

Contracted Services Sub-Board

Agenda 15<sup>th</sup> April 2008

**6.30 PM to 8.30PM**

Highbury House, 5 Highbury Crescent

Item	Presenter	Subject	Status	Page number	Duration
1	K Barns	Welcome/Apologies/ Introductions	Information	Verbal	6.30-6.35
2	K Barns	Declaration of interests	Information	Verbal	6.30-6.35
3	K Barns	Questions from the public	Information	Verbal	6.35-6.55
4	K Barns	Minutes of last meeting (12 <sup>th</sup> February 2008) and matters arising	Decision	1	6.55-7.05
5	K Barns	New Tenant DVD	Information	Verbal	7.05-7.15
6	K Barns & S Kwong	Chair and Head of Performance and Service Development Report	Information	Verbal	7.15-7.20
7	S Kwong	Performance Indicators	Monitoring	5	7.20-8.25
8	S Kwong	Report back – Partners for Improvement in Islington – PFI 1	Monitoring	25	" "
9	S Kwong	Report back – Partners for Improvement in Islington – PFI 2	Monitoring	35	" "
10	S Kwong	Report back – TMOs / TMCs	Monitoring	51	" "
11	S Kwong	Risk Register	Monitoring	69	" "
12	K Barns	Consultative Panel feedback reports	Information	73	" "
13	K Barns	Forward Plan	Decision	81	7.20-8.25
14	K Barns	Any other business	Information	Verbal	8.25-8.30
15	K Barns	Date and time of next meeting 6.30pm, 17 <sup>th</sup> June 2008	Information	Verbal	8.25-8.30



**Homes for Islington  
Contracted Services Sub-Board Meeting  
Minutes of 12<sup>th</sup> February 2008**

**Present:** Kate Barns (Chair), Claudia Webbe (Vice Chair), Joe Trotter, Adam Borrie, Theresa Coyle (Directors)  
Tom Kane, Georgina Galliers (Associate Directors)

**In Attendance:** Anthony Jonas (Performance Manager)  
Mike Sims (Company Secretary – Minutes)

**Apologies:** Caroline Jenkinson, Louise Round, Simon Kwong

	ITEM	ACTION
1	<p><b>Welcome/Apologies/Introductions</b></p> <p>a) The Vice-Chair opened the meeting at 6.30pm. b) The Vice-Chair gave apologies for Caroline Jenkinson, Louise Round and Simon Kwong</p>	
2	<p><b>Election of Chair and Vice Chair</b></p> <p>a) Kate Barns was elected as Chair. Claudia Webbe was elected as Vice - Chair.</p>	
3	<p><b>Declarations of Interest</b></p> <p>a) Tom Kane declared an interest in item 7 (Employment KLOE)</p>	
4	<p><b>Questions from the public</b></p> <p>a) 6 Questions in writing had been received from Mr E Hockenjos. To be copied out to Sub-Board with responses. CSSB agreed that since no members of the public were present, the response to the six questions would be sent to Mr Hockenjos and circulated separately to the Sub-Board.</p>	Mike Sims
5	<p><b>Minutes of the Last Meeting (11<sup>th</sup> December 2007) and Matters Arising</b></p> <p>The minutes were agreed as an accurate record.</p>	
6	<p><b>Chair and Head of Performance and Service Development Report</b></p> <p>a) The Chair reported:</p> <ul style="list-style-type: none"> <li>- That James Simpson would join main Board as an Independent Director on 25/02/08.</li> <li>- That the Audit Commission's Inspection report was now due to be received in March.</li> <li>- That Peter Taunton had been appointed as the Interim Director of Property Services.</li> </ul>	



11	<p><b>Report back – PFI 2</b></p> <p>a) Staff to include future complaint figures and summary of reasons in next report</p> <p><b>The report was noted.</b></p>	Simon Kwong
12	<p><b>Risk Register</b></p> <p><b>The report was noted.</b></p>	
13	<p><b>TMO/TMC Allowances 2008 - 2009</b></p> <p>a) Finance Committee to review financial models for TMO's at some future date</p> <p><b>The report was noted.</b></p>	David Selo
14	<p><b>CP Feedback reports</b></p> <p><b>The report was noted</b></p>	
15	<p><b>Forward Planner</b></p> <p>a) CSSB noted that should TMF wish to return a review report on allowances to the June meeting this would be welcomed.</p> <p><b>The forward plan was agreed.</b></p>	
16	<p><b>Any Other Business</b></p> <p>None</p>	
17	<p><b>Date and Time of Next Meeting</b></p> <p>a) Provisionally 15<sup>th</sup> April 2008, Highbury House at 6.30pm</p>	

There being no other business to conclude, Kate Barns closed the meeting at 8.00 pm

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Vice Chair: Kate Barns

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Date:



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

Name of Meeting	Date of Meeting	Agenda item	Status
Contracted Services Sub-Board	15th April 2008	7	Monitoring

**Subject of report:** Performance indicators February 2008

## 1. Synopsis

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

## 2. Recommendation

2.1 That the report is noted.

## 3. Background

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

3.2 Notable performance issues are:

- PFI 1 scored 8.21 in the February performance basket, PFI 2 scored 7.01.
- The average re let time of management voids for PFI 1 was 14.9 calendar days and PFI 2 was 22.6 calendar days in February.
- There has been a 3.8% fall in the current arrears per tenant for PFI 1 compared to the end of 2006/07. Arrears in PFI 2 have dropped by 5.5% during the same period.
- Tenant management organisations achieved a score of 96.0% in caretaking inspections with an A or B grade, above the target of 91%.
- 99.2% of urgent and 99.1% of non-urgent repairs were completed in time and 99.7% of repairs had appointments both made and kept.

3.3 Full details of performance are in the attached at Appendix 1.

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# Performance Indicator Report



improving housing through partnership

## *February 2008*

Performance  
Monitoring  
Section

QMS  
ISO 9001:2000  
Certified



# *Contracted Services Sub-board*

## CONTENTS AND SUMMARY OF RESULTS

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

## CONTENTS AND SUMMARY OF RESULTS

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

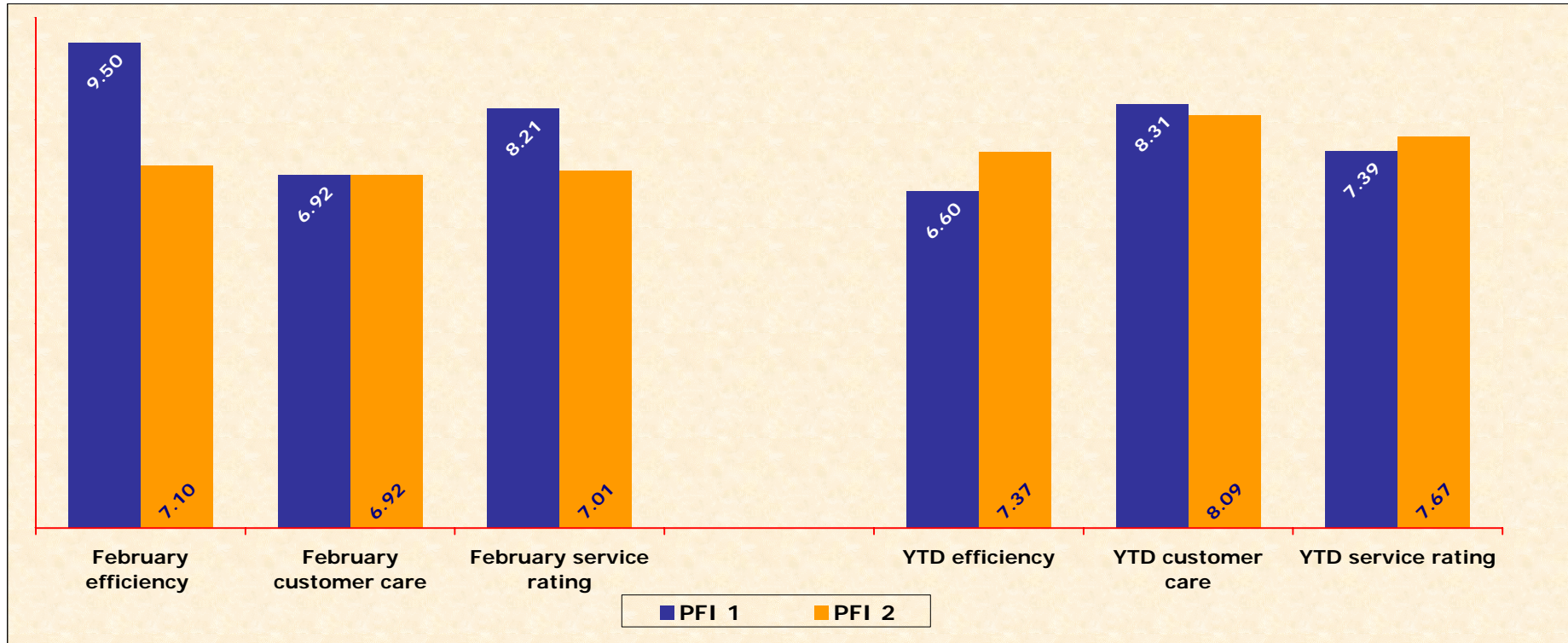
# ***Performance Basket Report February 2008***

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

- PFI 1 have scored 7.39 points for the year to date. PFI 2 have scored 7.69 points for the year to date
- PFI 1 scored 8.21 points for February. PFI 1's efficiency score was 9.50 points, rating as "Excellent" and the customer care score was 6.92 points, which rates as "Good". Six of the ten indicators evaluated for PFI 1 attained maximum scores this month.
- PFI 2 scored 7.01 points for February. PFI 2 efficiency score was 7.10 for February, rating as "Good" and the customer care score was 6.92 points, which rates as "Satisfactory". Six of the ten indicators evaluated for PFI 2 attained maximum scores this month.

Contact Alan Richards for more information on ext. 4281

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



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

YTD Ratings			
Area Office	Ratings	Score	
PFI 1	Good	7.39	
PFI 2	Good	7.67	

Monthly Efficiency and Customer Care Scores		
	Efficiency	Customer Care
PFI 1	9.50	6.92
PFI 2	7.10	6.92

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

## OPERATIONS

The number of harassment incidents recorded by Homes For Islington;  
 BVPI 174; racial incidents  
 LKPI 20a; sexuality incidents  
 LKPI 21a; other incidents

The percentage of harassment incidents resulting in further action.

BVPI 175; racial incidents - TARGET = 100%  
 (NB - This indicator is used in CPA calculations)  
 LKPI 20b; sexuality incidents - TARGET = 100%  
 LKPI 21b; other incidents - TARGET = 100%

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

The percentage of harassment cases resulting in further action against the perpetrator (YTD).  
 LKPI 1; racial incidents, LKPI 2; sexuality incidents, LKPI 3; other incidents

BVPI 174; Feb 2008 = 1, YTD = 24  
 BVPI 175; Feb 2008 = 100%, YTD = 100%  
 LKPI 20a; Feb 2008 = 0, YTD = 14  
 LKPI 20b; Feb 2008 = Nil, YTD = 93%  
 LKPI 21a; Feb 2008 = 3, YTD = 87  
 LKPI 21b; Feb 2008 = 67%, YTD = 90%  
 LKPI 1; Feb 2008 = 0%, YTD = 63%  
 LKPI 2; Feb 2008 = Nil, YTD = 57%  
 LKPI 3; Feb 2008 = 33%, YTD = 29%

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

\* This figure includes the closed AHO's Boleyn Road and Isledon Road.

Clarification can be obtained from Alan Richards (Ext 4281)

The number of racial incidents recorded by Homes for Islington

Feb 2008	BVPI 174			BVPI 175			LKPI 1		
	Last Year	This Month	YTD	Last Year	This Month	YTD	Last Year	This Month	YTD
Racial harassment									
Holland Walk	7	0	6	100%	Nil	100%	86%	Nil	83%
Lyon Street	1	0	1	100%	Nil	100%	0%	Nil	0%
Upper Street	4	1	6	100%	100%	100%	75%	0%	33%
Central Street	2	0	5	100%	Nil	100%	100%	Nil	100%
PFI 1	1	0	0	100%	Nil	Nil	100%	Nil	Nil
PFI 2	3	0	6	100%	Nil	100%	67%	Nil	50%
<b>HFI Total</b>	<b>24*</b>	<b>1</b>	<b>24</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>75%*</b>	<b>0%</b>	<b>63%</b>

The number of sexuality incidents recorded by Homes for Islington

Feb 2008	LKPI 20a			LKPI 20b			LKPI 2		
	Last Year	This Month	YTD	Last Year	This Month	YTD	Last Year	This Month	YTD
Sexuality harassment									
Holland Walk	2	0	3	Nil	Nil	100%	100%	Nil	33%
Lyon Street	3	0	2	100%	Nil	100%	67%	Nil	0%
Upper Street	0	0	1	Nil	Nil	100%	Nil	Nil	0%
Central Street	0	0	3	Nil	Nil	100%	Nil	Nil	100%
PFI 1	1	0	1	100%	Nil	0%	100%	Nil	0%
PFI 2	1	0	4	100%	Nil	100%	100%	Nil	100%
<b>HFI Total</b>	<b>7</b>	<b>0</b>	<b>14</b>	<b>100%</b>	<b>Nil</b>	<b>93%</b>	<b>86%</b>	<b>Nil</b>	<b>57%</b>

The number of other incidents recorded by Homes for Islington

Feb 2008	LKPI 21a			LKPI 21b			LKPI 3		
	Last Year	This Month	YTD	Last Year	This Month	YTD	Last Year	This Month	YTD
Other harassment									
Holland Walk	25	0	14	100%	Nil	100%	100%	Nil	43%
Lyon Street	24	0	21	100%	Nil	81%	8%	Nil	5%
Upper Street	17	1	15	100%	100%	93%	94%	100%	7%
Central Street	10	0	9	100%	Nil	100%	100%	Nil	100%
PFI 1	2	0	2	100%	Nil	0%	50%	Nil	0%
PFI 2	10	2	26	90%	50%	92%	80%	0%	31%
<b>HFI Total</b>	<b>110*</b>	<b>3</b>	<b>87</b>	<b>99%</b>	<b>67%</b>	<b>90%</b>	<b>65%*</b>	<b>33%</b>	<b>29%</b>

**OPERATIONS**

**LKPI 101a;**

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

**LKPI 101b;**

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

**LKPI 101c;**

The number of evictions obtained

**LKPI 101d;**

The number of injunctions obtained

**LKPI 101e;**

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

**LKPI 101f;**

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

**Comments:**

**LKPI 101a;**

Approved; Feb = 3, YTD = 50  
Signed; YTD = 23,

LKPI 101b; Feb = 5, YTD = 98

LKPI 101c; Feb = 2, YTD = 9

LKPI 101d; Feb = 2, YTD = 33

LKPI 101e; Feb = 2, YTD = 5

LKPI 101f; Feb = 16

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

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

Clarification can be obtained from Alan Richards (Ext 4281)

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

Feb	2008		Signed	Live
	Last Year	This Month		
LKPI 101a & LKPI 101f			YTD	
Central Street	8	2	5	5
Holland Walk	9	1	7	0
Lyon St	7	0	19	2
Upper Street	7	0	15	6
PFI 1	2	0	3	3
PFI 2	0	0	1	0
<b>HFI Total</b>	<b>54*</b>	<b>3</b>	<b>50</b>	<b>23</b>

The number of NTQs/NSP's served

Feb	2008		
	Last Year	This Month	YTD
LKPI 101b			
Central Street	17	3	19
Holland Walk	14	1	15
Lyon St	12	0	20
Upper Street	8	1	26
PFI 1	5	0	6
PFI 2	0	0	12
<b>HFI Total</b>	<b>88*</b>	<b>5</b>	<b>98</b>

The number of evictions carried out

Feb	2008		
	Last Year	This Month	YTD
LKPI 101c			
Central Street	0	0	0
Holland Walk	0	0	3
Lyon St	1	0	1
Upper Street	3	0	1
PFI 1	0	0	1
PFI 2	0	2	3
<b>HFI Total</b>	<b>8*</b>	<b>2</b>	<b>9</b>

The number of injunctions / undertakings obtained

Feb	2008		
	Last Year	This Month	YTD
LKPI 101d			
Central Street	2	0	4
Holland Walk	2	0	3
Lyon St	2	0	11
Upper Street	4	2	6
PFI 1	4	0	6
PFI 2	0	0	3
<b>HFI Total</b>	<b>20*</b>	<b>2</b>	<b>33</b>

The number of anti-social behaviour orders obtained

Feb	2008		
	Last Year	This Month	YTD
LKPI 101e			
Central Street	0	0	1
Holland Walk	0	1	1
Lyon St	0	0	1
Upper Street	4	0	1
PFI 1	0	1	1
PFI 2	0	0	0
<b>HFI Total</b>	<b>5*</b>	<b>2</b>	<b>5</b>

**OPERATIONS**

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

**Target = To be below £180 (year end)**

**LKPI 24a;**  
**Former tenant arrears**

**LI 2a;**  
**Total current rent arrears**

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

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

**Comments:**

**LKPI 23 = £187.46**  
**(HFI = £179.08, PFI = £225.88)**  
 - down 1.6% (£3.90) since January 2008  
 - down 7.8% (£15.80) since February 2007

**LKPI 24a = £3,768,990**  
 - up 1.9% since January 2008  
 - down 9.1% since February 2007

**LI 2a = £4,724,781**  
**(HFI = £3,706,731, PFI = £1,018,050)**  
 - down 2.5% since January 2008  
 - down 10.3% since February 2007

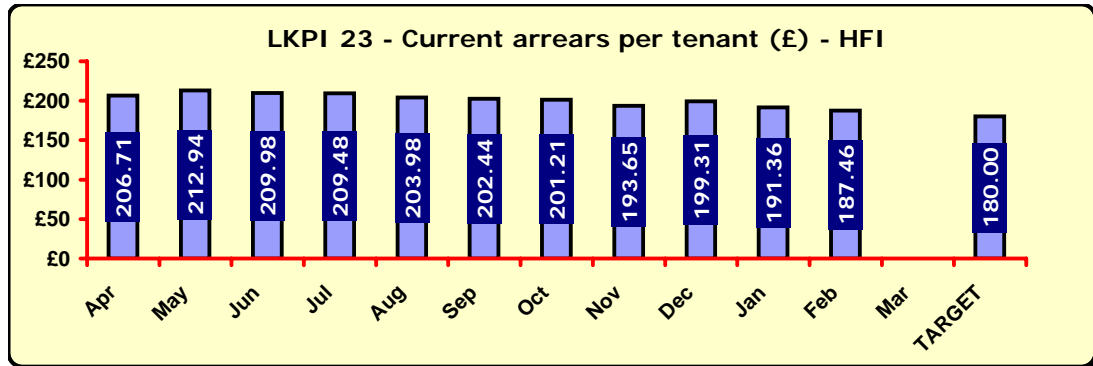
**LI 2b = £8,493,771**  
 - down 0.6% since January 2008  
 - down 9.8% since February 2007

**LI 22 = -9.9% decrease**  
**(HFI = -10.9% decrease, PFI = -5.8% decrease)**

NB: "Last Year" is March 2007.

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

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



**Current arrears per tenant**

Feb 2008	Last Year	This Month	% Change
<b>LKPI 23</b>			
Holland Walk	£186.32	£181.72	-2.5%
Lyon Street	£235.11	£225.32	-4.2%
Upper Street	£192.24	£176.82	-8.0%
Central Street	£170.95	£141.99	-16.9%
<b>TOTAL HFI</b>	<b>£194.01</b>	<b>£179.08</b>	<b>-7.7%</b>
PFI 1	£228.45	£219.68	-3.8%
PFI 2	£242.82	£229.55	-5.5%
<b>TOTAL PFI</b>	<b>£237.51</b>	<b>£225.88</b>	<b>-4.9%</b>
<b>TOTAL</b>	<b>£201.72</b>	<b>£187.46</b>	<b>-7.1%</b>

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

Feb 2008	Last Year	This Month
<b>LI 22</b>		
Holland Walk	N/A	-3.0%
Lyon Street	N/A	-4.7%
Upper Street	N/A	-13.6%
Central Street	N/A	-17.0%
<b>TOTAL HFI</b>	<b>N/A</b>	<b>-10.9%</b>
PFI 1	N/A	-4.4%
PFI 2	N/A	-6.6%
<b>TOTAL PFI</b>	<b>N/A</b>	<b>-5.8%</b>
<b>TOTAL</b>	<b>-4.2%</b>	<b>-9.9%</b>

**Total current rent arrears**

Feb 2008	Last Year	This Month
<b>LI 2a</b>		
SLUGS	£60,139	£8,013
Holland Walk	£945,187	£916,619
Lyon Street	£950,774	£905,768
Upper Street	£1,356,083	£1,171,068
Central Street	£849,803	£705,263
<b>TOTAL HFI</b>	<b>£4,161,986</b>	<b>£3,706,731</b>
PFI 1	£384,476	£367,747
PFI 2	£696,177	£650,303
<b>TOTAL PFI</b>	<b>£1,080,653</b>	<b>£1,018,050</b>
<b>TOTAL</b>	<b>£5,242,639</b>	<b>£4,724,781</b>

**Total former tenant arrears**

Feb 2008	Last Year	This Month
<b>LKPI 24a</b>		
<b>TOTAL</b>	<b>£3,799,586</b>	<b>£3,768,990</b>

**Total arrears**

Feb 2008	Last Year	This Month
<b>LI 2b</b>		
<b>TOTAL</b>	<b>£9,042,225</b>	<b>£8,493,771</b>

**OPERATIONS**

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

**Comments**

**LI 30a;**  
**40.2% of all tenants are in arrears**  
**(43.4% in February 2007)**  
 - 40.2% of Homes for Islington's tenants are in arrears  
 - 40.5% of PFI 1 & PFI 2 tenants are in arrears.  
 - Central Street has the lowest proportion of tenants with arrears at 35.8%.  
 - Upper Street has the highest proportion of tenants with arrears at 43.8%.  
 Overall, of those tenants that are in arrears:  
 - 5.6% have arrears of £2000 or more  
 - 13.4% have arrears of £1000 or more  
**LI 30b;**  
**Rent accounts where £1000 or more is owed hold 66.1% of the total current arrears balance (66.7% in February 2007)**  
 - Rent accounts where £1000 or more is owed hold 65.1% of the total current arrears balance of Homes for Islington  
 - Rent accounts where £1000 or more is owed hold 69.5% of the total current arrears balance of PFI 1 & PFI 2  
 - 61.4% (lowest) of Upper Street current arrears balance is held in accounts with more than £1000 in arrears.  
 - 72.3% (highest) of Lyon Street's current arrears balance is held in accounts with more than £1000 in arrears.

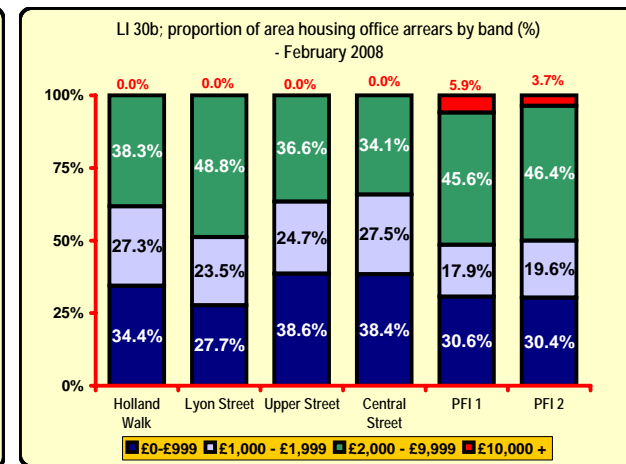
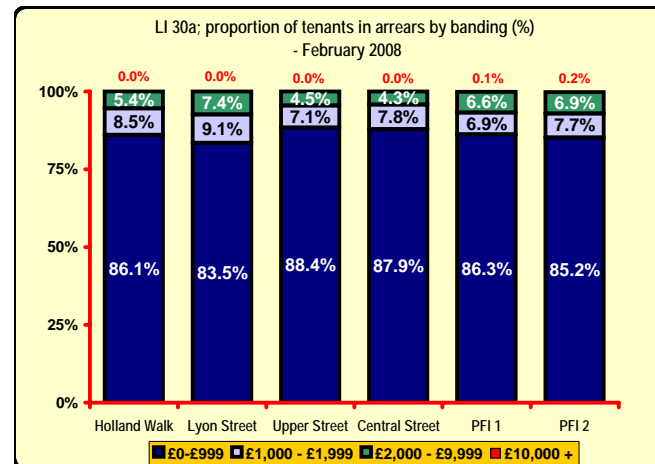
Clarification can be obtained from Alan Richards (Ext 4281)

**Number of tenants in arrears by band**

LI 30a	Feb					Total	2008					Total
	£0-£999	£1,000 - £1,999	£2,000 - £9,999	£10,000 +	0		£0-£999	£1,000 - £1,999	£2,000 - £9,999	£10,000 +	0	
Holland Walk	2,067	146	122	0	0	2,335	1,753	173	111	0	2,037	
Lyon Street	1,438	144	132	0	0	1,714	1,343	147	119	0	1,609	
Isledon Road	1,031	81	74	0	0	1,186	N/A	N/A	N/A	N/A	N/A	
Boleyn Road	1,088	71	65	0	0	1,224	N/A	N/A	N/A	N/A	N/A	
Upper Street	757	41	37	0	0	835	2,587	209	131	0	2,927	
Central Street	1,781	139	112	2	0	2,034	1,569	140	76	0	1,785	
<b>TOTAL HFI</b>	<b>8,162</b>	<b>622</b>	<b>542</b>	<b>2</b>	<b>0</b>	<b>9,328</b>	<b>7,252</b>	<b>669</b>	<b>437</b>	<b>0</b>	<b>8,358</b>	
PFI 1	612	63	51	1	0	727	584	47	45	1	677	
PFI 2	1,065	100	95	2	0	1,262	1,006	91	82	2	1,181	
<b>TOTAL PFI</b>	<b>1,677</b>	<b>163</b>	<b>146</b>	<b>3</b>	<b>0</b>	<b>1,989</b>	<b>1,590</b>	<b>138</b>	<b>127</b>	<b>3</b>	<b>1,858</b>	
<b>TOTAL</b>	<b>9,839</b>	<b>785</b>	<b>688</b>	<b>5</b>	<b>0</b>	<b>11,317</b>	<b>8,842</b>	<b>807</b>	<b>564</b>	<b>3</b>	<b>10,216</b>	
<b>% of total</b>	<b>86.9%</b>	<b>6.9%</b>	<b>6.1%</b>	<b>0.04%</b>	<b>0.00%</b>		<b>86.6%</b>	<b>7.9%</b>	<b>5.5%</b>	<b>0.03%</b>		

**Amount of arrears by band**

LI 30b	Feb					Total	2008					Total
	£0-£999	£1,000 - £1,999	£2,000 - £9,999	£10,000 +	£0		£0-£999	£1,000 - £1,999	£2,000 - £9,999	£10,000 +	£0	
Holland Walk	£355,848	£204,691	£391,411	£0	£0	£951,949	£315,293	£250,420	£350,906	£0	£916,619	
Lyon Street	£249,885	£205,193	£481,567	£0	£0	£936,644	£250,935	£212,828	£442,005	£0	£905,768	
Isledon Road	£191,302	£113,096	£249,731	£0	£0	£554,129	N/A	N/A	N/A	N/A	N/A	
Boleyn Road	£180,607	£103,321	£214,253	£0	£0	£498,181	N/A	N/A	N/A	N/A	N/A	
Upper Street	£133,659	£57,424	£118,898	£0	£0	£309,982	£452,166	£289,768	£429,133	£0	£1,171,068	
Central Street	£321,573	£196,498	£328,955	£22,119	£0	£869,144	£270,811	£193,730	£240,722	£0	£705,263	
<b>TOTAL HFI</b>	<b>£1,432,874</b>	<b>£880,222</b>	<b>£1,784,815</b>	<b>£22,119</b>	<b>£0</b>	<b>£4,120,029</b>	<b>£1,289,205</b>	<b>£946,747</b>	<b>£1,462,766</b>	<b>£0</b>	<b>£3,698,718</b>	
PFI 1	£105,867	£88,234	£178,276	£23,059	£0	£395,435	£112,602	£65,645	£167,629	£21,871	£367,747	
PFI 2	£199,107	£139,728	£345,931	£21,307	£0	£706,072	£197,476	£127,552	£301,479	£23,796	£650,303	
<b>TOTAL PFI</b>	<b>£304,974</b>	<b>£227,961</b>	<b>£524,206</b>	<b>£44,365</b>	<b>£0</b>	<b>£1,101,507</b>	<b>£310,078</b>	<b>£193,197</b>	<b>£469,107</b>	<b>£45,668</b>	<b>£1,018,050</b>	
<b>TOTAL</b>	<b>£1,737,847</b>	<b>£1,108,183</b>	<b>£2,309,021</b>	<b>£66,484</b>	<b>£0</b>	<b>£5,221,536</b>	<b>£1,599,283</b>	<b>£1,139,944</b>	<b>£1,931,873</b>	<b>£45,668</b>	<b>£4,716,768</b>	
<b>% of total</b>	<b>33.3%</b>	<b>21.2%</b>	<b>44.2%</b>	<b>1.3%</b>	<b>0.0%</b>		<b>33.9%</b>	<b>24.2%</b>	<b>41.0%</b>	<b>1.0%</b>		



**OPERATIONS (CARETAKING)**

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

Target = 91%

All scores are based upon independent assessment of caretaking inspections.

Caretaking inspections are assigned a grade using the following scale:

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

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

The overall "A" and "B" score for February 2008 was 96.1%. The "A" and "B" score for the year to date of 92.4% is above target.

**TMO inspections**

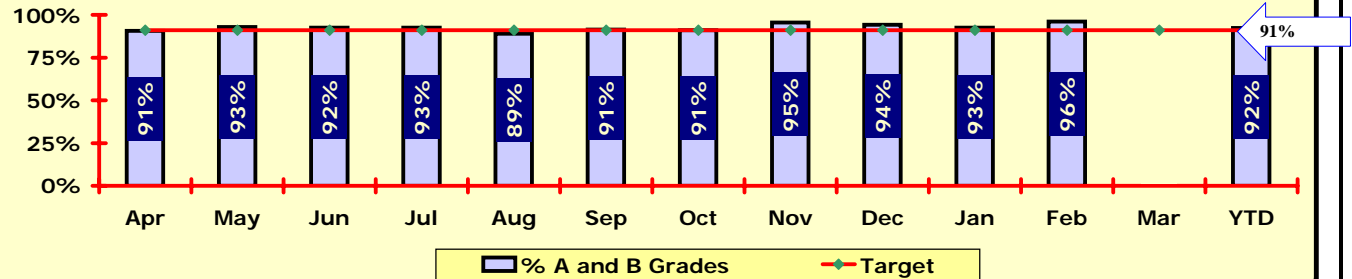
The TMO "A" and "B" grades have achieved an average score of 96.0%, and a year to date score of 92.4% is above target.

**Contact** Matt Parsons for more information on ext 4219

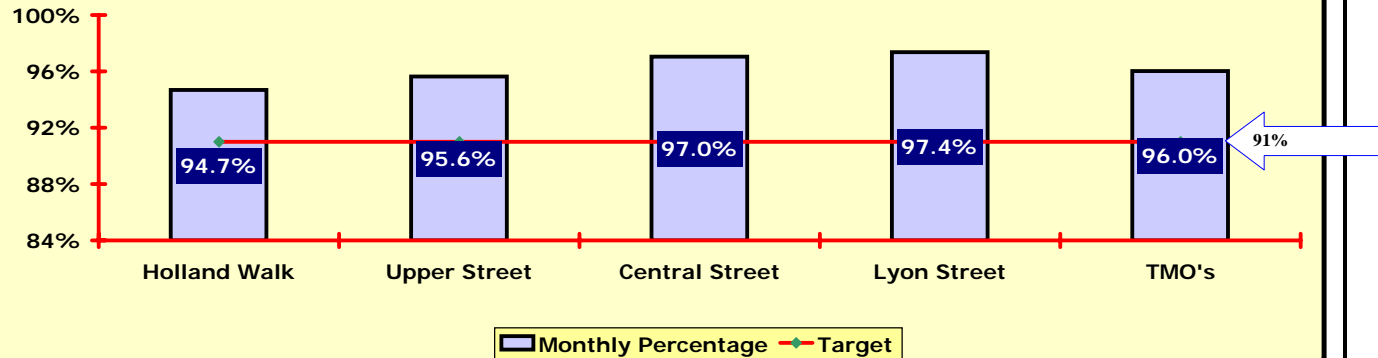
**Caretaking inspection total, percentage gradings and average percentage score**

LKPI 69b	Area office monthly breakdown									Success Rates - Grades "A" & "B"		
	No A's	No B's	No C's	No D's	% A's	% B's	% C's	% D's	Monthly Avg %	YTD Avg %	Monthly Avg %	YTD Avg %
Holland Walk	61	117	8	2	32%	62%	4%	1.1%	81.5%	80.0%	94.7%	92.9%
Upper Street	69	128	8	1	33%	62%	4%	0.5%	82.2%	79.1%	95.6%	90.9%
Central Street	60	104	3	2	36%	62%	2%	1.2%	82.8%	81.5%	97.0%	93.0%
Lyon Street	83	102	5	0	44%	54%	3%	0.0%	85.3%	80.5%	97.4%	93.0%
TMO's	62	83	6	0	41%	55%	4%	0.0%	84.3%	80.7%	96.0%	92.3%
<b>HFI Total</b>	<b>335</b>	<b>534</b>	<b>30</b>	<b>5</b>	<b>37%</b>	<b>59%</b>	<b>3%</b>	<b>0.6%</b>	<b>83.2%</b>	<b>80.4%</b>	<b>96.1%</b>	<b>92.4%</b>

**LKPI 69b Homes for Islington percentage of caretaking inspections which achieved an A or B grade**



**LKPI 69b Monthly percentage of caretaking inspections which achieved an A or B grade by area office**



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

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

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

**Target = 5 weeks**

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

**Target = 2 weeks**

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

**Target = 4 weeks**

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

**Target = 2 weeks**

	Right To Buy (RTB)	Last Year	Feb-08	YTD
<b>LKPI 74a</b>	RTB Received	483	28	399
	RTB 2 Admittance's	384	17	281
	RTB2 Denials	79	7	116
	Section 125 Offers Issued	458	11	287
	Offers Accepted	182	10	147
	Instructions to legal services	201	7	128
	RTB Completions	128	4	84
	<b>RTB Processing</b>			
	Within timescale	92%	100%	100%
	Outside timescale	8%	0%	0%
	<b>Processing time measurement in weeks</b>			
<b>LKPI 74b</b>	Time taken from Valuation request to valuation received.	5.7	2.8	4.3
<b>LKPI 74c</b>	Time from receipt of valuation to issue S125	1.3	0.9	1.0
<b>LKPI 74d</b>	Time from requesting plans from valuers to receiving them.	N/A	3	3.2
<b>LKPI 74e</b>	Time from receipt of RTB1 to issue RTB2	2.2	1.3	1.2

**Comments:**

**February 2008 Performance:**

**LKPI 74a** = 28 RTB's Received

**LKPI 74b** = 2.8 weeks

**LKPI 74c** = 0.9 weeks

**LKPI 74d** = 3 weeks

**LKPI 74e** = 1.3 weeks

Contact Alan Richards for more information on ext 4281.

OPERATIONS - Home Ownership - Legal Action on Service Charges

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

LKPI 75a  
Instructions recorded  
Target = 400

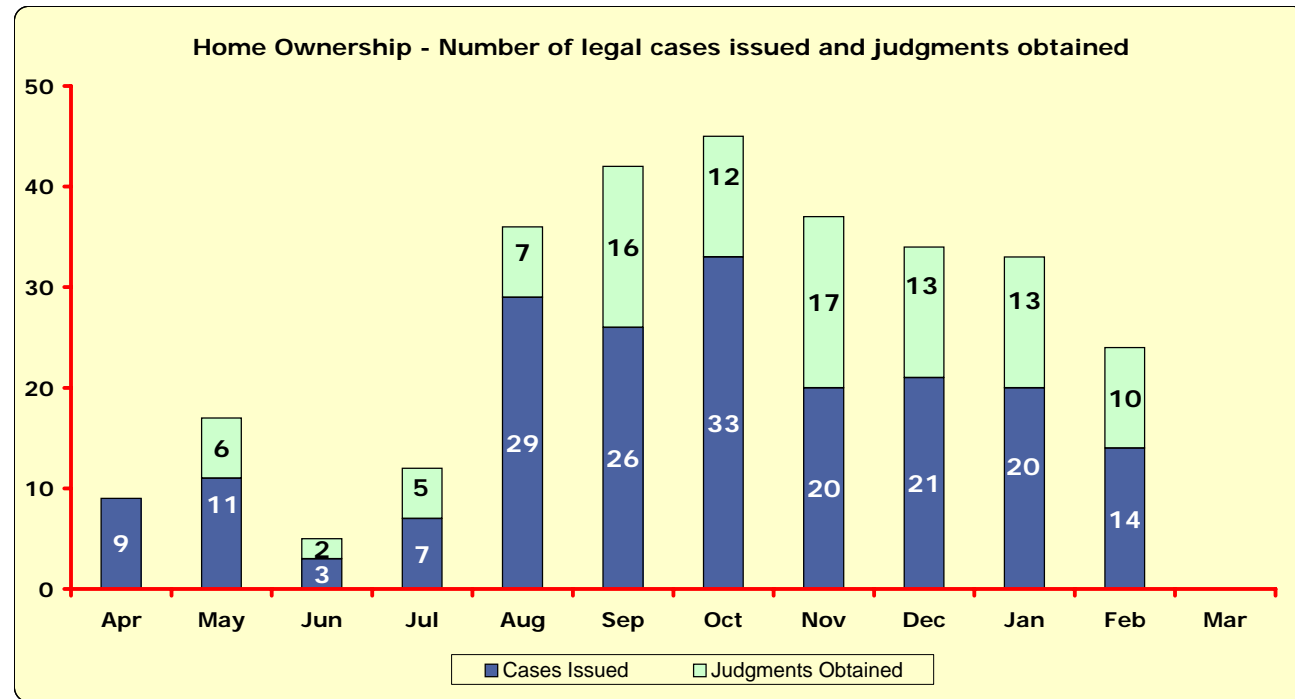
Comments:  
Judgments obtained may  
refer to cases issued in  
previous years.

Instructions recorded:

February = 7  
YTD = 333

Contact Alan Richards for more  
information on ext 4281

NEW CASES	Last Year	Feb	YTD
LKPI 75a - Instructions Recorded	486	7	333
LKPI 75b - Cases Issued	149	14	193
LKPI 75c - Judgments Obtained	95	10	101
LKPI 75d - Judgment Cost	£162,283.73	£14,048.87	£157,342.34



**PROPERTY SERVICES (REPAIRS)**

**(LKPI 35 MPG)**

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

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

**Target = 99.1%**

**(LKPI 185)**

Percentage of repairs for which an appointment was made and kept

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

**Target = 99.1%**

**Comments:**

**LKPI 35: Urgent jobs**

The current month score for February 2008 is 99.2%. Year to date performance of 99.0%, is below target.

**LKPI 185: Repair appointments made and kept**

The percentage of responsive repairs for February 2008 is 99.7%. Year to date performance of 99.4%, is above target.

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

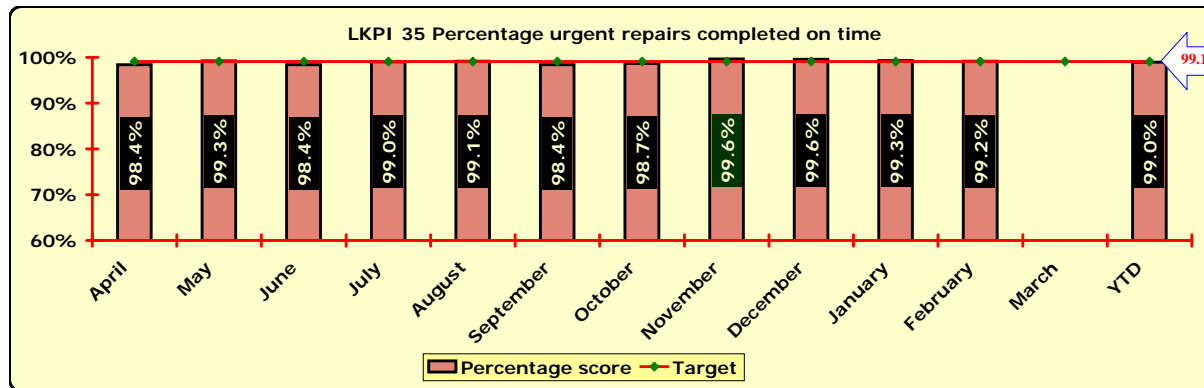
Contact Matt Parsons for more information on ext 4219

**This PI is subject to ongoing reconciliation which may result in changes in reported performance.**

**\* 2006-07 year end figures include repairs done in the former Boleyn Road and Isledon Road Housing Areas.**

**LKPI 35; percentage of urgent repairs completed**

LKPI 35	Last Year			Current Mth			YTD		
	Repairs	Completed	%	Repairs	Completed	%	Repairs	Completed	%
Holland Walk	1619	1581	97.7%	145	144	99.3%	2229	2185	98.0%
Lyon Street	1105	1089	98.6%	105	102	97.1%	1528	1504	98.4%
Upper Street	1458	1419	97.3%	242	240	99.2%	3223	3168	98.3%
Central Street	1546	1518	98.2%	175	171	97.7%	2253	2217	98.4%
PFI 1	3069	3062	99.8%	208	208	100.0%	2561	2561	100.0%
PFI 2	1886	1884	99.9%	332	332	100.0%	3839	3839	100.0%
<b>TOTAL</b>	<b>13626</b>	<b>13434</b>	<b>98.6%*</b>	<b>1207</b>	<b>1197</b>	<b>99.2%</b>	<b>15633</b>	<b>15474</b>	<b>99.0%</b>



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

LKPI 185	Last Year			Current Mth			YTD		
	Appts Made	Appts Kept	%	Appts Made	Appts Kept	%	Appts Made	Appts Kept	%
Holland Walk	5767	5674	98.4%	624	621	99.5%	5880	5828	99.1%
Lyon Street	3426	3375	98.5%	402	401	99.8%	3853	3812	98.9%
Upper Street	5318	5244	98.6%	752	746	99.2%	7576	7520	99.3%
Central Street	3019	2982	98.8%	405	403	99.5%	3935	3885	98.7%
PFI 1	5870	5862	99.9%	561	561	100.0%	5755	5752	99.9%
PFI 2	6002	5997	99.9%	909	909	100.0%	10148	10144	99.9%
<b>TOTAL</b>	<b>38337</b>	<b>37938</b>	<b>99.0%*</b>	<b>3653</b>	<b>3641</b>	<b>99.7%</b>	<b>37147</b>	<b>36941</b>	<b>99.4%</b>

**PROPERTY SERVICES (REPAIRS)**

**(LKPI 36 MPG)**

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

Target= 7 calendar days

**(LKPI 37)**

Percentage of non-urgent repairs completed on time

Partners - using data from LKPI 41(c+e)

H4 - Respond within 3-9 days and complete by 25 days in one visit.

H6 - Respond within 3-9 days and complete by 25 days.

Target = 97%

**Comments:**

LKPI 36 - February 2008 performance of average time taken to complete non-urgent repairs is 6 calendar days. Year to date performance of 8 calendar days is worse than target.

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

LKPI 37 - February 2008 performance on the percentage of non-urgent repairs completed on time is 99.1%. Year to date performance of 98.1%, is above target.

Contact Matt Parsons for more information on ext 4219

This PI is subject to ongoing reconciliation which may result in changes in reported performance.

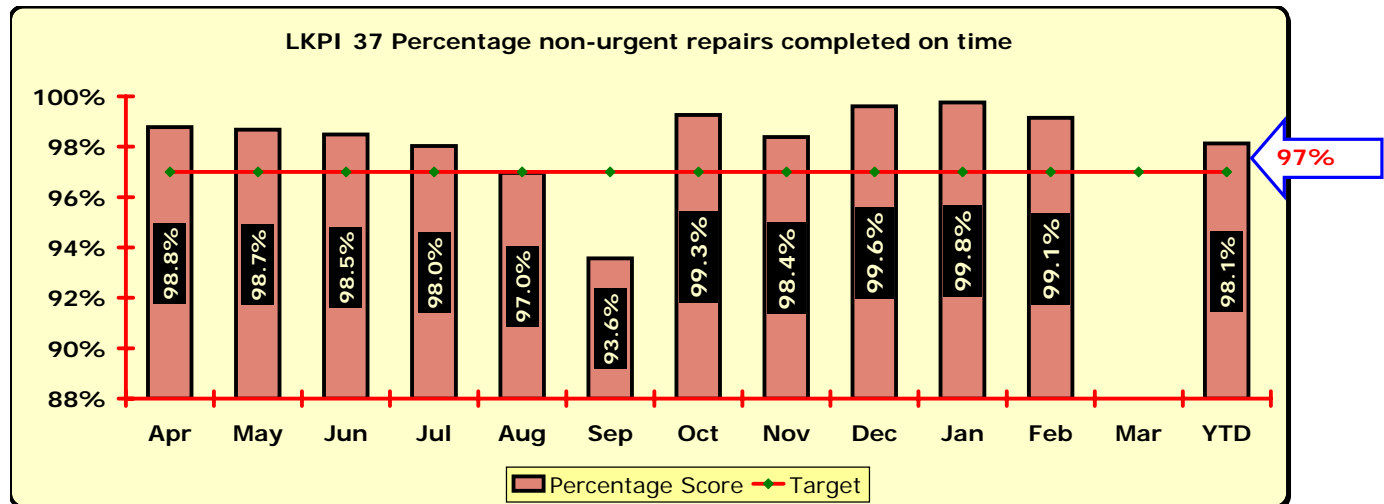
\*2006-07 year end figures include repairs done in the former Boleyn Road and Isledon Road Housing Areas.

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

LKPI 36	Last Year			Current Mth			YTD		
	Repairs	Days	Avg	Repairs	Days	Avg	Repairs	Days	Avg
Holland Walk	8138	100678	12	613	4068	7	7583	67477	9
Lyon Street	4746	52799	11	389	2344	6	4764	37347	8
Upper Street	7596	87301	11	697	4289	6	9392	74540	8
Central Street	4320	44689	10	398	2885	7	4819	36459	8
<b>TOTAL</b>	<b>37990</b>	<b>427074</b>	<b>11*</b>	<b>2097</b>	<b>13586</b>	<b>6</b>	<b>26558</b>	<b>215823</b>	<b>8</b>

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

LKPI 37	Last Year			Current Mth			YTD		
	Repairs	Completed	%	Repairs	Completed	%	Repairs	Completed	%
Holland Walk	8138	7977	98.0%	613	608	99.2%	7181	7011	97.6%
Lyon Street	4746	4657	98.1%	389	387	99.5%	4442	4341	97.7%
Upper Street	7596	7445	98.0%	697	693	99.4%	8829	8630	97.7%
Central Street	4320	4241	98.2%	398	387	97.2%	4538	4448	98.0%
PFI 1	1300	1300	100.0%	165	165	100.0%	1595	1595	100.0%
PFI 2	1308	1308	100.0%	309	309	100.0%	3460	3460	100.0%
<b>TOTAL</b>	<b>29367</b>	<b>29027</b>	<b>98.0%*</b>	<b>2571</b>	<b>2549</b>	<b>99.1%</b>	<b>30045</b>	<b>29485</b>	<b>98.1%</b>



## RESOURCES

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

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

**Current Target = 94%**

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

**(LI 20)**

**Local Personnel PI's**

Staff profiles: Agency/Temp/leavers.

Comments:

**BVPI 8**

February 2008 = 88.7%  
YTD = 87.2%

**LI 20 - Reported Quarterly**

For further clarification please contact Matt Parsons on Ext 4219.

**BVPI - 8 Percentage of invoices paid within 30 days.**

	Last Year			Current Month			YTD		
	Inv. Paid last year	Inv. Paid within 30 days	Percentage	Inv. Paid within 30 days	Inv. Paid this Month	Percentage	Inv. Paid within 30 days	Inv. Paid this year	Percentage
<b>Resources</b>	7318	6778	92.6%	938	1048	89.5%	9737	11153	87.3%
<b>Reception Centre</b>	1052	999	95.0%	N/A	N/A	N/A	77	77	100.0%
<b>Performance &amp; Service Development</b>	365	284	77.8%	15	26	57.7%	213	288	74.0%
<b>LBI (Housing)</b>	5224	4449	85.2%	321	342	93.9%	3086	3358	91.9%
<b>TOTAL (Excluding LBI)</b>	<b>14258</b>	<b>13498</b>	<b>94.7%</b>	<b>953</b>	<b>1074</b>	<b>88.7%</b>	<b>10027</b>	<b>11518</b>	<b>87.2%</b>

**LI - 20 Local Personnel PI's**

Quarter	1	2	3	4
No of Voluntary Leavers	5	11	14	
Voluntary Leavers as % of total staff	0.5%	1.2%	1.5%	
No of Temp / Agency Staff	121	122	89	
Temp / Agency Staff as % of total staff	12.8%	12.9%	9.4%	

## 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.**

<b>Term</b>	<b>Explanation</b>
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 Division	Head of Performance and Service Development
Name of Meeting	Date of Meeting	Agenda item	Status
Contracted Services Sub-Board	15th April 2008	8	Monitoring

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

**1. Synopsis**

This report provides information on the performance of Partners in delivering the PFI 1 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.

**2. Recommendation**

The Sub-Board notes this report.

**3. General Performance**

In the performance basket, Partners scored 8.21 for February, which is rated by HFI as good and is a recovery in performance from that reported at the last meeting. The service rating score is made up of efficiency and customer care indicators. For the customer care indicators Partners scored 6.92, which is rated as satisfactory and for efficiency 9.50, which is rated as excellent.

**3.1 Rent Arrears**

The amount collected as a proportion of the amount due in February is 103.7%. The year to date collection rate is 99.9%. This is above the contract target of 97.5%.

**3.2 Customer Care**

Performance on answering correspondence, complaints and members enquiries within timescales was excellent in February with all items responded to within 10 days. However 1 item of correspondence was late in January.

There has been a significant decrease in complaints in PFI 1 since 2004/5. The escalation rate of complaints from stage one to stage two appears high

and HFI will look into the reasons for this. A report by Partners' on their complaints performance covering both PFI 1 and 2 is attached as an appendix to the accompanying PFI 2 monitoring report for this meeting.

### **3.3 Responsive Repairs and Gas Servicing**

Partners' repairs performance remains excellent on the indicators measured. In February they achieved 100% of repairs completed on time and appointments made and kept. 99.2% of Partners properties had a valid gas safety certificate (CP12) at the end of February.

### **3.4 Voids Management**

At the end of February 2008 Partners had 24 voids. This is a reduction in 7 properties since December. 13 of these were in use for temporary accommodation for tenants whilst refurbishment works to their home were being carried out. The remaining voids were either subject to refurbishment works or in the process of being re-let.

The average time taken to re-let all voids (with the period for major refurbishment works excluded) for the year to date is 18 days. The average re-let time for minor voids only is 18 days for the year to date. This performance is within the contract target of 27 days.

Deductions were made totalling £370.30 in January for three voids that overran the Reasonable Works Period (RWP). The majority of voids are re-serviced within the RWP of 77 days.

### **3.5 Leasehold Issues**

**Preliminary costs, overheads and profits** - Following withdrawal of Partners' case from the Leasehold Valuation Tribunal, discussions are still progressing to reach agreement on the level of preliminary costs, overheads and profits to be charged on top of the works costs. However Partners have recalculated these figures based on actual costs (rather than estimated costs previously) and these have been benchmarked within the sector and have been found to be reasonable. The figures that Partners are going to use are:

20.25% preliminary costs and overheads and 8% profits making a total of 28.25% total uplift of the actual works costs.

This is a reduction from 56% previously calculated on estimated costs. PFI 1 leaseholder's final accounts are being recalculated with these figures and are currently being sent out.

### **3.6 Legal Repair**

There are currently eleven outstanding legal disrepair cases which are Partners' responsibility to deal with. 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 are meeting with Partners regularly to identify any wider issues.

#### **4. Contract variations**

Attached at Appendix 2 is a summary of the variations to the contract that are signed or under negotiation with Partners. Progress is reviewed monthly at Contract Review Meetings and by using the protocol agreed by both parties. The backlog of variations has now been cleared and only three are left to be negotiated and signed off.

#### **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 February Partners had completed 1884 dwellings to the full standard, which is 80.1% of the dwellings in the contract. This includes 496 leaseholders and 1388 tenants. Partners expect to have the majority of the properties completed by the end of June. HFI are closely monitoring the main programme and the decant programme as it draws to a close to ensure it completes on time.

##### **5.2 Works Satisfaction Survey**

The latest quarterly survey of satisfaction by Partners covering the period Oct to December 2007 has just been published. The results are plotted on the graph at Appendix 3. This shows an increase in tenant satisfaction and a decrease in leaseholder satisfaction. These results need to be treated with caution as the number of responses is very low particularly for tenants. This is likely to be the last works satisfaction survey as the programme is almost complete and many of the remaining properties only have external works to be carried out and quite a few of the questions would not apply.

##### **HFI Quality Inspections**

From the beginning of March 2008 HFI has established a new programme of quality inspections. The PFI Team's Technical Commissioning Manager began a programme to inspect 12 properties per month across both PFI 1 and 2 contracts. The inspections give a score out of 10 for five questions about satisfaction with the works. The Technical Commissioning Manager also gives a score out of ten for three issues including quality of works in progress, quality of finished works and health and safety.

Where possible these inspections will be carried out jointly with Partners so that any issues can be picked up and dealt with straight away. However in all cases results are forwarded to Partners on a weekly basis so that the issues can be resolved and issues will be monitored by HFI to ensure satisfactory resolution. Monthly reports summarising scores and issues will be produced which will feed back to the Residents Forum and CSSB (see Appendix 1). As the works programme on PFI 1 nears completion these checks will reduce in PFI 1 properties and from September just include PFI 2 properties that are having their works carried out.

Twelve inspections have been carried out so far. These include 5 PFI 1 properties. The key issues raised were:

- Scaffolding being up a long time before works started (in 3 cases)
- Problems with leaks (3 cases)
- Not keeping or making appointments (3 cases)
- Not progressing works properly so take longer (3 cases)
- Poor communication (3 cases)

At this stage the sample size of inspected properties is too small to draw general conclusions however HFI are discussing these issues with Partners to ensure they do not recur.

Positive comments were made about security netting being used on some scaffolding, and hole saws being used for rewiring which do not damage the surrounding plaster as much as had been noted previously.

The overall quality score given by the Technical Commissioning Manager for the 12 properties is 7 out of 10. The overall score from residents is 6 out of 10.

## **6. Conclusion**

Partners continue to provide very good repairs and housing management service. HFI is monitoring the refurbishment programme to ensure it is on track to complete on time.

**PFI 1**  
**Performance Indicators February 2008**

	<b>Contract Target 07/08</b>	<b>September 2007</b>	<b>December 2007</b>	<b>February 2008</b>	<b>YTD</b>
Complaints % replied to within 10 days	96%	100%	100%	100%	100%
Correspondence % replied to within 10 days	96%	100%	100%	100%	99.7%
Members Enquiries % replied to within 10 days	96%	100%	100%	100%	100%
% Telephone calls answered within 18 seconds (excl out of hours)	80%	96.9%	95.2%	92.6%	96.4%
% gross rent collected	97.5%	98.6%	91.3%	103.7%	99.9%
Current arrears per tenant	Not a contract target	£242	£230	£220	£220
Average re-let time for minor repair re-lets only (excluding all dwellings with major repairs)	26.99 days	24 days	10.50days	28 days	18 days
Average re-let time for all local authority dwellings let (excluding period for major repairs)	Not a contract target	21 days	23.6 days	15 days	18 days
% of all repairs completed within time-scales year to date	95%	100%	100%	100%	100%
% responsive repairs for which an appointment was made and kept	Not a contract target	99.8%	100%	100%	99.9%
% of gas services completed against programme (YTD)	100% at year end	98.9%	99.59%	99.2%	99.2%

**Background papers**

Partners for Improvement in Islington contract documents.

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## Appendix 1 – Quality Inspections March 2008 - summary figures

Summary results for 12 inspections works by the HFI Technical Commissioning Manager during March 2008 of PFI1 and PFI2 properties undergoing refurbishment by Partners.

<b>QUESTIONS TO RESIDENTS - for a score out of 10</b>		
	<b>Is the contractor:</b>	
1	keeping your home clean and tidy?	6.92
2	keeping appointments?	5.42
3	progressing the work properly?	4.33
4	not causing any leaks, flooding or water penetration?	7.71
5	looking after you generally in terms of customer care and communication?	5.58

<b>INSPECTING OFFICERS OBSERVATIONS - for a score out of 10</b>		
1	quality of works in progress	6.90
2	quality of finished works	7.42
3	health and safety	6.88

## Appendix 2

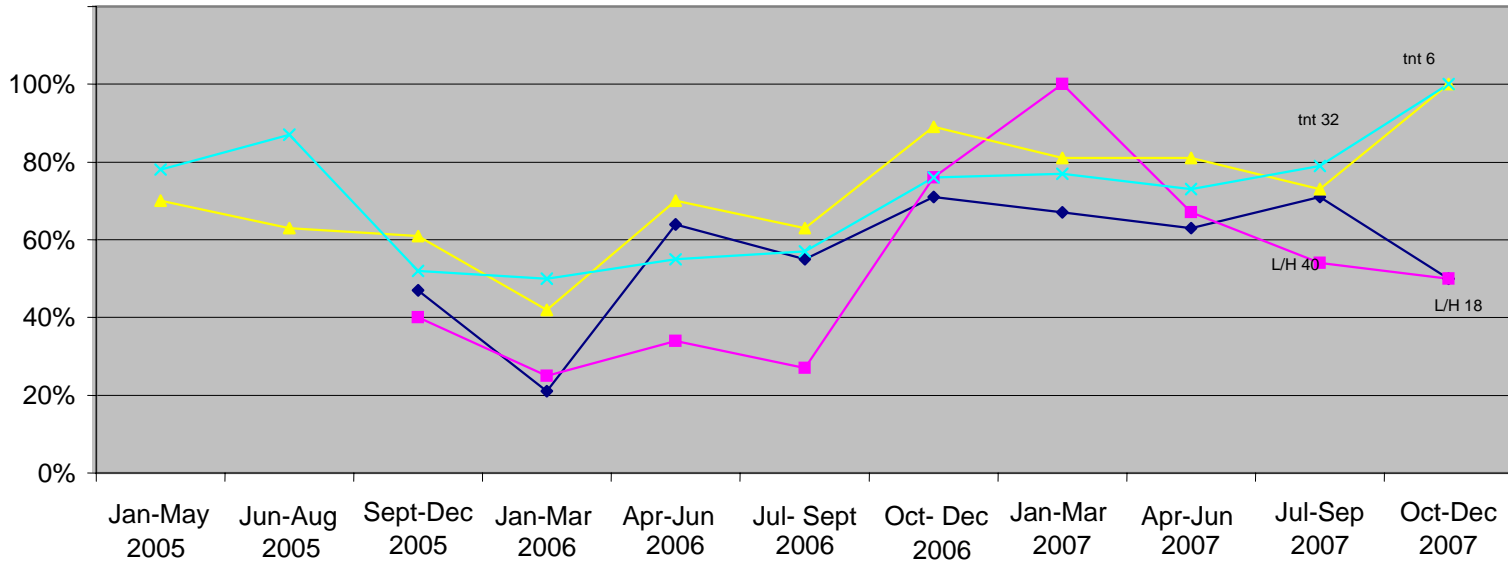
### PFI Contract Variations - Summary 28/03/08

Variation Ref/Issue	Current Position/ Timetable	Comments
05001- Electrical Sockets	Signed.	Additional sockets required reflecting what residents currently have in their homes. Call off charge to LBI.
05002- 100% heating systems	Not agreed.	Ongoing discussions with Partners and LBI.
05003- water flow rates in boilers	Signed.	Revised water flow rates agreed as in some parts of the borough the mains water pressure is low. No financial implications.
05004- Communal Electric meters	Withdrawn.	Agreed existing meter positions to be retained. Claims will be dealt with according to formula agreed with LBI should they arise.
05005- RTB application/works for PFI 1 and 2	Signed	LBI have confirmed policy is to continue works up to point when RTB sale is completed.
05006- Disrepair pre action protocol	Signed	Partners have agreed to the same time limits as the Legal repair team in responding to disrepair cases.
05007- Decorations	Signed	Additional decorations to rooms damaged by Works. Call off charge to LBI.
05008- RWP voids	Signed	Reasonable Works period for voids 77 days.
05009 - Stage 2 complaints	Signed	Reflects change to HFI policy that service areas deal with stage 2 complaints. Additional costs to be met by LBI.
05010- Allocations (Choice-based lettings) and Void KPI	Signed.	Reflects change to policy. Partners are working to these standards and revised voids target for 07/08.
05011-Void standards	Signed.	Reflects new HFI standards. Call off charge to HFI in exceptional cases.
05012- Decant Weeks	Signed.	HFI have agreed to an increase in number of property weeks permitted for temporary transfers while Works carried out providing Works completed in Reasonable Works period.
05013- Laminate Floors	Withdrawn.	Council agreed to share replacement costs of flooring unavoidably

Variation Ref/Issue	Current Position/ Timetable	Comments
		damaged by Works. Variation not required formal decision made.
05014- Repairs rectification periods	HFI considering Partners proposal	HFI considering amending repair time-scales to align with PFI 2 if there are benefits to the Authority as well as the Contractor.
05015- Communal Area Risk assessments	Discussions over potential cost savings. HFI and Partners working up proposal covering other areas.	HFI /Authority considering Partners proposal to reduce numbers of annual inspections of communal areas
05016- RWP tenanted	Signed.	RWP agreed for 8 weeks.
05017 Voids KPI PFI 2	Signed.	Wording of KPI amended from working days to calendar days.
05018- Tenancy Change	Partners to draft change. Agreed in principle	Minor amendment to KPI mechanism to reflect small audit size.

### Appendix 3 - Satisfaction with Works programme PFI 1 Jan 05 - Dec 07

Satisfaction of tenants and leaseholders who have had refurbishment works completed. The survey is commissioned by Partners and is conducted by an independent survey organisation. Each quarter residents who had their refurbishment work completed in the previous quarter are contacted by telephone.



Quarterly surveys

- ◆ Leaseholders satisfied with the improvements to their home
- Leaseholders satisfied with the service provided by United House
- ▲ Tenants satisfied with the improvement to their home
- ✕ Tenants satisfied with the service provided by UH 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	12 February 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. Recommendation

2.1 That the Sub-Board notes this report.

## 3. General Performance

Partners scored 7.01 points out of a maximum of 10 for their overall service rating in the performance basket for February and 7.67 points for the year to date. Both of these scores are rated as “good”. For the month of February a score 7.10 was achieved for efficiency (rent collection, repairs & voids) which is deemed “good” and 6.92 customer care, which is rated as “satisfactory.”

### 3.1 Rent Arrears

For the month of February Partners collected 99.4% of the rent and which equates to 99.8% for the year to date. This performance continues to exceed the contract target of 97.25%. At the end of February the average debt per tenant was £229.55 and this figure has fallen from £233 at the end of December.

### 3.2 Responsive Repairs

The repairs service maintains its high level of performance. In February Partners had recorded that 100 % of appointments had been kept (99.9% for the year to date.) For the year April to the end of February 100% of day to day repairs were completed within contractual time-scales.

The number of tenanted dwellings without valid gas safety certificates (CP12s) was 18 down from 20 at the end of December. 99.37% of tenanted homes had valid CP12 certificates.

### **3.3 Voids Management**

At the end of February there were 55 voids, which is an improvement on the 61 found at the end of December. 20 were used as temporary accommodation for tenants whose homes were being renovated and another 14 voids were undergoing refurbishment. One was undergoing the letting process. Two voids were on hold either pending consideration of enlargement or the outcome of a structural and soil survey. 18 had been pre-allocated to prospective tenants, ahead of the completion of rehabilitation works.

From 1<sup>st</sup> April to the end of February, 92 voids had been relet and these had taken an average 17 days to re-let, excluding the period for major works. Empty properties that have not been previously refurbished are put in the refurbishment programme.

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

In February Partners had replied to 100% of correspondence, complaints and members' enquiries within 10 days of receipt. Performance in answering telephone calls within 18 seconds had dipped to 92.6% but this was within the contract time of 80%.

## **4. Caps and Call-Offs.**

### **4.1 Call-offs**

The Council retains responsibility for a number of repairs that are not covered by the PFI 2 contract. A limited budget has been made available by Islington Council to fund these works which has been prudently managed by HFI by prioritising works and deferring less urgent items. The queue of outstanding work is substantial. £175,000 has been spent to date and further £100,000 worth of commitments has been made. HFI is seeking further funding for 08-09 and is negotiating with LBI.

### **4.2 Caps**

There is a cap on the number of live cases for some areas of refurbishment and repairs works that is included in the contract price. The cap limit for refurbishment of voids is 40 and also 40 for major repairs in advance of improvement works. Funding for these works beyond that number has to come from the Council. The Contractor with HFI has managed these two caps so that they have not been breached. On the 18 March there were 65 cases comprising 27 voids, 26 major repair renewals and 12 legal repair cases, well within the combined limit of 80 cases.

The caps for the other areas of such as window replacement, electrical rewiring and entry-phone renewals have not been exceeded.

## 5. Refurbishment Programme

### 5.1 Progress on programme

Partners have met the refurbishment milestone for March 2008 and have recovered from the shortfall found at the end of December.

At the end of February internal refurbishment works had been completed to 771 tenanted homes and external works to 436 tenanted homes had been finished. A total of 408 tenanted dwellings had reached the contractual Full Availability Standard. (Both internal and external works completed). Works (for external and common parts only) to 94 leasehold properties has been completed and works are in progress at another 104 leasehold dwellings.

### 5.2 Quality of Refurbishment Works

Since March, HFI has developed a new method of evaluating the quality of refurbishment works and the level of customer care in carrying out those works to residents' homes. The Technical Quality Manager is inspecting a sample of 12 dwellings per month in both the PF11 and PF12 contract areas and conducts interviews. The assessments use a 10 point scale where 10 is very satisfied and 1 is very dissatisfied and cover homes where work are in progress or has been completed. The results, albeit for a small sample, for March area as follows.

#### Customer Care

Keeping the resident's our home clean and tidy	6.92
Keeping appointments	5.42
Progressing the work properly	4.33
Caused any leaks or water penetration	7.71
Looking after the resident in terms of customer care and communication	5.58

The main issues identified are keeping appointments, progressing the work and general customer care. 3 residents were concerned about the length of time scaffolding remained unused. The overall assessment is a score of six, which is satisfactory and indicates some scope for improvement.

#### Assessment of Quality of Works

Quality of works in progress	6.90
Quality of finished works	7.42
Compliance with Health and Safety Arrangements	6.88

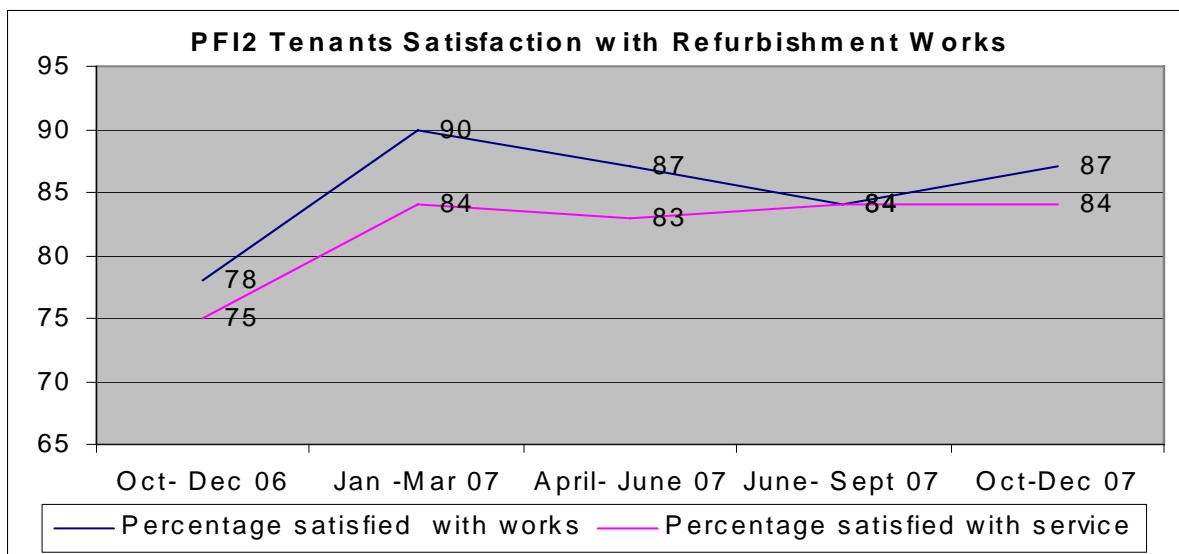
The overall score for quality of works is seven, which is good. The quality of completed bathrooms and kitchens is good but the finish of some other items could be improved.

The findings for works and customer care have been sent to Partners to act on and the details of individual cases will be regularly called over until they have been dealt with. Partners have been requested to find means to generally raise standards.

## 6. Refurbishment KPIs

### 6.1 Satisfaction Survey

The last satisfaction survey results are shown in the graph below and are for the period September to December 2007. This shows that satisfaction levels remain high with both the service provided and the refurbishment works. The results well exceed the contract targets. Satisfaction levels with the refurbishment service have levelled off at 84%.



## 7. Equality & Diversity Audit

HFI has carried out an audit of Partners' practices and policies using the Audit Commission's Key Lines of Enquiry as the yardstick of best practice. An assessment was made of Partners' activities under the headings of corporate culture and governance, customer access to services and customer care, harassment and domestic violence, service user involvement, strategy/action plan and partnership working. The audit made a number of recommendations that Partners could incorporate in their equalities and diversity plan for 2008-9.

Although Partners are meeting many of the criteria there are a number of significant actions that need to be completed before full compliance can be reached. A summary of findings of the audit is as follows.

### **Corporate Policy & Governance and Service User Involvement**

- Contractors within the Partnership have their own policies. Although Partners has an overarching policy statement this needs further development and review which Partners has in hand.
- Partners are recommended to produce a policy & procedure on equality impact assessments. Although these assessments are carried out as each procedure is reviewed. HFI continues to seek a programme of assessments from Partners.
- Partners main method for engaging feedback from residents is the residents' forum, which is not fully representative of local community groups. Two focus groups have been held recently but were not aimed specifically for feedback from the six equality strands. Partners will be heavily dependant of their satisfaction survey which is to be carried out shortly on gathering this type of information.
- Partners will use the survey to test the opinions of minority groups and it is recommended that data about satisfaction with the repairs and refurbishment services are gathered and reported to management team about the implications for service delivery.
- Partners are not currently liaising with community leaders representing minority interest groups.

### **Access & Customer Care**

- Partners have arrangements to collect and store data about its customer base in terms of the six equality strands but has not set targets to finalise the collection of data and their preferred method of communication.
- No evidence was seen that Partners had analysed the make up of their customers and compared that with the take up of services by equality strand and made recommendations to adjust services accordingly. The main services to be considered should be repairs and refurbishment.
- Partners have translated their tenancy handbook (including repairs) into the six main minority languages, which are to be posted on their website. These have not yet been made widely available as single topic leaflets. Although a Braille version of the residents' booklet is available, it is recommended that it be translated into the six main minority languages by the refurbishment contractor.
- Partners and its repairs and works contractor have a common procedure for engaging interpreters and translators and makes use of the Council's signing service. These services are advertised in a quarterly newsletter to residents and the refurbishment booklet.
- Partners are recommended to develop means to secure feedback from disabled customers.

### **Strategy Action Plan, Partnerships and Legislation**

- Partners has an annual plan. It is recommended that the plan for 2008-9 incorporates the recommendations made in the audit and that its objectives are specific and measurable.
- It is recommended that Partners carries out research into the needs of older citizens, the disabled and hard to reach groups and report findings to Partners management team. In addition plans need to be developed to engage these groups in service planning.
- Apart from the process at selection there is little ongoing checking that refurbishment sub-contractors are complying with their equality policies.
- Hyde staff have been given a synopsis of the relevant legislation and is included in the induction pack for new staff. This information has been shared with Hyde's Partners

## **8. Complaints**

Appendix 1 shows Partners analysis of complaints for the year 2007-8. Complaints fell from 52 in the first half of the year to 40 in the second half and this may indicate that Partners have got better at managing complaints. Because the PFI 2 contract started in October 2006 it is not possible to make a year on year comparison.

Partners report however states that the number of complaints in the first 18 months of the PFI2 contract were much less than in the first 18 months of the PFI1 contract. This shows that Partners have learnt from complaints. However the escalation rate for the current year (where customers are not satisfied with a stage one complaint and make an additional stage two complaint) was 26 %. This is a very high rate when compared with HFI's which was 4% for the period April to September 2007 and indicates room for further improvement.

Partners report indicates that the main source of complaint is poor quality of communication, dissatisfaction with the quality of the response to the previous correspondence/complaint and refusal to do something, which the resident thinks should be done. However the analysis does not specify the service in question whether it is repairs, refurbishment or housing management. As a result the data may be of limited use in driving down complaints and improving services.

## **9. Leasehold Service Charges and the Leasehold Recovery Account**

The contract requires Partners to pay HFI 79.9% of the balance in the leasehold recovery account on 2 January. Into this account is paid all the monies that leaseholders have paid for annual service charges and refurbishment contributions. Partners have not yet sent out invoices for service charges for the year 2006-7. In addition bills have not been sent for refurbishments completed in 2007-8. This has led to the account being under-funded which has an impact of HFI's income. Partners have encountered major problems with their new computerised leasehold service charges recovery system and as a consequence Partners have not been able to provide an accurate figure for the balance in the leasehold recovery account. Partners have made an interim payment of £110,000

to HFI pending a solution to the computer problems and a final correct figure. HFI is pressing Partners on these matters.

## 10. Performance Indicators

<b>PFI 2</b>	<b>Contract Target 07/08</b>	<b>HFI Target 07/08</b>	<b>August 2007</b>	<b>February 2008</b>	<b>YTD</b>
Complaints % replied to within 10 days	96%	<b>98%</b>	100%	100%	100%
Correspondence % replied to within 10 days	96%	<b>98%</b>	100%	100%	99.6%
Members Enquiries % replied to within 10 days	96%	<b>99%</b>	100%	100%	100%
% Telephone calls answered within 18 seconds (excl out of hours)	80%	<b>95%</b>	97.5%	92.6%	96%
% gross rent collected	97.25%	<b>100.75%</b>	99.47%	99.38%	99.89%
Current arrears per tenant	Not a contract target	<b>£180</b>	£242.10	£229.55	£229.55
Average re-let time for minor repair re-lets only (excluding all dwellings with major repairs)	27 working days	<b>24 days</b>	None	20.33 days	21.56 days
Average re-let time for all local authority dwellings let (excluding period for major repairs)	Not a contract target	<b>24 days</b>	12days	23 days	17 days

<b>PFI 2</b>	<b>Contract Target 07/08</b>	<b>HFI Target 07/08</b>	<b>August 2007</b>	<b>February 2008</b>	<b>YTD</b>
% of all repairs completed within time-scales year to date	95%	<b>99.0%</b>	100%	100%	100%
% responsive repairs for which an appointment was made and kept	Not a contract target	<b>98.8%</b>	100%	100%	100%
% of gas services completed against programme (YTD)	100% at year end	<b>100% at year end</b>	98.43%	99.37%	99.37%

## 9. Conclusion

Generally Partners are showing continued good performance and contract targets are being met and exceeded. Partners have reached the refurbishment milestones but could improve the service to residents whose homes are being renovated. HFI has major concerns about the ongoing problems with the computer system for the billing and recovery of leasehold service charges.

### Background papers

Partners for Improvement in Islington contract documents.

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**Report for:** HFI Contracted Services Sub Board

**Meeting Date:** 15 April 2008

**Agenda Item:** To be confirmed

**Subject of report:** Analysis of complaints received by Partners in the year ending March 2008 on the PFI 1 and PFI 2 contracts, including reasons for complaints

**Date of report:** 26 March 2008

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**Recommendation:** That the CSSB notes the report.

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#### **Summary of report:**

The report is split into two sections, PFI1 and PFI2.

#### **In the year ending March 2008 on the PFI 1 contract:**

- *The number of complaints received fell again to 73, down 48% from the previous year.*
- *Of 55 Stage One complaints: 12 (22%) escalated to Stage Two; 5 (9%) escalated to Stage Three.*
- *All responses were sent within ten working days.*
- *Of 43 "issues" used by Partners to classify causes of complaints, 37 were raised in complaints less often or stayed the same compared with the previous year.*
- *Partners has processes and structures in place to learn lessons from complaints and uses complaints to help improve its services.*

#### **In the year ending March 2008 on the PFI 2 contract:**

- *The number of complaints received was 92, with 23% less complaints received in the second half (40) than the first half of the year (52).*
- *Of 69 Stage One complaints: 18 (26%) escalated to Stage Two; 5 (7%) escalated to Stage Three.*
- *All responses were sent within ten working days.*
- *Communication issues were most frequently raised in complaints.*
- *Partners has processes and structures in place to learn lessons from complaints and uses complaints to help improve its services.*

# 1 PFI 1 – complaints 2007-08

## 1.1 Number of complaints received compared with previous years

*The number of complaints received fell again to 73, down 48% from the previous year*

PFI1 total number of complaints received

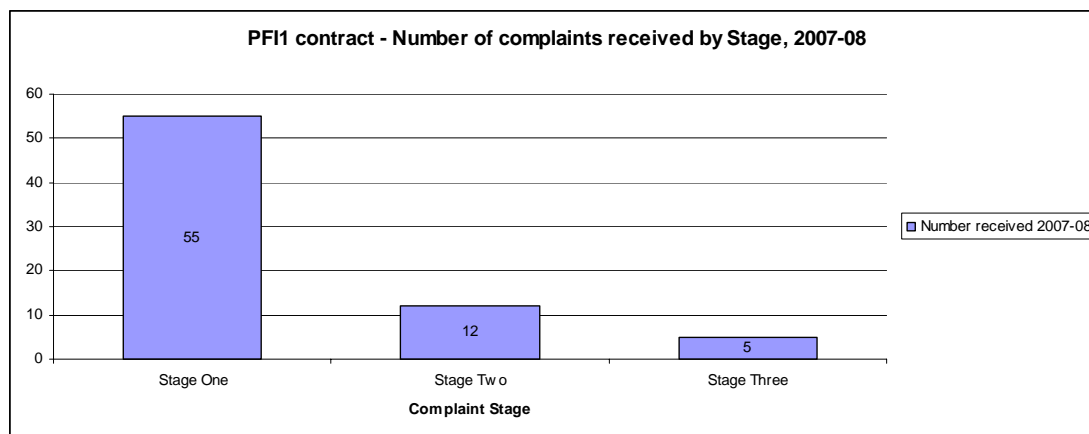
- 2007-08 = 73 [down 47% from previous year as at 26/03/08]
- 2006-07 = 139 [down 15% from previous year]
- 2005-06 = 164 [down 46% from previous year]
- 2004-05 = 306



## 1.2 Number of complaints received by Stage

*Of 55 Stage One complaints: 12 (22%) escalated to Stage Two; 5 (9%) escalated to Stage Three.*

Of the 5 Stage Three complaints, 3 (60%) were from the same person.



### 1.3 Complaints answered within service standard of ten working days

*All responses were sent within ten working days.*

Of 73 complaints received as at 26 March 2008:

- 68 were sent a response within ten working days
- 5 were still pending within the ten working day deadline

### 1.4 Issues raised in complaints

*Of 43 "issues" used by Partners to classify causes of complaints, 37 were raised in complaints less often or stayed the same compared with the previous year.*

The table below shows the number of times issues were raised in complaints in 2007-08.

- 23 issues were raised in complaints less frequently than in the previous year.
- 14 issues were raised in complaints the same number of times as the previous year (of which ten were raised on zero occasions).
- 6 issues were raised in complaints more frequently than in the previous year.

The three issues raised most frequently in complaints were: Dissatisfied with previous response to correspondence/complaint (38 occasions); Other poor quality communication (32); Unfinished work (12).

The issue which saw the biggest increase in frequency was "Other poor quality communication". But of the 32 occasions when this was an issue in a complaint, 23 were in the first half of the year, compared with only 9 in the second half.

This reflects improvement activity by Partners undertaken in response to customer feedback. During the year Partners implemented improvements to the communication elements of certain processes. These included a set of standard letters to keep residents informed of progress on repairs which are beyond the scope of the responsive repairs service (and which are therefore referred on by Partners Repairs Team to Partners Works Team or Partners Asset Management Team).

**Table showing the number of times issues were raised in complaints; and the change from previous year**

<b>Issue</b>	<b>Number of times issue raised</b>	<b>Change from previous year</b>	
Dissatisfied with previous response to correspondence/complaint	38	3	▲
Other poor quality communication	32	14	▲
Unfinished work	12	-10	▼
Refusal to do something which customer thinks we ought to	10	0	◀
Failure to keep a specific commitment to do something	8	7	▲
Failure to keep an appointment	4	0	◀
Damage to possessions (except flooring)	3	-9	▼
Unprofessional behaviour	3	-8	▼
Health and Safety	3	-5	▼
Failure to keep a general service commitment to do something	3	0	◀
Failure to give due consideration to customer's specific needs	3	3	▲
Length of time job taking/took	2	-15	▼
Length of time before job started/yet to start	2	-4	▼
Failure to give advance notice of something	2	-3	▼
Security	2	-1	▼
Damage to flooring	2	0	◀
Scaffold	2	1	▲
Failure to bring appropriate materials or tools for job	2	2	▲
Poor Quality Workmanship/Materials - right job done badly	1	-10	▼
Failure to communicate information to customer	1	-9	▼
Compensation not offered	1	-5	▼
Failure to return a call or respond to message/email/letter	1	-4	▼
Compensation offered inadequate	1	-4	▼
No-one taking responsibility for something	1	-2	▼
Alleged theft or items missing	1	-2	▼
Rudeness/impoliteness or inappropriate communication with customers	0	-6	▼
Leak caused by us	0	-4	▼
Issues with decanting	0	-3	▼
Management of problems with neighbours	0	-3	▼
Charges too high	0	-2	▼
Staff member lacking necessary knowledge or skills	0	-1	▼

Using customer's tools or equipment	0	-1	▼
Loss of amenities	0	-1	▼
Receipt of compensation too slow	0	0	◀
Late for an appointment	0	0	◀
Alleged discrimination (on unjustifiable grounds - race/gender/religion/etc	0	0	◀
Unprofessional appearance	0	0	◀
Failure to show/produce ID	0	0	◀
Damage to Decorations	0	0	◀
Wrong job done/proposed/diagnosed	0	0	◀
Inadequate dust protection	0	0	◀
Working practice endangering others	0	0	◀
Inherited complaint (from pre Partners)	0	0	◀

## 1.5 Learning from complaints

*Partners has processes and structures in place to learn lessons from complaints and uses complaints to help improve its services.*

These include:

- A coversheet for every complaint asking the complaint investigator to consider what Partners can do to prevent future complaints like this one.
- Procedures which ensure that complaints are reviewed by more than one person.
- A monthly meeting to review customer feedback received about the Works Team, including all complaints received in the previous month.
- A monthly Performance Review Group meeting of senior managers from all Partners' service areas, including a review of complaints as a standard agenda item.

Examples of initiatives and service improvements implemented in response to complaints this year include among others:

- Improvements to the communication element of the "renewals" process, when repairs are beyond the scope of the responsive repairs service and are therefore referred on to Partners Works Team. Following complaints received in the first half of the year, processes were improved to ensure that customers are kept better informed about the timescales in which they can expect works to be completed.
- Improvements to Partners' Risk Register procedures.
- Improvements to the information pack given to residents before the start of the refurbishment of their homes, including information about relevant sections of Partners' compensation policy.
- A meeting with the council's Tree Service to discuss and agree ways of working together.

## 2 PFI 2 – complaints 2007-08

### 2.1 Number of complaints received

*The number of complaints received was 92, with 23% less complaints received in the second half (40) than the first half of the year (52).*

The PFI2 contract became operational in October 2006, and therefore it is not possible to make a full comparison with the previous year.

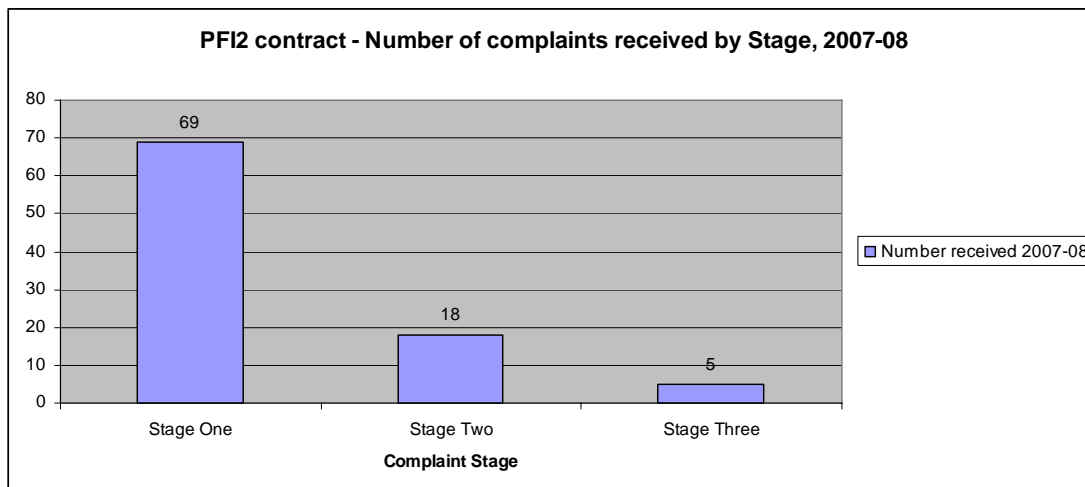
A comparison with the PFI1 contract, though, is helpful:

the number of complaints received in the first 18 months of the **PFI2** contract was **much less than half** the number received in the first 18 months of the **PFI1** contract, even though the PFI2 contract has 75% more homes under management than the PFI1 contract.

This statistic clearly demonstrates that lessons have been learnt from the PFI1 contract.

### 2.2 Number of complaints received by Stage

*Of 69 Stage One complaints: 18 (26%) escalated to Stage Two; 5 (7%) escalated to Stage Three.*



### 2.3 Complaints answered within service standard of ten working days

*All responses were sent within ten working days.*

Of 92 complaints received as at 26 March 2008:

- 89 were sent a response within ten working days
- 3 were still pending within the ten working day deadline

## 2.4 Issues raised in complaints

*Communication issues were most frequently raised in complaints.*

The three issues raised most frequently in complaints were: Other poor quality communication (54); Dissatisfied with previous response to correspondence/complaint (42 occasions); Refusal to do something which customer thinks we ought to (12).

The PFI2 contract became operational in October 2006, and therefore it is not possible to make a full comparison with the previous year.

**Table showing the number of times issues were raised in complaints**

<b>Issue</b>	<b>Number of times issue raised</b>
Other poor quality communication	54
Dissatisfied with previous response to correspondence/complaint	42
Refusal to do something which customer thinks we ought to	12
Failure to keep a specific commitment to do something	7
Failure to give due consideration to customer's specific needs	7
Failure to communicate information to customer	4
Failure to return a call or respond to message/email/letter	4
Failure to keep an appointment	4
Failure to keep a general service commitment to do something	4
Unfinished work	4
Length of time before job started/yet to start	3
Health and Safety	3
Failure to give advance notice of something	2
Unprofessional behaviour	2
Length of time job taking/took	2
Security	2
Scaffold	2
Rudeness/impoliteness or inappropriate communication with customers	1
Staff member lacking necessary knowledge or skills	1
Damage to possessions (except flooring)	1
Wrong job done/proposed/diagnosed	1
Working practice endangering others	1
Problems with neighbours	1

Compensation not offered	1
Compensation offered inadequate	0
Receipt of compensation too slow	0
Charges too high	0
Late for an appointment	0
None taking responsibility for something	0
Alleged discrimination (on unjustifiable grounds - race/gender/religion/etc)	0
Unprofessional appearance	0
Failure to show/produce ID	0
Failure to bring appropriate materials or tools for job	0
Using customer's tools or equipment	0
Damage to flooring	0
Damage to Decorations	0
Leak caused by us	0
Poor Quality Workmanship/Materials - right job done badly	0
Inadequate dust protection	0
Alleged theft or items missing	0
Inherited complaint (from pre Partners)	0
Issues with decanting	0
Loss of amenities	0

## 2.5 Learning from complaints

*Partners has processes and structures in place to learn lessons from complaints and uses complaints to help improve its services.*

See section 1.5 of this report.

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**Recommendation:** That the CSSB notes the report.

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If you have questions or would like more information about this report, please contact:

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

Name of Meeting	Date of Meeting	Agenda item	Status
Contracted Services Sub-Board	15 April 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 24 TMOs and TMCs delivering housing management and maintenance services to 4,000 properties on behalf of the London Borough of Islington.

**2. Recommendation**

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

**3. Background**

- 3.1. Homes for Islington’s Tenant Management Team monitors the performance of all TMOs and TMCs on behalf of the Council. Tenant Management 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 January 2008. HFI has acknowledged the dissatisfaction with the monitoring system among many TMOs. This culminated in a vote at the January Tenant Management Forum asking HFI to withdraw the enhanced assessment criteria and return to the previous monitoring system. This happened at the mid-point of the January monitoring meetings, meaning that HFI had already assessed some TMOs on the new system and then assessed the others on the old. In order to ensure some consistency, HFI decided to focus on the essential requirements of the

Management Agreements and report only “concerns” where the TMO was in breach, or “no concerns” where it was not. Appendix A reflects this approach. Further details of each TMO and Co-op are set out in section 5 of this report. The future of TMO monitoring is discussed in section 10 of this report.

- 4.3. 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 in 2007/08, the average HFI score for each quarter and the HFI annual average. Note that scores for March 2008 were not available at the time of compiling this report. Ten TMOs achieved a higher average score than HFI in 2007 and thirteen TMOs scored lower than HFI. This issue was raised with the Tenant Management Forum, and the HFI Tenant Management Team members are meeting with each of the lowest scoring TMOs to assess the weaknesses in their performance and plan improvements. Dixon Clark Court achieved a remarkable 100% score during 2007/08. Blackstock and Wenlake TMOs have more difficult estates to keep clean, but still scored 98.8% and 98.3% respectively during 2007/08.
- 4.4. The performance indicators are provided as Appendix C, and are drawn from the monthly monitoring information supplied by TMOs and TMCs for February 2008.
- 4.5. 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

- 4.6. For February 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. Reaching agreement with TMOs and Co-ops about the monitoring including provision of KPIs is covered in section 10 of this report.

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

We are reporting only “concerns” or “no concerns” about the governance and the financial management of each TMO in response to issues raised with the monitoring system by TMOs. CSSB members will note that we are reporting concerns about the majority of TMOs. This reflects an approach during this monitoring round where HFI staff have not accepted the assurance of TMOs,

but have requested sight of documents. For instance HFI staff are entitled to inspect TMO Register of Interests under the Management Agreement, and so if these were not made available HFI has listed this as a “concern.” The only major issues are at Braithwaite House, as previously reported to CSSB, and at Arch-Elm Co-op.

### **5.1 Arch-Elm Co-op**

Finance – “concerns”

This Co-op is short of funds and have been spending more than their income in each of the last three financial years. Their total funds in the bank are roughly one month’s allowances. HFI staff have met with the Co-op to offer help, but remain concerned about the Co-op’s viability. The Co-op have agreed to restrict spending immediately and to change the financial reports to their Committee to make them clearer. They have provided HFI with further information which is being analysed by HFI Finance. HFI is meeting with the Co-op again on 21<sup>st</sup> April.

### **5.2 Bemerton Villages TMO**

Governance – “concerns”

This TMO are not routinely providing 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.

Finance – “concerns”

This TMO is not providing copies of financial reports at least quarterly, as required under Chapter 4, clause 5.3 of their management agreement.

### **5.3 Blackstock TMO**

Finance – “concerns”

Financial reports to the Committee do not show spend against budget, as required by Chapter 4, appendix 2, clause 7.3 of the management agreement. The TMO have agreed to follow this from April 2008 onwards and the HFI Tenant Management Team is helping the TMO to achieve this.

### **5.4 Braithwaite House TMO**

Finance – “concerns”

Internal Audit highlighted a series of concerns with Braithwaite TMO’s financial management, which are in line with HFI’s own concerns and the Braithwaite TMO auditor’s comments. The TMO have engaged constructively with HFI and are making progress on a number of issues. HFI has responded to the Internal Audit report and a timetable of implementing all the

recommendations has been agreed. Some of the remaining concerns are stated below.

- Financial reports to the Committee do not show spend against budget, as required by Chapter 4, appendix 2, clause 7.3 of their management agreement.
- The TMO do not operate a written works/goods order system. This is a requirement of their management agreement (Chapter 4, appendix 2, clause 10).
- The TMO were unable to provide HFI with access to their Register of Interests as required under Chapter 1, clause 11 of the management agreement.

## **5.5 Brunswick Close TMO**

Governance – “concerns”

At the time of the monitoring meeting, the TMO was not registered for Data Protection, as required under Chapter 1, Clause 8 of their management agreement.

HFI has raised the need for Committee members to undertake training in line with Chapter 1, clause 10 of their management agreement.

Finance – “concerns”

At the time of the monitoring meeting the TMO were unable to prove that they have the insurance as required under Chapter 1, Clause 7 of their management agreement.

## **5.6 Dixon Clark Court RMO**

Governance – “concerns”

HFI has raised the need for Committee members to undertake training in line with Chapter 1, clause 10 of their management agreement. HFI has offered to help in drawing up and implementing a training programme.

Finance – “concerns”

HFI has concerns about the TMO’s financial management as they do not operate a written works/goods order system. This is a requirement of their management agreement (Chapter 4, appendix 2, clause 10).

The TMO has financial policies and procedures in Chapter 4 appendix 2 found within its management agreement and these need to be adhered to by the TMO Manager on a day to day basis when dealing with ordering and payments and the Treasurer and the Board at their committee meetings are equally responsible to ensure that proper controls and procedures are used.

## **5.7 Gambier House TMO**

Finance – “concerns”

At the time of the monitoring meeting the TMO were unable to prove that they have the insurance as required under Chapter 1, Clause 7 of their management agreement.

## **5.8 Half Moon Co-op**

Governance - “concerns”

This Co-op does not routinely provide copies of the Committee and General Meeting agendas, papers and minutes as required under Chapter 7, Clause 6 of their Management Agreement.

Financial Management – “concerns”

The Co-op were not able to provide the following information required under their management agreement at the monitoring meeting:

- a copy of the Register of Interests (Chapter 1, Clause 13)
- copies of financial reports to committee during the last quarter (Chapter 5, Clause 5)
- copies of the Co-op’s insurance policies (Chapter 1, Clause 7).

## **5.9 Harry Weston Co-op**

Governance – “concerns”

This Co-op does not routinely provide copies of the Committee and General Meeting agendas, papers and minutes as required under Chapter 7, Clause 6 of their management agreement.

Finance – “concerns”

The Co-op were not able to provide the following information required under their management agreement at the monitoring meeting:

- a copy of the Register of Interests (Chapter 1, Clause 13)
- copies of financial reports to committee during the last quarter (Chapter 5, Clause 5)

## **5.10 Holbrook Co-op**

Finance – “concerns”

The Co-op were not able to provide the following information required under their management agreement at the monitoring meeting:

- a copy of the Register of Interests (Chapter 1, Clause 13)
- copies of financial reports to committee during the last quarter (Chapter 5, Clause 5)

## **5.11 Hornsey Lane EMB**

Governance – “concerns”

HFI has raised the need for Committee members to undertake training in line with Chapter 1, clause 10 of the management agreement. HFI has offered to help in drawing up and implementing a training programme.

### **5.12 Newbery House Co-op**

Governance – “concerns”

At the time of the monitoring meeting, the TMO was not registered for Data Protection, as required under Chapter 1, Clause 8 of the management agreement.

A review of the Co-op’s minutes found no record of elections having taken place for the positions of Treasurer and Secretary after the Annual General Meeting and in subsequent general meetings. It is possible that the problem here is more one of accurate minute taking, rather than with not having held the elections. However, failure to record an important decision like the election of a Secretary and Treasurer would also be a concern to HFI. HFI has offered to help the Co-op with training or guidelines on minute taking.

The Co-op is required to provide a tenant handbook under Chapter 1 schedule 2 of the management agreement. HFI is aware that the Co-op have taken steps to produce a handbook, but this concern will remain until the handbook is produced and delivered to residents.

HFI has raised the need for Committee members to undertake training in line with Chapter 1, clause 10 of the management agreement. HFI has offered to help in drawing up and implementing a training programme.

Finance – “concerns”

Financial reports to the Committee do not show spend against budget, as required by Chapter 5, schedule 2, Co-op Financial procedures, clause 7.3. HFI has offered to assist the Co-op to draw up a standard finance report for its Committee.

The Co-op is not using an order book for all goods or works that are ordered. The Co-op are required to have a system in place for written orders under Chapter 5, schedule 2, Co-op Financial procedures, clause 10.1.

### **5.13 Spa Green TMO**

Governance - “concerns”

HFI has raised the need for Committee members to undertake training in line with Chapter 1, clause 10 of the management

agreement. HFI has offered to help in drawing up and implementing a training programme.

Finance – “concerns”

The TMO were unable to provide HFI with access to their Register of Interests as required under Chapter 1, clause 11 of the management agreement.

The TMO were unable to provide HFI with proof that they have the appropriate insurance as required under Chapter 1, Clause 7 of the management agreement.

#### **5.14 Stafford Cripps TMO**

Governance - “concerns”

At the time of the monitoring meeting, the TMO was not registered for Data Protection, as required under Chapter 1, Clause 8 of the management agreement.

HFI has raised the need for Committee members to undertake training in line with Chapter 1, clause 10 of the management agreement. HFI has offered to help in drawing up and implementing a training programme.

Finance - “concerns”

The TMO were unable to provide HFI with access to their Register of Interests as required under Chapter 1, clause 11 of the management agreement.

The TMO were unable to provide HFI with proof that they have the appropriate insurance as required under Chapter 1, Clause 7 of the management agreement.

#### **5.15 Taverner TMO**

Finance – “concerns”

HFI has concerns about the TMO’s financial management.

These are:

- The board does not receive financial reports at most meetings
- The TMO does not have a well-informed Treasurer, who takes an active role in the financial decision making of the organisation and assumes overall responsibility for the finances of the TMO

HFI has offered support to the TMO in developing its systems for financial reporting to the Committee and to assist with the induction of its new Treasurer.

#### **5.16 Wenlake TMO**

Governance – “concerns”

At the time of the monitoring meeting, the TMO was not registered for Data Protection, as required under Chapter 1, Clause 8 of the management agreement. It is now registered.

Financial Management – “concerns”

The TMO’s financial procedures state that:

*“The bank signatories may not be related to each other, nor may they be from the same dwelling.”*

The TMO are in breach of this as two signatories are related and from the same household. The TMO are not willing to change this and are attempting to change their financial procedures specifically to allow this situation to continue. HFI’s view is that this increases the risk of fraud.

## **5.17 Weston Rise TMO**

Governance – “concerns”

At the time of the monitoring meeting, the TMO was not registered for Data Protection, as required under Chapter 1, Clause 8 of the management agreement.

HFI has raised the need for Committee members to undertake training in line with Chapter 1, clause 10 of the management agreement. HFI has offered to help in drawing up and implementing a training programme.

Finance – “concerns”

The TMO were unable to provide HFI with access to their Register of Interests as required under Chapter 1, clause 11 of the management agreement.

The TMO were unable to provide HFI with proof that they have the appropriate insurance as required under Chapter 1, Clause 7 of the management agreement.

## **6. Homestead Co-ops**

### **6.1. Grimaldi, Pluto, Northern Line and Wholenut Co-ops**

These four Homestead Co-ops have amalgamated and have now signed a new Management Agreement with the Council, with a start date of the 7<sup>th</sup> April 2008. They will be known as “Seaview Co-op.” From April they will come within the regular HFI monitoring system, and will be included in reports to CSSB from June onwards.

### **6.2. New Roof and Moonshine Co-ops**

LBI has received the Consent from Communities and Local Government for the disposal of the four New Roof properties. LBI is proceeding with the sale.

HFI has served a Notice terminating the management agreement with Moonshine Co-op. These nine properties will be managed by HFI from 19<sup>th</sup> May 2008.

## **7. Five-Year Reviews and Continuation Ballots**

- 7.1 A five-year ballot is underway at Braithwaite House. We will be able to report the result at the CSSB meeting.
- 7.2 In 2008/09 HFI will undertake five year reviews at Braithwaite House, Brunswick Close and Pleydell TMOs.

## **8. Changes to the Tenant Management Forum**

- 8.1 Following consultation at the March meeting of the Tenant Management Forum, a number of changes have been introduced:
  - The Forum is no longer to be a Consultative Panel, allowing it to focus on issues affecting TMOs and HFI
  - The Forum will meet four times a year, instead of six at present
  - From the October meeting onwards only elected TMO Committee representatives will be able to vote. TMO Managers are welcome to attend as observers.
  - HFI will arrange quarterly day-time “Managers’ Briefings” bringing together TMO and Co-op Managers with key HFI employees to ensure better communications and working relationships. The next meeting will be in May, focussing on responsive repairs issues.

## **9. Federation of Islington Tenant Management Organisations (FITMO)**

- 9.1 FITMO was formed by a number of TMOs in June 2006. The Co-ops already had their own association, called AITMO. In October 2007 the HFI Board delegated the criteria for recognising FITMO to the HFI Chief Executive, and minuted a concern that FITMO was “manager driven” without much involvement of residents. This issue has been raised in meetings with FITMO and HFI has made it clear that this needs to change before HFI can recognise FITMO. If FITMO makes any progress on this issue, a further report will be provided to the CSSB.

## **10. TMO Monitoring**

- 10.1 As stated earlier the January 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. TMOs agreed to meet to work up their own proposals and to engage with HFI prior to the April monitoring round. It proved difficult for the TMOs to arrange this, and in the end a paper endorsed by many TMOs and Co-ops was e-mailed to HFI five hours prior to the March

17<sup>th</sup> TMF meeting. HFI welcomed this as the start of a process and a working group has been formed to develop a monitoring process that all TMOs, TMCs and HFI staff can follow. Its proposals will be discussed at the May TMF and progress will be reported to the June CSSB.

10.2 HFI's contribution to this discussion will be on the basis of the following:

- working in line with the Communities and Local Government "Guide to the Right to Manage." The relevant sections are attached in appendix D.
- focusing on improving the delivery of services to Islington council residents on TMO-managed estates, monitoring the responsibilities of both LBI/HFI and TMOs
- monitoring the key risks to service provision and proper use of public money
- enabling TMOs to carry out more of their own monitoring, with HFI taking up an audit role to check the monitoring
- ensuring TMOs are meeting management agreement, best practice and legislative requirements for governance, financial management, employment, customer service, equality and diversity
- encouraging TMOs to benchmark with each other and assist each other to develop, with HFI providing guidance on good practice
- providing longer term assessments of TMOs, but with triggers that would identify the need for further scrutiny and action where necessary
- achieving an outcome where accurate and relevant performance and financial information is provided to the TMOs' own Committees, to HFI staff and to the CSSB.

10.3 HFI has developed a temporary monitoring system which is being used in April 2008 and will be used until agreement can be reached with TMOs on a longer-term monitoring system.

#### **11. TMO 2006/07 accounts**

An HFI Senior Accountant has reviewed all the TMO audited accounts for 2006/07 and their management letters. The following issues were raised:

- 11.1 Arch-Elm. As previously reported this Co-op is short of funds, and HFI is assisting the Co-op to identify and reduce its spending.
- 11.2 Bemerton Villages. HFI Finance report an under provision in the major works fund. HFI Tenant Management Commissioning will review this with the TMO and if this is correct will ask the TMO to adjust the major works fund by the end of June 2008.
- 11.3 Blackstock. HFI Finance report an under provision in the major works fund. HFI Tenant Management Commissioning will review this with the TMO and if this is correct will ask the TMO to adjust the major works fund by the end of June 2008.
- 11.4 Braithwaite. No new issues raised over and above those already identified by Internal Audit and the HFI Tenant Management Team.
- 11.5 Brunswick. HFI Finance report an under provision in the major works fund. HFI Tenant Management Commissioning will review this with the TMO and if this

- is correct will ask the TMO to adjust the major works fund by the end of June 2008.
- 11.6 Charteris. This Co-op has high rent arrears. The Co-op meet regularly with the HFI Income Recovery Officer.
  - 11.7 Elthorne First. This Co-op has high rent arrears and was not financially strong at March 2007. The Co-op has reduced spending and HFI is working with the Co-op to recover the position.
  - 11.8 Gambier. HFI Finance report a minor under provision in the major works fund. HFI Tenant Management Commissioning will review this with the TMO and if this is correct will ask the TMO to adjust the major works fund by the end of June 2008.
  - 11.9 Holbrook. HFI and possibly Internal Audit will be investigating the financial management of this Co-op as a result of concerns raised in the management letter. The Co-op auditor recommended that “the risk of fraud is specifically addressed” and that “the controls in place to mitigate that risk are documented and assessed.”
  - 11.10 Hornsey Lane. HFI overpaid major works allowances by £25,000 and HFI Finance need to reclaim this amount.
  - 11.11 Newbery House. The Co-op had a small deficit in 2006/07. The Co-op Committee has not been monitoring spending and HFI is assisting it to do so from now on.
  - 11.12 Quaker, Redrick and Weston Rise TMOs. HFI Finance queried whether these TMO accounts were audited. The three TMOs provided further details to HFI and this is being assessed by a Senior Accountant.
  - 11.13 Spa Green. HFI Finance report an under provision in the major works fund. HFI Tenant Management Commissioning will review this with the TMO and if this is correct will ask the TMO to adjust the major works fund by the end of June 2008. There was a deficit of £38,000 in 2006/07. HFI does not expect this to be the case in 2007/08.
  - 11.14 Stafford Cripps. The accounts were qualified due to problems that were discovered and put right in 2006. The TMO has agreed to bring forward their 2007/08 audit to reassure HFI Finance that there are no ongoing problems.
  - 11.15 Taverner. There was a small deficit in 2006/07. HFI does not receive regular financial reports from this TMO and so is not in a position to assess whether or not there will be a deficit in 2007/08. HFI will request a report on the 2007/08 spending from the TMO. HFI Finance report an under provision in the major works fund. HFI Tenant Management Commissioning will review this with the TMO and if this is correct will ask the TMO to adjust the major works fund by the end of June 2008.
  - 11.16 Wenlake. HFI Finance report an under provision in the major works fund. HFI Tenant Management Commissioning will review this with the TMO and if this is correct will ask the TMO to adjust the major works fund by the end of June 2008.

## **12. Disability Access Statements**

Seven TMOs have now produced Disability Access Statements. HFI is working with the remaining sixteen TMOs with offices to produce statements. HFI’s target was for all 23 TMOs with offices to achieve Disability Access Statements by 31<sup>st</sup> March 2008. We will continue to encourage TMOs to produce these Statements, but they are not a legal requirement unless an

office is being adapted or relocated and the Management Agreement does not give HFI any powers to insist on their production. Where TMOs refuse, HFI will produce its own report on disability access and improvements needed.

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## HOMES FOR ISLINGTON

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

3rd Quarter 2007/08

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

**Notes**

**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.**

Data excludes Homestead Co-ops

## Appendix B

### HOMES FOR ISLINGTON

#### TMO/TMC CARETAKING

	TMO/TMC	Stock	2007/08				Average for 2007/08
			Q1	Q2	Q3	Q4*	
			1	Arch-Elm Co-op	95	93.3	
2	Bemerton Villages TMO	735	84.15	94.5	90	100	92.2
3	Blackstock TMO	185	100	95.25	100	100	98.8
4	Braithwaite House TMO	108	81	85.7	81	90.5	84.6
5	Brooke-Park Co-op	111	72.4	93.8	86.7	80	83.2
6	Brunswick Close TMO	268	NA	83.65	86.4	94.4	88.2
7	Charteris Co-op	127					
8	Dixon Clark Court TMO	60	100	100	100	100	100.0
9	Elthorne 1st Co-op	133	92.9	100	94.1	86.7	93.4
10	Gambier House TMO	115	85.7	95.5	NA	NA	90.6
11	Halfmoon Crescent Co-op	226	93.8	82.4	93.8	76.5	86.6
12	Harry Weston Co-op	124	77.1	100	100	100	94.3
13	Holbrook Co-op	103	100	92.9	100	NA	97.6
14	Hornsey Lane EMB	173	100	55	94.7	94.4	86.0
15	Miranda TMO	148	82.1	100	81.8	100	91.0
16	Newbery House Co-op	54	NA	90.9	95.2	90.5	92.2
17	Pleydell TMO	280	95.5	88.65	90.9	100	93.8
18	Quaker Court TMO	76	69.1	100	89.5	82.4	85.3
19	Redbrick TMO	160	100	96.65	92.9	93.3	95.7
20	Spa Green TMO	129	100	85.7	100	NA	95.2
21	Stafford Cripps TMO	180	94.6	81.8	100	NA	92.1
22	Taverner & Peckett TMO	165	94.7	77.8	68.4	100	85.2
23	Wenlake TMO	119	100	93	100	100	98.3
24	Weston Rise TMO	144	NA	78.8	86.4	NA	82.6
	Total Stock reporting	4018					
	Average TMO figures per quarter		90.82	89.78	92.35	93.82	91.7
	Average HFI figures per quarter		91.5	91.2	93.9	94.3	92.73

Figures in red indicate that the TMO average for 07/08 is higher than the HFI average

NA = not available.

Q4\*=JANUARY & FEBRUARY ONLY

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.

#### Hornsey Lane

HFI staff met with Hornsey Lane EMB to discuss the score of 55% given in Q2 07/08. The EMB accepted that the standard of cleaning was not good at this time and explained that this was due to staff sickness and poor quality agency staff. This was seen as a temporary blip that has since been rectified. Quality Monitoring staff returned in October and scored Hornsey Lane at 94.7%, in November where they scored 94.4% and again in January where they scored 94.4%

## Appendix C

## Performance Information provided by TMOs

Reporting month **February 2008**Reporting year **2007/08**

	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	8	NP	100	NP	100	100	24 HRS	0	NP
Bemerton Villages TMO	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP
Blackstock TMO	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP	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	21	9	100	12	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	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP
Dixon Clark Court TMO	0	N/A	N/A	4	3	100	1	100	100	1.5 HRS	N/A	N/A
Elthorne 1st Co-op	0	N/A	N/A	6	6	100	0	N/A	100	24 HRS	0	N/A
Gambier House TMO	0	N/A	N/A	10	2	50	8	100	NP	NP	NP	NP
Halfmoon Cres. Co-op	NP	NP	NP	6	6	100	0	N/A	100	24 HRS	1	NP
Harry Weston Co-op	0	N/A	N/A	7	6	100	0	N/A	86	2.5 DAYS	0	N/A
Holbrook Co-op	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP
Hornsey Lane EMB	0	N/A	N/A	19	9	100	10	100	NP	24 HRS	N/A	N/A
Miranda TMO	0	N/A	N/A	19	19	100	0	N/A	NP	NP	NP	NP
Newbery House TMO	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP
Pleydell TMO	1	1	100	21	2	100	17	100	NP	NP	NP	NP
Quaker Court TMO	NP	NP	NP	7	NP	NP	NP	NP	NP	NP	0	N/A
Redbrick TMO	0	N/A	N/A	18	NP	NP	NP	NP	NP	NP	0	N/A
Spa Green TMO	0	N/A	N/A	24	2	100	22	100	100	24 HRS	NP	NP
Stafford Cripps TMO	0	N/A	N/A	11	10	NP	1	100	100	1 HR	NP	NP
Taverner & Peckett TMO	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP	NP
Wenlake TMO	2	2	100	8	7	100	1	100	100	8 DAYS	NP	NP

	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
Weston Rise TMO	0	N/A	N/A	14	2	100	1	100	100	24 HRS	0	N/A

NP = Data not provided by the TMO.

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

	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	106	9	NP	NP	£19,719	0
Charteris Co-op	NP	NP	NP	NP	NP	NP
Elthorne 1st Co-op	91.6	NP	NP	NP	NP	NP
Halfmoon Cres. Co-op	101.92	NP	NP	NP	NP	NP
Harry Weston Co-op	100	5	NP	NP	£3,621	0
Holbrook Co-op	98.8	11	NP	NP	£18,223	NP
Newbery House Co-op	NP	NP	NP	NP	NP	NP



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	15 <sup>th</sup> April 2008	11	Monitoring

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

### 1. Synopsis

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

### 2. Recommendation

- 2.1 That CSSB notes the current assessment of the risks listed in Appendix A of the report. These have been updated since the previous report to this meeting and to Audit Committee and comments are sought on them.

### 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 monitoring.
- 3.3 At each meeting the Contracted Services Sub-Board considers issues raised in the 'Prevention and Mitigation' and 'Progress on action' columns. The risks set out in Appendix A below are as they were be presented to the last meeting of this Sub-Board and to the Audit Committee meeting of 19<sup>th</sup> February 2008.
- 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)

There are no High or Medium-high Risks. Comments are sought from Contracted Services Sub-Board 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

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Item 11 - Appendix A

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub-Board/Committee)	Risk Owner (Staff)	Progress on actions
STR 011B Poor resident satisfaction with contracted services and lack of opportunities for involvement	M 3	M 2	ML 6	<ul style="list-style-type: none"> <li>Monthly performance management by SMT and quarterly monitoring by Board</li> </ul>	CSSB	S Kwong	<ul style="list-style-type: none"> <li>07 Status Survey overall satisfaction result 68% (up from 64%)</li> <li>60% satisfied with opportunities for participation (up from 54%)</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>Recommendations from Internal Audit report being implemented</li> <li>On-line diversity training offered to all TMO staff and committee members</li> <li>Employment 'KLOE' effective from April 08 for TMOs</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, ASB/harassment and now repairs. Analyses to be repeated in May 08</li> <li>Disability Forum established and meetings being held. Issues considered include entry phones for the deaf and a new tenancy DVD. Next areas in programme are complaints and repairs policy</li> </ul>



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	15 <sup>th</sup> April 2008	12	Information

**Subject of Report:** Report back from Consultative Panels – March 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 and the Consultative Panel feedback listed in Appendix 1.

**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 was 1 report for Consultation:

- **Tenants Compact Annual 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 – March 2008**

	<b>Item 2 – review Of tenant Compact Summery</b>	
<b>Holland Walk</b>	<p>General comments</p> <p>Compact was originally between Council and tenants, signed by the council and driven by tenants.</p> <p>Useful document but shouldn't be called the tenant participation compact. Its driven by the Audit commission and shouldn't go masquerading as something driven by tenants when its not</p> <p>Panel to consider a more appropriate name for the document.</p>	

**HFI Consultative Panels – March 2008**

	Item 2 Tenant Compact Annual Review	
<b>Central Street</b>	<p>The chair argued that the original Tenant Compact between the council and the tenants did not deal primarily with housing. Areas like education and transport were also included and gave residents a chance to participate in local issues.</p> <p>The panel felt that as HFI only deals with housing then the Tenant Compact is limited in what it can do.</p> <p>The chair emphasised that if the panel were to agree with this document, then they would miss out on discussing wider issues concerning their community.</p> <p>The Panel agreed that there should be a platform to discuss wider issues, as changes can occur each year that are not strictly housing related. It was felt that tenants should have a say in what is happening in the neighbourhood.</p> <p>The Chair proposed that there should be further discussions with the whole council and not just at a local level.</p> <p>For these reasons the panel objected to the Tenant Compact Agreement</p>	

**HFI Consultative Panels – March 2008**

	<b>Item 2 Tenants Compact Annual Review</b>	
<b>Upper St North</b>	Meeting in Quorate	

**HFI Consultative Panels – March 2008**

	<b>Item 2 Tenants Compact Annual Review</b>	
<b>Upper St South</b>	Panel agreed that Jessie White in her role as a member of the board would raise this report/issue at the board away day on 14.03.08 as a matter that the board had not seen before.	

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

	<b>Report 2: Tenant compact annual Review</b>	
<b>Lyon St</b>	<p>Comments:</p> <p>BP also asked that the review of compact and its effectiveness take place more than once a year</p> <p>BP again raised the issue of the disbanding of the CNC and advised the panel that he was taking this matter to the ombudsman.</p> <p>Appendix one of the report (Summary of tenant participation compact agreement) was discussed. BP asked for evidence that Homes for Islington has met its responsibility to consult on major works and other projects including decent homes standards.</p>	

**Partners Residents Forum**

**HFI Consultative Panels – March 2008**

	<b>Review of Tenants Compact Summary</b>	
<b>Partners Forum</b>	The Forum asked about the LVT decision regarding charges for the Islington Leaseholders Association and Doug Goldring updated them.  No other comments were made.	



## Item 13

### Forward Plan for Contracted Services Sub-Board 2008-09

Date of meeting	Items on the Agenda	Status
17/06/2008	PIs - April	M
	Performance - Partners - PFI 1 - PFI 2 - TMOs/TMCs	M
	Risk Register	M
	CP Feedback Reports	I
19/08/2008	PIs - June	M
	Performance - <b>Partners</b> - PFI 1	M
	- PFI 2	M
	- TMOs/TMCs	M
	Risk Register	M
CP Feedback Reports	I	
14/10/2008	PIs - August	M
	Performance - Partners - PFI 1	M
	- PFI 2	M
	- TMOs/TMCs	M
	Risk Register	M
CP Feedback Reports	I	
09/12/2008	Election of Chair / Vice-Chair	D
	PIs - October	M
	Performance - <b>Partners</b> - PFI 1	M
	- PFI 2	M
	- TMOs/TMCs	M
	Risk Register	M
CP Feedback Reports	I	
10/02/2009	PIs - December	M
	Performance - Partners - PFI 1	M
	- PFI 2	M
	- TMOs/TMCs	M
	Risk Register	M
CP Feedback Reports	I	