisfaction with works Jan 05 - March 08



\* Results were not available for Leaseholders satisfied with the service provided by United House. These figures are Leaseholders satisfied with United House staff.

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	19 <sup>th</sup> August 2008	9	Monitoring

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

## 1. Synopsis

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

## 2. Recommendations

2.1 That CSSB notes and comments on the report.

## 3. General Performance – Performance Basket

In the performance basket for June, Partners scored 8.39 points for overall service rating, comprising 7.62 points for customer care and 9.16 points for efficiency. Scores between 7 and 9 attract a “good” rating and scores between 5 and 7 are considered to be satisfactory.

### 3.1 Rent Arrears

102.1% of the rent due was collected in June and 99.9% for the year to date from 1<sup>st</sup> April. This exceeds the contract target of 97.25%. The debt per tenant continued its downward trend to reach £216 at the end of June.

### 3.2 Responsive Repairs

The performance indicators for June show that repairs performance maintains its high level. Partners had kept 100% of appointments that had been made (year to date 99.8%) and had completed 100% of day to day repairs within contractual time-scales (year to date 100%). HFI has become aware of some repair cases that have not gone smoothly and as a consequence intends to mount an audit of the performance indicators.

The number of tenanted dwellings without valid gas safety certificates (CP12s) was 20 at the end of June, up from the 15 found at the end of April. At the end of June 99.3% of tenanted homes had valid CP12 certificate (HFI figure was 96.5%). Partners are considering the use of magistrates court action to speed up access in cases where residents are unwilling to provide entry and engaging HFI's Legal Repair Team to do this work on a commercial and case by case basis.

### **3.3 Voids Management**

At the end of June Partners had 47 voids, two more than found at the end of May. 19 were used to temporarily re-house tenants whilst their permanent homes were undergoing renovation. 11 voids were being refurbished; four were being letting; two voids were on hold either pending a planning application for enlargement or the outcome of a structural and soil survey. Eleven voids had been pre-allocated to prospective tenants, before the completion of works.

For two minor voids let in June, it took an average 21 days to let them from the void date to the tenancy start date (excluding the period for major works). Since April a total of three minor voids have been re-let and these took on average 16 days to re-let. The contract target is 27 calendar days.

A total of 29 voids (minor and capital voids) have been re-let since April, taking an average of 16 days to re-let them excluding the time taken for works of a capital nature.

### **3.4 Correspondence, Complaints and Members' Enquiries**

100% of complaints and members' enquiries were replied to within 10 days of receipt in June. The performance in replying to correspondence was 99.3%. The figures are better than the contract target of 96%.

## **4. Refurbishment Programme**

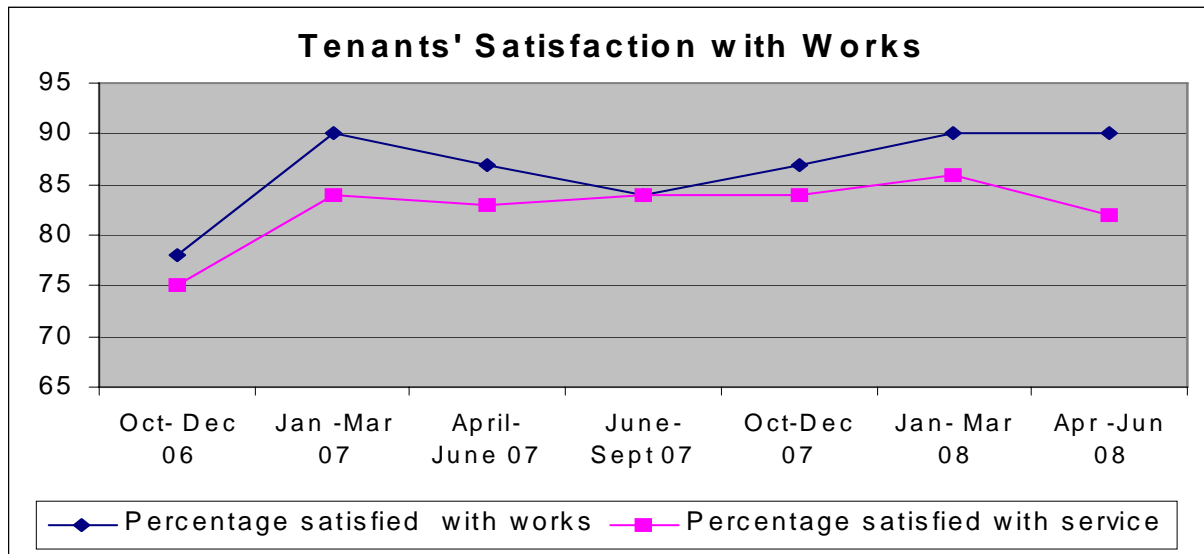
### **4.1 Progress on programme**

Partners continue to manage the refurbishment programme so that the number of refurbished properties meets contract milestones. They exceeded the refurbishment milestone for June.

At the end of June internal refurbishment works had been completed to 1078 tenanted homes and external works to 679 tenanted homes had been finished. A total of 636 tenanted dwellings had reached the contractual Full Availability Standard. (Both internal and external works completed). Work (for external and common parts only) to 187 leasehold properties has been completed and work is in progress at another 162 leasehold dwellings.

## 4.2 Satisfaction Survey

The provisional satisfaction survey results for April to June are shown in the graph below.



Satisfaction levels with the refurbishment remain high at 90%. However there has been a dip in satisfaction with the service provided from 86% to 82%. The results exceed the contract targets of 66% for customer satisfaction with completed works and satisfaction with the service provided. Partners will be providing HFI with a plan in September to maintain & exceed the results for satisfaction with works and to improve the results for satisfaction with the refurbishment service.

## 4.3 Refurbishment Works Key Performance Indicators

The table below is a summary of Partners latest performance (provisional data) in carrying out the refurbishment work and delivering the associated services to tenants.

Works Performance Indicator - April to June 2008	Contract Target	Performance	Provisional Penalty
Overall customer satisfaction - Staffing	66 %	90%	£0.00
Pre works procedures compliance	95%	98%	£0.00
Commencement compliance	95%	99%	£0.00
RLO contact	95%	97%	£0.00
Tenant sign off compliance	95%	33%	£13,250.00
Dwellings protection	95%	100%	£0.00
Dwellings security	95%	100%	£0.00
Dwelling statutory services	95%	100%	£0.00
Time in Dwelling	12 Weeks tenanted homes and 15 weeks voids	99%	£10,700.00

Partners are reaching or exceeding most of the targets. The draft figures indicate that there have been shortfalls in meeting the targets for compliance with tenant sign off and

for time to complete works in residents' and empty homes. Penalties will be imposed where targets have not been met, if the final figures confirm the under-performance.

#### 4.4 Quality of Refurbishment Works

Quality checks have continued to be carried out by the Technical Contract Manager within the PFI Commissioning Team. The aim is to carry out twelve random checks each month on properties at various stages of the refurbishment process. Details of individual problems are also recorded on an issue list, which is sent to Partners weekly and are regularly reviewed until they have been resolved. The July inspections have only recently been completed and Partners have had very little time to deal with them and therefore have not been able to comment on them.

The scores for July 2008 are as follows:

#### 4.5 Customer Care

Score out of 10

Keeping the resident's home clean and tidy	7.33
Keeping appointments	6.75
Progressing the work properly	6.75
Not caused any leaks or water penetration	8.17
Looking after the resident in terms of customer care and communication	6.25

The overall average score for customer care is seven, which is good.

Residents continue to be very positive about the United House operatives and commonly report on how polite and helpful they are.

#### 4.6 Assessment of Quality of Works

Score out of 10

Quality of works in progress	7.83
Quality of finished works	7.42
Compliance with Health and Safety Arrangements	8.00

The overall score for quality of works is 7.8, which is also good and an improvement on the May results. The quality of kitchen and bathroom finishes remains very high.

The scores for customer care and assessment of quality of works are sent weekly to Partners and although the sample size is small, help Partners to identify the areas which may need improvement.

#### 4.7 Properties with issues of concern

There are currently twenty-four properties with a total of twenty-nine outstanding issues that have accumulated since March 2008 (including issues picked up in July and which Partners have not yet had time to consider.) These issues have been referred to Partners to investigate and take action. Partner consider that they have resolved all the problems

listed up to the end of May but HFI's enquiries with the affected residents indicates that some problems have not been completed to their satisfaction.

The issues are not removed from the list until HFI receive confirmation in writing from Partners and are satisfied that they have been fully resolved. In some cases this means that HFI contacts the resident involved or carries out further site visits. The quality checks are an agenda item at the monthly Contract Review Meetings held between Partners and HFI where concerns can be discussed further.

A breakdown of the areas of concern and numbers involved are listed in the table below. In May 2008 there were thirty- three issues which Partners had subsequently reduced to seventeen. Twelve further issues were found in July, which have been added to the list and bring the total number of outstanding issues to 29. This demonstrates that Partners are gradually dealing with the matters raised by HFI.

<b>Issue of concern</b>	<b>Number of issues outstanding at 30/7/2008</b>
Security	1
Health and safety	1
Damp proofing	
Kitchen and bathroom	4
Leaks	
External works	10
Insulation	7
Compensation	6
<b>Total</b>	<b>29</b>

#### **4.8 Quality Checks with Partners Asset Managers**

Partners employ a firm of surveyors to issue completion certificates where the whole property has been refurbished inside and outside to contract standards. In June 2008 HFI carried 18 checks to ensure that the completed properties met the contract standard. The number of snagging items found was relatively low and reflected the generally high quality of completed works. Apart from loft areas, the quality of the checks by the asset managers was considered to be very good. A report was sent to Partners recommending that loft areas are properly checked by the asset surveyors and that further checks of lofts of completed homes would be carried out by HFI together with random checks of outstanding snags to ensure that they have been resolved.

### **5. Equality & Diversity Plan**

Partners' Equality and Diversity plan is shown in appendix 2. HFI has made some recommendations to enhance it. These include:

- Raising the target for data collection about the make up of the customer base.
- Analysis of that data and from other sources to inform service reshaping and a statement of how data will be used by refurbishment and repairs contractors.

- Monitoring the take up of several services and comparison with local population profile.
- Naming the topic of focus groups and mystery shopping exercises and moving their completion dates forward so that information can be gathered early in order to inform the early preparation of the 2009/10 plan before the end of March 2009.
- Defining some topics and dates by which some impact assessments will be completed.
- Giving more detail of how the web site will be up-graded to improve access.
- Providing a sharper focus for some objectives so that measurable outcomes are defined and therefore capable of being monitored for success.

## **6. Leasehold Recovery Account**

HFI has requested Partners to pay an interest charge for the late payment they made at the end of March for their share of the of the leasehold recovery account due on 2 January 2008. Partners are disputing HFI's method of calculation of the interest charge and negotiations are ongoing.

## **7. Partners' Satisfaction Survey of PFI Residents**

Partners carried out a satisfaction survey of their residents in the Spring to test their opinions about the full range of Partners' services in order to assist in the future planning of their services. Partners have not yet released the results of their survey but will do so after their management board has considered them. HFI expects the publication in mid September of the results of its own satisfaction survey of HFI and PFI residents carried out in June and July.

## **8. Removal of Properties from the Contract**

In 2007, as part of the pre-contract negotiations, it was agreed to withdraw 30 dwellings from the contract because they were considered to be too expensive to renovate within the available contract funding. These properties were then earmarked for refurbishment by HFI. The PFI 2 contract provides for compensation to be paid to Partners when properties are withdrawn from the contract and it is now evident that it would be more cost effective to put 30 properties back into the contract (subject to detailed evaluation by Partners) rather than pay compensation. HFI has drawn up a provisional list of homes, which are being inspected by HFI's Legal Repair Team, with the aim of completing the investigations by the end of August.

## **9. Conclusion**

Partners are continuing to meet or and exceed contract targets. Partners have reached the contract milestones for the refurbishment of properties. The general quality of improvement works is high. HFI is of the view that there is scope for enhancing the Equality and Diversity plan.

## **Background papers**

Partners for Improvement in Islington contract documents.

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## Appendix 1

### Principal Performance Indicators

PFI 2	Contract Target 08/09	April 2008	June 2008	2008/9 YTD
Complaints % replied to within 10 days	96%	100%	100%	100%
Correspondence % replied to within 10 days	96%	98.3%	99.3%	98.9%
Members Enquiries % replied to within 10 days	96%	100%	100%	100%
% Telephone calls answered within 18 seconds (excl out of hours)	80%	94.4%	98.8%	97.4%
% gross rent collected	97.25%	104.3%	102.1%	99.9%
Current arrears per tenant	Not a contract target	£220	£216	£216
Average re-let time for minor repair re- lets only (excluding all dwellings with major repairs)	27 working days	7 days	21days	16days
Average re-let time for all local authority dwellings let (excluding period for major repairs)	Not a contract target	14 days	15days	16 days
% of all repairs completed within time-scales year to date	95%	100%	100%	100%
% responsive repairs for which an appointment was made and kept	Not a contract target	99.9%	100%	99.8%

<b>PFI 2</b>	<b>Contract Target 08/09</b>	<b>April 2008</b>	<b>June 2008</b>	<b>2008/9 YTD</b>
% of properties with a valid gas safety certificate (CP12)	100% at year end	99.5%	99.3%	99.3%

## Appendix 2

### Partners' Equality and Diversity Plan for 2008/09



#### Partners Diversity Position Statement July 2008

##### 1. Where we are now?

Partners have moved from being led by the Council and HFI to producing its own strategies to improve its performance on diversity.

We are working hard at data collection and building relationships with our customers to put ourselves in a position to shape services and make them as accessible as possible.

Partners Board delegates the leadership and management of diversity to Partners Managing Director, John Holman. Partners' Diversity Group consists of staff representatives from each team and is chaired by Partners Head of Quality, Ed Butler. The Diversity Group produces and monitors Partners Diversity Plan.

Our contractual obligations on diversity are limited to having regard to Islington Council policy and statute, and Partners already does far more than this.

Partners Residents Forum inputs into Partners Diversity Plan and then reviews performance against the plan.

##### 2. What have we improved?

We have improved the profile of diversity amongst staff and customers through newsletters and events. Summarised below are other areas of improvement.

###### a) Data collection

We are putting a lot of effort into diversity data collection. In July 2008, we mailed out our data collection form to every leaseholder. Every tenant will be handed a copy at their annual gas safety inspection. Our improvement in data collection is outlined in the tables below.

PFI 1 Tenants	August 2007	July 2008	Improvement
---------------	-------------	-----------	-------------

DOB / Age	96%	96%	0%
Sex	99%	99%	0%
Ethnic Origin	49%	50%	1%
National Language	34%	52%	18%
Disability	37%	47%	10%

<b>PFI 2 Tenants</b>	<b>August 2007</b>	<b>July 2008</b>	<b>Improvement</b>
DOB / Age	96%	97%	1%
Sex	99%	99%	0%
Ethnic Origin	52%	55%	3%
National Language	34%	56%	22%
Disability	35%	47%	12%

Partners have formally identified predominant languages for translation as: Turkish, Spanish, Somali, Greek, Bengali, and Portuguese. Partners Tenant Handbook has already been translated into these 6 languages, although we usually translate on demand.

We recognise the following hard to reach groups:

- Young people aged 18 – 24
- Working people
- People with physical / learning disabilities
- BME communities
- Eastern European communities recently settled
- People with mental health issues
- People with children
- People who are housebound

### **b) Customer Survey**

Partners conducted a customer survey in April / May 2008. The survey focused on service areas including anti social behaviour, repairs and refurbishment works. The survey also requested monitoring information, which we will analyse further. The survey showed that 43% of our tenants have a disabled person in the household and 3% of tenants have a wheelchair user in the household. 15% of leasehold households include a disabled person. We are hoping that we can use the customer survey to improve how we deliver our services and also to improve customer satisfaction.

### **c) Resident Involvement**

We have made the following improvements in the last 12 months:

- Our PFI 1 and PFI 2 Residents Forums joined together to become Partners Residents Forum
- Partners reintroduced a Residents Fun Day and joined HFI in a leaseholder event
- Increased the number of customer newsletters from 4 to 5 per year
- Introduced Partners Involvement Register

#### **d) Partnerships**

We work in partnership with and have made referrals to the following agencies:

- Dorcus Project
- Mary Ward Legal
- APNA GHAR
- Single Homeless Project
- Alcohol Recovery Project (ARP)
- Mosaic Floating Support
- Social Services
- CHAS
- CAB
- Essex Road Advice Project

Partners have adopted the Council's Harassment and Domestic Violence procedures and attends MAGPIE.

Partners worked with HFI to compare Partners services against the Diversity KLOE between November 2007 and January 2008. HFI's conclusion was that 'Partners as a whole are meeting a large number of the criteria set out by the Audit Commission'. The KLOE sets out what the Audit Commission expects of an excellent organisation.

#### **e) Shaping services**

Partners does shape services for individuals although this is currently done on an ad hoc basis using our Risk Register and other means.

Our strategy is to collect as much diversity data as possible in 2008 and then start shaping services more strategically in 2009. Partners Involvement Register will also be used to shape Partners services, and we will work in partnership with Partners Residents Forum.

### **3. Moving forward**

To begin shaping our services more strategically, we will use the results from the PFI 1 Best Value Review, which ends in December 2008, Partners customer survey, and our data collection work.

## Partners Equality and Diversity Plan 2008-09



### **Our Aims for Equalities and Diversity:**

1. Ensure that everyone can access our services in a way that is appropriate to them
2. Encourage two-way communication between all stakeholders
3. Promote and encourage equality awareness

### **Our vision for equality:**

- Get to know our customers better
- Treat our tenants and leaseholders as individuals
- Meet our customers' needs
- Involve our residents in the way that enables them to be involved
- Break down barriers to accessing services
- Break down barriers to involvement in the decision making process
- Make sure that our sub contractors work to our diversity principles

Our aims for equality and diversity and our vision for equality should be read in the context of the Partners mission, vision, and values shown opposite.

### **Our Mission Statement**

To improve homes and provide excellent services through partnership and innovation

### **Our Vision**

To be the best in our sector

### **Key Values**

1. Excellence
2. Partnership
3. Innovation

### **Underpinning Values**

**1. Ensure that everyone can access our services in a way that is appropriate to them**

<b>Desired Outcome</b>	<b>Action</b>	<b>Measure of success</b>	<b>Deadline</b>
1.1 Improved knowledge of our customers	Collect diversity information	Diversity collection form produced  Each diversity category improved by 5%  Information we currently have for PFI 1 / PFI 2: <b>DOB / Age</b> 96.22% / 96.58% <b>Sex</b> 99.79% / 99.94% <b>Ethnic Origin</b> 52.26% / 49.40% <b>National Language</b> 34.31% / 33.61% <b>Disability</b> 34.91% / 37.15%	Completed  March 2009
	Explore inclusion of ethnicity information on repairs satisfaction cards	Decision taken as to whether ethnicity information should be included on repairs satisfaction card	September 2008
1.2 Provide services accessible to all	Review Accessibility Key Line of Enquiry (KLOE)	Review conducted by Diversity Group  Gap analysis produced  Report including recommendations produced	December 2008  February 2009  March 2009
	Ensure Partners continue to comply with legal obligations under the Disability and Discrimination Act (DDA)	Partners are DDA compliant	December 2009

	<p>Introduce a series of customer information leaflets</p> <p>Develop Partners standards for audits (to include a review of access via type talk, text, minicom and hearing loop)</p> <p>Ensure that staff are aware of needs of individuals before visiting them</p>	<p>The following leaflets are available in appropriate formats: complaints, repairs, refurbishment, tenancy, anti social behaviour, rent, leasehold, resident involvement, gas safety.</p> <p>Reception audit complete</p> <p>Telephone audit complete</p> <p>Individuals needs are taken into account</p>	<p>March 2009</p> <p>July 2008</p> <p>September 2008</p> <p>Ongoing</p>
1.3 Achieve Customer Service Excellence	Apply for Charter Mark accreditation	Chartermark application submitted	December 2009
1.4 Develop the service to meet residents' needs	Explore annual visits / repair checks to vulnerable residents	A decision is made as to whether annual visits / repair checks will be conducted	March 2009
1.5 Checking that we're getting it right	Undertake mystery shopping exercise using resident volunteers of external company	Mystery shopping exercise held and report received	March 2009
<b>2. Encourage two-way communication between all stakeholders</b>			
<b>Desired Outcome</b>	<b>Action</b>	<b>Measure of success</b>	<b>Deadline</b>
2.1 All residents to have the opportunity	Undertake customer survey	Survey completed	Completed

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

	<p>Hold a residents fun day</p> <p>Promote offer of childcare and transport at Residents' Forum meetings</p>	<p>attended</p> <p>Information included in the Resident Forum invitation letters</p>	<p>September 2008</p>
2.3 Residents Forum	<p>Encourage Forum to engage more widely</p> <p>Meet training needs of Forum</p> <p>Introduce a Residents' Forum induction pack</p> <p>Review location of meetings</p>	<p>Residents' Forum article 'What the Forum stands for' published in the Partners Gazette</p> <p>Residents' Forum insert for the Partners Gazette developed</p> <p>Training organised on chairing meetings</p> <p>Equalities and diversity information included</p> <p>Residents Forum decide whether to hold any of their meetings in the community</p>	<p>September 2009</p> <p>December 2009</p> <p>October 2008</p> <p>December 2008</p> <p>September 2008</p>
2.4 Keep staff up to date on diversity issues	<p>Diversity group to meet bi-monthly</p> <p>Raise profile of diversity group with partners</p> <p>Continue to include equalities information at inductions</p>	<p>Every team is represented</p> <p>Articles included in the staff newsletter</p> <p>80% of new staff have completed the induction by September 2008</p> <p>95% of new staff have completed the</p>	<p>Ongoing</p> <p>Ongoing</p> <p>September 2008</p> <p>March 2009</p>

	<p>Provide multi-faith diversity calendars for all staff</p> <p>Promote job shadowing across teams</p>	<p>induction by March 2009</p> <p>Calendars ordered and delivered to each member of staff</p> <p>Articles included in the staff newsletter</p>	<p>January 2008</p> <p>Ongoing</p>
2.5 Staff involvement in planning and diversity	<p>Get regular feedback from staff</p> <p>Encourage Partners wide social events such as film events highlighting</p>	<p>Mini staff survey repeated</p> <p>Staff suggestion scheme in place</p> <p>Accessible venues, catering respecting cultural traditions, team leaders promote to all staff etc</p>	<p>October 2008</p> <p>Completed</p> <p>Ongoing</p>
<b>3. Promote and encourage equality awareness</b>			
<b>Desired Outcome</b>	<b>Action</b>	<b>Measure of success</b>	<b>Deadline</b>
3.1 Ensure racial equality	Ensure that Partners complies with Commission for Racial Equality (CRE) Code of Practice for rented housing	Partners complies with CRE Code of Practice.	March 2009
3.2 Equalities standard	Support LBI in its efforts to gain Equalities Standard level 4 and 5		On request
3.3 Raise profile of diversity issues within Partners and	Finalise Partners diversity policy	<p>Policy drafted by Diversity Group</p> <p>Staff and Residents Forum consulted</p>	<p>July 2008</p> <p>September 2008</p>

externally	<p>Develop a procedure review template to include Equality Impact Assessment</p> <p>Sub contractors to have appropriate equality policies</p> <p>Establish programme of Internal Quality Audits</p> <p>Monitor Partners for recruitment, retention and promotion</p>	<p>Policy finalised and distributed to all staff</p> <p>Procedure reviews include an equalities impact assessment</p> <p>Sub contractors policies received and checked</p> <p>IOA programme takes account of diversity issues</p> <p>Core receive Partners wide monitoring information</p>	<p>October 2008</p> <p>September 2008</p> <p>October 2008</p> <p>August 2008</p> <p>September 2008</p>
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Author of Report		Team	Job Title
Simon Kwong		Chief Executive Directorate	Director of Performance & Service Development
Name of Meeting	Date of Meeting	Agenda item	Status
Contracted Services Sub-Board	19 <sup>th</sup> August 2008	10	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 TMOs and TMCs, delivering housing management and maintenance services to 4,000 properties on behalf of the London Borough of Islington.

### 2. Recommendations

- 2.1. That the CSSB notes and comments on the report.

### 3. Background

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

### 4. Performance

- 4.1. Appendices A, B and C provide the CSSB with the most recent information gathered by HFI about TMO governance, financial management, caretaking and performance.
- 4.2. Tenant Management Commissioning Officers assess the governance and financial management of each TMO every quarter. Appendix A shows the assessments made over the last four quarters, with the most recent assessments carried out in April and May 2008. The team have completed their July and August monitoring meetings, but the reports are not completed by the time of writing this report. The July/August monitoring will be reported in full in October.
- 4.3. As reported to the February CSSB meeting, the January Tenant Management Forum (TMF) meeting passed a motion calling on HFI to withdraw the enhanced monitoring system, including the new assessment criteria approved by the CSSB in 2007. HFI has been meeting with a working group of TMO representatives to draw up a new monitoring system. Agreement has been

reached on the PIs to be provided monthly. These are to be provided by TMO Managers to both HFI and their own Committees.

- 4.4 Agreement has also been reached that TMO Treasurers will present a standard monthly report to Committees showing that the TMO's finances have been checked, for instance "bank statements reconciled against cashbook." This report will also form part of HFI's financial monitoring of TMOs, along with checking the annual accounts, management letter and quarterly report of spend against budget. Where we receive all of these and there are no problems we will only monitor TMO finances once a year. Where we do not receive the reports or problems are identified we will monitor more closely.
- 4.5 The remaining issue is the regular quarterly monitoring meetings. One of these will include an "Annual Review Meeting" where HFI and TMO performance is considered after the end of the financial year and then reported to all residents. There will be an annual review of equal opportunities and governance during another of the monitoring meetings and HFI is proposing an annual review of financial management during another monitoring meeting. The new monitoring system will be in place for October 2008.
- 4.6 HFI has developed a temporary monitoring system which was used in April/May and July/August 2008. As stated above the July reports are not yet ready and so Appendix A shows the results of the April/May monitoring.
- 4.7 HFI Quality Monitoring staff inspect caretaking standards at each estate-based TMO at least once a quarter. These results are presented at Appendix B. The table also shows the average score for each TMO over the last four quarters and the average HFI score for each quarter. In April – June 2008 ten TMOs outscored HFI and eleven scored lower. Five TMOs have outscored HFI for four quarters in a row - our congratulations to Arch-Elm and Harry Weston Co-ops, Blackstock, Dixon Clark and Wenlake TMOs.
- 4.8 The performance indicators are provided as Appendix C, and are drawn from the monthly monitoring information supplied by TMOs and TMCs for June 2008.
- 4.9 The eight Tenant Management Co-ops agreed to provide eighteen monthly performance indicators (PIs) to HFI as part of the new Management Agreement signed in May 2007. HFI then requested TMOs to provide the same PIs. The amounts provided in each report to CSSB are shown in the following table.

	TMO (192 total)	Co-ops (138 total)	Total (330)
Oct 07	149	47	196
Dec 07	126	81	207
Feb 08	97	66	161
April 08	114	60	174
June 08	95	79	174

- 4.10 As with February and April 2008, in June 2008 HFI has received just over half the requested number of PIs, despite regular encouragement for the figures to be provided. At this level of provision Appendix C does not serve a useful purpose. Performance monitoring is a useful tool for TMO Committees to monitor their own performance and there is a management agreement requirement on TMO/Cs to provide agreed Key Performance Indicators (KPIs) to the local authority. We have now reached agreement with TMOs about a new set of PIs, and the new PIs will be reported to CSSB in October.

## **5 Concerns about TMOs and Co-ops**

- 5.1 The June CSSB received a report of the April/May monitoring showing the “concerns” from that monitoring round. The July/August monitoring reports are not complete and will be reported to the October CSSB.

- 5.3 In this section we are providing an update on the TMOs where we had the most concerns following the April/May monitoring, and also updating the position on fidelity insurance.

### **5.4 Arch-Elm Co-op**

Arch-Elm finished the 2007/08 financial year with a balance of minus £4,392. HFI has met with the Co-op to stress our concerns. The Co-op have a budget that will leave them with a balance of about £8,000 at the end of 08/09 (if they stay within budget). A Co-op of this size (and without rent-collecting responsibilities) should have reserves of at least £20,000. If Arch-Elm can contain their spending they should achieve this before the end of 2009/10. The Co-op have undertaken too many repairs that are HFI/LBI responsibility and have agreed not to do so in future. HFI have strongly advised the Co-op Committee to undertake training in financial management and to draw support from other TMOs and Co-ops that are good at financial management.

HFI’s monitoring should have picked up this problem earlier, as Arch-Elm have spent £80,249 more than they have received in allowances over the last three financial years, taking them from a position of being £74,655 in credit to being minus £4,392 (figures exclude interest and other operating income).

HFI will monitor the spending of this Co-op closely on a monthly basis, and if their financial situation deteriorates HFI will request LBI’s agreement to serve a Notice Ending the Agreement.

### **5.5 Bemerton Villages TMO**

At the last CSSB meeting we reported concerns that Bemerton were not supplying the information that is required by the management agreement. I am pleased to report that this TMO is now regularly supplying HFI with copies of the Committee and General Meeting agendas, papers and minutes, as are required under Chapter 6, Clause 5 of their management agreement, and providing copies of financial reports at least quarterly, as required under Chapter 4, clause 5.3 of their management agreement

## 5.6 Braithwaite House TMO

We have covered the issue of concerns with Braithwaite House TMO's financial management in recent CSSB reports. This TMO adopted a deficit budget for 2008/09, which made use of cyclical funds for its day-to-day costs. HFI asked for this to be changed and the TMO produced a new deficit budget. The TMO has agreed to pay £57,065 into a joint major works account with HFI/LBI. The TMO has spent a further £36,452 on cyclical decorations, and there are questions about whether or not this was authorised. If HFI demanded payment of this sum immediately then the TMO would be insolvent. The TMO needs to cut its costs and has begun the process by holding a General Meeting to explain the financial problems to its members and holding two extra Committee meetings to consider where cuts can be made.

By the October CSSB, HFI expects to be able to report that:

- the funds have been transferred to the joint major works account
- agreement has been reached on the disputed major works funds
- the TMO has drawn up a new financial plan that makes savings of at least £15,000. The TMO has missed the deadline agreed with HFI of the end of July to produce a new budget. HFI has set a new deadline of the end of August, and will take action under the Management Agreement if the TMO misses this deadline.
- the TMO has set a budget for 08/09 within its resources.

## 5.7 Taverner & Peckett Square TMO

HFI remains concerned that this TMO:

- does not hold sufficient Committee meetings to comply with its Rules
- produces minutes of a poor standard
- does not routinely provide financial reports to its Committee
- does not provide HFI with agendas, papers and minutes prior to Committee meetings
- does not provide HFI with copies of financial reports at least quarterly

HFI is monitoring the situation at Taverner closely, and will use powers under the management agreement if the situation does not improve by the end of September.

We are pleased to be able to inform the CSSB that Taverner TMO have moved to a new ground floor office which has full accessibility for people with disabilities.

## 5.8 Holbrook Co-op

HFI has started a review of Holbrook Co-op. Holbrook is the first of the Co-ops to have a five year review, which is in the Co-op management agreements that were signed in 2007. The Co-op does not comply with its Rules, and HFI is likely to recommend updating the Rules as part of the review, and will then seek to ensure that the Co-op follows its new Rules. We are aware of a high

turnover of staff in this Co-op and want to be sure that the Co-op is following its own employment procedures.

There may be lessons for other Co-ops from this review as we will be looking at void standards, rent collection and allocations which have not been an issue in any of the TMO reviews.

## **5.9 Fidelity Insurance**

This was raised with all TMOs in January as they are required to have fidelity insurance in Chapter 1, Clause 7 of the management agreement. Fidelity insurance is not a stated requirement of the Co-op management agreement, but HFI is entitled to reasonably require additional insurance and all Co-ops were told in April that HFI requires them to secure fidelity insurance.

Although we do not have all the results of the July monitoring meetings at present, I am pleased to be able to say that Bemerton, Brunswick, Gambier and Spa Green TMOs and Elthorne First and Seaview Co-ops have now obtained fidelity insurance, and a significant number of other TMO/Cs are in the process of obtaining quotes or Committee approval.

## **6 Training**

- 6.1 HFI is concerned about the low level of training being undertaken at many TMO/Cs and is raising this with individual TMOs. We are also arranging the following training:
- Induction training for new or inexperienced Committee members. This will take place in October. We hope this will become an annual event.
  - Anti-fraud and financial procedures training. This will be run jointly with LBI Internal Audit and will take place in November and January.
  - On-line Diversity Training. This has been made available to all TMO/C staff and Committee members.

## **7 Reviews and Continuation Ballots**

- 7.1 As well as the Holbrook review, as covered in 5.8 above, five year reviews are now underway at Braithwaite, Brunswick Close and Pleydell TMOs. Braithwaite and Brunswick are due to conclude in September and Pleydell in March. Brunswick's continuation ballot is due in October 2008.

## **8 Information Sharing Protocol**

- 8.1 A working group made up of TMOs and HFI has developed an Information Sharing Protocol, to allow TMOs and HFI to exchange information about residents - for instance on potentially violent residents or equalities information. The working group was made up of TMO and Co-op staff and Committee members and HFI staff and met four times to work up the protocol. Information was sent out to all TMOs twice during the process and progress was reported to the Tenant Management Forum. In many ways this is a model for how HFI should develop new arrangements with TMOs.

## **9. Developing TMOs**

- 9.1 Lower Hilldrop estate voted by 106 to 6 to continue to develop a TMO on their estate, which covers 304 homes. The development stage will involve further training and negotiating a management agreement. We will develop an office for the prospective TMO. The TMO could go live in about 2010.
- 9.2 Residents from the blocks and small estates in the area around Taverner TMO are considering forming their own TMO or joining Taverner TMO. This could be as many as 323 homes, in addition to the existing 165 on Taverner. The blocks are Seaforth Crescent, The Woodlands, 6-10 Aberdeen Park, Fieldview, Gardiner Court and The Chestnuts. HFI attended a successful meeting with the residents on 31<sup>st</sup> July which formed a steering group of two residents from each block, which will meet monthly from now on.
- 9.3 Residents on Holly Park estate (including Ilex House) are considering the possibility of forming a TMO on their estate, with the support of the Safe Neighbourhoods Unit. The estate is made up of 364 homes and has two strong tenant associations and a community centre with office. We expect to receive a Right to Manage Notice in November.

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**HOMES FOR ISLINGTON**

**TMO/TMC MONITORING REPORT TO CONTRACTED SERVICES SUB-BOARD 4th Quarter 2007/08**

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

HFI monitors each TMO quarterly and rates their performance on finance and governance against a standard set out in the form of key lines of enquiry similar to those pioneered by the Audit Commission. In the last two quarters this has been replaced with a system of reporting "concerns" or "no concerns" pending completion of a review of the monitoring system being conducted jointly with TMO/C representatives. Data excludes Homestead Co-ops.

## HOMES FOR ISLINGTON

### TMO/TMC CARETAKING

	TMO/TMC	Stock	YEAR 07/08			YEAR 08/09
			Q2	Q3	Q4	Q1
1	Arch-Elm Co-op	95	92.9	100	100	100
2	Bemerton Villages TMO	735	94.5	90	100	85
3	Blackstock TMO	185	95.25	100	100	95
4	Braithwaite House TMO	108	85.7	81	90.5	90.5
5	Brooke-Park Co-op	111	93.8	86.7	80	91.7
6	Brunswick Close TMO	268	83.65	86.4	94.4	85.7
7	Charteris Co-op	127				
8	Dixon Clark Court TMO	60	100.0	100	100	95.5
9	Elthorne 1st Co-op	133	100.0	94.1	86.7	100
10	Gambier House TMO	115	95.5	N/A	N/A	N/A
11	Halfmoon Crescent Co-op	226	82.4	93.8	76.5	81.3
12	Harry Weston Co-op	124	100.0	100	100	100
13	Holbrook Co-op	103	92.9	100	100	81.3
14	Hornsey Lane EMB	173	55.0	94.7	94.4	90.5
15	Miranda TMO	148	100.0	81.8	100	94.1
16	Newbery House Co-op	54	90.9	95.2	90.5	100
17	Pleydell TMO	280	88.65	90.9	100	90.9
18	Quaker Court TMO	76	100.0	89.5	82.4	89.5
19	Redbrick TMO	160	96.65	92.9	93.3	100
20	Seaview Co-op	15				
21	Spa Green TMO	129	85.7	100	100	89.5
22	Stafford Cripps TMO	180	81.8	100	100	N/A
23	Taverner & Peckett TMO	165	77.8	68.4	100	100
24	Wenlake TMO	119	93.0	100	100	100
25	Weston Rise TMO	144	78.8	86.4	100	71.4
	Total Stock reporting	4033				
	Average TMO figures		89.78	92.35	94.94	91.97
	Average HFI figures		91.2	93.9	94.3	93.8

Figures in red indicate that the TMO scored higher than HFI

NA = not available.

No inspection at Gambier house during major works

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

**Performance Information provided by TMOs**

Reporting month **June 2008**

Reporting year **2008/09**

**HOMES FOR ISLINGTON**

**TMO/TMC MONITORING REPORT TO CONTRACTED SERVICES SUB-BOARD**

**April 2008**

	No. of complaints received	No. of complaints replied within 10 days	% of complaints replied within 10 days	No. of repair requests received	No. of non-urgent repairs completed	% of non-urgent repairs completed	No. of urgent repairs completed	% of urgent repairs completed	% of repairs completed in a single visit	Average time taken to complete non-urgent repairs	No. of voids completed	Average re-let time
Arch-Elm Co-op	0	N/A	N/A	5	5	100	0	N/A	100	24 HRS	0	N/A
Bemerton Villages TMO	NP	NP	NP	132	121	100	11	100	NP	NP	NP	NP
Blackstock TMO	NP	NP	NP	9	NP	NP	9	100	NP	24 HRS	NP	NP
Braithwaite House TMO	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP
Brooke-Park Co-op	0	N/A	N/A	14	8	100	6	100	100	24 HRS	0	N/A
Brunswick Close TMO	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP
Charteris Co-op	0	N/A	N/A	7	6	100	1	100	100	12 HRS	0	N/A
Dixon Clark Court TMO	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP
Elthorne 1st Co-op	0	N/A	N/A	6	6	100	0	N/A	NP	24 HRS	0	N/A
Gambier House TMO	1	1	100	9	7	100	2	100	100	9 DAYS	NP	NP
Halfmoon Cres. Co-op	1	NP	NP	18	15	100	3	100	94.4	24 HRS	0	N/A
Harry Weston Co-op	0	N/A	N/A	8	8	100	0	N/A	100	NP	0	N/A
Holbrook Co-op	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP
Hornsey Lane EMB	NP	NP	NP	12	1	100	11	100	NP	7 DAYS	NP	NP
Miranda TMO	NP	NP	NP	16	14	100	2	100	NP	NP	NP	NP
Newbery House Co-op	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP
Pleydell TMO	0	N/A	N/A	22	0	N/A	22	100	90.9	NP	NP	NP
Quaker Court TMO	0	N/A	N/A	13	11	100	2	100	92.3	10 DAYS	NP	NP
Redbrick TMO	0	N/A	N/A	10	6	100	4	100	100	10 DAYS	NP	NP
Spa Green TMO	0	N/A	N/A	13	2	100	11	100	NP	24 HRS	0	N/A
Stafford Cripps TMO	0	N/A	N/A	10	5	100	5	100	100	24 HRS	NP	NP
Taverner & Peckett TMO	NP	NP	NP	2	0	N/A	2	100	NP	NP	NP	NP
Wenlake TMO	0	N/A	N/A	3	0	N/A	3	100	100	N/A	NP	NP
Weston Rise TMO	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP

NP = Data not provided by the TMO.

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

Item 10 - Appendix C

	Rent collected as a % of rent due plus arrears of current tenants	No. of tenants with more than 7 wks arrears	% of tenants with more than 7 wks arrears	Average current arrears per tenant	Total current arrears	Total former arrears
Brooke-Park Co-op	N/A†	N/A†	NP	NP	N/A†	N/A†
Charteris Co-op	114	9	15.00%	730.66	54298.26	10458.45
Elthorne 1st Co-op	99.5	NP	NP	NP	NP	NP
Halfmoon Cres. Co-op	106.88	NP	NP	NP	NP	NP
Harry Weston Co-op	NP	0	0%	NP	2488.56	NP
Holbrook Co-op	NP	NP	NP	NP	NP	NP
Newbery House Co-op	NP	NP	NP	NP	NP	NP

† Not available due to computer crash

Report of	Team	Job Title
Mike Sims	Chief Executive Directorate	Company Secretary

Name of Meeting	Date of Meeting	Agenda item	Status
Contracted Services Sub-Board	19 <sup>th</sup> August 2008	11	Information

**Subject of Report:** Report back from Consultative Panels – July 2008

**1. Synopsis**

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

**2. Recommendation**

- 2.1 That the Sub-Board notes the report.

**3. Background**

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

**4. Consultation Reports for March 2008**

- 4.1 There were 2 report for Consultation:
- **HFI Business Plan 2009/14**
  - **Repairs Policy Review**

4.2 Appendix 1 of this report is a summary of the views of all Consultative Panels. 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 – July 2008**

	<b>Item 1 - HFI Business Plan 2009/14</b>	<b>Item 2 Repairs Policy Review</b>
<b>Holland Walk</b>	<p>Concerns expressed over the resident involvement register. Panel would like it to be a two way communication process with regular feedback. Comments to be fed back to SDT. LD to send registration forms and brief intro with minutes.</p> <p>Concerns over the HFI logo. Panel have raised with the board previously.</p> <p>General comment that the report lacked detail which is needed to make informed decision. More focus needed on repairs.</p>	<p><b>Repair Policy</b></p> <p>Right to repair</p> <ul style="list-style-type: none"> <li>• Would have liked a summary of repairs and definition of what Right to Repair is.</li> </ul> <p>Repair timescales</p> <ul style="list-style-type: none"> <li>• Would have liked a list to have been available</li> </ul> <p>Assisted Decorations</p> <ul style="list-style-type: none"> <li>• Would like to have commitment to this programme</li> </ul> <p>Vulnerability</p> <ul style="list-style-type: none"> <li>• Definition was clearly expressed. It was noted that the age had been revised from 70 to 75 years of age</li> <li>• Question over age limit</li> </ul> <p><b>Recharge Policy</b></p> <p>Tenant misuse</p> <ul style="list-style-type: none"> <li>• Comment over phrase “open to abuse”</li> </ul> <p>£15 recharge for tenant missed appointments</p> <ul style="list-style-type: none"> <li>• This figure might be hard to collect</li> <li>• What evidence is going to be required when tenants miss appointments? Photo evidence isn't reliable and can be tampered with.</li> <li>• Satisfied that phone calls to confirm tenant availability is a more effective method.</li> </ul>

**HFI Consultative Panels – July 2008**

	<b>Item 1 - HFI Business Plan 2009/14</b>	<b>Item 2 Repairs Policy Review</b>
<b>Central Street</b>	<p>The Chair felt tenants had no input in helping to choose contractors despite going to meetings about it and visiting sites, it made no difference to the final decision.</p> <p>Several panel members felt the report should have Contained figures so they could review value for Money.</p> <p>Some panel members complained of cheap materials Being used in major works which will rebound on HFI Later as they'll have to pay for repairs.</p>	<p><b>Repair Policy</b> Assisted Decorations</p> <ul style="list-style-type: none"> <li>• Would like this retained for most elderly residents</li> </ul> <p><b>Recharge Policy</b> £15 recharge for tenant missed appointments</p> <ul style="list-style-type: none"> <li>• Question as to the costs versus income received</li> </ul>

## HFI Consultative Panels – July 2008

	Item 1 - HFI Business Plan 2009/14	Item 2 Repairs Policy Review
Upper St North	The report was noted	<p><b>Repair Policy</b> Assisted Decorations</p> <ul style="list-style-type: none"> <li>• Would like HFI to ensure this programme is carried out</li> </ul> <p>Vulnerability</p> <ul style="list-style-type: none"> <li>• Unhappy with the proposed age level</li> <li>• Would like to see medium level incapacity included</li> </ul> <p><b>Recharge Policy</b> Tenant misuse</p> <ul style="list-style-type: none"> <li>• HFI should pursue these incidences</li> </ul> <p>£15 recharge for tenant missed appointments</p> <ul style="list-style-type: none"> <li>• Fee is too high and will not be collected</li> <li>• Collection rate will be low</li> <li>• Too much officer time involved in collection therefore not VFM</li> <li>• Ensure HFI has robust process in place</li> </ul> <p>Exaggerated emergencies</p> <ul style="list-style-type: none"> <li>• Too subjective</li> <li>• How will HFI prove this?</li> </ul>

**HFI Consultative Panels – July 2008**

	<b>Item 1 - HFI Business Plan 2009/14</b>	<b>Item 2 Repairs Policy Review</b>
<b>Upper St South</b>	The report was noted	<p><b>Repair Policy</b></p> <p>Right to Repair</p> <ul style="list-style-type: none"> <li>• Would like to know more about the repairs pledge</li> <li>• Would like to be able to engage “another” when Kier fail.</li> </ul> <p>Repair Timescale</p> <ul style="list-style-type: none"> <li>• Further client monitoring of Kier to ensure they do what they are supposed to do</li> </ul> <p><b>Recharge Policy</b></p> <p>Tenant misuse</p> <ul style="list-style-type: none"> <li>• Supported</li> </ul> <p>£15 recharge for tenant missed appointments</p> <ul style="list-style-type: none"> <li>• Tenants should not pay the same as the contractor – Kier should pay a minimum of £30.00. However, it was accepted that there should be some penalty</li> </ul> <p>Exaggerated emergencies</p> <ul style="list-style-type: none"> <li>• Tenants sometimes exaggerate to make sure someone turns up, but accepted that this is not always the case</li> </ul>

**Lyon St**  
**HFI Consultative Panels – July 2008**

	<b>Item 1 - HFI Business Plan 2009/14</b>	<b>Item 2 Repairs Policy Review</b>
<b>Lyon St</b>	<p>Panel raised concerns that tenants don't have any input on decisions and only get consulted after the event. The panel would like to see some of the recommendations in the report applied to the business plan. Noted that nearly a third of the budget is for offices and staff whereas as caretaking gets 26% of the total.</p> <p>Panel raise concern that maybe HFI are asking people on the Involvement register the wrong questions and some people are only concerned about what is relevant to them or their homes if they are leaseholders.</p>	<p><b>Repair Policy</b>  Assisted Decorations</p> <ul style="list-style-type: none"> <li>• Would like HFI to ensure this programme is carried out</li> </ul> <p><b>Recharge Policy</b>  Tenant misuse  £15 recharge for tenant missed appointments</p> <ul style="list-style-type: none"> <li>• Should this apply as contractors do not pay</li> <li>• Make sure vulnerable tenants are treated fairly as their circumstances may be different</li> </ul> <p>Exaggerated emergencies</p> <ul style="list-style-type: none"> <li>• Can this "exaggerated" be re-worded.</li> </ul>

**Partners Residents Forum**  
**HFI Consultative Panels – July 2008**

	<b>Item 1 - HFI Business Plan 2009/14</b>	<b>Item 2 Repairs Policy Review</b>
<b>Partners Forum</b>	The report was noted	The report was noted.



Date of meeting	Items on the Agenda	Status
<b>14/10/2008</b>	Pls - August	Monitoring
	Performance - Partners - PFI 1 - PFI 2 <b>- TMOs/TMCs</b>	Monitoring
		Monitoring
		Monitoring
	Risk Register	Decision
	MMA Session	Information
	Community Fund allocations - Report back for 07/08	Information
	Community Fund Allocation Update 08/09	Monitoring
Consultative Panels Feedback Reports	Information	
<b>09/12/2008</b>	John Holman - PFI - Presentation	Information
	Election of Chair / Vice-Chair	Decision
	Pls - October	Monitoring
	Performance - <b>Partners - PFI 1</b> - PFI 2 <b>- TMOs/TMCs</b>	Monitoring
		Monitoring
		Monitoring
	Risk Register	Decision
CP Feedback Reports	Information	
<b>10/02/2009</b>	Pls - December	Monitoring
	Performance - Partners - PFI 1 - PFI 2 <b>- TMOs/TMCs</b>	Monitoring
		Monitoring
		Monitoring
	Risk Register	Decision
CP Feedback Reports	Information	