

Contracted Services Sub-Board
Agenda 12th June 2007
6.30 PM to 8.30PM

Highbury House, 5 Highbury Crescent

Item	Presenter	Subject	Status	Page number	Duration
1	W McGarvie	Welcome/Apologies/ Introductions	Information	Verbal	6:30-6:35
2	W McGarvie	Declaration of interests	Information	Verbal	6:30-6:35
3	W McGarvie	Questions from the public	Information	Verbal	6:35-6:55
4	W McGarvie	Minutes of last meeting (10 th April 2007) and matters arising	Decision	1-4	6:55-7:05
5	W McGarvie & S Kwong	Chair and Head of Performance and Service Development Report	Information	Verbal	7:05-7:10
6	M Sims	Terms of Reference	Information	5-6	7:10-7:20
7	S Kwong	Review of Tenants Compact	Decision	7-20	7:20-7:30
8	S Kwong	Performance Indicators	Monitoring	21-40	7:30-7:40
9	L Downham	Report back – TMOs / TMCs	Monitoring	41-44	7:40-7:50
10	S Kwong	Report back – Partners for Improvement in Islington – PFI 1	Monitoring	45-70	7:50-8:00
11	S Kwong	Report back – Partners for Improvement in Islington – PFI 2	Monitoring	71-76	8:00-8:10
12	S Kwong	Risk Register	Monitoring	77-80	8:10-8:15
13	W Mcgarvie	Consultative Panel feedback reports	Information	81-87	8:15-8:20
14	W McGarvie	Forward Plan	Decision	88	8:20-8:25
15	W McGarvie	Any other business	Information	Verbal	8.25-8.30
16	W McGarvie	Date and time of next meeting 6.30pm, 14 th August 2007	Information	Verbal	8.25-8.30

**Homes for Islington
Contracted Services Sub-Board Meeting
Minutes of 10th April 2007**

Present: William McGarvie (Chair), Kate Barns (Vice-Chair), Caroline Jenkinson, Ann Lucas, Des Smith (Directors)
Georgina Galliers, Chris Radway (Associate Directors)

In Attendance: Simon Kwong (Head of Performance and Service Development)
Ivan Willis (Contract Commissioning Manager) – part
John Holman (Managing Director - Partners) – part
Mark Allum (Partners - Projects Manager) – part
Mark Jenkins (Senior Governance Officer – Minutes)

Apologies: Paula Belford, (Director)
John Bevan (Associate Director)

	ITEM	ACTION
1	<p>Welcome/Apologies/Introductions</p> <p>a) The Chair opened the meeting at 6.35pm. b) The Chair gave apologies for Paula Belford and John Bevan.</p>	
2	<p>Declarations of Interest</p> <p>a) There were no declarations of interest.</p>	
3	<p>Questions from the public</p> <p>a) There were no questions from the public.</p>	
4	<p>Minutes of the Last Meeting (13th February 2007) and Matters Arising</p> <p>a) Pg. 2 item 5b – It was noted that the Community Pay Back presentation to the TMO / TMC Review Group would be rescheduled. b) Pg.4 item 15a – It was noted that the Home Ownership Unit was becoming more involved in assisting with properties which have been sublet by leaseholders.</p> <p>The minutes were agreed as an accurate record.</p>	
5	<p>Chair and Head of Performance and Service Development Report</p> <p>Chair's Report</p> <p>a) The Chair had nothing to report.</p>	

	<p>Head of Performance and Service Development's Report</p> <p>a) Simon Kwong reported that the end of year performance figures would be included in the annual report to be distributed with the June edition of the Residents' newsletter.</p> <p>b) Simon Kwong informed the Sub-Board that Graham Baugh had left HFI and that a recruitment process to his post was underway.</p> <p>The report was noted.</p>	
6	<p>Performance Indicators February 2007</p> <p>a) Simon Kwong introduced a report giving the performance figures for a range of HFI services within the remit of CSSB.</p> <p>The report was noted.</p>	
7	<p>Performance of PFI 1 Contractor - Partners for Improvement in Islington</p> <p>a) Ivan Willis presented a report giving information on the performance of Partners in delivering the PFI1 contract for refurbishment, maintenance, and housing management services to 2400 properties across the borough.</p> <p>b) It was agreed that future reports would list the variations which are under negotiation.</p> <p>c) It was noted that the KPI targets were based on extensive negotiations between HFI and Partners. However, there is room to re-negotiate if necessary.</p> <p>d) CSSB raised concern that the Satisfaction Survey is not reported in a timely fashion and requested that Partners aim to provide the results of the next two surveys (October – December 2006 and January – March 2007) for the meeting on 12th June 2007.</p> <p>e) It was agreed that the next report on 12th June 2007 would provide the revised action plan and targets for the survey.</p> <p>f) CSSB noted that it would be useful to see a breakdown of the original Stage 1 complaints. However, CSSB noted that to ask for further breakdowns could require additional resources for Partners.</p> <p>The report was noted.</p>	<p>Simon Kwong</p> <p>Simon Kwong</p> <p>Simon Kwong</p>

8	<p>Performance of PFI 2 Contractor - Partners for Improvement in Islington</p> <p>a) Ivan Willis presented a report giving information about the PFI 2 contract, delivering refurbishment, maintenance and housing management services to 1,871 street properties comprising a total of 4,101 dwellings across the borough.</p> <p>b) CSSB raised concern regarding the dissatisfaction levels of residents. It was explained that this was due in part to a lack of feedback from the Resident Liaison Officers (RLOs). However, it was also acknowledged that the report focussed on quality rather than satisfaction.</p> <p>c) It was agreed that the Partners Improvement Plan would be circulated to CSSB.</p> <p>d) It was noted that details of how to make a complaint are provided in the Partners newsletter and on their website.</p> <p>The report was noted.</p>	Simon Kwong
9	<p>Report back – TMOs / TMCs</p> <p>a) Simon Kwong presented a report on the performance of the 25 larger estate based TMOs and TMCs, delivering housing management and maintenance services to 4000 properties across the borough.</p> <p>b) It was noted that the new Modular Management Agreement (MMA) should be in place for all TMCs by May 2007 and that this specifies the returns that should be made on Performance Indicators.</p> <p>c) CSSB asked staff to consider whether those TMOs / TMCs which have a poor record at providing PIs can attend future CSSB meetings to give an explanation.</p> <p>The report was noted.</p>	Simon Kwong
10	<p>Risk Register</p> <p>a) Simon Kwong presented a report on the current position with regard to all risks that relate to the Contracted Services Sub-Board.</p> <p>b) CSSB agreed that a new risk should be added – inadequate funding of HFI's residual works under PFI 2.</p> <p>c) It was agreed that staff would consider whether HFI can be involved in Partners residents' consultative group meetings if there is a future capacity to do so.</p> <p>The report was noted.</p>	David Selo Simon Kwong
11	<p>Report back from Consultative Panels – January 2007</p> <p>The report was noted.</p>	

12	<p>Forward Planner</p> <p>The forward plan was agreed.</p>	
13	<p>Any Other Business</p> <p>a) It was noted that the elections for Associate Directors would take place in May 2007.</p> <p>b) It was noted that the PFI 1 and PFI 2 Residents Forums would have a joint meeting on 26th April 2007 to decide whether or not to merge into one Forum.</p>	
14	<p>Date and Time of Next Meeting</p> <p>a) 12th June 2007 – 6:30pm, Board Room, Highbury House.</p>	

There being no other business to conclude, William McGarvie closed the meeting at 8.05 pm

Chair: William McGarvie

Date

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

Name of Meeting	Date of Meeting	Agenda item	Status
Contracted Services Sub-Board	12 th June 2007	6	Information

Subject of Report: Contracted Services Sub-Board – Terms of Reference

1. Synopsis

1.1 This report asks Contracted Services Sub-Board (CSSB) to note its terms of reference as agreed by Board on 23rd April 2007.

2. Recommendation

2.1 That CSSB notes the report.

3. Background

3.1 The Sub-Boards were originally established to manage the performance of HFI at local level. The description of “local level” essentially means the difference in the approach of a strategic Board and an operational Sub-Board that deals with issues at a local level.

3.2 As part of the recent review of the governance of HFI the role and effectiveness of the Sub-Boards was assessed.

3.3 The outcome of this assessment was that although the Sub-Boards have worked well at monitoring the performance of HFI and it’s partners they have been hampered by the fact that they had no delegated authorities from the Board.

3.4 On 23rd April 2007 therefore the Board agreed to delegate certain authorities to the Sub-Board so that they can take decisions, allowing the Board to remain strategic.

3.5 Listed below are the terms of reference of CSSB as agreed by the Board. Those elements that are new to CSSB are highlighted:

1. To receive management of properties from MPSB or pass management of properties to MPSB as the housing provider may change from time to time
2. To oversee the delivery of housing management services provided at a local level by providers other than Homes for Islington, namely TMOs / TMCs, Private Finance Initiatives or other agent and monitor performance at a local level
3. To arbitrate TMO / TMC management agreement disputes with HFI and make recommendations to LBI on termination notices
4. To receive summaries of views on items considered at local panels for consultation and use the comments to inform other actions accordingly

5. To provide a forum through which a particular local performance concern of a resident panel can be raised with the Sub-Board and progressed
6. To scrutinise areas of service delivery as appropriate
7. To establish working groups, including joint working groups with the Managed Property Sub-Board on issues relevant to delivering housing management services
8. **To agree Client Services Account (CSA) payments to other housing management services providers as appropriate**
9. **To decide on the allocation of spend in local areas as delegated by Board**

3.6 Explanation of new terms of reference:

3.6.1 **To agree Client Services Account (CSA) payments to other housing management services providers as appropriate** – This means that CSSB is now responsible for considering the payments each TMO should receive each year. Although the final decision remains with LBI the role of CSSB is now to recommend a level of payment to LBI.

3.6.2 **To decide on the allocation of spend in local areas as delegated by Board** – At some point in the future the Board will decide to delegate certain spending issues to the Sub-Boards. This will not affect the rights of the Area Housing Panels to allocate Tenants Compact funding. Rather this will focus on specific areas that are currently decided by Board but which could be transferred to the ownership of the Sub-Boards. Suggestions are:

- Anti-Social Behaviour
- Planned Maintenance
- Community Engagement
- LBI ring-fenced budgets

For example as part of the Community Engagement budget the Board could choose to delegate to the Sub-Boards responsibility for agreeing a “Community Chest”. Organisations could bid for funds and the allocation of these funds would be agreed by the Sub-Boards.

The Board will have to make a decision at a future date on what to delegate to the Sub-Boards. At this time it is asked that the Sub-Boards take the opportunity to express a preference from the options above.

3.7 CSSB should note that the Board agreed on 23rd April 2007 that should any items for decision be presented at the Sub-Board at a future date then Associate Directors will not be eligible to vote. This is to avoid potential legal implications of Associates voting in the manner of Board directors. Decisions of the Sub-Board should be made by consensus like those of the main Board. However, if necessary to move to a vote only main Board directors will be able to take part although in voting they should take full account of the views expressed by all directors and associate directors.

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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 th June 2007	7	Decision

Subject of Report: Review of Tenants' Compact

1. Synopsis

- 1.1 This report presents sub-board members with a draft revised Tenants' Compact Summary document (Appendix 1). It reflects changes that have occurred since the document was last reviewed in 2004.

2. Recommendations

- 2.1 That the sub-board notes the contents of the report and agrees the draft document.
- 2.2 That the sub-board agrees that a summary is published to residents and the public on HFI's website, and that a 'hard copy' version is available for resident involvement events.

3. Background

- 3.1 The Tenant Participation Compact Summary was last reviewed and produced in 2004 when HFI had just gone live. It is now in need of review and updating in light of other changes that have taken place and that have been discussed by Consultative Panels. These changes include:

- The start of the PFI2 contract
- Changes to the Area Housing Office structure
- The new Resident Involvement Strategy
- The new Islington Leaseholders Association
- The allocation of budgets to Area Housing Panels based on a split that reflects the number of properties managed by the area, to reflect overall preferences expressed by Consultative Panels in May 2007.

4. Consultative Panel feedback

- 4.1 During May 2007 the consultative panels were asked to note the suggested amendments to the Tenants' Compact Summary. They were also asked to comment specifically on the way in which the budgets that are allocated by Area Housing Panels should be split, and the membership of tenants and residents associations (TRAs).

4.2 Appendix 2 gives a full summary of the consultation with Panels, but the key points to note are:

- That the majority of Area Housing Panels, (by a majority of 3 to 2) felt that the budget should be split in proportion to the number of properties covered by each Area Housing Panel
- That the majority of Panels agreed to continue the TRA constitution as at present, with a minority of leaseholders as members of Tenants and Residents Associations.

5. Changes to the Consultation Structure

5.1 HFI's formal consultation structure has been in place for some time and works well. There is also positive feedback about it from external sources. There have, however, been developments in the way that Islington's housing is managed and the consultation structure has evolved to reflect this.

5.2 Appendix 3 (which will form part of the Compact Summary) shows the revised consultation structure to reflect the following:

- The new Area Housing Office structure, with the revised Area Housing Panels (now five)
- The addition of a PFI 2 Residents Forum
- The agreement to form an Islington Leaseholders Association
- The change from the TMO/TMC Review Group to the Tenant Management Forum.

6. Changes to the Tenant Compact Summary

6.1 The revised document (Appendix 1) has been amended to reflect changes of fact and emphasis. Notably:

- The introduction is updated to reflect current general information from Communities and Local Government regarding Tenants' Compacts
- The introduction to HFI and to the role of Partners for Improvement in Islington has been updated
- A paragraph has been added to emphasise and clarify the role of consultative panels, as well as the revised number of Area Housing Panels and the revised name of the 'Tenant Management Forum'
- The section on budgets has been made more clear and includes the indicative budgets for Area Housing Panels in 2007-08
- The principle of splitting the budget by property numbers, as discussed by consultative panels
- Information on the newly established Islington Leaseholder Association has been added
- A paragraph introducing the Resident Involvement Strategy 2007 has been added, including mention of the 'Involvement Register' and examples of new ways for residents to get involved.

7. Financial considerations

- 7.1 Based on splitting the budgets for 2007-08 in proportion to the properties (including leasehold) covered by each area, the Area Housing Panel budgets will be as follows:

	No. Of Properties	Tenant Compact budget	Estate security budget
Central Street AHP	6,822	£356K	£44,000
Holland Walk AHP	7,024	£366k	£45,300
Lyon Street AHP	5,923	£309K	£38,200
Upper Street AHP (North)	3,356	£176K	£21,700
Upper Street AHP (South)	5,604	£293K	£36,200
Total	28,729	£1.5 million	£185,400

8. Conclusion

- 8.1 The current Tenants' Compact Summary is out-of-date and in need of revision, and the draft document incorporates changes of fact and changes that reflect comment from the Consultative Panels.
- 8.2 Once agreed, the revised Tenants' Compact will be published and made available to all residents via HFI's website.

9. Implications

9.1 Financial Implications

9.1.1 Capital implications

The breakdown of the Tenant Compact capital budget per Area Housing Panel is specified in the revised document.

9.1.2 Revenue implications

Resident involvement budgets are specified in the revised document.

9.1.3 Efficiency implications

None specific to this report.

9.1.4 Risk implications

None specific to this report. In the event of one Area Housing Panel failing to identify projects for Tenant Compact funding or to deliver them, the funding can be transferred to another Area Housing Panel which has projects that are ready to go.

9.2 Legal Implications

- 9.2.1 Whilst tenant compacts are not a legislative requirement, they are considered to be part of best practice in the delivery of good housing services. Communities & Local Government has published a National Framework for Tenant Participation Compacts, which was revised in March 2005.

9.3 Sustainability implications

- 9.3.1 None specific to this report.

9.4 Equalities implications

9.4.1 Additional mechanisms for residents to get involved are specified in the revised document. This will allow broader representation of residents and will include more of those who are not able or willing to attend TRA meetings. The Involvement Register will also facilitate the analysis of residents' involvement by diversity strand so that HFI can track how effectively it is engaging with all its residents.

Background papers

Appendix 1 – Draft of Tenants' Compact Summary 2007

Appendix 2 – Summary of feedback from consultative panels

Appendix 3 – Revised Residents' Consultation Structure

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improving housing through partnership

Summary of tenant participation compact (agreement) – 2007

Introduction

The Government first published the 'National Framework for Tenant Participation Compacts' in 1999, setting out the principles for involving residents in issues that affect their homes and communities, and updated it in March 2005. Compacts are part of the Government's agenda to improve local services for local people. They are agreements between local councils and their tenants, setting out:

- how tenants can get involved collectively in local decisions on housing matters that affect them
- what councils and tenants want to achieve locally through compacts, such as better ways of working together, improving local services or a better quality of life, and
- how the compact is implemented and checked to make sure it is working properly.

Islington Tenant Participation Compact

The general principles set by the government are followed in the 'tenant participation compact' between the London Borough of Islington and the tenants and leaseholders in Islington. It also makes provisions to set up local compacts with individual consultative panels. The first Islington Tenant Participation Compact was signed in March 2002, following extensive discussion and negotiation with residents.

The main principles of the compacts are that they:

- give residents the chance to decide the range of housing and related issues they want to be involved in, and
- allow residents to choose the level of their involvement – from simply being kept informed, through consultation, to being closely involved in developing policy and strategic decision-making.

This summary covers the main elements of the compact. It is reviewed regularly to reflect changes in circumstances, any issues the Housing Inspectorate may raise, feedback from residents, and experience we have gained.

Homes for Islington

In 2004 the management of most of Islington Council's housing stock was transferred to Homes for Islington (HFI), following important consultation with residents about the future of Islington's council housing. Whilst HFI is owned by Islington Council, overall responsibility for housing services was passed from the Council's Executive to a Board of Directors at HFI. The Board includes council members, resident representatives and independent members of the community. HFI has responsibility for ensuring that the Tenants Compact is met for the housing services it provides, including involving residents in consultation about major capital works required to meet 'Decent Homes' standards as set by the government.

Private finance initiatives - Partners for Improvement in Islington

Under the Private Finance Initiative, and again following extensive consultation with residents, most of Islington Council's street properties are now managed by Partners for Improvement in Islington ("Partners") under a long-term contract arrangement. Again, the principles of the compact apply, and arrangements for consultation have been agreed with residents, including Partners' consultative panel(s) (see below). The second PFI contract with Partners started in October 2006 and covers approximately 4,000 properties.

Consultative Panels

Consultative Panels have an important role within the Tenants Compact. The stock managed by HFI has evolved over time, with the two PFI contracts with Partners and a growing number of leaseholders as tenants exercise the 'Right to Buy'. The Area Housing Office structure has also been reviewed from April 2007. To reflect these changes, and following consultation with the panels, the Consultative Panel structure is now made up of:

- Area Housing Panels that reflect the area offices structure: Upper Street (split into North and South), Holland Walk, Lyon Street and Central Street.
- Islington Leaseholders' Forum
- Partners Residents' Forum (currently split into 'PFI1' and 'PFI2')
- Tenant Management Forum.

The compact

The compact defines the principles of resident involvement. It then goes on to set out the range of issues residents have said they want to take part in.

The type of issues covered by the compact are:

- regeneration programmes;
- budgets, setting rent and service charges;
- managing housing services;
- leaseholder issues (including major work);
- services and performance strategies;

- customer care;
- consulting residents and complaints procedures;
- proposals for transferring housing and
- proposals for private finance schemes.

There are different levels of involvement which are reflected through consultative panels and other consultative mechanisms like Tenants' and Residents' Associations or specially-convened groups.

- **Advice.** Issues under this heading will simply be reported to consultative panels for information before we refer them to HFI's Board or executive.
- **Consultation.** We will provide information, including financial implications, and give options on proposed changes to consultative panels and seek their views. These views will be reported to HFI's Board, sub-boards or executive as appropriate so that they can be taken into account when decisions are made.
- **Participation.** Tenants and residents' representatives on the consultative panels make decisions, for example on how Tenant Compact funding is spent, or by being nominated as associate directors to sit on one of HFI's two sub-boards (Contracted Services Sub-board and Managed Property Sub-board).

Resources for tenant participation

We make available resources to make it easier for tenants to get involved. These include resident association 'start-up', administration and publicity grants, and training and resource materials such as equalities information packs. We also pay the travelling and childcare expenses of tenants attending recognised meetings, and provide meeting places or help with hire charges.

We make available over £100,000 each year to the Federation of Islington Tenants Associations (FITA) via a "service level agreement" that specifies the services that FITA must provide for residents. FITA is the umbrella organisation for Tenants' and Residents' Associations.

From April 2007 the funding of the Islington Leaseholders' Association has also been agreed by leaseholders. This new umbrella organisation will represent leaseholders and be funded through leaseholder service charges.

Local compacts and budgets

The Tenants' Compact is allocated an annual budget for environmental and capital works, plus supplementary budgets such as estate security. The budget is split between the Area Housing Panels with the split being proportionate to the managed housing stock for each panel. The Area Housing Panels prioritise funding locally under the following budgets:

- **Environmental and Capital Works** (currently approx. £1.5 million annually)

The local 'environmental' budgets are for items such as communal lighting, fencing and pathways, play areas and equipment, re-surfacing pathways and roads and laying speed bumps, repairing or demolishing outbuildings, and planning gardens.

Local 'capital' issues can include security gates, doors and entryphones, community centres, repairing garages and putting up new walls or fences.

- **Estate Security** (currently approx. £185,000 annually)

Area Housing Panels have freedom to decide how this budget is spent, provided it is linked to improving estate security. It may be allocated to items already mentioned under 'Environmental and Capital Budget', or to play and youth schemes.

Performance indicators

We have developed performance indicators to assess the efficiency of HFI's services, and these form part of the consultation arrangements with residents. The performance indicators include:

- Voids and lettings
- Collecting income
- Harassment
- Answering phone calls
- Repairs
- Contact with the public
- Enquiries from members
- Rent arrears
- Complaints
- Enquiries from the Ombudsman

Area Housing Panels may also add to the list of performance indicators to reflect issues of particular local concern.

Consulting and involving leaseholders

While tenants and leaseholders share many common interests, there are issues that are of particular concern to leaseholders, ranging from initial applications to buy their homes to how we work out service charges. Increasingly, too, leaseholders have bought their homes from previous leaseholders. They may have no 'council tenant' experience or identity and so have different priorities and expectations. The Islington Leaseholders' Forum was set up with resident members directly elected by leaseholders, to consider housing issues from the leaseholder's point of view.

The compact summarises the rules of the leaseholder forum, sets out its aims, and records the policy issues that are of particular concern to leaseholders that the forum will consider.

In addition, a ballot of leaseholders was conducted early in 2007, and leaseholders voted to pay a levy in their service charges to fund the Islington Leaseholders' Association (ILA). The ILA is currently drafting its constitution, and working with HFI to develop a service level agreement as to how we will work together.

Resident Involvement Strategy 2007

In April 2007 HFI's Board of Directors agreed a Resident Involvement Strategy. One of the main aims is to increase resident satisfaction with opportunities for involvement. The strategy will ensure that HFI engages with more residents and offers more choice and opportunities to participate. To achieve this we will strengthen our existing resident involvement structures and develop a new approach in the form of an Involvement Register. This will allow residents to express their preferences for how to get involved, in what areas and how often. In addition to the structured participation through Tenant and Resident Associations, umbrella organisations (FITA and the ILA), consultative panels, Sub-boards and Board, residents may choose to be consulted or involved in other ways. For example:

- Individual customer comments and complaints
- Focus groups
- Mystery shopping
- An annual Residents' Conference
- Tenant satisfaction surveys
- Involvement in procurement
- Resident service statements (for local areas)

Compact and resident involvement reviews

We will review how the compact operates once a year. This will take into account changes in circumstances such as feedback from residents, comments from the Audit Commission inspections, what we have learned, structural changes within HFI, and annual budget changes.

These reviews aim to introduce amendments reflecting experience we have gained and changing circumstances. Changes will involve representations from all consultative panels.

Comments and suggestions

This summary sets out the main principles and features of the compact and incorporates changes over time. For more details, or to make your comments or suggestions, contact:

Service Development Team
Homes for Islington

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5 Highbury Crescent
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N5 1RN.

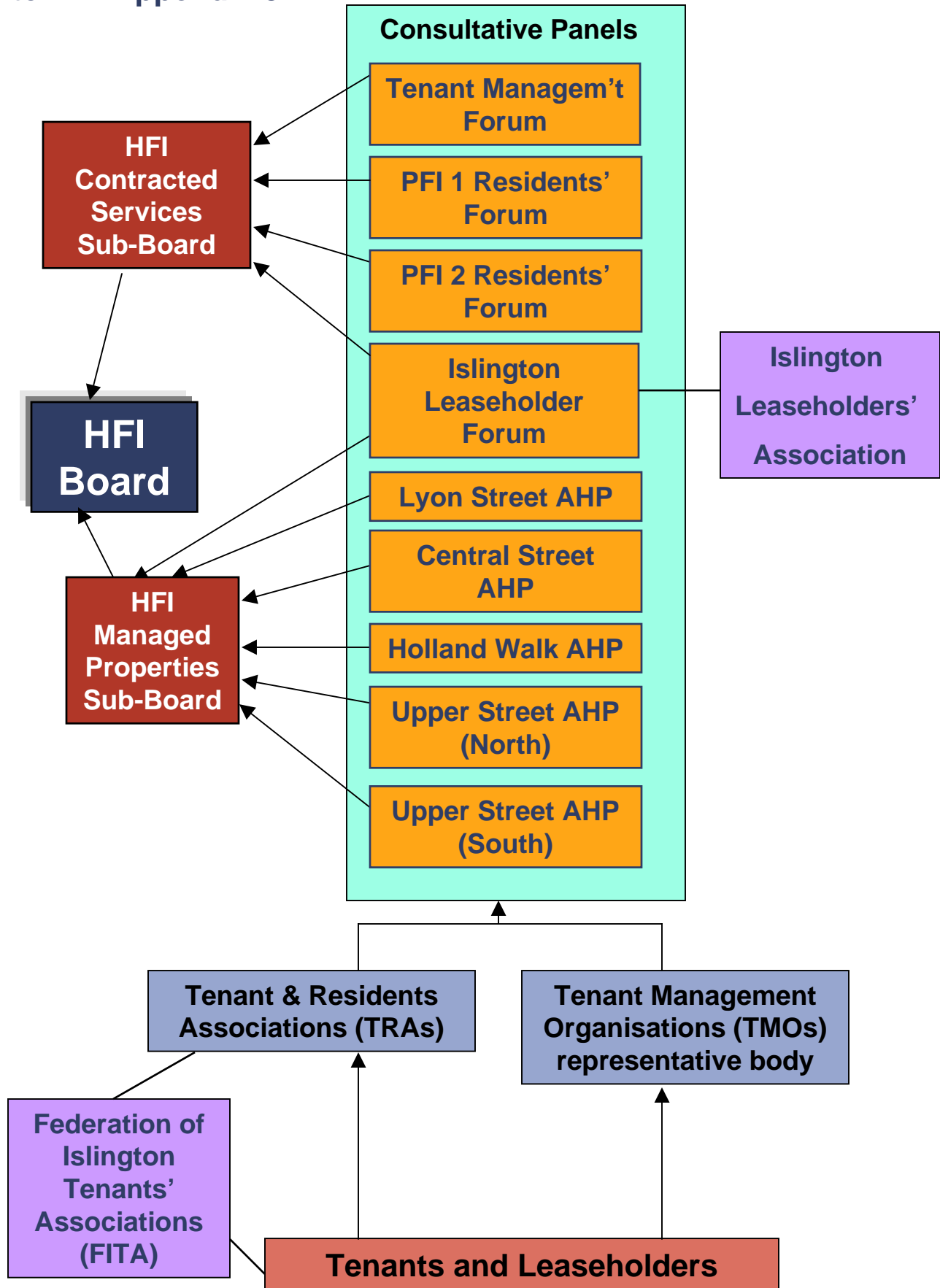
e-mail: service.development@homesforislington.org.uk

	ITEM3 - Review of Tenants' Compact
Central Street Area Housing Panel	<ul style="list-style-type: none"> - Area Panel budgets - The Panel felt it would be fairer to split the budget by the number of properties and that leasehold properties should be included as affected by the works. - TRA Constitution and Membership - The Panel was split on the issue. - It was commented that the current clause was discrimination against leaseholders. However, another comment was that leaseholders were less than 50% of residents in Islington. - The Panel voted by 5 votes to 4 to have a minority of leaseholders on the TRA (as at present).
Holland Walk Area Housing Panel	<ul style="list-style-type: none"> - Area Panel budgets - The Panel agreed to split the budget evenly by area. - TRA Constitution and Membership - The Panel unanimously agreed to having a minority of leaseholders on a TRA. - The Panel asked that more time be given to consultation procedure on the Tenants Compact.
Lyon Street Area Housing Panel	<ul style="list-style-type: none"> - Area Panel budgets - The Panel agreed to split the budget evenly by area. - TRA Constitution and Membership - The Panel agreed to having a minority of leaseholders on a TRA.

Upper Street Area Housing Panel (south)	<ul style="list-style-type: none"> - Area Panel budgets - The Panel agreed that the budget should be allocated on stock numbers. - TRA Constitution and Membership - The Panel agreed to having a minority of leaseholders on a TRA.
Upper Street Area Housing Panel (north)	<ul style="list-style-type: none"> - Area Panel budgets - The Panel agreed that the budget should be allocated on stock numbers. - TRA Constitution and Membership - The Panel agreed that the committee membership should reflect the ratio of tenants and leaseholders in the catchment area of the TRA.
Islington Leaseholder Forum	<ul style="list-style-type: none"> - Area Panel budgets - The Panel agreed to split the budget evenly by area. - TRA Constitution and Membership - The Panel agreed to having a minority of leaseholders on a TRA.
Partners for Improvement in Islington (PFI 1) Residents Forum	<ul style="list-style-type: none"> - The Panel had no specific feedback on this item.
Partners for Improvement in Islington (PFI 2) Residents	<ul style="list-style-type: none"> - The Panel commented that there are too many residents groups which can lead to confusion.

Forum	
Tenant Management Forum	<ul style="list-style-type: none">- Area Panel budgets - The Panel agreed to split the budget evenly by area.- TRA Constitution and Membership - The Panel made no comment.- The Panel felt that FITA should have a role in leasehold matters.

Item7 - Appendix 3



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 June 2007	8	Monitoring

Subject of report: Performance indicators April 2007

1. Synopsis

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

2. Recommendation

2.1 That the report is noted.

3. Background

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

3.2 Notable performance issues are:

- PFI 1 scored 6.8 in the April performance basket, PFI 2 scored 7.7.
- The average relet time of management voids for PFI 1 was 28 calendar days and PFI 2 was 18 calendar days in April.
- Current arrears per tenant have risen by 3.2% compared to March 2007 for PFI 1 and by 1.9% for PFI 2.
- Tenant management organisations achieved a score of 88.8% in caretaking inspections, below the target of 90%.
- 99.7% of urgent and 100% of non-urgent repairs were completed in time and 99.5% of repairs had appointments both made and kept.

3.3 Full details of performance are in the attached Sub-Board report (Appendix A).

4. Conclusion

Performance in April was better than target in all key areas for contracted services other than caretaking, arrears and void relet time.

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Performance Indicator Report



improving housing through partnership

April 2007

Performance
Monitoring
Section

QMS
ISO 9001:2000
Certified



Contracted Services

Sub-board

CONTENTS AND SUMMARY OF RESULTS

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CONTENTS AND SUMMARY OF RESULTS

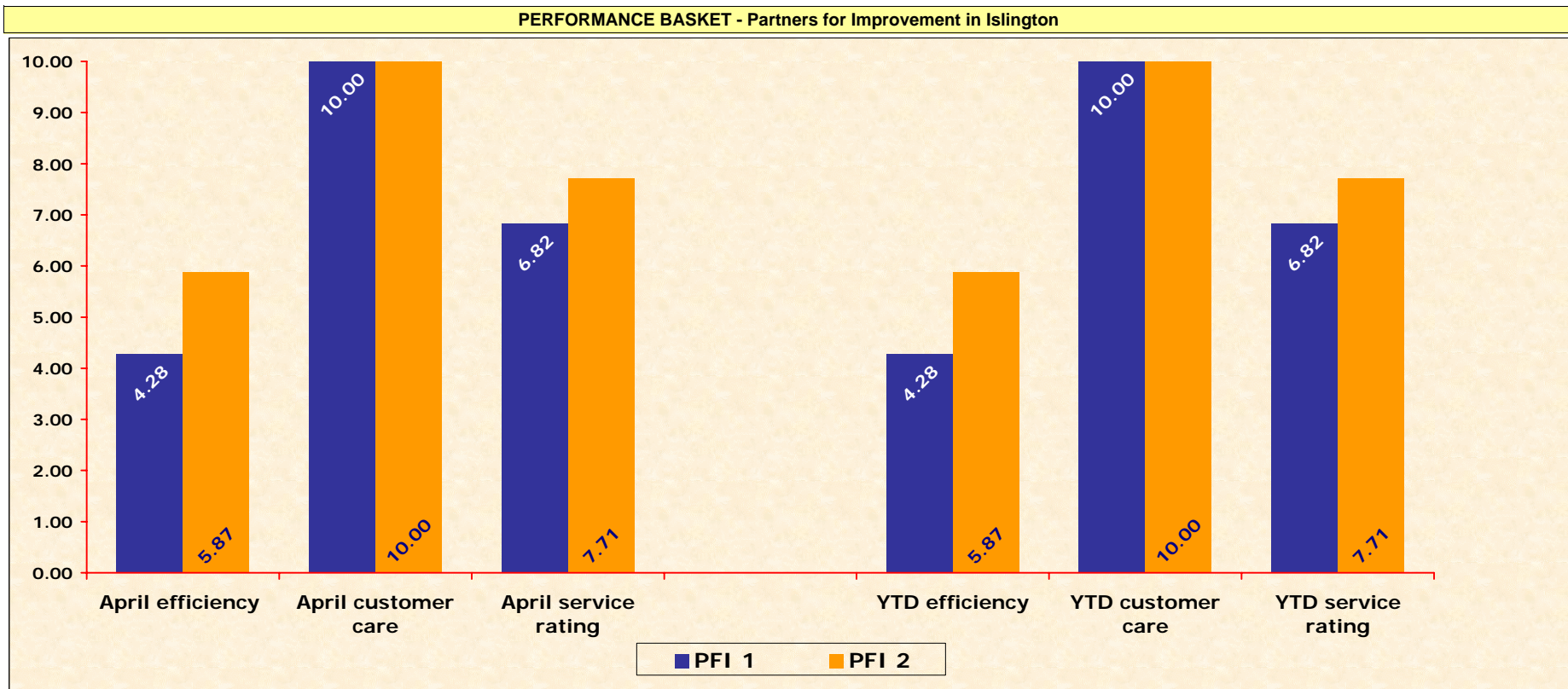
Page	Ref	Description	Responsible officer
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Performance Basket Report April 2007

Headline Performances

- Upper Street kicks off the new financial year in first place for the month scoring 7.08 points for April. Lyon Street is in second place, scoring 6.19 points.
- As you are aware the HFI's housing offices have now changed from 6 areas to 4, and this has had an effect on one of the performance indicators, "percentage reduction of average debt per tenant". This PI compared the previous year's recorded data against the current year's performance. However, due to the changes in the numbers of properties now assigned to the 4 areas, comparable data is no longer available and this PI will now measure month by month reduction of average debt per tenant instead of year on year.
- **Please note that with immediate effect we will no longer report the indicator "percentage of invoices paid within 30 days." This PI is now administered by the Finance department.**
- The Partners for Improvement in Islington PI, "percentage tenant visits within 4 weeks" has not been recorded for April as a new procedure for the collection of this indicator is still being refined. PFI 1 and PFI 2 scores have therefore been aggregated to compensate for this.
- PFI 1 scored 6.82 points for April, and PFI 2 scored 7.71 points for April. Six of the nine indicators evaluated for PFI 1 and PFI 2 have attained maximum scores this month.
- Efficiency scores have averaged 3.54 points across the area offices for April. This performance is rated as "Below Target." Customer care scores have averaged 8.16 points across the area offices for April and based on the ratings key this performance rates as "Good."
- PFI 1 efficiency score was 4.28 for April, rating as "Below Target" and the customer care score was 10.00 points, which rates as "Excellent".
- PFI 2 efficiency score was 5.87 for April, rating as "Satisfactory" and the customer care score was 10.00 points, which rates as "Excellent".

Contact Anne Mushington for more information on ext. 4113



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

YTD Ratings		
Area Office	Ratings	Score
PFI 1	Satisfactory	6.82
PFI 2	Good	7.71

Monthly Efficiency and Customer Care Scores		
	Efficiency	Customer Care
PFI 1	4.28	10.00
PFI 2	5.87	10.00

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; Apr 2007 = 2, YTD = 2
 BVPI 175; Apr 2007 = 2, YTD = 2
 LKPI 20a; Apr 2007 = 6, YTD = 6
 LKPI 20b; Apr 2007 = 100%, YTD = 100%
 LKPI 21a; Apr 2007 = 100%, YTD = 100%
 LKPI 21b; Apr 2007 = 100%, YTD = 100%
 LKPI 1; Apr 2007 = 0%, YTD = 0%
 LKPI 2; Apr 2007 = 0%, YTD = 0%
 LKPI 3; Apr 2007 = 0%, YTD = 0%

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

* This figure includes the now 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

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

The number of sexuality incidents recorded by Homes for Islington

Sexuality harassment	LKPI 20a			LKPI 20b			LKPI 2		
	Last Year	This Month	YTD	Last Year	This Month	YTD	Last Year	This Month	YTD
Holland Walk	2	0	0	Nil	Nil	Nil	100%	Nil	Nil
Lyon Street	3	0	0	100%	Nil	Nil	67%	Nil	Nil
Upper Street	0	0	0	Nil	Nil	Nil	Nil	Nil	Nil
Central Street	0	2	2	Nil	100%	100%	Nil	0%	0%
PFI 1	2	0	0	Nil	Nil	Nil	0%	Nil	Nil
PFI 2	1	0	0	N/A	Nil	Nil	100%	Nil	Nil
HFI Total	8	2	2	100%	100%	100%	20%	0%	0%

The number of other incidents recorded by Homes for Islington

Other harassment	LKPI 21a			LKPI 21b			LKPI 3		
	Last Year	This Month	YTD	Last Year	This Month	YTD	Last Year	This Month	YTD
Holland Walk	25	0	0	100%	Nil	Nil	100%	Nil	Nil
Lyon Street	24	1	1	100%	100%	100%	8%	0%	0%
Upper Street	17	0	0	100%	Nil	Nil	94%	Nil	Nil
Central Street	10	1	1	100%	100%	100%	100%	0%	0%
PFI 1	2	4	4	100%	100%	100%	50%	0%	0%
PFI 2	7	0	0	N/A	Nil	Nil	0%	Nil	Nil
HFI Total	107*	6	6	98%	100%	100%	68%*	0%	0%

OPERATIONS

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

Comments:

LKPI 101a; April = 2, YTD = 2 LKPI 101d; April = 4, YTD = 4
 LKPI 101b; April = 4, YTD = 4 LKPI 101e; April = 0, YTD = 0
 LKPI 101c; April = 0, YTD = 0 LKPI 101f; April = 30

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

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

Clarification can be obtained from Alan Richards (Ext 4281)

The number of evictions obtained

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

The number of injunctions obtained

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

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

LKPI 101a & LKPI 101f	Apr 2007	Signed		Live
		Last Year	This Month	
Central Street	4	0	0	4
Holland Walk	3	0	0	3
Lyon St	5	0	0	5
Upper Street	0	2	2	18
PFI 1	1	0	0	0
PFI 2	0	0	0	0
HFI Total	28*	2	2	30

The number of NTQs/NSP's issued

LKPI 101b	Apr 2007		
	Last Year	This Month	YTD
Central Street	17	0	0
Holland Walk	14	1	1
Lyon St	12	1	1
Upper Street	8	2	2
PFI 1	5	0	0
PFI 2	0	0	0
HFI Total	88*	4	4

The number of anti-social behaviour orders

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

OPERATIONS

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

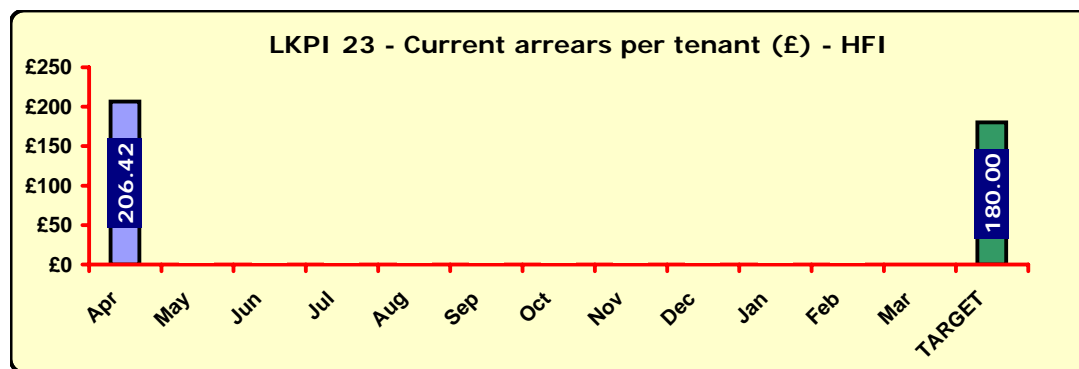
Target = To be below £180 (year end).

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 2005-06 ie March 2006. This figure excludes reception centres.



Comments:
LKPI 23 = £206.42
(HFI = £198.49, PFI = £243.16)
 - up 2.3% (£2.72) since March 2007
 - down 0.5% (£1.03) since April 2006

LKPI 24a = £3,942,504
 - up 3.8% since March 2007
 - down 32.0% since April 2006

LI 2a = £5,360,619
(HFI = £4,253,993, PFI = £1,106,626)
 - up 2.3% since March 2007
 - down -1.2% since April 2006

LI 2b = £9,303,123
 - up 2.9% since March 2007
 - down 17.3% since April 2006

LI 22 = 2.3% increase
(HFI = 2.2% increase, PFI = 2.4% increase)
 NB: "Last Year" is March 2007.

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

Current arrears per tenant

Apr 2007			
LKPI 23	Last Year	This Month	% Change
Holland Walk	£186.32	£193.04	3.6%
Lyon Street	£235.11	£242.64	3.2%
Upper Street	£192.24	£191.87	-0.2%
Central Street	£170.95	£177.46	3.8%
TOTAL HFI	£194.01	£198.49	2.3%
PFI 1	£228.45	£235.67	3.2%
PFI 2	£242.82	£247.56	1.9%
TOTAL PFI	£237.51	£243.16	2.4%
TOTAL	£201.72	£206.42	2.3%

Percentage of debt pool reduction (%)

Apr 2007		
LI 22	Last Year	This Month
Holland Walk	-4.0%	3.6%
Lyon Street	-19.8%	3.2%
Upper Street	-11.4%	-1.3%
Central Street	-10.9%	4.0%
TOTAL HFI	-15.7%	2.2%
PFI 1	-10.1%	3.1%
PFI 2	N/A	2.0%
TOTAL PFI	-10.1%	2.4%
TOTAL	-15.3%	2.3%

Total current rent arrears

Apr 2007		
LI 2a	Last Year	This Month
SLUGS	£60,139	£72,104
Holland Walk	£945,187	£978,904
Lyon Street	£950,774	£980,766
Upper Street	£1,356,083	£1,338,107
Central Street	£849,803	£884,113
TOTAL HFI	£4,161,986	£4,253,993
PFI 1	£384,476	£396,390
PFI 2	£696,177	£710,236
TOTAL PFI	£1,080,653	£1,106,626
TOTAL	£5,242,639	£5,360,619

Total former tenant arrears

Apr 2007		
LKPI 24a	Last Year	This Month
TOTAL	£6,006,748	£3,942,504

Total arrears

Apr 2007		
LI 2b	Last Year	This Month
TOTAL	£11,249,387	£9,303,123

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

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

Comments

LI 30a;
Roughly 43.1% of Homes for Islington's tenants are in arrears (43.0% in April 2006)

- Central Street has the lowest proportion of tenants with arrears at 41.4%.

- Holland Walk has the highest proportion of tenants with arrears at 45.7%.

Overall, of those tenants that are in arrears:

- 6.1% have arrears of £2000 or more.
- 13.0% have arrears of £1000 or more.

LI 30b;
Rent accounts where £1000 or more is owed hold 65.4% of the total current arrears balance of Homes for Islington (65.8% in April 2006)

- 61.6% (lowest) of Central Street current arrears balance is held in accounts with more than £1000 in arrears.
- 71.1% (highest) of PFI 1's current arrears balance is held in accounts with more than £1000 in arrears.

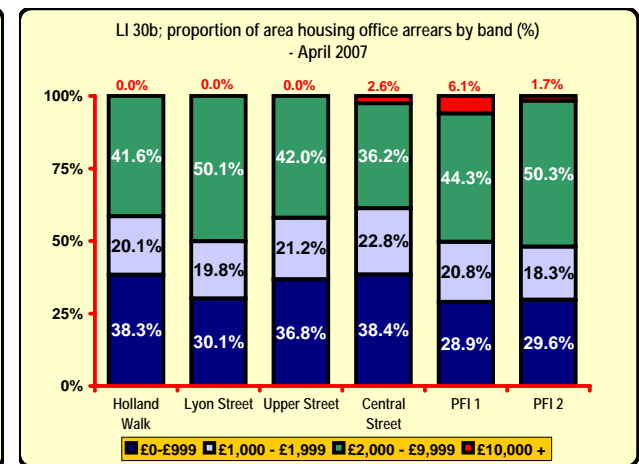
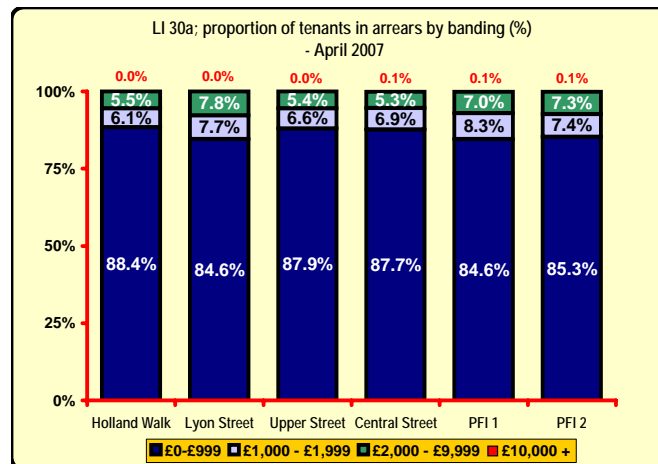
Clarification can be obtained from Alan Richards (Ext 4281)

Number of tenants in arrears by band

LI 30a	Apr 2006				Total	Apr 2007				Total
	£0-£999	£1,000 - £1,999	£2,000 - £9,999	£10,000 +		£0-£999	£1,000 - £1,999	£2,000 - £9,999	£10,000 +	
Holland Walk	1,873	106	99	0	2,078	2,062	142	128	0	2,332
Lyon Street	1,393	142	121	2	1,658	1,480	134	136	0	1,750
Isledon Road	2,104	185	165	1	2,455	N/A	N/A	N/A	N/A	N/A
Boleyn Road	1,244	85	108	0	1,437	N/A	N/A	N/A	N/A	N/A
Upper Street	1,627	120	104	1	1,852	2,699	203	167	0	3,069
Central Street	1,618	124	75	0	1,817	1,814	142	110	2	2,068
TOTAL HFI	9,859	762	672	4	11,297	8,055	621	541	2	9,219
PFI 1	605	66	59	1	731	632	62	52	1	747
PFI 2	N/A	N/A	N/A	N/A	N/A	1,088	94	93	1	1,276
TOTAL PFI	605	66	59	1	731	1,720	156	145	2	2,023
HFI	10,464	828	731	5	12,028	9,775	777	686	4	11,242
% of total	87.0%	6.9%	6.1%	0.04%		87.0%	6.9%	6.1%	0.04%	

Amount of arrears by band

LI 30b	Apr 2006				Total	Apr 2007				Total
	£0-£999	£1,000 - £1,999	£2,000 - £9,999	£10,000 +		£0-£999	£1,000 - £1,999	£2,000 - £9,999	£10,000 +	
Holland Walk	£312,596	£149,067	£304,377	£0	£766,040	£375,017	£197,093	£406,795	£0	£978,904
Lyon Street	£262,269	£204,073	£427,616	£32,659	£926,617	£295,482	£194,081	£491,203	£0	£980,766
Isledon Road	£385,031	£263,145	£528,041	£21,926	£1,198,144	N/A	N/A	N/A	N/A	N/A
Boleyn Road	£222,865	£124,856	£368,785	£0	£716,505	N/A	N/A	N/A	N/A	N/A
Upper Street	£261,945	£166,562	£346,483	£11,374	£786,364	£492,079	£283,952	£562,075	£0	£1,338,107
Central Street	£288,999	£172,213	£254,195	£0	£715,406	£339,904	£201,289	£320,102	£22,818	£884,113
TOTAL HFI	£1,733,705	£1,079,915	£2,229,495	£65,960	£5,109,075	£1,502,482	£876,415	£1,780,175	£22,818	£4,181,890
PFI 1	£109,152	£89,314	£207,196	£18,520	£424,182	£114,533	£82,407	£175,438	£24,011	£396,390
PFI 2	N/A	N/A	N/A	N/A	N/A	£210,562	£130,324	£357,518	£11,832	£710,236
TOTAL PFI	£109,152	£89,314	£207,196	£18,520	£424,182	£325,095	£212,731	£532,956	£35,843	£1,106,626
HFI	£1,842,857	£1,169,230	£2,436,691	£84,479	£5,533,257	£1,827,577	£1,089,146	£2,313,131	£58,661	£5,288,516
% of total	33.3%	21.1%	44.0%	1.5%		34.6%	20.6%	43.7%	1.1%	



OPERATIONS (CARETAKING)

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

Target = 90%

All scores are based upon independent assessment of caretaking inspections.

Caretaking inspections are assigned a grade using the following scale:

- "A" (All Clear)
- "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 April 2007 was 90.6%. The "A" and "B" score for the year to date of 90.6% is above target.

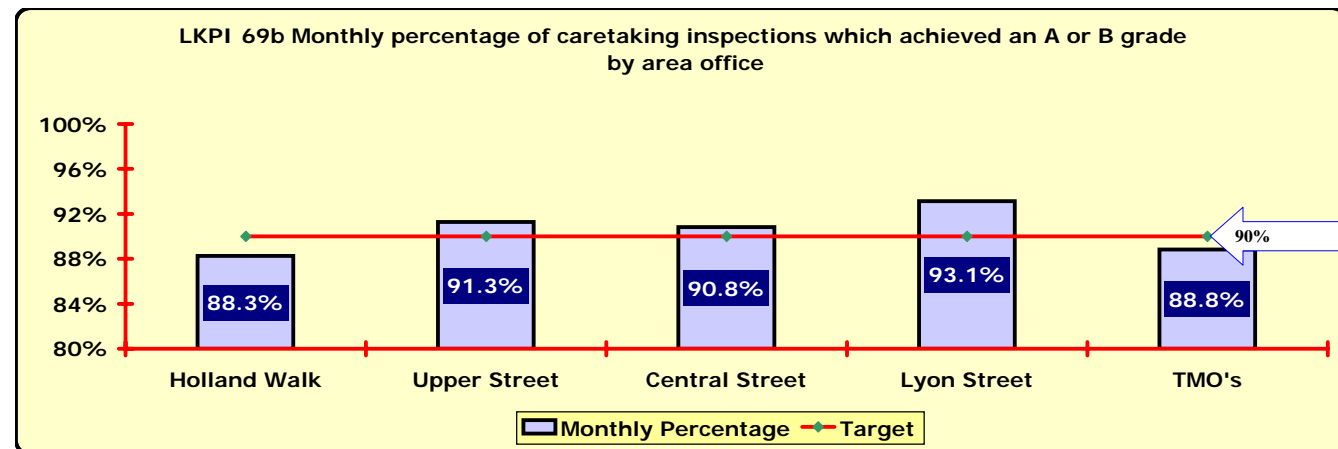
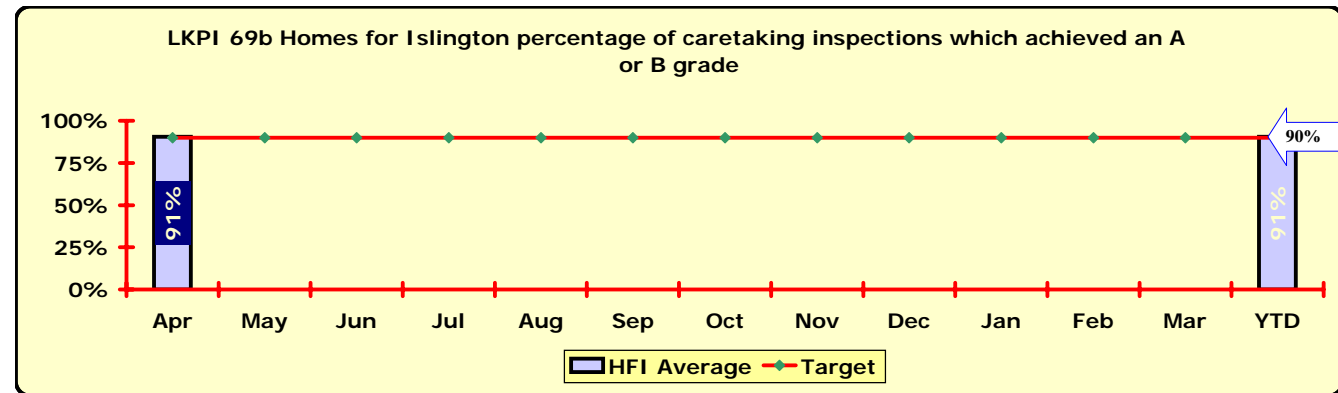
TMO inspections

February's "A" and "B" grades have achieved an average score of 88.8%, and a year to date score of 88.8% is below 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	58	175	27	4	22%	66%	10%	1.5%	77.2%	77.2%	88.3%	88.3%
Upper Street	64	187	17	7	23%	68%	6%	2.5%	78.0%	78.0%	91.3%	91.3%
Central Street	71	196	21	6	24%	67%	7%	2.0%	78.2%	78.2%	90.8%	90.8%
Lyon Street	52	179	13	4	21%	72%	5%	1.6%	78.1%	78.1%	93.1%	93.1%
TMO's	42	117	19	1	23%	65%	11%	0.6%	77.9%	77.9%	88.8%	88.8%
HFI Total	287	854	97	22	23%	68%	8%	1.7%	77.9%	77.9%	90.6%	90.6%



OPERATIONS - Home Ownership - Tenants Right To Buy

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

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

Target = 5 weeks

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

Target = 2 weeks

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

Target = 4 weeks

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

Target = 2 weeks

Comments:

April 2007 Performance:

LKPI 74a = 48 RTB's Received

LKPI 74b = 3.8 weeks

LKPI 74c = 0.9 weeks

LKPI 74d = 4 weeks

LKPI 74e = 1.8 weeks

Contact Anne Mushington for more information on ext 4113

	Right To Buy (RTB)	Last Year	Apr-07	YTD
LKPI 74a	RTB Received	483	48	48
	RTB 2 Admittance's	384	26	26
	RTB2 Denials	79	12	12
	Section 125 Offers Issued	458	32	32
	Offers Accepted	182	10	10
	Instructions to legal services	201	0	0
	RTB Completions	128	11	11
	RTB Processing			
	Within timescale	92%	100%	100%
	Outside timescale	8%	0%	0%
Processing time measurment in weeks				
LKPI 74b	Time taken from Valuation request to valuation received.	5.7	3.8	3.8
LKPI 74c	Time from receipt of valuation to issue S125	1.4	0.9	0.9
LKPI 74d	from valuers to receiving them.	3.9	4	4.0
LKPI 74e	Time from receipt of RTB1 to issue RTB2	2.2	1.8	1.8

OPERATIONS - Home Ownership - Legal Action on Service Charges

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

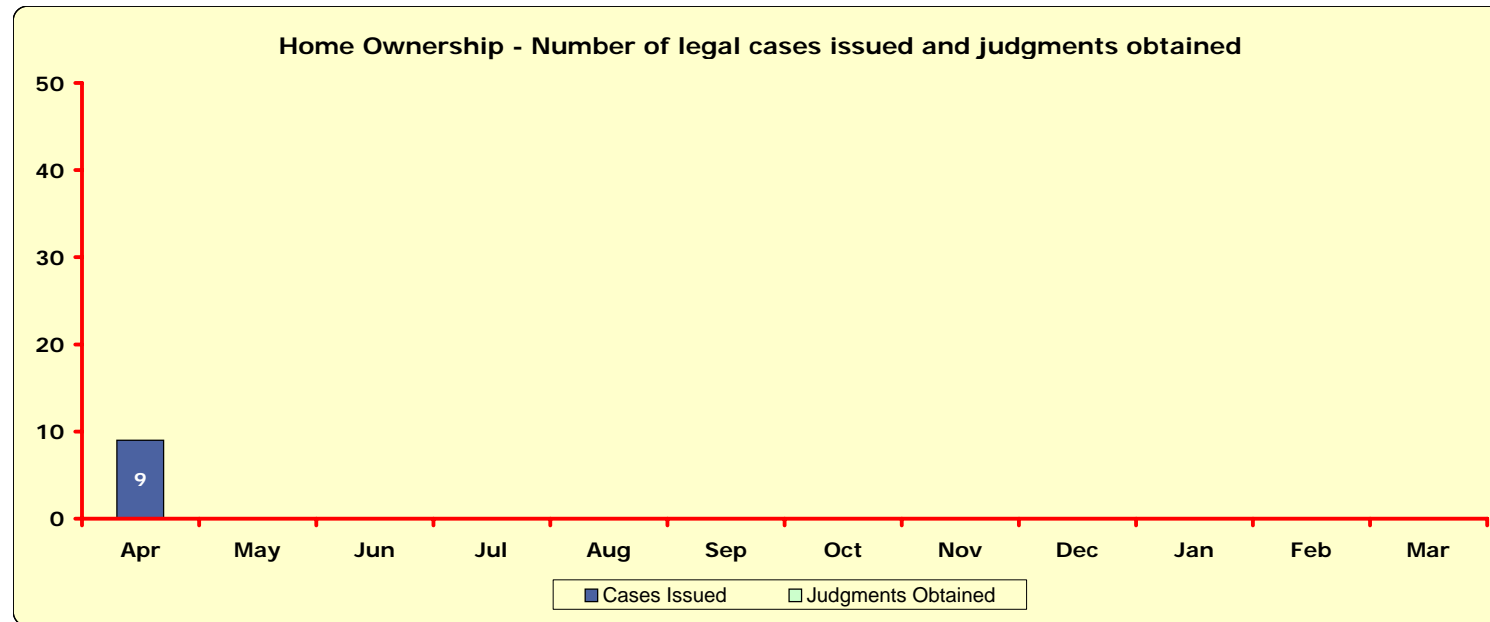
LKPI 75a
Instructions recorded
Target = 400

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

Instructions recorded:
April = 8
YTD = 8

Contact Anne Mushington for
more information on ext
4113

NEW CASES	Last Year	Apr	YTD
LKPI 75a - Instructions Recorded	486	8	8
LKPI 75b - Cases Issued	149	9	9
LKPI 75c - Judgments Obtained	95	0	0
LKPI 75d - Judgment Cost	£162,283.73	£0.00	£0.00



PROPERTY SERVICES (REPAIRS)

(LKPI 35 MPG)

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

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

Target = 99.1%

LKPI 35; percentage of urgent repairs completed

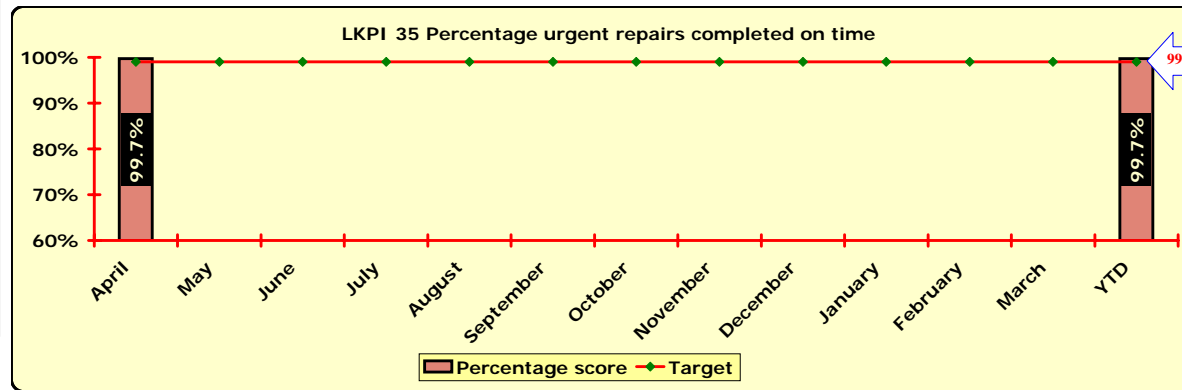
LKPI 35	Last Year			Current Mth			YTD		
	Repairs	Completed	%	Repairs	Completed	%	Repairs	Completed	%
Holland Walk	1619	1581	97.7%	141	141	100.0%	141	141	100.0%
Lyon Street	1105	1089	98.6%	101	101	100.0%	101	101	100.0%
Upper Street	1458	1419	97.3%	245	242	98.8%	245	242	98.8%
Central Street	1546	1518	98.2%	132	131	99.2%	132	131	99.2%
PFI 1	3069	3062	99.8%	341	341	100.0%	341	341	100.0%
PFI 2	1886	1884	99.9%	377	377	100.0%	377	377	100.0%
TOTAL	13626	13434	98.6%	1337	1333	99.7%	1337	1333	99.7%

(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 April 2007 is 99.7%. Year to date performance of 99.7%, is above target.

LKPI 185: Repair appointments made and kept

The percentage of responsive repairs for April 2007 is 99.5%. Year to date performance of 99.5, is above target.

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

Contact Matt Parsons for more information on ext 4219

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

LKPI 185	Last Year			Current Mth			YTD		
	Appts Made	Appts Kept	%	Appts Made	Appts Kept	%	Appts Made	Appts Kept	%
Holland Walk	5767	5674	98.4%	382	379	99.2%	382	379	99.2%
Lyon Street	3426	3375	98.5%	291	288	99.0%	291	288	99.0%
Upper Street	5318	5244	98.6%	560	557	99.5%	560	557	99.5%
Central Street	3019	2982	98.8%	235	234	99.6%	235	234	99.6%
PFI 1	5870	5862	99.9%	559	559	100.0%	559	559	100.0%
PFI 2	6002	5997	99.9%	910	910	100.0%	910	910	100.0%
TOTAL	38337	37938	99.0%	2027	2017	99.5%	2027	2017	99.5%

PROPERTY SERVICES (REPAIRS)

(LKPI 36 MPG)
The average time taken to complete non-urgent repairs. (£1000 upper limit - priority H4 & H6) in calendar days.

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

Target= 7 calendar days

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

LKPI 36	Last Year			Current Mth			YTD		
	Repairs	Days	Avg	Repairs	Days	Avg	Repairs	Days	Avg
Holland Walk	5704	54144	9	358	2400	7	358	2400	7
Lyon Street	3443	29276	9	267	1781	7	267	1781	7
Upper Street	5385	48535	9	539	3622	7	539	3622	7
Central Street	3071	24745	8	214	1506	7	214	1506	7
TOTAL	26759	238000	9	1378	9309	7	1378	9309	7

(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%

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

LKPI 37	Last Year			Current Mth			YTD		
	Repairs	Completed	%	Repairs	Completed	%	Repairs	Completed	%
Holland Walk	5704	5622	98.6%	358	358	100.0%	358	358	100.0%
Lyon Street	3443	3406	98.9%	267	267	100.0%	267	267	100.0%
Upper Street	5385	5315	98.7%	539	539	100.0%	539	539	100.0%
Central Street	3071	3041	99.0%	214	214	100.0%	214	214	100.0%
PFI 1	1300	1300	100.0%	114	114	100.0%	114	114	100.0%
PFI 2	1308	1308	100.0%	289	289	100.0%	289	289	100.0%
TOTAL	29367	29027	98.8%	1781	1781	100.0%	1781	1781	100.0%

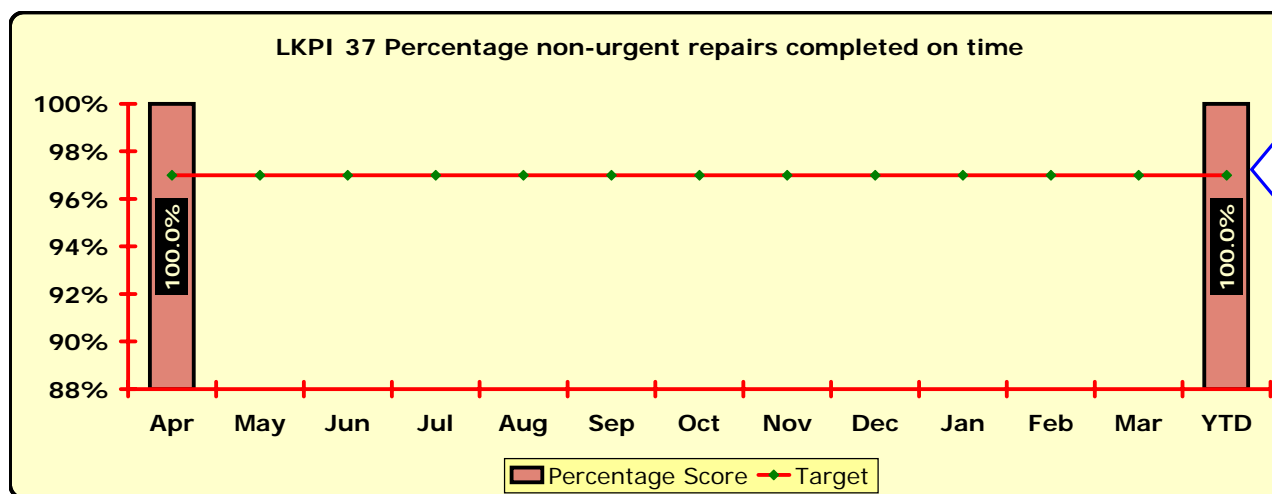
Comments:

LKPI 36 - April 2007 performance of average time taken to complete non-urgent repairs is 7 calendar days. Year to date performance of 7 calendar days is better than target.

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

LKPI 37 - April 2007 performance on the percentage of non-urgent repairs completed on time is 100%. Year to date performance of 100%, is above target.

Contact Matt Parsons for more information on ext 4219



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; April 2007 = 93.6%
YTD = 93.6%

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
Total Area Offices	5523	5437	98.4%	349	374	93.3%	349	374	93.3%
Resources	7318	6778	92.6%	518	557	93.0%	518	557	93.0%
Reception Centre	1052	999	95.0%	77	77	100.0%	77	77	100.0%
Performance & Service Development	365	284	77.8%	14	15	93.3%	14	15	93.3%
LBI (Housing)	5224	4449	85.2%	266	305	87.2%	266	305	87.2%
TOTAL (Excluding LBI)	14258	13498	94.7%	958	1023	93.6%	958	1023	93.6%

LI - 20 Local Personnel PI's

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

GLOSSARY OF TERMS AND ABBREVIATIONS USED IN THIS REPORT.

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

GLOSSARY OF TERMS AND ABBREVIATIONS USED IN THIS REPORT.

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

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

Name of Meeting	Date of Meeting	Agenda item	Status
Contracted Services Sub-Board	12 th June 2007	9	Monitoring

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

1 Synopsis

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

2 Recommendation

- 2.1 That the Sub-Board notes this report.

3 Background

- 3.1 Homes for Islington's Tenant Management Commissioning Team monitors the performance of all TMOs and TMCs on behalf of the Council. Commissioning Officers hold quarterly monitoring meetings with each organisation and review all the services they provide as well as the governance and finance arrangements.
- 3.2 Monthly monitoring data is sought from the twenty-four TMOs and TMCs and all but five have provided all or most information required for April.

4. Performance

- 4.1 The performance monitoring table with performance data and monitoring assessments is shown in Appendix A. The governance and finance assessments are for the fourth quarter of 2006/07. The caretaking assessment is drawn from the latest inspection by HFI's Quality Monitoring Officers. All TMOs and co-ops are inspected on a quarterly cycle. The performance indicators are drawn from the monthly monitoring information supplied by TMOs and TMCs for April 2007. It is planned to change the caretaking PI reported to CSSB from the average caretaking score to the percentage of caretaking inspections meeting the A or B standard (in line with MPSB).

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

4.2 Blackstock TMO

The Committee continues to successfully deliver services following a difficult period last year when fraud was uncovered. The TMO was awarded the top rating (three diamonds) for financial procedures and two diamonds for governance in the last monitoring round, as opposed to one and none in the previous quarter.

4.3 Taverner & Peckett Square TMO

The Commissioning Officer has some significant concerns about governance and financial management with this TMO. This has resulted in the TMO attracting no diamonds in either the governance or finance categories. Among the issues which the Commissioning Officer has noted is that meetings are held irregularly and without proper notice, most recommendations made by Internal Audit two years ago have not been implemented and promises of paperwork being forwarded have not been kept. The Commissioning Officer is holding a meeting with the committee on the 29th May and an action plan will be formulated thereafter.

4.4 Newbery House TMO

No budget was prepared for the year by this TMO, despite requests from the Commissioning Officer. This is being actively pursued by the Commissioning Officer. Generally, however, it is felt that there are no grounds for concern other than this non-compliance with the management agreement over the budget.

4.5 Stafford Cripps TMO

This TMO is continuing to deliver services effectively with the aid of its new Estate Manager following the internal fraud last year. The police will be pursuing a criminal prosecution against the perpetrators once the TMO has had the result of its investigations by a forensic accountant.

4.6 Brunswick Close TMO

New financial procedures were recently implemented by this TMO, which now has a two diamond rating for both governance and financial management.

4.7 Samovar

This homestead co-op consists of two buildings containing eight dwellings. There are seven leaseholds and one tenanted flat. HFI does not consider it is viable for the co-op to continue as it is and will be serving a Termination Notice by the middle of June 2007.

4.8 Gambier House TMO

This TMO attracted no diamonds for finance as it failed to comply with the term of the management agreement which states that their annual budget must be prepared (and approved by the committee) by the 31st March. Despite this omission, the commissioning officer states that she is certain the three diamonds will be restored on the next round of monitoring.

4.9 Bemerton Villages TMO

The TMO is undertaking a “Neighbourhood Options” study, funded by the Housing Corporation, with a view to taking on additional functions. The TMO has recently asked HFI to assist with feasibility studies by providing information on contractors, staffing, performance data, monitoring, costings, etc. on estate parking, lift repair & maintenance, repair & maintenance of security doors and management of CCTV and concierge. When the TMO receives the information requested, it will consult further with its members.

5. New Modular Management Agreement for Co-ops

5.1 Negotiations are complete and all documents are being collated, in readiness for signature by the end of May. Co-ops will now be formally required to provide monthly performance information to HFI under their new agreements.

6. Conclusion

6.1 The three TMOs which previously gave cause for concern appear to have recovered well but Commissioning Officers are carrying out a review of those organisations concerned to see whether there are any lessons to be learned to assist in preventing further occurrences. Overall performance by TMOs has remained fairly high, with several achieving 3 diamond status under both heads.

6.2 Taverner & Peckett has had no diamonds awarded for either governance or finance and action is being taken on this. Gambier House and Newbery House have achieved no diamonds in the finance category but it is expected that they will both recover from this in the next quarter.

Report Author: Linden Downham – Tenant Commissioning Manager
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HOMES FOR ISLINGTON

TMO/TMC PERFORMANCE REPORT TO CONTRACTED SERVICES SUB-BOARD

APRIL 2007

TMO/TMC		Stock Number	Data Supplied	PERFORMANCE INDICATORS				MONITORING ASSESSMENT ⁺		
				Repairs	Correspondence	Voids	Arrears	Governance***	Finance***	Caretaking*
1	Arch-Elm Co-op	95	N	NP	NP	NP	N/A	◆◆	◆◆	77.50%
2	Bemerton Villages TMO	735	Y	100%	None	None	N/A	◆◆◆	◆◆◆	82.10%
3	Blackstock TMO	185	Y	100%	None	None	N/A	◆◆	◆◆◆	83.50%
4	Braithwaite House TMO	108	Y	100%	100%	None	N/A	◆◆	◆	75.00%
5	Brooke-Park Co-op	111	Y	100%	None	None	105%	◆◆◆	◆◆◆	80.90%
6	Brunswick Close TMO	268	Y	100%	None	None	N/A	◆◆	◆◆	76.50%
7	Charteris Co-op	127	Y	100%	100%	One	101%	◆◆	◆◆	N/A
8	Dixon Clark Court TMO	60	Y	100%	None	None	N/A	◆◆	◆	81.00%
9	Elthorne 1st Co-op	133	Y	100%	None	None	105%	◆◆	◆◆	79.50%
10	Gambier House TMO	115	Y	100%	None	None	N/A	◆◆	No Diamonds	75.00%
11	Halfmoon Crescent Co-op	226	N	NP	NP	NP	NP	◆◆◆	◆◆◆	76.50%
12	Harry Weston Co-op	124	N	NP	NP	NP	NP	◆◆	◆◆	78.60%
13	Holbrook Co-op	103	Part	NP	NP	NP	85%	◆◆	◆◆◆	77.00%
14	Hornsey Lane EMB	173	Y	100%	None	None	N/A	◆◆	◆◆◆	74.30%
16	Miranda TMO	148	Y	100%	95%	None	N/A	◆◆	◆◆◆	81.55%
17	Newbery House TMO	54	N	NP	NP	NP	NP	◆	No Diamonds	82.39%
18	Pleydell TMO	280	Y	100%	None	None	N/A	◆◆	◆◆◆	81.90%
19	Quaker Court TMO	76	Y	100%	100%	None	N/A	◆◆◆	◆◆	77.56%
20	Redbrick TMO	111	Y	100%	90%	None	N/A	◆◆	◆◆	79.27%
21	Spa Green TMO	129	Y	100%	None	None	N/A	◆◆	◆◆	83.57%
22	Stafford Cripps TMO	180	Y	100%	None	N/A	N/A	◆◆	◆◆	80.95%
23	Taverner & Peckett TMO	165	Y	100%	None	None	N/A	No Diamonds	No Diamonds	77.63%
24	Wenlake TMO	119	Y	None	None	None	N/A	◆◆◆	◆◆◆	80.00%
25	Weston Rise TMO	144	Y	100%	None	None	N/A	◆◆	◆◆	78.30%
Total Stock reporting		3969								

Notation

N/A Not a TMO/TMC responsibility
 NP Not provided by the TMO/TMC
 Monitoring Data is for the month of April save where stated
 * data shows latest inspection result: Overall percentage achieved
 ** figures for last quarter - TMO has no office or citrix connection
 *** Governance and Finance ratings are fro for fourth quarter (January to March 2007)

Assessment Ratings

◆◆◆ Excellent
 ◆◆ Good
 ◆ Fair

NB: Data excludes Homestead Co-ops

Report of	Team		Job Title
Simon Kwong	Chief Executive Directorate		Head of Performance and Service Development
Name of Meeting	Date of Meeting	Agenda item	Status
Contracted Services Sub-Board	12 th June 2007	10	Monitoring

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

1. Synopsis

1.1 This report provides information on the performance of Partners in delivering the PFI 1 contract for refurbishment, maintenance and housing management services to 2,400 street properties across the borough. It summarises performance for the year 2006/7 and current issues and developments in delivering services. As requested at the last CSSB meeting, Partner's Annual Service Plan for 2007/8 is attached at Appendix 1, the Works Action Plan (revised May 2007) at Appendix 2 and the Contract Variations under discussion at Appendix 3.

2. Recommendation

2.1 That the Sub-Board notes this report.

3.1 General Performance

- In the performance basket, Partners were the highest performer across the Area Housing Offices for the year 06/07 although not all issues are directly comparable. The service rating score for PFI 1 for the year 06/07 is 8.23 and is rated by HFI as good. The service rating score is made up of efficiency and customer care indicators. For the customer care indicators PFI 1 scored 10.00 for March which is rated as excellent and for efficiency 7.27 which is rated as good.
- In the contractual Key Performance Indicators, Partners have met or exceeded 15 of the 16 indicators in 2006/07. The area where Partners failed to meet the standard is dealing with compensation claims. Partners have provided HFI with a Service Improvement Plan for this failure. We are currently considering this to ensure that this will result in an improvement in performance.
- The final position on any deductions or bonus has not yet been reached. However, subject to final analysis, indications are that Partners performance has improved since 2005/6.

3.2 Rent Arrears

The amount collected as a proportion of the amount due in 06/07 is 99.8%. This is above the contract target but below the HFI target of 101%. The PFI 1 collection rate ranks second out of area offices. The average arrears per tenant have reduced over the year in line with the other Area Offices by £14.40 and the overall debt has reduced from £408,716 to £384,474. The recovery rate is again slower than last year, but overall since the start of the contract in May 2003, Partners have reduced rent arrears by 49%, which is excellent.

3.3 Tenancy Management

Over the year this has generally been very good. A recent audit of tenancy checks by HFI showed that Partners had completed the necessary 10% annual checks but that there were a high number of no-access cases. These have been prioritised for this year's programme.

HFI's satisfaction survey showed that Partners tenants were less satisfied than HFI tenants with how antisocial behaviour (ASB) was dealt with. Partners have appointed an antisocial behaviour manager to investigate the reasons for dissatisfaction and to implement improvements.

3.4 Customer Care

For the year 2006/7 Partners performed excellently in meeting target times for responding to correspondence, complaints and members enquiries, scoring 100% or 99.9% in all categories.

The number of complaints in 06/07 was 139, which is down 15% on the previous year. HFI completed an audit of complaints in 2006 which made a number of recommendations that Partners have agreed to. This includes improved liaison with the Council's Central Complaints Unit on Stage 3 responses and Ombudsman enquiries. There is some dissatisfaction about the way works-related complaints are handled which is detailed under the works section later in this report.

Partners have reviewed their actions from the 2006/07 service plan. These are complete except for:

- The figure for the service charge collection rate will not be known until October 2007
- Resident Forum elections – results will be known in July 2007
- Residents Fun day – to be held in summer 2007
- Internet Review – carried over to 2007/8
- Communal Area Risk Assessments – target for completion delayed to July 2007 from March 2007.

3.5 Annual Service Plan

As requested by CSSB, Partners' Annual Service Plan for 2007/8 is attached at Appendix 1. This applies to both PFI and PFI 2 contracts.

Whilst HFI applauds Partners' efforts to be more strategic HFI is disappointed that the programme is not more specific. There are few real measurable outcomes against which to assess whether targets have been met. These

points have been discussed with Partners; however, the plan remains largely unchanged.

Staff have received Partners' Equalities and Diversity Action Plan for 2007/8 and will be working with Partners to ensure it meets the Equality Standard Level 4 and Audit Commission Key Line of Enquiry 31 (on diversity).

3.6 Responsive Repairs and Gas Servicing

Partners' repairs performance continues to exceed contract targets and the satisfaction rate for the service from residents for the calendar year 2006 is 90%, which is very good. The repairs audit by HFI earlier in the year reflected this and stated that the repair service had some innovative features.

Partners carried out gas checks on all but seven tenanted properties in the contract, reaching a total of 99.60% of all households. Progress is being made on the remaining cases to ensure access through policies agreed by HFI.

3.7 Voids Management

Partners' voids performance has been good this year both in terms of the reduction in actual voids and the time taken to reservice them. At the end of March 2007 Partners had 29 voids, which is a reduction from 41 at the same time last year. 16 of these were in use for temporary accommodation for tenants whilst refurbishment works to their home were being carried out. The remaining voids were either subject to refurbishment works or in the process of being re-let.

The average time taken to re-let all voids (excluding the period for major refurbishment works) for the year 2006/7 was 21 days. This exceeds both the contract target and the HFI target of 24 days. The average re-let time for minor voids was 25.3 days for the year. This performance meets the contract target but is just outside HFI's target of 25 calendar days.

3.8 Leasehold Issues

Following the withdrawal of their Leasehold Valuation Tribunal (LVT) application, Partners are urgently reviewing the level of preliminary costs, overhead and profits, which can reasonably be recharged to PFI leaseholders. This has led to a temporary delay in sending out s20 consultation notices to both PF11 and PF12 leaseholders while revised figures for these costs are tested and validated. Partners hope to complete this process by early June 2007 and will then look to consult with leaseholders. For the PF11 contract, this will involve meeting with representatives of the PFI 1 Leaseholder Action Group set up to oppose Partners' original LVT application

4. Variations

Attached at Appendix 2 is a summary of the Variations that are signed or under negotiation with Partners. Progress is reviewed monthly at Contract Review meetings and by using the protocol agreed by both parties.

5. Refurbishment Programme

5.1 Summary

The refurbishment programme began at the end of August 2003 and is scheduled to finish on 30th September 2008. At the end of April 2007 Partners had fully completed 1442 dwellings, made up of 1081 tenanted homes and 341 leasehold homes. This is in line with the programme and Partners are maintaining good progress.

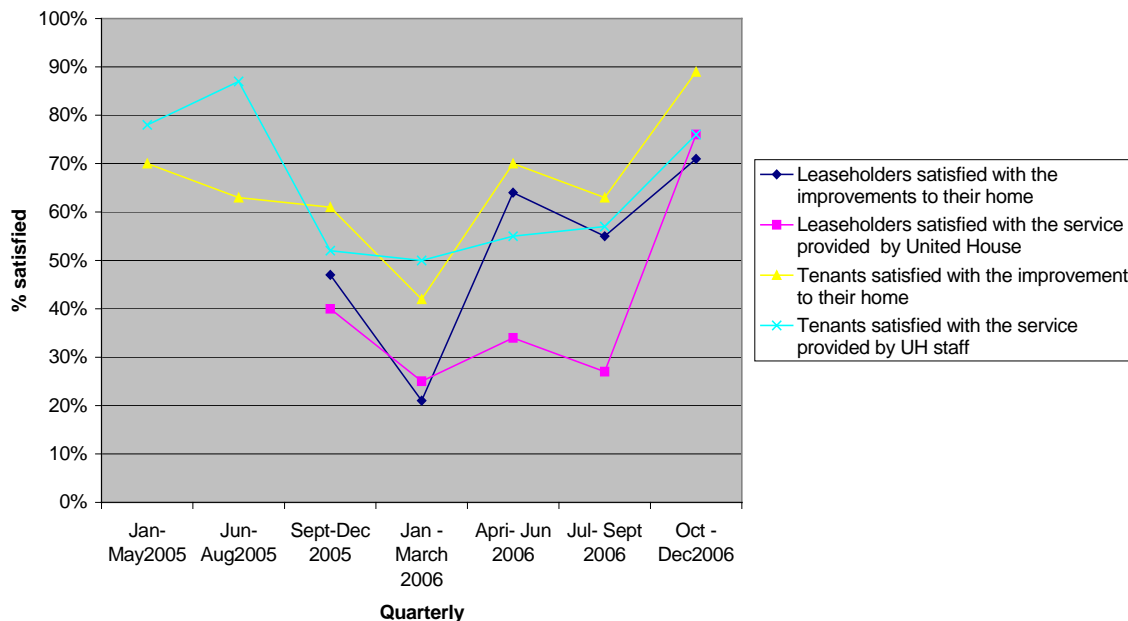
5.2 Works Satisfaction Survey

The latest Partners quarterly survey of satisfaction covering the period October to December 2006 has been received.

- 89% tenants satisfied with improvements
- 76% tenants satisfied with service
- 71% leaseholders satisfied with improvements
- 76% leaseholders satisfied with service.

Unfortunately HFI does not have the results for the period January to March 2007 from Partners. However, the results plotted on the graph below show a step change in satisfaction which is a trend Partners think should continue given the full implementation of their Action Plan. This is attached at Appendix 2.

Overall satisfaction with the Works programme 2005/6



Partners have now exceeded the targets agreed previously with HFI and have agreed to raise these from 60% to 65% for tenant satisfaction. However, Partners have requested that the target for leaseholders remains the same at

60%. This is disappointing, as they have made significant improvements. But they do remain committed to raising satisfaction through the action plan.

6. Conclusion

Partners have performed well this year, meeting 15 out of 16 of the key performance indicators. They continue to provide a very good repairs and housing management service. There is reluctance from Partners to set targets in other areas in their Annual Service Plan which is surprising as they are exceeding targets laid out. However, the Commissioning team will stress the need for continuous improvement across all areas to assist with HFI's broader objectives. HFI is pleased that the works KPIs are now showing improved performance. It is hoped that these improvements will be sustained as the Works programme enters the final 12 months.

7. Performance Indicators April 2007

	Contract Target 07/08	HFI Target 07/08	Year end March 2006	Year end March 2007	April 2007
Complaints % replied to within 10 days	96%	98%	100%	100%	100%
Correspondence % replied to within 10 days	96%	98%	100%	99.9%	100%
Members Enquiries % replied to within 10 days	96%	99%	100%	100%	100%
% Telephone calls answered within 18 seconds (excl out of hours)	80%	95%	99.13%	98%	98.35%
% gross rent collected	97.5%	100.8%	97.01%	99.8%	96.46%
Current arrears per tenant	Not a contract target	£180	£242.85	£228.45	£231.81
Average re-let time for minor repair re-lets only (excluding all dwellings with major repairs)	29.9 days	24 days	25 days	25.31 days	28 days
Average re-let time for all local authority dwellings let (excluding period for major repairs)	Not a contract target	24 days	15 days	21 days	28 days
% of all repairs completed within time-scales year to date	95%	99.0%	98.7%	100%	100%
% responsive repairs for which an appointment was made and kept	Not a contract target	98.8%	100%	100%	100%

	Contract Target 07/08	HFI Target 07/08	Year end March 2006	Year end March 2007	April 2007
% of gas services completed against programme (YTD)	100% at year end	100% at year end	114.80%	99.60%	99.41%

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Item 10 - Appendix 1

Partners Service Plan 2007 / 08



This is Partners for Improvement in Islington's 2007 / 08 service plan.

Our Mission Statement

To improve homes and communities, and provide excellent customer service through partnership and innovation

Our strategic aims are:

1. To work with customers to achieve high levels of customer satisfaction
2. To work in partnership
3. Provide a responsive and flexible repairs service
4. Improve homes to meet the availability standard
5. Deliver excellent housing management services
6. To promote diversity
7. To innovate

Action Plan

The action plan states how we will achieve our strategic aims. This is set out between pages 2 and 14.

1. To work with customers to achieve high levels of customer satisfaction

Desired Outcome	Action	Milestones	Timescale	Person responsible
<p>Effective tenant involvement</p> <p>Increase satisfaction with opportunities for participation in management and decision making from 51% (STATUS)</p>	<p>Hold Tenant Forum elections</p> <p>Develop new and existing resident representatives</p> <p>Hold a resident's day</p> <p>Agree with tenants representatives a new strategy for tenant involvement</p> <p>Involve residents in monitoring Partners Service Promise.</p>	<p>Publicise elections inc. hard to reach groups</p> <p>Hold induction session</p> <p>Agree training programme</p> <p>Deliver training to new and existing resident representatives</p> <p>Possible theme of anti social behaviour</p> <p>Review Partners Service promise with the Residents Forum</p>	<p>May 2007</p> <p>June 2007</p> <p>September 2007</p> <p>Ongoing from June 2007</p> <p>August 2007</p> <p>September 2007</p> <p>October 2007</p>	<p>Customer First Manager</p> <p>Customer First Manager</p> <p>Customer First Manager</p> <p>Customer First Manager</p> <p>Head of Quality</p> <p>Customer First Manager</p> <p>Customer First Manager</p>
<p>Effective 2-way communication with residents</p> <p>Improve satisfaction with landlord keeping tenants informed from 69% (STATUS)</p>	<p>Customer survey – Level of involvement Type of involvement Issues e.g. ASB</p> <p>Disseminate information to residents</p> <p>Produce effective publications</p>	<p>Resident newsletter x4 pa</p> <p>Produce a tenants handbook</p> <p>Produce a revised PFI 2</p>	<p>July 2007</p> <p>June 2007</p> <p>September 2007</p>	<p>Head of Quality</p> <p>Customer First Manager</p> <p>Housing Management</p>

Desired Outcome	Action	Milestones	Timescale	Person responsible
		leaseholder handbook Review leaflets and handouts available to leaseholders Publish Annual Report	December 2007 June 2007 May 2007	Head of Leasehold Services Head of Leasehold Services Quality Team
Good communication with stakeholders	Improve Partners website	Review website; involve stakeholders Suggest improvements to Partners Publish	June 2007 September 2007 December 2007	Customer First Officer
Customer satisfaction in refurbishment works	Develop and implement an action plan for archiving resident satisfaction with works Open one new respite flat for R1 and R2 residents to share and monitor use	Produce action plan from satisfaction review and agree with HFI Carry out 6 month review, including review of customer satisfaction Implement action plan Review customer satisfaction Identify address of respite flat Refurbish respite flat	April 2007 September 2007 March 2008 March 2008 April 2007 April 2007	Project Director, United House

Desired Outcome	Action	Milestones	Timescale	Person responsible
		Promote respite flat to residents and monitor use	September 2007	
Achieve high levels of customer satisfaction	Tenant satisfaction project Leasehold satisfaction project	Establish focus groups as a feedback mechanism Re-establish leasehold focus group for PFI 1 & develop for PFI 2	December 2007 June 2007	Head of Housing
Reduce dissatisfaction with services	Hold tenant and leaseholder focus groups on reasons for dissatisfaction Reduce dissatisfaction levels by acting on issues	Issues: Dogs Vandalism, other crime Noise from people Noise from traffic Neighbour disputes Rubbish and recycling Communication	December 2007	Quality Team Head of Housing

2. To work in partnership

Desired Outcome	Action	Milestones	Timescale	Person responsible
One organisation: Develop shared strategies and efficiencies to improve performance	Branding; making it happen:	Letterheads, signs, vans, scaffolding, etc.	March 2008	Managing Director
	Procurement	Office equipment	September 2007	Managing Director

Desired Outcome	Action	Milestones	Timescale	Person responsible
	Partners training plan	Future planned works	March 2008	Head of Quality
		Learn from existing training plans	June 2007	
		Identify cross team issues	September 2007	
	Explore remote working	Deliver training	March 2008	
			March 2008	Managing Director
Service excellence	Achieve Chartermark		August 2007	Quality Team
	Effective complaints system	Working with the ombudsman	September 2007	Quality Team
		Review complaints system	September 2007	Quality Team
Effective relationships with external stakeholders	Build relationships with: Councillors LBI HFI Press Hyde HA (as a supplier) Etc.		March 2008	Managing Director
Manage business risks	Health and safety audit	Appoint consultants	September 2007	Managing Director

Desired Outcome	Action	Milestones	Timescale	Person responsible
	<p>Delivery of Common Area Risk Assessments (CARA)</p> <p>Financial audit</p> <p>Implement risk management routine and update register</p>	<p>Reporting health and safety issues</p> <p>Review 2006 / 07 Health & Safety action plan</p> <p>Pull together inspections that have taken place</p> <p>Programme for ongoing CARA</p>	<p>March 2008</p> <p>November 2007</p> <p>September 2007</p>	<p>Managing Director</p> <p>Finance Manager, Partnership Team</p> <p>Quality Team</p>
Improve consistency and standards of services	<p>Build a procedure manual for Partners – develop procedures:</p> <p>(Audit written procedures in accordance with the IQA plan)</p>	<p>Financial procedures</p> <p>Responsive Repairs</p> <p>Leasehold</p> <p>Tenancy</p>	<p>March 2008</p> <p>September 2007</p> <p>March 2008</p> <p>March 2008</p>	<p>Finance Manager, Partnership Team</p> <p>Head of Quality Repairs Manager</p> <p>Head of Leasehold Services</p> <p>Housing Manager</p>
Effective communication within Partners	<p>Internet / Intranet review</p> <p>Update communication strategy and include opportunities for positive PR</p>		March 2008	The Quality Team

Desired Outcome	Action	Milestones	Timescale	Person responsible
	Away day Cross team events Spring staff event Work shadowing programme			
Celebrate success	Celebrate milestones in refurbishment contracts	1000 th property 2000 th property etc.	March 2008	

3. Provide a responsive and flexible repairs service

Desired Outcome	Action	Milestones	Timescale	Person responsible
Increase service accessibility	Solution to replace reliance on Amicus for out of hours responsive repairs call forwarding Improve telephone answering response times for repairs service		March 2008	Repairs Manager
Corporate and social responsibility	Embrace alternate means of transport	Receive visits from manufacturers to demonstrate vehicles Complete review of RPM fleet Implement changes	June 2007 June 2007 March 2008	Repairs Manager

Desired Outcome	Action	Milestones	Timescale	Person responsible
Efficiency	SMS text appointment confirmation To aim to achieve a 'first time fix' rate of 80% Identify service improvements by reviewing supply chain and skill set	Skills Materials Tools	March 2008	Repairs Manager
Performance culture	Circulate monthly repair satisfaction reports		April 2007	Customer First Manager

4. Improve homes to meet the availability standard

Desired Outcome	Action	Milestones	Timescale	Person responsible
Effective asset management regime in place	To set up asset management database Produce asset management	Produce IT specification	July 2007	Project Director, United House
		Appoint IT provider	July 2007	
		Develop and test database	September 2007	
		Roll out database	December 2007	
		Review implantation of database	March 2008	
		Appoint asset manager	August 2007	

Desired Outcome	Action	Milestones	Timescale	Person responsible
	strategy including links to repairs service	Produce strategy Implement strategy	December 2007 March 2008	
To have a programme for life cycle works	Produce a life cycle programme in conjunction with cyclical programme Deliver the works according to the programme		March 2008	Asset Manager
To monitor and continuously improve the quality of the refurbishment works, reducing the number of call backs	Develop a monitoring system for call backs under the defects liability period	Establish baseline on defects liability period call backs Set target for improvement	September 2007 September 2007	Customer First Manager Refurbishment Manager Repairs Manager
Supporting residents	Review special needs decant facilities in line with contract requirements		April 2007	Project Director, United House

5. Deliver excellent housing management services

Desired Outcome	Action	Milestones	Timescale	Person responsible
Effective communication with customers	Develop a more specific service promise for leaseholders		June 2007	Mike Edmunds

Desired Outcome	Action	Milestones	Timescale	Person responsible
Increase income	Explore with client new means of tenants paying rent Expanding payment options for leaseholders		March 2008 September 2007	Housing Manager Head of Leasehold Services
Work in partnership (housing management)	Build relationships with local debt advice agencies Develop relationship with County Court Work with Housing Benefit to improve service to tenants	Housing Benefit Officer at North Road office Housing Benefit sign up team	September 2007 March 2008 September 2007	Head of Housing
Reduce anti social behaviour Increase satisfaction with landlord's approach to anti social behaviour from 37% (STATUS)	Develop Partners RESPECT agenda for anti social behaviour Innovation in tackling Anti Social Behaviour regarding street properties (RESPECT Agenda)	Develop ASB partnership with e.g. Safer Neighbourhood Teams Develop strategies to manage street properties	March 2008 March 2008	Head of Housing
Support residents	Develop a PFI 2 database of social workers and floating		September 2007	Housing Manager

Desired Outcome	Action	Milestones	Timescale	Person responsible
	support agencies			

6. To promote diversity

Desired Outcome	Action	Milestones	Timescale	Person responsible
Committed to diversity	Complete 2007 / 08 actions in Partners Diversity Action Plan Bring your daughters and sons to work day Promote opportunities for all across all Partners teams Develop 'respect for workers in your home'	Provide HFI CRE information	March 2008	Diversity Group
		Equalities impact assessment training for Partners Diversity Group	September 2007	
		Finalise Risk Register procedure	September 2007	
			March 2008	
			March 2008	
An accessible service	Complete Partners 'Reception Action Plan'	Focuses on accessibility	March 2008	Diversity Group
Good employer	Maintain low staff turnover	Conduct staff survey to identify motivators for staff	March 2008	Quality Team
	Maintain high staff satisfaction			

		Review the need for a staff reward scheme		
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7. To innovate

Desired Outcome	Action	Milestones	Timescale	Person responsible
Innovation in tenant involvement	Establish a further tenant led organisation	Establish resident theme group e.g. history of Islington group	March 2008	Customer First Manager
Corporate and social responsibility Be known as an excellent employer for people living in Islington Be an eco friendly business	Tackle recruitment problems and promote local employment Develop an eco strategy	Develop links to: <ul style="list-style-type: none"> • Local schools and colleges • Career service • Employment organisations When recruiting, consider different avenues including: Partners website, accompanying rent statements, resident newsletters, and at resident open days. Partners open day Write an eco strategy to include recycling Review the number of eco vehicles Identify carbon footprint	March 2008	Managing Director

Item 10 - Appendix 2

**Partners for Improvement in Islington
Works Team Action Plan Updated 2 May 2007**

1	Issue	Actions	Who	Target Timescale	Progress
1.1	Consul checks to be brought in line with HFI/works survey questions.	MC to co-ordinate with Consul.	PG	June 07	Martin Church has now started with HFI. MC to take forward with Martin Church.
1.2	Satisfaction survey to align with HFI.	PG to amend works team scoring and questions PG to re-run survey results for product and service questions using HFI scoring system for Apr 06-Mar 07	PG	Completed	Alignment agreed and future surveys to be comparable with HFI. Results from Oct-Dec 2006 will be scored as per HFI method.
`	Learning from complaints analysis.	Monthly review of works team complaints for continuous improvement.	NW/ TI/ J. Hillman	Monthly meetings arranged for 2007	To ensure that remedial actions are filtering through the organisation NW will take the minutes from the monthly complaints meetings to the Works Progress Meetings. Monthly review and summary of service failures identified has taken place. Action points itemised. Complaints issues were reviewed in the March 07 works progress meeting to take forward suggestions for improvement on site.
1.4	Capturing positive feedback. i.e. What IS working? Counter balancing	Looking at ' <i>comments and suggestions</i> ' form in door packs. Compliments reported alongside complaints	TI / J. Hillman / LV	Ongoing	The opportunity to record compliments is now on the completion checklist. Customer feedback form in door packs as of 12 March 2007.

1	Issue	Actions	Who	Target Timescale	Progress
	complaints	<p>monthly. Trends analysed similarly.</p> <p>Quality Team to investigate and implement a Partners wide feedback mechanism</p> <p>JW to ensure that JH is sending all positive feedback to the Quality Team.</p>	<p>KD/TI/EB</p> <p>JW</p>	<p>Partially complete: June 07</p> <p>Ongoing</p>	<p>Spreadsheet to monitor positive feedback has been set up. Currently investigating Partners wide feedback mechanism.</p> <p>Positive feedback was published in the Partners newsletter March 07.</p>

2	Issue	Actions	Who	Target Timescale	Progress
2.1	Keeping the customer informed	<p>Commitment to maintaining customer contact as detailed in the Tenant Info Pack.</p> <ul style="list-style-type: none"> Recruitment of 2 RLO's. RP to provide JW with the Asset Mg JD as this may be useful as a template JW to provide TI with a 	<p>MC / JW/ RP</p> <p>JW</p>	Completed	2 new RLOs started March 07.

2	Issue	Actions	Who	Target Timescale	Progress
		<p>job advert for the next tenant newsletter.</p> <ul style="list-style-type: none"> JW/LV/MA to investigate placement and other opportunities with universities for leasehold position. May involve contributing towards tuition fees for a housing course. JW to improve door pack to explain the process of works finishing and decorations starting. Reduce gap between sign off and the commencement of decorations/ensure snagging items are captured and resolved. MA to investigate with BT decorations working practises and additional RLO visit to close off snagging items and report back at June 07 meeting 	<p>JW</p> <p>JW/ LV/ MA</p> <p>JW</p> <p>MA/ BT</p>	<p>May 07</p> <p>For next print</p> <p>Ongoing</p> <p>May 07</p>	<p>UH re-assessing as RLOs and Zone Managers planning to take on more supporting role with L/Hs on R2 – RLOs from R1 now moving into R2. Last 100 L/H on R1 will deal with LW/LV.</p> <p>LV will improve the “making good decorations” leaflet to emphasis that there will be a lag between works finishing and decorating starting. RLOs to go through this leaflet with residents during pre-works visit.</p> <p>Completions now updated daily on spreadsheet and used to order decorators on next day.</p>

2	Issue	Actions	Who	Target Timescale	Progress
2.2	Site access to customers	Monitor usefulness and feedback on surgeries:	LV/ JW	May 07	Yellow zone local office has a good drop-in rate by residents as it is close to areas of current work. As there are frequent drop ins, dedicated surgery times tend to be less well used. Other zones with more dispersed properties less well used. March/April surgery drop in monitored and 0 residents have used this facility. Need to look into cost implications of alternatives.
		<ul style="list-style-type: none"> • LV/JW to monitor attendance at surgeries. If uptake is poor investigate alternatives such as mini buses • LV to publicise respite flat and provide new signing in book at respite flat to monitor use. Report back on uptake after one month. 		LV	May 07

3	Issue	Actions	Who	Target Timescale	Progress
3.1	Improve Leaseholder satisfaction	Shadowing programme for Leasehold team. RP to ask ME for volunteers. Volunteers names given to LV. Tour priority given to those who have not been before.	RP/ LV	Completed	Leasehold team names provided to LV. Awaiting agreement from ME for leasehold presentation before shadowing starts to give team better overview.
		Refresher training for Leasehold team. LV to schedule leasehold presentation for leasehold team, KR, RP and rep from RPML	MA/ ME/ LV	May 07	Leasehold Team have been on site with Works Team Surveyors.
		Establish joint 'Challenge	LV	Partially complete: June 07	Possible dates for leasehold team to attend leasehold works presentation have been proposed.

3	Issue	Actions	Who	Target Timescale	Progress
		Library'. MA to co-ordinate challenge library with ME which will enable Partners to provide improved standard response to queries	MA/ ME	June 07	
3.2	Pre-works information	Produce R2 leasehold handbook	ME/ DW	TBA	ME to produce leasehold handbook. Works Team leaseholder guide to major works provided. ME to provide revised date for this to be completed.
3.3	Attention to detail	Realistic expectations at pre-work visit. Leaseholder satisfaction survey as part of completion process Improving information / accuracy in section 20s.	LV/ AB	Ongoing	Zone Managers will take responsibility for the leaseholder satisfaction surveys. If they can't make contact then they will be sent in the post. MA to investigate recruitment strategies.

4	Issue	Actions	Who	Target Timescale	Progress
4.1	Electrical works issues	Works team to review areas where elements can be tidied up to set benchmarks for works on site.	MC	Ongoing	MC has agreed with Consul that inspections should be carried out at end of day in order to benchmark electrical issues. Dates of toolbox talks provided as part of last action plan update. JW to liaise with Kevin and send NW latest tool box talks relating to these issues
4.2	Use of electricity	Increase reimbursement from £5 to £10	MC /J. Hillman	May 2007	HFI seeking electricity reimbursement to be increased from £5 to £10. This is a substantial amount and the rate would have to be applied to Round2. Therefore the financial implications need to be discussed further with United House's project

4	Issue	Actions	Who	Target Timescale	Progress
					team, alongside other cost implications. MA to progress
4.3	Protection cleanliness and tidiness	Dustpan and brush scheme.	JW/ LV	Completed	Dustpan and brushes are working well but they are sometimes removed by operatives. JW has ordered stickers so that they can be identified.

Item 10 - Appendix 3

Table 1 - PFI Contract Variations- Summary 25.05.07

Variation Ref/Issue	Current Position/Timetable	Comments
05001- Electrical Sockets	Signed	Additional sockets required reflecting what residents currently have in their homes. Call off charge to LBI
05002- 100% heating systems	Not agreed	Partners discussing with LBI at 6 monthly review
05003- water flow rates in boilers	Not agreed	Partners discussing with LBI at 6 monthly review
05004- Disrepair pre action protocol	To be agreed at June CRM	
05005- RTB application/works	HFI to redraft variation for agreement at July CRM	LBI have confirmed policy is to continue works up to point when RTB sale is completed.
05006- RWP voids	Signed	Reasonable Works period for voids 77 days .
05007- Decorations	Agreed for signing June CRM	Additional decorations to rooms damaged by Works. Call off charge to LBI.
05008- Communal Elec meters	Wording of variation in final stages of negotiation. Target date for signing July CRM	If meter supply outside contract will be a call off charge to LBI
05009 - Stage 2 complaints	In final negotiations over price of the service. Target date for signing June CRM	Reflects change to HFI policy that Areas deal with stage 2 complaints. Additional costs to be met by LBI.
05010- Allocations (Choice-based	To be agreed at July CRM	Reflects change to policy. Partners are working to these standards and

Variation Ref/Issue	Current Position/Timetable	Comments
lettings) and Void KPI		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 agreed to an increase in weeks weeks permitted for temporary transfers while Works carried out providing Works completed in RWP.
05013- Laminate Floors	Agreed in principle	Partners discussing at LB1 6 monthly review
05014- Repairs rectification periods	Awaiting drafting	Partners to draft
05015- Communal Area Risk assessments	Awaiting drafting	Partners to draft
05016- RWP tenanted	Operating in practice not formally signed. To be agreed at July CRM	RWP agreed for 8 weeks.HFI to redraft.

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 June 2007	11	Monitoring

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

1. Synopsis

1.1 This report gives information about the second PFI contract, referred to as PFI 2, delivering refurbishment, maintenance and housing management services to 1,871 street properties, comprising a total of 4,096 dwellings across the borough.

2. Recommendation

2.1 That the Sub-Board notes this report.

3. General Performance

3.1 In the Performance Basket for 2006-7 Partners scored 8.4 points out of a maximum of 10 for their overall service rating, which is rated as “good”. Partners scored 7.03 for efficiency (rent collection, repairs & voids) and 9.56 for customer care.

3.2 For the month of April Partners achieved an overall service rating of 7.71 (rated “good”), with an efficiency score of 5.87 and a customer care score of 10. These figures are better than corresponding ones for PFI 1.

3.3 Rent Arrears

For the period October 2006 to the end of March 2007, Partners collected 99.7% of the rent due. This is better than the contract target of 97.3% but below the HFI target of 101%. The end of year 2006/07 figure ranks PFI 2 third out of HFI’s area offices and PFI 1. However performance in April dipped and Partners acknowledge the need to focus on this area to reduce arrears significantly and match HFI’s target for average arrears per tenant.

3.4 Responsive Repairs

In the period October to March 2007 nearly 100% of repairs were completed in time and 100% of appointments were made and kept. The repairs performance is therefore good.

At the end of March, 63 properties did not have a valid gas safety certificate (1.7% of the tenanted stock). Although this does not meet the target of 100% of tenanted homes with a valid CP12 certificate, it is a reduction from the 150 that were outstanding at the start of the contract. Partners are tackling the backlog through a variety of methods and are seeking advice from HFI on its best practice methods. At the end of April there were 49 homes without valid CP 12s. 98.3% of tenanted homes have a gas certificate.

3.5 Voids Management

There were 44 voids at the end March, of which eight were being used as decant facilities, 31 were undergoing refurbishment, three were being let and two were on hold pending their withdrawal from the project or survey before works. There were 42 voids at the end of April, made up of 27 with works, 13 decants, and two on hold.

Between October and the end of March there were 13 minor voids (properties that were not undergoing major refurbishment), which took on average 19 working days to relet. All new major works voids arising since 2nd October are put into the works refurbishment programme. The average time taken to relet all empty dwellings from October to the end of March was 29 calendar days (excluding the period for major repairs). Although this exceeds HFI's target of 25 days, Partners inherited a number of voids from HFI, which had already been empty for some considerable time. The corresponding figure for lettings in April was 18 calendar days.

3.6 Housing Management

Whilst this service has been generally good, there was a shortfall in carrying out the annual target number of tenancy checks for the period ending 31 March. This would have attracted a financial penalty had the "performance holiday" not been in place. Partners had diverted their resources to deal with the 150 outstanding gas safety certificates they received from HFI on handover. Partners intend to recover lost ground in 2007-8 whilst meeting the new year's target.

3.7 Correspondence, Complaints and Members' Enquiries

Partners have met the contractual targets for replying to these items. There has, however, been an increase in the number of complaints concerning the repairs service, which HFI is reviewing with Partners.

4 Caps and call-offs

4.1 Call-offs

In PFI 2, the Council retains responsibility for a number of repairs such as rear garden walls, boundary fences, underground drainage and other repairs. HFI will manage these repairs. This work cannot be paid from PFI 2 contract fees. HFI has sought funding from LBI but no firm budget has been made other than a notional £130,000. Committed work to the value of £111,200 has been made so far by HFI in respect of call off works and trees. A further commitment of £20,500 has been made for repairs to walls and fences. In addition, work to the estimated value of £250,000 is needed for walls and fences yet to be surveyed. In the absence of funding, HFI is considering ways of limiting expenditure to urgent health and safety items and where legal action is taken.

4.2 Caps

Under the PFI 2 contract there is a cap on the number of active cases for some areas of work that is included in the contract price, for example for window replacement, electrical wiring, void refurbishment and out of sequence renewals of major building components. Funding for works beyond that number has to come from the Council. There are no caps currently exceeded or close to the cap.

Figures at the end of April show that there were ten out of sequence major repairs/renewal cases against a cap of 40. However there were 60 other cases in the queue where detailed structural and damp surveys were being carried out. If all these cases were started at the same time, the cap would be breached. HFI will decide how to manage them to avoid exceeding the cap.

5. Residents Forum

A joint meeting of the PFI 1 and PFI 2 Forums was held in April to explore the possibility of working together. This led to the first formal joint meeting on 17 May. The two forums will separately consider their futures at their meetings in July.

6. Refurbishment Programme

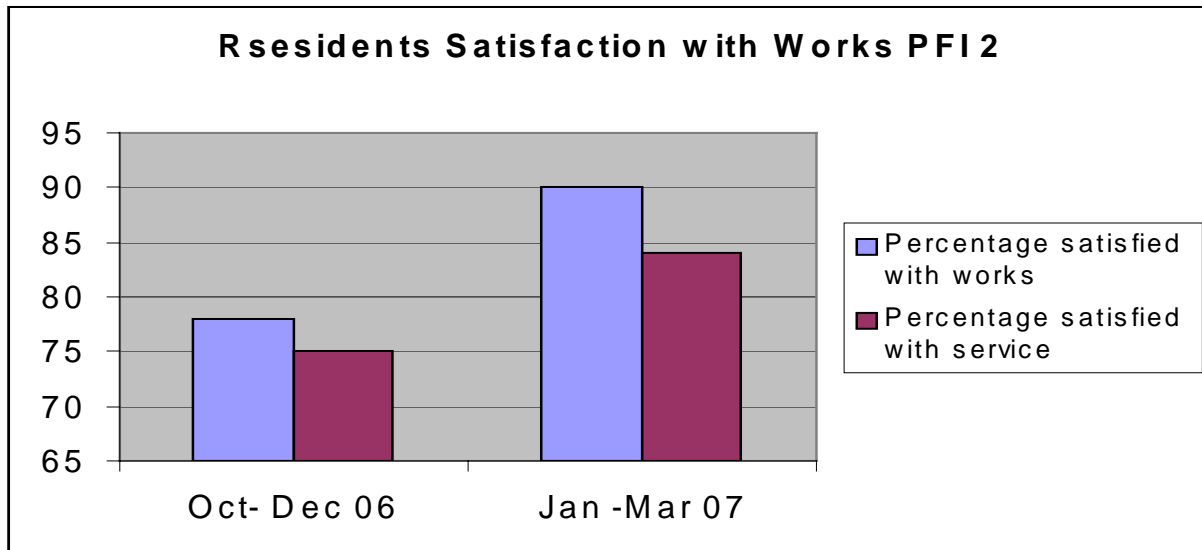
6.1 Progress on programme

The refurbishment programme began on 2nd October 2006 and is scheduled to finish on 31st March 2012. The refurbishment programme has met contract milestones to date and has progressed well. At the end of March, internal refurbishment works had been completed to 104 tenanted homes. External works to 42 tenanted homes had also been completed. A total of 39 tenanted dwellings had reached the contractual Full Availability Standard. (both internal and external works completed). No works have yet started on leaseholders' homes.

6.2 Refurbishment KPIs

Satisfaction surveys of residents are carried out by United House. Survey questionnaires are left with residents after the works have been completed and then posted back by the

resident. The results for the first two quarters look good and have shown improvement in the key areas of satisfaction with works and service provided. (It should be noted that the first survey was based on a small sample). Partners are meeting the contractual targets. No work has been carried out to leaseholders' homes so the figures only relate to tenants.



Other works key performance indicators show that Partners are meeting the targets for protecting and maintaining security and services to homes, staff contact with residents, length of refurbishment works period and complying with pre-works and commencement of works standards.

6.3 Consul Report

The latest report by Consul Surveyors on refurbishment standards found that the quality of some items of refurbishment work could be improved. Partners have followed up the report's concerns with their Works Team. They have clarified responsibilities within the site teams to ensure gas meter cupboards are vented, and have addressed issues concerning missing render. Some of the problems with rotten window frames were associated with homes where only the internal refurbishment works had been completed. The works required to the windows will be carried out when the external works are being done and access is available from a scaffold. Although some problems were identified at the time of inspections, the faults would have been rectified before the issue of completion certificates as part of Partners' own quality control processes.

7. Leasehold Valuation Tribunal

In 2005, Partners made an application to the Leasehold Valuation Tribunal to seek an independent assessment of the reasonable charges to be made in Section 20 Notices for the recovery of service charges including refurbishment costs for leaseholders' homes. Earlier this year Partners withdrew their application. Partners are urgently reviewing the

level of preliminary costs, overhead and profits, which can reasonably be recharged to PFI leaseholders. This has led to a temporary delay in sending out s20 consultation notices to both PFI1 and PFI2 leaseholders while revised figures for these costs are tested and validated. Partners hope to complete this process by early June 2007 and will then look to consult with leaseholders. For the PFI1 contract, this will involve meeting with representatives of the PFI 1 Leaseholder Action Group set up to oppose Partners' original LVT application. For PFI 2, Partners propose to consult with the PFI 2 Forum. The Council's affordability model for PFI 2 assumes an annual income from the recovery of leaseholders' refurbishment contributions by Partners and delays in the service of section 20 notices may have an impact on that model.

8. Performance Indicators

PFI 2	Contract Target 07/08	HFI Target 07/08	March 2007 (YTD)	April 2007
Complaints % replied to within 10 days	96%	98%	100%	100%
Correspondence % replied to within 10 days	96%	98%	99.7%	100%
Members Enquiries % replied to within 10 days	96%	99%	100%	100%
% Telephone calls answered within 18 seconds (excl out of hours)	80%	95%	98%	98%
% gross rent collected (as a % of rent due)	97.25%	100.8%	99.7%	96.7%
Current arrears per tenant	Not a contract target	£180	£243	£248
Average re-let time for minor repair re-lets only (excluding all dwellings with major repairs)	27 working days	24 days	18.9 days	None
Average re-let time for all local authority dwellings let (excluding period for major repairs)	Not a contract target	24 days	29 days	18 days
% of all repairs completed within time-scales year to date	95%	99.0%	100%	100%
% responsive repairs for which an appointment was made and kept	Not a contract target	98.8%	100%	100%
% of gas services completed against programme (YTD)	100% at year end	100% at year end	97.8%	98.3%

9. Conclusion

The contract was launched well and Partners have made good progress. Refurbishment milestones have been reached and exceeded. Surveys of tenants are showing high levels of satisfaction with the refurbishment works and the service provided by Partners. However works have not yet started on leaseholders' homes and this may affect the income the council receives from the service charge recovery mechanism.

Although the void turnaround time exceeded HFI's target, this was largely due to a number of voids that had been empty for sometime before the start of the contract. Partners also inherited a backlog of homes without a valid gas safety certificate, which impacted on the final out-turn for the year ended March 2007 but they have actively pursued these. The target number of tenancy checks was not met. Whilst the repairs service is showing a good performance, there has been a rise in the number of complaints, which is being investigated.

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

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

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

1. Synopsis

- 1.1 This report presents the current position with regard to all risks that relate to the Contracted Services Sub-Board (CSSB), and proposes some changes to what was included in the risk register report reviewed by Audit Committee on 22nd May 2007.

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 Board and comments are sought on them.

3. Background

- 3.1 HFI's Board reviews the risk register on a quarterly basis. Meetings are held regularly with Service Directors to review risks in their areas. On 20th March 2006 the Board agreed that all risks would be reported to each meeting of the relevant Sub-Board, Committee or Working Group. The risk register is now also 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 presented to the Audit Committee meeting on 22nd May 2007.
- 3.4 There are no new risks included in Appendix A.
- 3.5 The risk register also contains the following 'coding' to identify updates to risks:
- + = new risk
 - # = change in the overall rating of the risk
 - * = update of text i.e. to the 'prevention' or 'progress' columns (not indicated in this report as all risks have been updated)

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

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

High and Medium-high risks will be reviewed by Board each quarter, Medium-low risks will be reviewed every six months and Low risks will be reviewed every nine months. There are no High Risks or Medium-high Risks. Risks STR 014 and OPE 017 have both been reduced from Medium-high to Medium-low since the last report to this meeting. Comments are sought from Contracted Services Sub-Board on the risks in Appendix A.

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

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

3.8 The risk abbreviations are:

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

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Item 12 - Appendix A

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub-Board/Committee)	Risk Owner (Staff)	Progress on actions
STR 011B Poor resident satisfaction with contracted services and lack of opportunities for involvement	M 3	M 2	ML 6	<ul style="list-style-type: none"> Monthly performance management by SMT and quarterly monitoring by Board 	CSSB	S Kwong	<ul style="list-style-type: none"> 06 Status Survey result 64% (target 63%) 54% satisfied with opportunities for participation (50% target)
STR 014 # * Failure to effectively client the PFI contracts	M 3	M 2	ML 6	<ul style="list-style-type: none"> Adequate clienting resources required to effectively manage contractor performance 	CSSB	S Kwong	<ul style="list-style-type: none"> Clienting activity has been risk assessed by Contract Commissioning Team Technical Contract Manager recruited to clienting team
OPE 017 # * Failure to manage performance by TMOs, including their failure to implement recommendations of internal audit reports	M 3	M 2	ML 6	<ul style="list-style-type: none"> Recommendations from Internal Audit reports are being implemented Regular scrutiny by CSSB 	CSSB	S Kwong	<ul style="list-style-type: none"> Internal Audit follow-up visits to all TMOs complete Mar 07 Recommendations from Internal Audit report being implemented
MND 002B Inability to provide equality of access to services	H 3	L 2	ML 6	<ul style="list-style-type: none"> Ensure Equality and Diversity Strategy specifies actions to address Impact Assessments on key service areas 	CSSB	S Kwong	<ul style="list-style-type: none"> Equality Impact Assessment training delivered February 07
MND 003B Inability to address higher levels of dissatisfaction amongst BME residents	M 3	M 2	ML 6	<ul style="list-style-type: none"> Ensure Resident Involvement Strategy and Equality and Diversity Strategy specify actions to address this Programme for analysing service failures by diversity mapping information started in Oct. 06 	CSSB	S Kwong	<ul style="list-style-type: none"> On track to achieve Equalities Standard Level 4 for April 2007 Tenant satisfaction survey carried out shows improved BME satisfaction from 51% (2004) to 61% (2006)

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub-Board/Committee)	Risk Owner (Staff)	Progress on actions
MND 004B Failure to adequately demonstrate support for vulnerable tenants	H 4	L 1	L 4	<ul style="list-style-type: none"> ▪ HFI liaises with LBI with regard to tenant needs through the Supporting People programme ▪ Performance monitoring through CSSB 	CSSB	S Kwong	•
MND 005B Failure to effectively respond to incidents of harassment	H 3	L 2	ML 6	<ul style="list-style-type: none"> • Introduced Anti-Social Behaviour posts to Operations Division • 4-weekly monitoring at Senior Management Team • Monitoring at Sub-Board <ul style="list-style-type: none"> ▪ Monitoring continues – targets consistently being achieved ▪ Harassment procedure being evaluated 	CSSB	S Kwong	▪

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

Name of Meeting	Date of Meeting	Agenda item	Status
Contracted Services Sub-Board	12 June 2007	13	Information

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

1. Synopsis

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

2. Recommendation

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

3. Background

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

4. Consultation Reports for May 2007

- 4.1 For the May 2007 round of Consultative Panel meetings, there were 2 reports for Consultation:
- **Respect Standard for Housing Management**
 - **Review of Tenants Compact**

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

5. Conclusion

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

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HFI Consultative Panels – May 2007

	ITEM 2 – Respect Standard for Housing Management	ITEM3 - Review of Tenants' Compact
Central Street Area Housing Panel	<ul style="list-style-type: none"> - ASB Teams - The Panel did not think that the ASB teams should be centralised. The local teams have a good relationship with the police and their actions are beginning to take hold. - Fixed Penalty Notices - It was queried where the funding from fines would go and how enforcement would work between HFI and LBI and whether this would differ on estates and streets. - Funding of Events/Activities - There was concern that Arsenal was not contributing any funding to the Positive Futures scheme. The need for feedback to residents on how to get involved in the schemes was also highlighted. - Mosquito Alarms - There was some concern regarding health and safety in using these. - Dog Ownership - Dog ownership was an issue for the Panel, with problems such as dog fouling and the lack of space for walking dogs. There were positive comments regarding the actions of the dog warden to tackle the issues (such as writing letters). The panel felt that leaflets on responsible dog ownership would be a good idea, for dog 	<ul style="list-style-type: none"> - Area Panel budgets - The Panel felt it would be fairer to split the budget by the number of properties and that leasehold properties should be included as affected by the works. - TRA Constitution and Membership - The Panel was split on the issue. - It was commented that the current clause was discrimination against leaseholders. However, another comment was that leaseholders were less than 50% of residents in Islington. - The Panel voted by 5 votes to 4 to have a minority of leaseholders on the TRA (as at present).

	<p>owners and non-dog owners alike.</p> <ul style="list-style-type: none"> - It was felt ASB figures and actions should be advertised and promoted more. It was commented that HFI needs to be stronger when writing to tenants, stressing that breaking tenancy conditions could lead to eviction. It was felt that NSPs were not turning into evictions for neighbours. 	
<p>Holland Walk Area Housing Panel</p>	<ul style="list-style-type: none"> - The Panel felt that the priorities were engaging with youth and further development of the ASB Out of Hours Team. The Panel felt that ASB teams and service should be delivered locally but with centralised support and monitoring of service. The Panel commented that consistency of service must be maintained. - There was some concern raised on the enforcement of fixed penalties on vulnerable people. The Panel wanted to know who would be giving out fixed penalties and how much they would be. The Panel asked if there would be two different levels of policing to those that lived on estates and those in street properties. The Panel asked for feedback on where revenue will be coming from. - The Panel raise concern on the use of mosquito alarms as they may cause long term damage and could infringe on human rights. 	<ul style="list-style-type: none"> - Area Panel budgets - The Panel agreed to split the budget evenly by area. - TRA Constitution and Membership - The Panel unanimously agreed to having a minority of leaseholders on a TRA. - The Panel asked that more time be given to consultation procedure on the Tenants Compact.

	ITEM 2 – Respect Standard for Housing Management	ITEM3 - Review of Tenants' Compact
Lyon Street Area Housing Panel	<ul style="list-style-type: none"> - The Panel was not in favour of Mosquito Alarms. - The Panel voted against the proposal to restructure the antisocial behaviour services and requested that this item be removed from the proposal. - The Panel was not in favour of centralising the ASB teams. 	<ul style="list-style-type: none"> - Area Panel budgets - The Panel agreed to split the budget evenly by area. - TRA Constitution and Membership - The Panel agreed to having a minority of leaseholders on a TRA.
Upper Street Area Housing Panel (south)	<ul style="list-style-type: none"> - The Panel was in favour of the Good Neighbour Agreements. - The Panel was in favour of the ASB services being retained locally. - The Panel asked that the Out of Hours Team services be provided until 2.00am. - The Panel agreed that the Fixed Penalty Notices should be implemented. - The Panel agreed that Access top sports should be implemented - The Panel was in favour of Investment in Equipment proposal. 	<ul style="list-style-type: none"> - Area Panel budgets - The Panel agreed that the budget should be allocated on stock numbers. - TRA Constitution and Membership - The Panel agreed to having a minority of leaseholders on a TRA.

	ITEM 2 – Respect Standard for Housing Management	ITEM3 - Review of Tenants' Compact
Upper Street Area Housing Panel (north)	<ul style="list-style-type: none"> - The Panel made no comments on the Good neighbourhood agreements. - The Panel was not in favour of the restructure of services for antisocial behaviour as it reduces link with residents. The Panel felt that HFI should expand the Out of Hours service from 6 days a week to seven. - The Panel made no comment on the Fixed penalty Notices. - The Panel was pleased with the success of Funding for access to sports. - The Panel raised concerns regarding the installation of mosquito alarms. 	<ul style="list-style-type: none"> - Area Panel budgets - The Panel agreed that the budget should be allocated on stock numbers. - TRA Constitution and Membership - The Panel agreed that the committee membership should reflect the ratio of tenants and leaseholders in the catchment area of the TRA.
Islington Leaseholder Forum	<ul style="list-style-type: none"> - The Panel agreed that Good Neighbour Agreements are a good idea. - The Panel was not in favour of a centralised ASB team. The Panel agreed that extending Out Of Hours service is a good idea. - The Panel felt that dog free areas need to be properly signed. 	<ul style="list-style-type: none"> - Area Panel budgets - The Panel agreed to split the budget evenly by area. - TRA Constitution and Membership - The Panel agreed to having a minority of leaseholders on a TRA.

	ITEM 2 – Respect Standard for Housing Management	ITEM3 - Review of Tenants' Compact
Partners for Improvement in Islington (PFI 1) Residents Forum	<ul style="list-style-type: none"> - The Panel had no specific feedback on this item. 	<ul style="list-style-type: none"> - The Panel had no specific feedback on this item.
Partners for Improvement in Islington (PFI 2) Residents Forum	<ul style="list-style-type: none"> - The Panel had no specific feedback on this item. 	<ul style="list-style-type: none"> - The Panel commented that there are too many residents groups which can lead to confusion.
Tenant Management Forum	<ul style="list-style-type: none"> - The Panel made no comment on the Good Neighbourhood Agreements. - The Panel was not in favour of the restructuring of services for ant-social behaviour. - The Panel made no other comments on the report. 	<ul style="list-style-type: none"> - Area Panel budgets - The Panel agreed to split the budget evenly by area. - TRA Constitution and Membership - The Panel made no comment. - The Panel felt that FITA should have a role in leasehold matters.

Forward Plan for Contracted Services Sub-Board 2007-08

Date of meeting	Items on the Agenda	Status
14/08/2007	PIs - June	M
	Performance - Partners - PFI 1	M
	- PFI 2	M
	- TMOs/TMCs	M
	Risk Register	M
	CP Feedback Reports	I
09/10/2007	PIs - August	M
	Performance - Partners - PFI 1	M
	- PFI 2	
	- TMOs/TMCs	
Risk Register	M	
	CP Feedback Reports	I
11/12/2007	PIs - October	M
	Performance - Partners - PFI 1	M
	- PFI 2	M
	- TMOs/TMCs	M
	Risk Register	M
	CP Feedback Reports	I
12/02/2008	Election of Chair / Vice Chair	D
	PIs - December	M
	Performance - Partners - PFI 1	M
	- PFI 2	
	- TMOs/TMCs	
Risk Register	M	
	CP Feedback Reports	I