

Board Meeting of 14<sup>th</sup> September 2009 at 7.00 pm

Board Room, Willow House, 869 Forest Road, Walthamstow, E17 4UH

# AGENDA

Item	Public		Page
1.	<b>Welcome, Introduction Apologies for Absence</b>	Chair welcomes new Board Member and all attending. Explains processes, agenda changes, safety issues, etc.	
2.	<b>Declarations of Interest</b>	Members declare any pecuniary or non-pecuniary interest in agenda items.	
3.	<b>Public Matters:</b>		
3.1	<b>Questions</b>	Anyone may ask any question.	
3.2	<b>Contact Panel Feedback</b>	Members report Contract Panel attendance.	
4.	<b>Minutes and Matters Arising</b>		
4.1	<b>Board – 22.06.09</b>	Minutes amended, agreed and signed by the Chair; Matters Arising discussed.	<b>1 – 8</b>
4.2	<b>Performance &amp; Development – 07.07.09</b>	Minutes noted only.	<b>9 – 21</b>
4.3	<b>Resources – 10.06.09</b>	Minutes noted only.	<b>22 - 27</b>
5.	<b><u>DECISION REPORTS</u></b>	Members discuss and decide on the recommendations.	
5.1	<b>Company Performance</b>		<b>28 – 63</b>
5.2	<b>Options to Deliver Training Needs and Reduce Number of Meetings</b>	Governance & Remuneration Committee Referral	<b>64 – 68</b>
5.3	<b>Resolution to the 2009 Annual General Meeting and 1<sup>st</sup> Board Meeting</b>		<b>69 - 73</b>

<b>6.</b>	<b><u>INFORMATION REPORTS</u></b>	Members to note this report.	
<b>6.1</b>	<b>Estates Review</b>		<b>74 - 76</b>
<b>7.</b>	<b><u>COMMENT &amp; ADVICE REPORTS</u></b>	Members discuss and decide on recommendations.	
<b>7.1</b>	<b>Finalisation of Strategic Weekend Agenda</b>		<b>77 - 86</b>
<b>8.</b>	<b>Any Other Urgent Business</b>	Urgent items unable to await next meeting.	
<b>9.</b>	<b>Public Comments</b>	Chair invites these.	
<b>10.</b>	<b>Move to Exempt Business</b>	A Member proposed the move to Exempt Business and to exclude the public.	

<b>Exempt Business</b>
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<b>11.</b>	<b>Minutes and Matters Arising</b>		
<b>11.1</b>	<b>Board Minutes – 22.06.09</b>	Minutes amended, agreed and signed by the Chair; Matters Arising discussed.	<b>87 – 92</b>
<b>11.2</b>	<b>Resources Minutes – 08.06.09</b>	Minutes noted only.	<b>93 – 97</b>
<b>11.3</b>	<b>Governance &amp; Remuneration Minutes – 08.04.09</b>	Minutes noted only.	<b>98 – 106</b>
<b>11.4</b>	<b>Governance &amp; Remuneration Minutes 03.06.09</b>	Minutes noted only.	<b>107 – 114</b>
<b>11.5</b>	<b>Audit Minutes – 30.06.09</b>	Minutes noted only.	<b>115 – 120</b>
<b>11.6</b>	<b>Inspection Working Group Minutes – 19.08.09</b>	Minutes noted only.	<b>121 - 131</b>
<b>12.</b>	<b><u>DECISION REPORTS</u></b>	Members discuss and decide on the recommendations.	
<b>12.1</b>	<b>Paid Chair’s Service Level Agreement</b>		<b>132 – 142</b>
<b>12.2</b>	<b>Ascham Homes Limited Annual Report for Year Ended 31<sup>st</sup> March 2009</b>		<b>143 - 181</b>

<b>13.</b>	<b><u>COMMENT &amp; ADVICE REPORTS</u></b>	Members discuss and decide on recommendations.	
<b>13.1</b>	<b>Update on Business Planning process</b>		<b>182 - 185</b>
<b>14.</b>	<b><u>INFORMATION REPORTS</u></b>	Members to note this report.	
<b>14.1</b>	<b>LVT Update</b>		<b>186 - 188</b>
<b>15.</b>	<b>Any Other Urgent Business</b>	Urgent items unable to await next meeting.	
<b>16.</b>	<b>Assessments:</b>		
<b>16.1</b>	<b>Meeting</b>	Members consider and agree Learning Points arising from meeting.	<b>189 - 191</b>
<b>16.2</b>	<b>Chair</b>	Members assess Chair's performance.	
<b>17.</b>	<b>Close</b>		

<b>Date:</b> <b>14<sup>th</sup> September 2009</b>	<b>Ascham Homes Board</b>	<b>Agenda Item: 5.1</b>
<b>Performance Report: April 2009 - July 2009</b>		<b>Status: Public</b>
		<b>Decision</b>
<b>Author: Syeda Uddin, Policy Assistant</b>	<b>Telephone: 020 8496 4024</b>	

## **1. Purpose**

- 1.1 The purpose of this report is to seek comment and advice from the Committee on the company's performance for the period April 2009 to July 2009.

## **2. Executive Summary**

- 2.1 Of the 30 indicators reported end of July, 25 [80%] are meeting target and reported as green and 5 [16.67%] are shown as red. There is also 1 indicator that has not been measured in July [3.33%].
- 2.2 The one indicator that has not been measured in July was Resident Satisfaction with day to day repairs. This is due to changes being made in the methodology of collecting data. As a result July's data will be backdated and included in the next report.
- 2.3 The Rent Collection indicator is performing below its profile target; however the gap between actual performance and profile has reduced and is now at 1%. The Deputy Leader of the Council held a Performance Challenge session on the 15<sup>th</sup> July and following this an action plan has been agreed with Housing. Completion date is set as end of September 2009.

## **3. Recommendations**

- 3.1 The Committee is asked to:
- 3.2 Note and comment on the overall performance of the Company as set out in the report.

## **4. Reporting Format**

### 4.1 'Traffic light' definitions used to assess performance.

- Green - Indicators accorded this status are those that have met the agreed and set target.
- Amber - Marginally below target but above the previous year's performance.
- Red - Below target.

<b>Date:</b> 14 <sup>th</sup> September 2009	<b>Ascham Homes Board</b>	<b>Agenda Item: 5.2</b>
<b>Options to deliver Training Needs and reduce number of meetings – A Governance &amp; Remuneration Committee Referral</b>		<b>Status:</b>  <b>Public</b>
		<b>Decision</b>
<b>Author: Hassett Auguste, Chief Executive</b>		<b>Telephone: 020 8496 4048</b>

## 1. Purpose

- 1.1 To present the views of the Governance and Remuneration Committee on options for meeting your training needs, as an aid to your decision. To invite you to consider reductions in the number of company meetings, so that the time spent by unpaid volunteers on company business remains the same.

## 2. Executive Summary

- 2.1 The report advises that the Board's training needs were distilled by the Board Mentor in conjunction with your Chair and that full use was made of the annual appraisal of Board members. The findings were set out for your committee. Your Committee considered the findings and accepted that the training was needed. Your committee's concern was exactly how the training would be done. Your Committee was keen for the needs to be quickly met but appropriately.
- 2.2 The delivery options are:
- A] Retain the current Saturday morning Board training of 2-hour sessions covering one specific aspect and ending with lunch. This is supplemented by individual attendance on courses, seminars, ect. or
  - B] Adopt Board training weekends [added to the strategic weekend], where 4 or 5 different aspects can be covered. This too is supplemented by individual attendance on courses, seminars, ect. To compensate for the additional weekend attendance, reduce the number of meetings. or

- C] Adopt a mixture of A&B and as this is likely to require greater time commitment, compensate by reducing the number of meetings. Or
- D] Consider, discuss, and adopt a new approach to meet identified training needs, adjusting the current meeting commitment of Board Members.

2.3 Your committee saw merit in approaches A & B and the reduction of meetings. The outcome affects all Board Members and so your committee remitted the matter to you for decision, but declines to offer you any recommendation.

### **3. Recommendations**

3.1 The Board is recommended to:

3.1.1 Note that this matter has been considered by your Governance and Remuneration Committee;

3.1.2 Consider the options, discuss and select the appropriate option to deliver your training needs;

3.1.3 Consider discuss and decide the merits of reducing meetings; and

3.1.4 If so minded adopt the schedule for meetings shown at Paragraph 7.3

### **4. Background**

4.1 Your Committee met on 29<sup>th</sup> July. It accepted that the Board Mentor and Chair had together accurately collated the training needs of the members of the Board. The Committee was concerned at scope of the training needs when set against the time available. The Committee noted that there were 3 different accounting periods of Fiscal year [April 1<sup>st</sup> to March 31<sup>st</sup>], Calendar year [January to December and Company Year [November to October].

4.2 The committee noted the tensions between funding availability, changes of Board Members and delivering the actual required training. Notwithstanding these tensions, the Committee considered and concluded that Board group training had been delayed this year. The committee would be attracted to an approach with the capacity to help attend to that delay.

4.3 At a training assessment meeting, the Chair of the Board, Chair of the Resources Committee, Board Mentor and executive staff discussed “Board weekend training”. The Chair introduced the idea. The meeting noted that the ability to help with the delay that had taken place. Crucially, the meeting identified this

approach would involve seeking further “whole weekend” commitments and that there was the need to mitigate this. The meeting decided to recommend this approach to your Governance and Remuneration Committee.

## **5. Committee Deliberations.**

- 5.1 Your Committee received a report and considered the approach. Members of your Committee were conscious that the current regime, of Saturday mornings works well for everyone. It was acknowledged that attendance was relatively light but was uncertain if this could reflect the nature of the specific element for which the training was being offered. Your committee felt that there was even greater merit in the chance for Board Members to meet and end the session on a social note. Your committee considered that this is an undervalued element of the current approach.
- 5.2 Your committee contrasted this with the proposal for training weekends. Through discussions, it was clarified that it was possible to have a number of elements being carried out over the weekend. Benefits would include a relatively captive audience and more likely full attendances. This was mitigated by the “waste”, if a Board member/s did not need the specific training being carried out at that time. In discussion it became clearer that the elements could be run concurrently, giving the option to attend. Your committee felt there was merit in both approaches and was not drawn to one over the other. Accordingly, the matter is submitted to you.

## **6. Consequences and Impacts**

- 6.1 The Committee explored the level of commitment currently being asked of Board Members. It was noted that without the Strategic Weekend and Saturday morning Board Training, the Board and Committee cycles already take up 32 days of volunteer Board Members time as follows: [Board 8, Performance and Development Committee 8, Resources Committee 6, Audit Committee 4, Governance and Remuneration Committee, 6].
  - 6.1.1 No Board member attends all meetings [2 Committee limit], but there is additional individual training. Further attendance at staff conferences, Tenants Council, tenants’ events, conferences and company activity can easily mean a further 4 or 5 days.
  - 6.1.2 It is a matter of judgement whether the Saturday morning is better than planned and notified weekend group training. Under this proposal at this time, it is anticipated that there will be 2 sessions before the end of the financial year 2009/10.

6.2 The Board will note that Councillors traditionally hold resident surgeries on Saturday. Decreasing the number of Saturdays called on for training, may be a matter that will assist in attendance. The Board is invited to consider, discuss and decide on the approach to be adopted for training.

## 7. Meetings

7.1 Your committee considered the merits [in principle] of the number of meetings that Board Members attend. Your committee was anxious not to reduce meetings and so miss an aspect of governance that should be covered. Your committee noted that other organisations have fewer meetings and the number of meetings is not a direct function of size or turnover. The questions necessary to come to a view include: What is proper Governance and how do we demonstrate that we exercise it? Is the report content a matter for Board or Committee? Can reports be shorter? How can we cut down the length of meetings?

7.2 The committee discussed with executive staff the effective reduction of meeting frequency from monthly initially to the present 8 [every 6 weeks]. The committee specifically noted that there has in fact been a reduction to 6 of the Resources Committee. The committee was not wedded to the 8 weekly meeting programme, and advised that a reduction is acceptable as a general approach. Executive staff advise that given the Terms of Reference of the Governance and Remuneration Committee, it should not be necessary for the meeting frequency to exceed that of the Audit Committee.

7.3 The Board is reminded of the fee tendered Governance Review currently being undertaken. An option for the Board is to await the outcome of that review before making any change. Executive staff advise that it is unlikely that the governance review will recommend [comment positively] on the current meeting frequency. It is a matter entirely for the Board, and the Board alone. However Board would be wise to have full regard to the realities of the governance experience in other organisations. The final and absolute arbiter of what is right for this Board is sole a measure of what Board members need to fully discharge their duties. The Board would be wrong to have fewer meetings unless it is clear that no governance issues will be overlooked. The Company has recently recruited a paid Chair and has an active Inspection Committee. The company's current governing instruments make provision for quick decisions to be made under processes that are now tried and tested. In these circumstances the Board is invited to consider the meeting frequency of Board and Committees to be:

- A] Board 6 meetings annually;
- B] Resources 6 meetings annually;

C]	Performance & Development	6 meetings annually;
E]	Inspection Committee	- no change recommended;
F]	Audit	4 meetings annually;
G]	Governance & Remuneration	4 meetings annually.

These meetings are in addition to the Strategic Weekend, training and event attendance discussed earlier.

## **8. Diversity**

- 8.1 There are no adverse diversity implications arising from the approaches and recommendations in this report.

## **9. Resource implications**

- 9.1 The Board is advised that the cost associated with these options are contained within estimates presented to and approved by the company.

## **10. Risk**

- 10.1 The Board is advised that the development and training of the Board plays the most critical role in the better conduct of the Board itself and the effectiveness of Governance. Both of these aspects are the central measures of what it is to be a good Board and your Executive commend to you serious consideration of this.

## **9. Conclusion**

- 9.1 This report and recommendations are commended to you.



## **Board Members to serve for the Company Year ending 8<sup>th</sup> November 2010**

1. Mark Boisson
2. Midge Broadley
3. Barry Coppock
4. The successful candidate for Contract Area 3
5. Mohamed Jiva
6. Paul Olford
7. The successful candidate for Contract Area 2
8. Eric Sizer
9. Ron Tamcken
10. Alan Siggers
11. The successful candidate for the TMO area
12. The successful candidate for Contract Area 4
13. The successful candidate selected by the Committee
14. Peter Woollcott
15. The successful candidate selected by the Committee
16. Paul Lowenberg

<b>Date:</b>	<b>Ascham Homes Board</b>	<b>Agenda Item: 5.3</b>
<b>14<sup>th</sup> September 2009</b>		
<b>Resolutions to the 2009 Annual General Meeting and 1<sup>st</sup> Board Meeting</b>		<b>Status: Public</b>
		<b>Decision</b>
<b>Author: Hassett Auguste, Chief Executive</b>	<b>Telephone: 020 8496 4048</b>	

## **1 PURPOSE**

- 1.1 To seek the agreement of the Board on the resolutions to be put to the Annual General Meeting [AGM]. To describe existing company conventions and how the impact on the conduct of company business into the future. .

## **2 EXECUTIVE SUMMARY**

- 2.1 The report recommends the Board ... resolutions be put to the Shareholder covering, company accounts, external auditors, non-Executive Directors [Board Members] and the authority to build homes, at the Annual General Meeting [AGM].
- 2.2 The report reminds the Board that the date of 9<sup>th</sup> November has been selected as the date for the Annual General Meeting and of the conventions adopted by the company. The report advises that under a decision made by the Board at its meeting on 15<sup>th</sup> September 2008, the practical handover of company offices takes place at the Strategic Weekend of the 20<sup>th</sup>, 21<sup>st</sup>, and 22<sup>nd</sup> November.

## **3 RECOMMENDATIONS**

- 3.1 The Board is recommended to endorse the 9<sup>th</sup> of November as the date of the Annual General Meeting and:
- 3.1.1 Note that the shareholder is entitled to 21 days notice of the Annual General Meeting and of the resolutions to be put.
- 3.1.2 Agree that the following resolutions be put to the share holder:

- 3.1.2 [a] On the recommendation of your Board having considered the matter at its meeting of the 14<sup>th</sup> of September, you are invited to agree the adoption of the company accounts previously sent to you.
- 3.1.2 [b] On the recommendation of your Board having considered the matter at its meeting of the 14<sup>th</sup> of September, you are invited to agree that Grant Thornton LLP be retained as the external company auditors;
- 3.1.2 [c] On the recommendation of your Board having considered the matter at its meeting of the 14<sup>th</sup> of September, you are invited to agree that the Directors to serve for the company year ending November 2010, be those set out at Appendix 1 and previously notified to you.
- 3.1.2 [d] On the recommendation of your Board having considered the matter at its meeting of the 14<sup>th</sup> of September, you are invited to agree a change in the Memorandum [and attendant consequential changes] sufficient and specific to enable the company to build new housing and manage the same, consistent to the clauses previously notified to you;
- 3.1.2 [e] On the recommendation of your Board having considered the matter at its meeting of the 14<sup>th</sup> of September, you are invited to agree a change in the Articles [and attendant consequential changes] sufficient and specific to enable the company to build new housing and manage the same, consistent to the clauses previously notified to you;
- 3.1.2 [d & e] On the recommendation of your Board having considered the matter at its meeting of the 14<sup>th</sup> of September, specifically in respect of [d & e] to take the necessary action to lodge the changes with companies house;
- 3.1.3 Agree that the shareholder receive details of the resolutions to be put at the AGM and delegate the appropriate authority to the Chief Executive acting in conjunction with and through the Head of Head of Legal Services; and
- 3.1.4 Agree that the date of the Annual General Meeting for 2010 be Monday 8<sup>th</sup> November 2010.

## **4 BACKGROUND**

- 4.1 An Annual General Meeting is a requirement of company law. Its purpose is prescribed and specific requirements need to be fulfilled. Those who have a role in the meeting are the Shareholders, Directors [Board] – officers of the company, the company secretary, the company auditors and the company

solicitors. In the context of Ascham Homes, the Annual General Meeting is the time for the company to carry out the following tasks:

- 4.1.1 Adopt the company accounts;
  - 4.1.2 Invite the shareholder to note and agree the list of Board members for the coming company year.
  - 4.1.3 Invite the Shareholder to agree resolutions agreed by the board to change aspects of the governing instruments. and
  - 4.1.4 Agree who the external auditors will be.
- 4.2 For the avoidance of any doubt and the better for planning certainty, the annual general meeting of 2009 was fixed at the annual general meeting of 2008 as the 9<sup>th</sup> of November 2009. For the same reasons, you are recommended to agree that the 2010 Annual General Meeting will take place on Monday 8<sup>th</sup> November 2010.

## **5 THE RESOLUTIONS**

- 5.1 Adoption of Accounts: The company finances have been regularly monitored by the Resources committee. The External Auditors have attended upon your Audit Committee and provided the necessary assurances to give you the confidence to accept the accounts. The Director of Resources, has certified to you that the company Accounts are satisfactory and worthy of acceptance.
- 5.1.1 On the basis of these assurances you are recommended to be satisfied with the accounts, consider them and recommend them to the Shareholder for adoption at the Annual General Meeting on 9<sup>th</sup> November 2009.
- 5.2 Board Members to serve for the company year ending November 2010: At your meeting of 22<sup>nd</sup> June, you received, considered and agreed a report on rotational retirements. You authorised the conduct of elections. The Governance and Remunerations is responsible for conducting the selections of independent Board Members. Your executive staff advise that the election process are currently underway and that the opening of ballots and the counting of votes is scheduled for the 25<sup>th</sup> of September. The company solicitors, auditors as well as all the candidates will be invited to observe the count. The Governance and Remuneration Committee will complete the selection process before the date of the Annual General Meeting.
- 5.2.1 On this basis you are invited to consider and agree to recommend to the Share holder the schedule of Directors set out at Appendix 1, as those Board Members who should serve for the company year ending 8<sup>th</sup> November 2010.

5.3 Changes to enable building and management of new housing. The government has set aside additional resources for ALMOS with 2\* or more to make application to build, maintain and manage new housing. The current wording of the government instruments do not permit this.

5.3.1 On that basis you are recommended to consider and invite the shareholder to agree to the making of the necessary and consequential changes in the Memorandum of Association and the Articles of Association, specifically to permit the construction retaining and management of new housing and that these consequent changes be lodged at Companies House

5.4 External Auditors. It is the recommendation of your executive and professional staff that the current external Auditors known as Grant Thornton LLP, be adopted as auditors for the company year ending November 8<sup>th</sup> 2010.

5.4.1 On that basis you are recommended to consider and invite the shareholder to agree that the current external Auditors known as Grant Thornton LLP, be adopted as auditors for the company year ending November 8<sup>th</sup> 2010.

## **6 DIVERSITY IMPLICATIONS**

6.1 There are no specific diversity implications associated with the recommendations in this report.

## **7 RESOURCE IMPLICATIONS**

7.1 Directors are advised that the costs associated with this report are within the estimates and budgetary provision already provided to and approved by your Resources Committee and the Board.

## **8 RISK FACTORS**

8.1 The Board is advised that the risks associated with this report are real. A badly conducted Annual General Meeting can cause difficulties. Specifically changes to the governing instruments should be lodged with Companies House within 14 days of the conclusion of the meeting. .

## **9 CONCLUSION**

9.1 This report and its recommendations are commended to the Board.



<b>Date:</b> 14 <sup>th</sup> September 2009	<b>Ascham Homes Board</b>	<b>Agenda Item: 6.1</b>
<b>Estates Review</b>		<b>Status:</b> <b>Public</b>
		<b>Information</b>
<b>Author:</b> Ruth Angel, Development & Partnerships Officer	<b>Telephone: 020 8496 5551</b>	

## 1. Purpose of Report

- 1.1 The purpose of this paper is to inform Board Members of the review of twenty eight of the Council's estates which is taking place.

## 2. Background

- 2.1 Over the past twenty years Waltham Forest has looked a far-reaching solutions for many of its larger housing estates, for example the Housing Action Trust and the stock transfers of the Beaumont. The Council is currently progressing the Decent Homes programme through its ALMO Ascham Homes. The intention is that all properties in the borough will reach the Decent Homes standard by 2012.
- 2.2 The Council is, however, aware of neighbourhoods where Decent Homes works are inadequate in tackling the issues affecting residents' quality of life and where this work alone will not create the sustainable communities that we aspire to.

## 3. The Review

- 3.1 The Council has commissioned consultants EDAW to carry out an Estates Review. There are twenty-eight estates included and a list of these is shown in Appendix A.
- 3.2 The review will be wider than just stock condition and management and will include consideration of relevant environmental and social factors that blight or enhance life.

3.3 The aim of the review is to rank the estates into three bands as follows:

- Low Intervention – the estate is basically well designed and the decent homes work will deal with the repair issues presented by the properties;
- Medium Intervention – there are one or more serious issues presented which detract from the quality of life on the estate. Strategies for addressing these issues will be developed and prioritised.
- High Intervention – the estate has a number of fundamental problems that make its long-term sustainability questionable.

3.4 Once the estates have been ranked more intensive work will take place on the high intervention estates.

#### **4. Resident Consultation**

4.1 A postal survey was sent out to all residents living on estates involved in the Estates Review during week commencing 10<sup>th</sup> August, 2009. The postal survey also invites residents to volunteer to be involved in a focus group to discuss the quality of life on their estate. Where TRAs, or other existing residents groups wish to meet with officers or the consultants to discuss the project in more detail this will be arranged.

4.2 Briefings regarding the Estates Review have taken place for Area Contract Panels as follows:

Area Four	6 <sup>th</sup> July 2009
Area Six	27 <sup>th</sup> July 2009
Areas One and Two	29 <sup>th</sup> July 2009
Area Three	29 <sup>th</sup> July 2009

4.3 All contract panels were interested in the Review and have asked for regular updates to be supplied.

4.4 At a later date, once the high intervention estates are identified, there will be a programme of more intensive resident consultation on these estates.

# Appendix A

## List of Estates Currently Included

### E4

Aldriche Way Estate  
Chingford Ave Estate  
Churchill Terrace  
The Ridgeway Estate  
Sewardstone Gdns  
Titley Close Estate  
Vincent Rd Estate

### E10

Rayner/Burrell Towers

### E11/E15

Avenue Road Estate E11  
Crownfield Rd Estate, E15  
Montague Rd, including Fred Wigg and John Walsh Cts E11  
North Birkbeck Road Estate, E11

### E17

Bisterne, Hylands and Winsbeach Estate  
Essex Close Estate  
Knebworth Estate  
Marlowe Road Estate  
Priory Court Estate  
Saint Stephens Close  
Stocksfield St Estate  
Tenby Ct Estate  
The Drive Estate  
The Grange

### IG8

Chingford Lane/Beechwood Drive Estate  
Oak Hill Estate  
Montalt Road

### Outboroughs

Billericay Estate



I, ..... having seen the Terms of Reference of the sub committees of the company and having regard to my own skill sets set out below, the sub committees on which I wish to serve in priority order.

I believe my strongest skill sets to be:

.....  
.....

My top priority is to serve on ..... Committee.

My second priority is to serve on ..... Committee

My third priority is to serve on ..... Committee

Signed: .....

Dated: .....

<b>Date:</b> 14 <sup>th</sup> September 2009	<b>Ascham Homes Board</b>	<b>Agenda Item: 7.1</b>
<b>Finalisation of Strategic Weekend Agenda</b>		<b>Status:</b> Public
		<b>Comment &amp; Advice</b>
<b>Author: Hassett Auguste</b>	<b>Telephone: 020 8496 4048</b>	

## 1. PURPOSE OF REPORT

- 1.1 To seek the Board's advice on the draft programme constructed for the annual Strategic Weekend, by your Executive staff in consultation with your Chair.

## 2. EXECUTIVE SUMMARY

- 2.1 The report reminds the Board that a draft programme was first considered at your meeting of 22<sup>nd</sup> June. The outline was acceptable and you instructed further programme development through consultation. The settled view of the Board was that the weekend would be the 20<sup>th</sup>, 21<sup>st</sup> and 22 November and the Shareholder be invited.
- 2.2 The report advises that your Chair has been consulted and approved the current programme set out at Appendix 1. Without prejudice to your decisions, the report has been shared with the incoming paid chair. The report discusses the two broad approaches to the strategic weekend and advises that both approaches be used. The report confirms that the contributors have reserved these time/dates in their diaries but all recognise that the Board selects the final programme. There is full scope to forego any of the recommended contributors or suggestion discussion areas on the draft programme at Appendix 1.
- 2.3 The report advises that considering governance, the coming inspection, a strategy to address worklessness and improve prosperity is appropriate. The programme has been created to devote time to internal company

- issues, hear from the Council and examine the strategic issues to help determine the way forward.
- 2.4 The recommended programme retains the important feature of selecting company officers and allocating committee membership at your strategic weekend. The report further recommends that the existing conventions be used for the allocation of committee membership and adoption of the pro-forma set out at Appendix 2.

### **3 RECOMMENDATIONS**

- 3.1 The Board is recommended to:
- 3.1.1 Consider, comment and decide on the structure of the strategic weekend as set out at Appendix 1;
- 3.1.2 Agree to elect the company officers as set in the draft programme by use of exhaustive ballots;
- 3.1.3 Agree that the elected company officers and the executive staff determine the composition of Board Committees; and
- 3.1.4 The pro-forma at Appendix 2 be used to inform the committee determination.

### **4. BACKGROUND**

- 4.1 The Board has accepted that proper exercise of governance is assisted by detailed and considered reflection of strategic objectives, priorities, direction and focus. At your June meeting you confirmed a Strategic Weekend [Friday 20<sup>th</sup> November to Sunday 22<sup>nd</sup> November]. .

### **5. THE STRUCTURE OF THE WEEKEND**

- 5.1 The Board is advised that there is no single prescription for the structure of a strategic week end. All elements of a company's life benefit from considered reflection. It is a matter of judgement which elements should take precedence or complement each other. A second consideration is how much time should be allocated to the selected elements.
- 5.2 In the context of Ascham Homes, your Chair and executive consider that the following elements should be considered at your strategic weekend:

- A] Governance - It is the central element in the work of the Board and the subject of adverse comment in the inspection. A report on the Governance Journey of Ascham Homes has been commissioned and an initial report is available at the time of your weekend. The company has just selected a new paid chair and it is recommended to be an appropriate moment to examine this element.
- B] The Audit Commission - A re-inspection by the Audit Commission scheduled for February 2010. In the 3 to 4 months before an inspection, it is usual for a Board to hear directly from and discuss with the Audit Commission. Your strategic weekend dovetails perfectly with that time frame and this is recommended to you.
- C] Worklessness and increasing resident prosperity - These are core themes of the Council's own mission as well as having importance on the national agenda. It is necessary and right to have a clear coherent strategy that ties together the numerous initiatives being undertaken by the company. Crucially such a strategy defines the context in which much of the future mechanisms are set. For these reasons this is recommended to you.
- D] The Council's position - The Council owns Ascham Homes and it is vital that the Council's intentions and aspirations inform the actions of the company. The Board is advised that this session should focus on the strategic direction of the Council in terms of community and the wider housing agenda. There are alternative mechanisms to discuss finance and company performance issues. Subject to the decisions of the Board you are recommended to indicate to the Council the areas of discussion that would most assist you.
- E] Strategic choices and direction - For many companies [or organisations] this is the only aspect or element considered at a strategic weekend. When this approach is adopted, it still take in many of the elements separated out here. In the case of these organisations, there is an active assessment of the operating environments, their strengths, weaknesses the opportunities they have and the difficulties they face. For those concentrating on this approach they would deploy the use of traditional analytical tools. Your chair and executive consider that the programme recommended to you at Appendix 1, is a best fit in this circumstance.

5.3 For 5.2 [A – D], there are limited choices to make most effective use of the time of contributors. You are recommended to conduct these sessions as a single group. For your discussion on strategic choices there are several approaches broadly divided into 2 groups. The Board is advised that

there is merit in both. In the first approach, the Board operates as a whole. In the second it divides [by theme – each group considering a single element; by number – a number of groups considering the same subject; by financial priority – what should/must be the primary focus of the company and how can this be achieved; by risk – how can the highest risk be mitigated successfully]

- 5.3.1 Your Chair and executive consider that the discussion on strategic choices should be in groups and invite the Board to advise on the specific group approach to be adopted.
- 5.4 The Board is recommended to dedicate the 22<sup>nd</sup> to internal company matters around performance, reviewing the forecasted targets, decent homes performance and the letting of the new repairs contract. Subject to your agreement, it is anticipated that executive staff will make short presentations, followed by questions and answer sessions. This is recommended to you.

## **6. ELECTION OF COMPANY OFFICERS AND COMMITTEE ALLOCATION**

- 6.1 At your meeting of 15<sup>th</sup> September 2008, you agreed to elect company officers at your strategic week end. Your Annual General Meeting is scheduled for the 9<sup>th</sup> of November. In a report elsewhere on your agenda, you are invited to adopt the resolutions to be voted on at the Annual General Meeting.
- 6.2 Based on your decisions, at your weekend you will elect the following:
  - A] Vice-Chair of the Board;
  - B] Chair of the Resource Committee
  - C] Chair of the Audit Committee
  - D] Additional member to the Governance & Remuneration Committee
  - E] Chair of the Performance & Development Committee

The conventions of the company is that these elections are by exhaustive ballots and you are recommended to endorse this approach

- 6.3 The election of company officers and the Terms of Reference of the Governance & Remuneration Committee make this the ideal opportunity to allocate committee membership. Some Board Members may be new and your executive recommends an approach to allocate committee membership.

6.4 You are recommended to endorse the use of the pro-forma set out at Appendix 2. Detailed guidance will accompany the pro-forma to define the skill level. All Board Members will be invited to submit the forms and they will be used to construct a “best fit” committee membership that:

6.4.1 Makes the most appropriate uses of the diverse skills available;

6.4.2 Recognises the preferences of Board Members; and

6.4.3 Captures and uses skills of Board Members as an aid to the fuller development of training needs.

6.5 For these reasons, the use of Appendix 2 is recommended.

## **7. FINANCIAL IMPLICATIONS**

7.1 The cost implications of this Strategic Weekend are contained in estimates already submitted and approved by the Board.

## **8. DIVERSITY IMPLICATIONS**

8.1 There are no adverse implications associated with the recommendations and approaches recommended in this report.

## **9. RISK FACTORS**

9.1 The Board is aware of adverse comment from the Audit Commission on matters of governance. The approaches and recommendations of this report are consistent with good governance.

## **10. CONCLUSION**

10.1 The approach set out in this report is commended to you.

## Board Strategic Weekend

### Programme @ 09.09

Fri 20<sup>th</sup> Nov. 09

14.00 onwards	Arrival option and facility registration. Board Members have the option to arrive from this time, and make use of all the services at the facility.
1830 – 1900	Board Members' have the opportunity to get together for informal drinks, conversations and networking [a limit of 2 complimentary company drinks is suggested ]
1900 – 2030	Board Members and executive staff dinner
2100 onwards	Board Members' continue discussions/drinks [a limit of 2 complimentary company drinks is suggested]

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## Sat 21<sup>st</sup> Nov. 09

0915 – 0935	Governance [initial findings] - Campbell Tickell present the initial findings of their governance review, circulated with the Board Strategic Weekend papers 7 days earlier			
0935 – 1030	Chair conducts a question, answer and comment session to inform the final report by Campbell. Board agree date and process of finalisation of report			
1030 – 1100	The Inspection – Presentation by the Audit Commission.			
1100 – 1115	Refreshment break	Refreshment Break	Refreshment Break	Refreshment Break
1115 – 1135	Questions and discussion with the Audit Commission.			
1140 – 1300	The Council's position [by Colin Moone & Marie Pye]			
1300 – 1430	Lunch	Lunch	Lunch	Lunch
1430 – 1450	Worklessness & Prosperity [Presentation by Helen Cope, on the Strategy circulated with the Board Strategic Weekend papers]			
1450 – 1515	Questions and discussion on worklessness with Helen Cope Board agree date and process of finalisation of report.			
1515 – 1545	Strategic choices and direction for Ascham Homes [Break into groups]			
1545 – 1600	Refreshment Break	Refreshment Break	Refreshment Break	Refreshment Break
1600 – 1730	Strategic choices and direction for Ascham Homes [Feedback and the way forward].			
1730	Close			

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## Sunday 22<sup>nd</sup> November 2009

0800 – 1000	Breakfast		
1015 – 1115	Company performance, target forecast, Decent Homes and New repairs contract		
1115 – 1130	Refreshment Break	Refreshment Break	Refreshment Break
1130 – 1300	Elections of:		
	A] Vice-Chair;		
	B] Resource Committee		
	C] Chair of Audit Committee		
	D] Additional member to Governance & Remuneration Committee		
	E] Performance & Development Committee		
1430 – 1530	Preferences and Board Member Committee allocation		
1530 onwards	Depart		

**APPENDIX 2**

.....  
Name



<b>Personal skill assessment</b>					
<b>Element</b>	<b>Indicative skill level</b>				
	Expert	Advanced	Mature	Intermediate	Basic
Strategic Direction					
Performance assessment and management					
Financial assessment					
Service Assessment					
Corporate Governance					
Interrogation & Challenge					
Executive Support					
Other 1					
Other 2					

<b>Committee Preference</b>				
Preference	Performance & Development	Resources	Audit	Governance & Remuneration
First				
Second				

Signed: .....	Date: .....
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# Performance Report



July 2009

This report covers Ascham Homes' performance between:

01 April 2009 and 31 July 2009

## Contacts

Saadia Chowdhury - 020 8496 4022

Syeda Uddin - 020 8496 4024

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## Current Performance Summary All Indicators

### A. Repairs

Indicator	Apr 2009	Jul 2009	Direction of travel	Current / End Target	Status
A: Emergency repairs completed in 24 hours	99.26%	99.37%	Improving ↑	97.00% 97.00%	Green
B: Urgent repairs completed in 3 working days**	99.59%	99.46%	Declining ↓	97.00% 97.00%	Green
C: Routine repairs completed in 21 working days	99.49%	98.91%	Declining ↓	97.00% 97.00%	Green
EX-BV 72 The percentage of Right to Repair repairs completed within government time limits	98.81%	98.88%	Improving ↑	98.50% 98.50%	Green
EX-BV185 The percentage of responsive (but not emergency) repairs appointments made and kept	83.60%	82.55%	Declining ↓	98.00% 98.00%	Red
EX-BV212 The average time taken to re-let local authority housing (days).**	26.45	25.22	Improving ↑	31.00 31.00	Green
EX-BV73 The average time taken (calendar days) to complete non-urgent responsive repairs**	4.48	5.43	Declining ↓	9.00 9.00	Green
Number of annual gas checks completed as a % of those due*	99.98%	100.00%	Improving ↑	0.50% 0.50%	Green
Repairs completed "right first time"	92.57%	92.35%	Declining ↓	80.00% 80.00%	Green
Resident Satisfaction with day to day repairs*	85.26%	0.00%	Declining ↓	90.00% 90.00%	Red
Resident Satisfaction with major works	98.09%	97.56%	Declining ↓	90.00% 90.00%	Green

## B. Right to Buy and Leasehold Services

Indicator	Apr 2009	Jul 2009	Direction of travel	Current / End Target	Status
Collection of major works charges (Profiled)	£3,298.84	£45,226.85	Improving ↑	£10,433.33 £31,300.00	Green
Number of garages let as a percentage of lettable garages owned	68.92%	68.96%	Improving ↑	68.00% 68.00%	Green
Proportion of service charge collected (profiled) (Quarterly accounting period)*	33.01%	68.91%	Improving ↑	50.00% 100.00%	Green
Rent collected by the local authority as a proportion of garage rents owed (Profiled)	84.54%	95.11%	Improving ↑	90.28% 97.00%	Green
Right To Buy notices served in statutory time limits	100.00%	100.00%	Constant ↔	100.00% 100.00%	Green

## C. Rents

Indicator	Apr 2009	Jul 2009	Direction of travel	Current / End Target	Status
EX-BV66a Rent collected by the local authority as a proportion of rents owed on HRA dwellings (including arrears) (Profiled)**	92.94%	94.84%	Improving ↑	95.84% 98.20%	Red
Ex-BV66b The number of local authority tenants with more than seven weeks of (gross) rent arrears as a percentage of the total number of council tenants.	7.37%	7.53%	Declining ↓	7.80% 7.80%	Green
Income collected as a proportion of income due (excluding arrears)	96.04%	98.07%	Improving ↑	98.02% 100.25%	Green

#### D. Estate Inspections

Indicator	Apr 2009	Jul 2009	Direction of travel	Current / End Target	Status
Grounds maintenance - is an area acceptable or unacceptable	100.00%	87.17%	Declining ↓	90.00% 90.00%	Red
Percentage of Estate inspections accompanied by customers	64.60%	57.08%	Declining ↓	33.00% 33.00%	Green
Percentage of estate inspections achieving grade B or above	100.00%	100.00%	Constant ↔	99.00% 99.00%	Green
Percentage of Estate inspections carried out of those due	100.00%	99.71%	Declining ↓	99.00% 99.00%	Green

#### E. Customer Care

Indicator	Apr 2009	Jul 2009	Direction of travel	Current / End Target	Status
Percentage of letters from the public responded to in 10 days*	100.00%	100.00%	Constant ↔	100.00% 100.00%	Green
Percentage of Members' enquiries responded to within 10 days*	100.00%	100.00%	Constant ↔	100.00% 100.00%	Green
Percentage of stage one complaints responded to within 28 days*	100.00%	93.19%	Declining ↓	90.00% 90.00%	Green
Percentage of telephone calls answered in 5 rings	95.65%	96.25%	Improving ↑	90.00% 90.00%	Green
Percentage of telephone calls to Ascham Direct answered in 7 rings (20s)	60.58%	69.50%	Improving ↑	80.00% 80.00%	Red

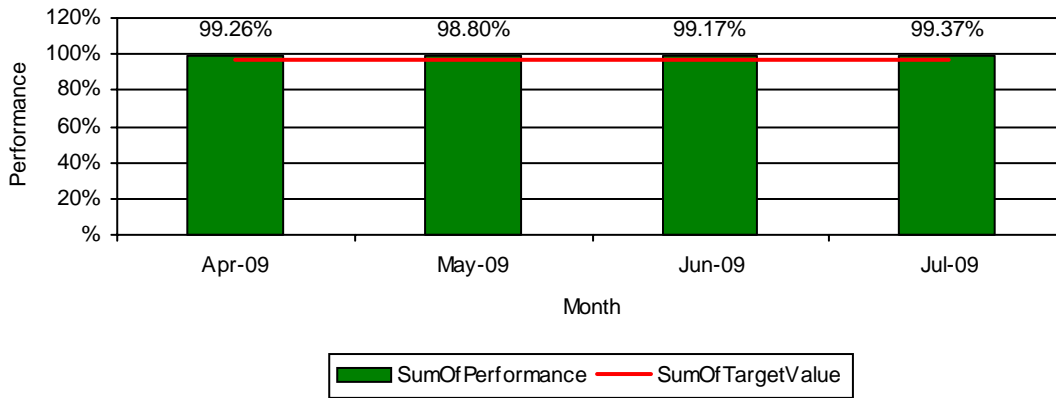
#### F. Capital Expenditure

Indicator	Apr 2009	Jul 2009	Direction of travel	Current / End Target	Status
Capital spend achieved against planned (£ million)	£3.28	£12.65	Improving ↑	£12.32 £34.06	Green

#### G. Tenancy Services

Indicator	Apr 2009	Jul 2009	Direction of travel	Current / End Target	Status
Squatter and unauthorised occupancy turnaround times	0.00	21.00	Declining ↓	80.00 80.00	Green

**A: Emergency repairs completed in 24 hours - SO1SA**

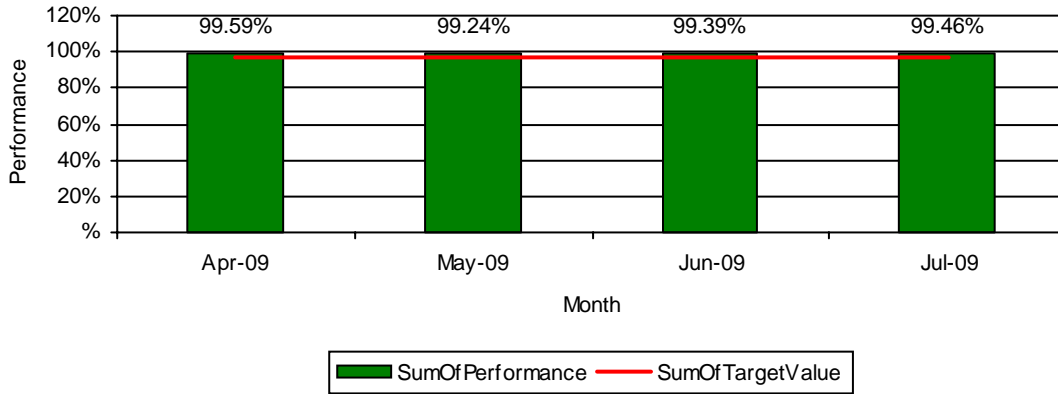


**Current Performance Summary**


<b>Start of period</b> 99.26%	↑	<b>End Target</b> 97.00%
<b>Current period</b> 99.37%		<b>Current Target</b> 97.00%
<b>Direction of travel</b> Improving		<b>Status</b> <span style="background-color: #00FF00; padding: 2px;">Green</span>

Month Ending	Repairs completed in time	÷	Repairs completed	=	Year to date Performance
30-Apr-09	268.00	÷	270.00	=	99.26%
31-May-09	576.00	÷	583.00	=	98.80%
30-Jun-09	721.00	÷	727.00	=	99.17%
31-Jul-09	1,566.00	÷	1,576.00	=	99.37%

**B: Urgent repairs completed in 3 working days\*\* - SO1SB**

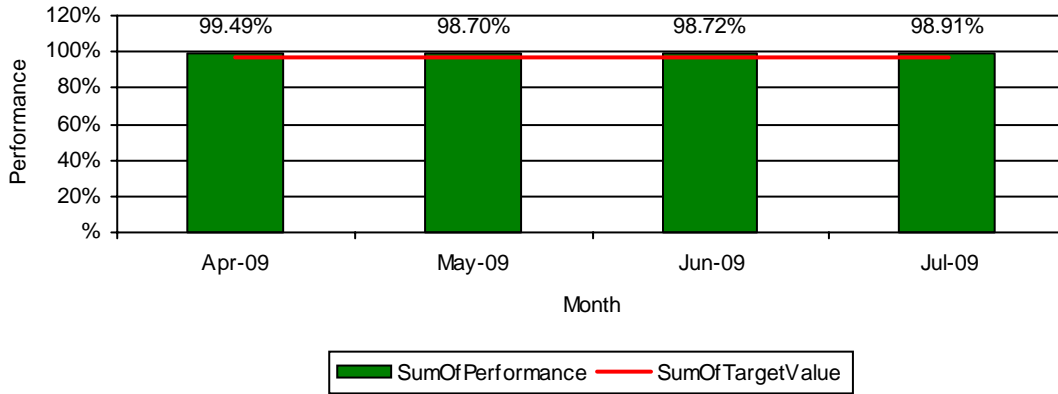


**Current Performance Summary**


<b>Start of period</b> 99.59%		<b>End Target</b> 97.00%
<b>Current period</b> 99.46%		<b>Current Target</b> 97.00%
<b>Direction of travel</b> Declining		<b>Status</b> <span style="background-color: #00FF00; padding: 2px;">Green</span>

Month Ending	Repairs completed in time	÷	Repairs completed	=	Year to date Performance
30-Apr-09	488.00	÷	490.00	=	99.59%
31-May-09	1,044.00	÷	1,052.00	=	99.24%
30-Jun-09	1,800.00	÷	1,811.00	=	99.39%
31-Jul-09	2,388.00	÷	2,401.00	=	99.46%

**C: Routine repairs completed in 21 working days - SO1SC**

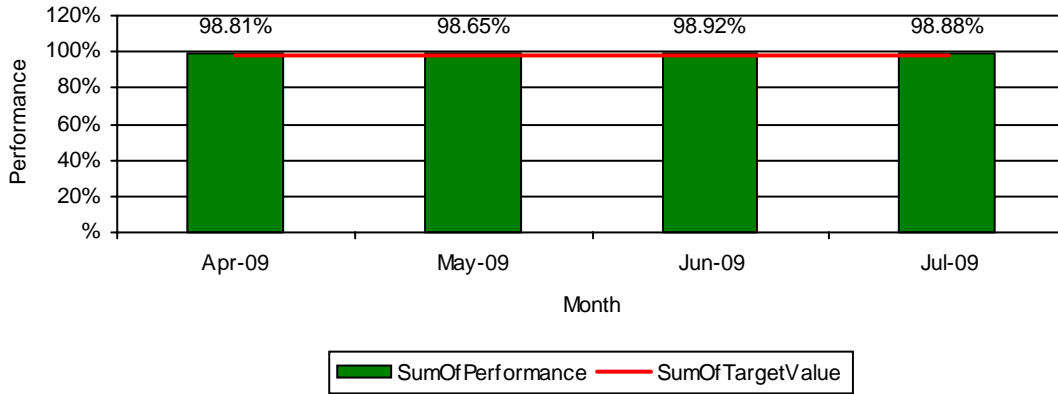


**Current Performance Summary**

<b>Start of period</b> 99.49%		<b>End Target</b> 97.00%
<b>Current period</b> 98.91%		<b>Current Target</b> 97.00%
<b>Direction of travel</b> Declining		<b>Status</b> <span style="background-color: green; color: black; padding: 2px;">Green</span>

Month Ending	Repairs completed in time	÷	Repairs completed	=	Year to date Performance
30-Apr-09	389.00	÷	391.00	=	99.49%
31-May-09	988.00	÷	1,001.00	=	98.70%
30-Jun-09	1,926.00	÷	1,951.00	=	98.72%
31-Jul-09	2,712.00	÷	2,742.00	=	98.91%

**EX-BV 72 The percentage of Right to Repair repairs completed within government time limits - SO1E**

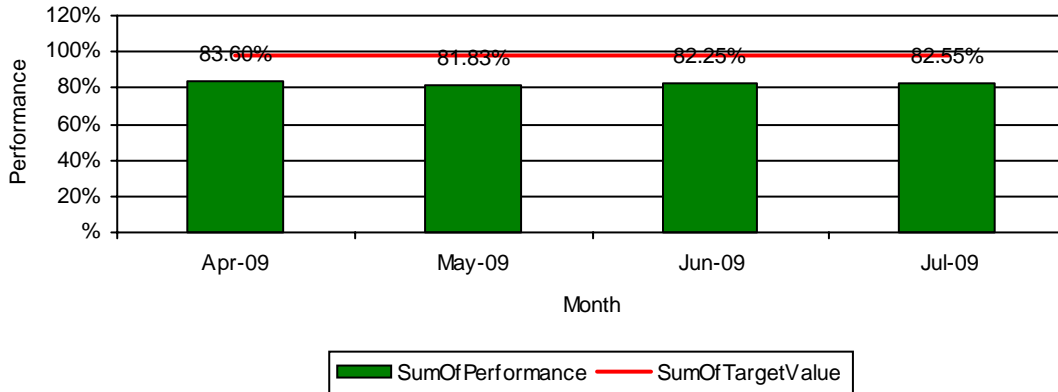


**Current Performance Summary**


<b>Start of period</b> 98.81%	↑	<b>End Target</b> 98.50%
<b>Current period</b> 98.88%		<b>Current Target</b> 98.50%
<b>Direction of travel</b> Improving		<b>Status</b> <span style="background-color: #00FF00; padding: 2px;">Green</span>

Month Ending	Repairs completed on time	÷	Total repairs completed	=	Year to date Performance
30-Apr-09	500.00	÷	506.00	=	98.81%
31-May-09	1,166.00	÷	1,182.00	=	98.65%
30-Jun-09	2,286.00	÷	2,311.00	=	98.92%
31-Jul-09	3,166.00	÷	3,202.00	=	98.88%

**EX-BV185 The percentage of responsive (but not emergency) repairs appointments made and kept - SO1F**



**Current Performance Summary**

<b>Start of period</b> 83.60%		<b>End Target</b> 98.00%
<b>Current period</b> 82.55%		<b>Current Target</b> 98.00%
<b>Direction of travel</b> Declining		<b>Status</b> <span style="background-color: red; color: black; padding: 2px;">Red</span>

Month Ending	Appointments kept	÷	Appointments made	=	Year to date Performance
30-Apr-09	1,183.00	÷	1,415.00	=	83.60%
31-May-09	2,072.00	÷	2,532.00	=	81.83%
30-Jun-09	3,711.00	÷	4,512.00	=	82.25%
31-Jul-09	4,906.00	÷	5,943.00	=	82.55%

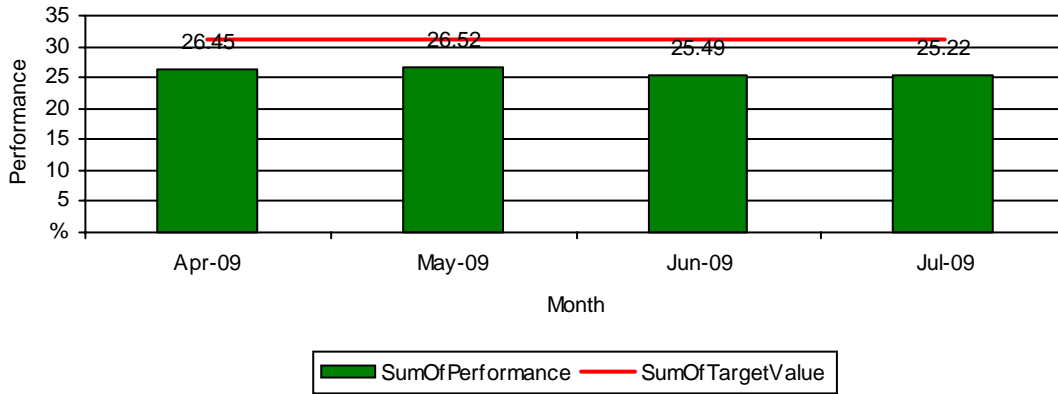
**Commentary and Actions for Current Period (if exists)**

EX-BV185 The percentage of responsive (but not emergency) repairs appointments made and kept ...

**Comment** by **Jan, Taranczuk** on **14/08/2009**

The data currently being collected does not take into account where an appointment has been legitimately missed i.e. the tenant was not at home. This issue is being reviewed as a priority

**EX-BV212 The average time taken to re-let local authority housing (days).\*\* - SO1D**

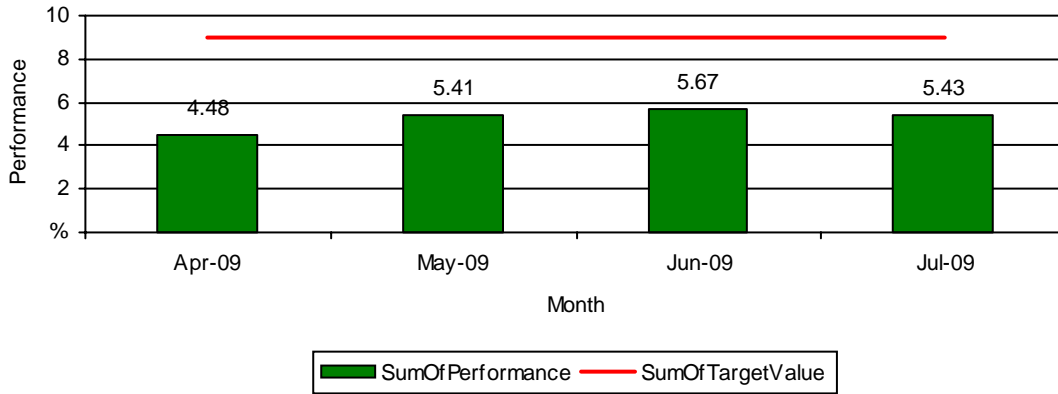


**Current Performance Summary**


<b>Start of period</b> 26.45	↑	<b>End Target</b> 31.00
<b>Current period</b> 25.22		<b>Current Target</b> 31.00
<b>Direction of travel</b> Improving		<b>Status</b> <span style="background-color: #00FF00; padding: 2px;">Green</span>

Month Ending	Time taken	÷	Number of homes re-let	=	Year to date Performance
30-Apr-09	1,296.00	÷	49.00	=	26.45
31-May-09	1,538.00	÷	58.00	=	26.52
30-Jun-09	4,640.00	÷	182.00	=	25.49
31-Jul-09	5,397.00	÷	214.00	=	25.22

**EX-BV73 The average time taken (calendar days) to complete non-urgent responsive repairs\*\* - SO1R**

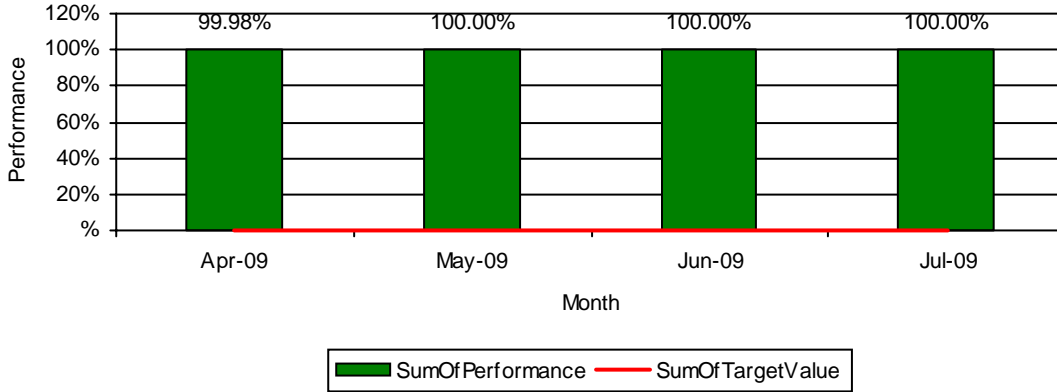


**Current Performance Summary**

<b>Start of period</b> 4.48		<b>End Target</b> 9.00
<b>Current period</b> 5.43		<b>Current Target</b> 9.00
<b>Direction of travel</b> Declining		<b>Status</b> <span style="background-color: #00FF00; padding: 2px;">Green</span>

Month Ending	Number of days to complete repairs	÷	Number of repairs	=	Year to date Performance
30-Apr-09	5,713.00	÷	1,274.00	=	4.48
31-May-09	13,616.00	÷	2,516.00	=	5.41
30-Jun-09	24,694.00	÷	4,356.00	=	5.67
31-Jul-09	31,731.00	÷	5,840.00	=	5.43

**Number of annual gas checks completed as a % of those due\* - SO1G**

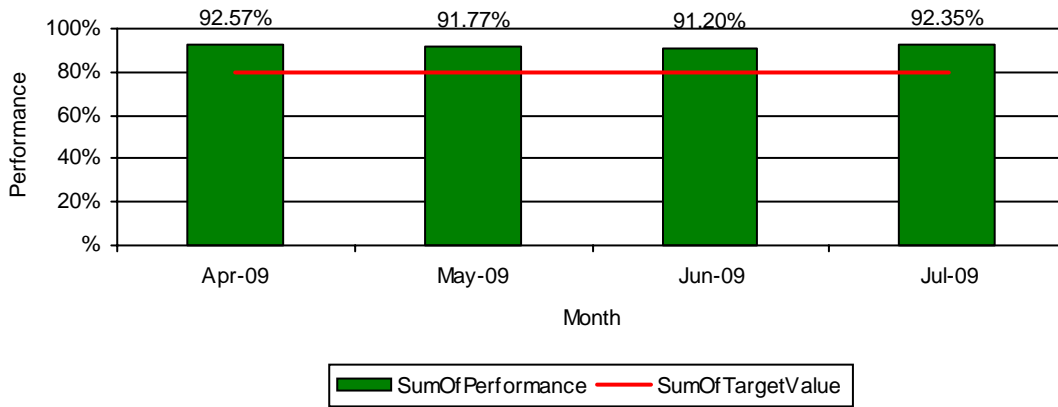


**Current Performance Summary**


<b>Start of period</b> 99.98%	↑	<b>End Target</b> 0.50%
<b>Current period</b> 100.00%		<b>Current Target</b> 0.50%
<b>Direction of travel</b> Improving		<b>Status</b> <span style="background-color: green; color: black; padding: 2px;">Green</span>

Month Ending	Number of gas checks completed	÷	Number of gas checks due	=	Year to date Performance
30-Apr-09	9,051.00	÷	9,053.00	=	99.98%
31-May-09	9,037.00	÷	9,037.00	=	100.00%
30-Jun-09	9,042.00	÷	9,042.00	=	100.00%
31-Jul-09	9,023.00	÷	9,023.00	=	100.00%

**Repairs completed "right first time" - SO1K**

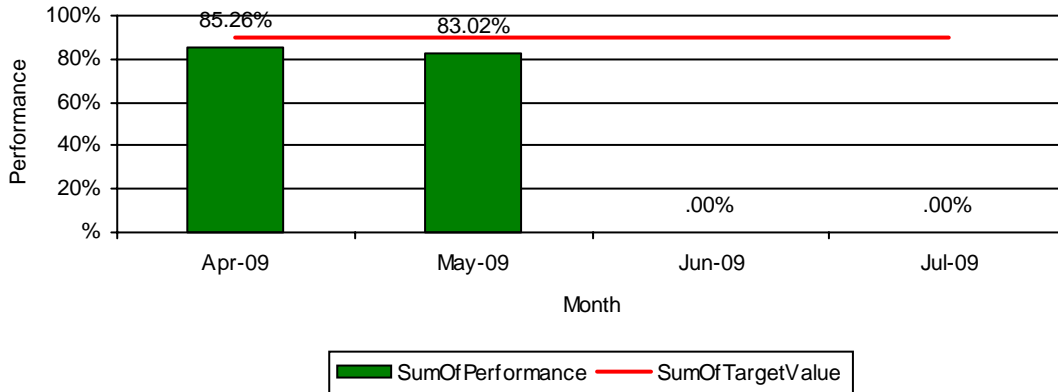


**Current Performance Summary**


<b>Start of period</b> 92.57%		<b>End Target</b> 80.00%
<b>Current period</b> 92.35%		<b>Current Target</b> 80.00%
<b>Direction of travel</b> Declining		<b>Status</b> <span style="background-color: #00FF00; padding: 2px;">Green</span>

Month Ending	Number completed right first time	÷	Repairs completed	=	Year to date Performance
30-Apr-09	1,147.00	÷	1,239.00	=	92.57%
31-May-09	2,019.00	÷	2,200.00	=	91.77%
30-Jun-09	3,183.00	÷	3,490.00	=	91.20%
31-Jul-09	4,262.00	÷	4,615.00	=	92.35%

**Resident Satisfaction with day to day repairs\* - SO1T**



**Current Performance Summary**

<b>Start of period</b> 85.26%		<b>End Target</b> 90.00%
<b>Current period</b> 0.00%		<b>Current Target</b> 90.00%
<b>Direction of travel</b> Declining		<b>Status</b> <span style="background-color: red; color: black; padding: 2px;">Red</span>

Month Ending	Tenants satisfied	÷	Total number of completed surveys	=	Year to date Performance
30-Apr-09	81.00	÷	95.00	=	85.26%
31-May-09	88.00	÷	106.00	=	83.02%
30-Jun-09	0.00	÷	0.00	=	0.00%
31-Jul-09	0.00	÷	0.00	=	0.00%

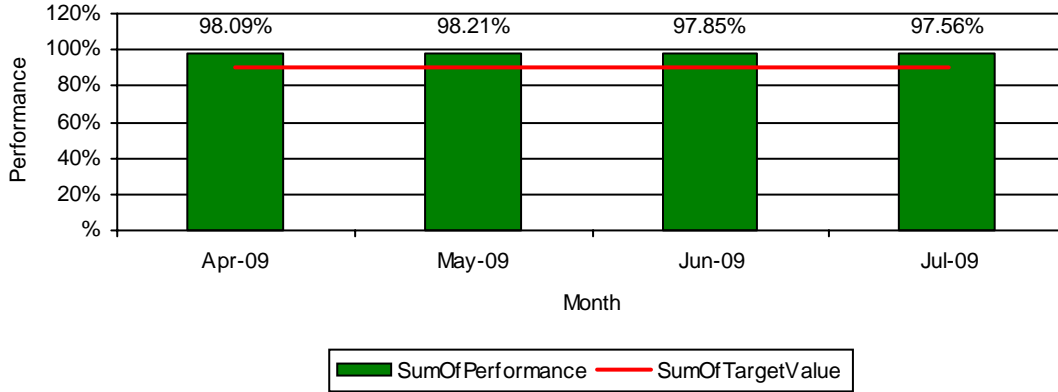
**Commentary and Actions for Current Period (if exists)**

Resident Satisfaction with day to day repairs\* ...


**Comment** by **Eamonn, Bolt** on **14/08/2009**

There is no report for July on this indicator. Customer satisfaction reports are now fully functioning with our staff currently catching up on those missed due to the system being updated.

**Resident Satisfaction with major works - SO2E**

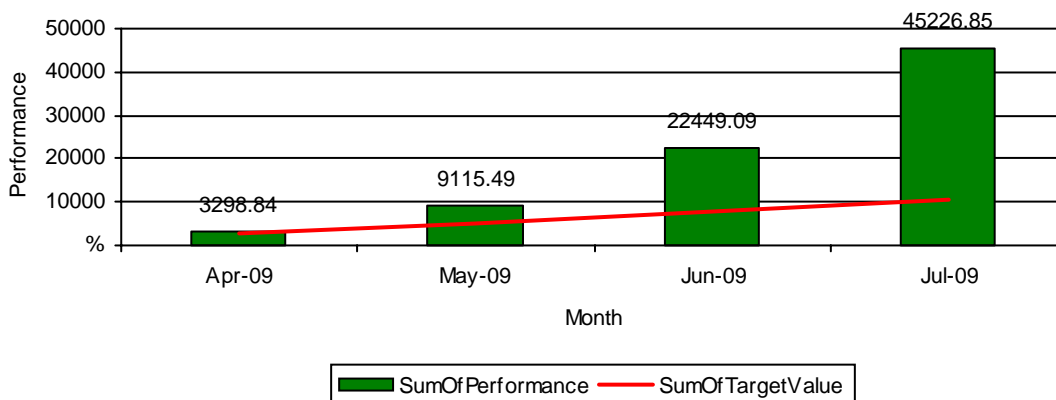


**Current Performance Summary**

<b>Start of period</b> 98.09%		<b>End Target</b> 90.00%
<b>Current period</b> 97.56%		<b>Current Target</b> 90.00%
<b>Direction of travel</b> Declining		<b>Status</b> <span style="background-color: #00FF00; padding: 2px;">Green</span>

Month Ending	Tenants satisfied	÷	Total number of surveys	=	Year to date Performance
30-Apr-09	308.00	÷	314.00	=	98.09%
31-May-09	440.00	÷	448.00	=	98.21%
30-Jun-09	547.00	÷	559.00	=	97.85%
31-Jul-09	680.00	÷	697.00	=	97.56%

## Collection of major works charges (Profiled) - SO1T



### Current Performance Summary

Start of period £3,298.84  
 Current period £45,226.85  
 Direction of travel Improving



End Target £31,300.00  
 Current Target £10,433.33  
 Status **Green**

Month Ending	Amount collected	÷	Amount billed	=	Year to date Performance
30-Apr-09	3,298.84	÷	1.00	=	£3,298.84
31-May-09	9,115.49	÷	1.00	=	£9,115.49
30-Jun-09	22,449.09	÷	1.00	=	£22,449.09
31-Jul-09	45,226.85	÷	1.00	=	£45,226.85

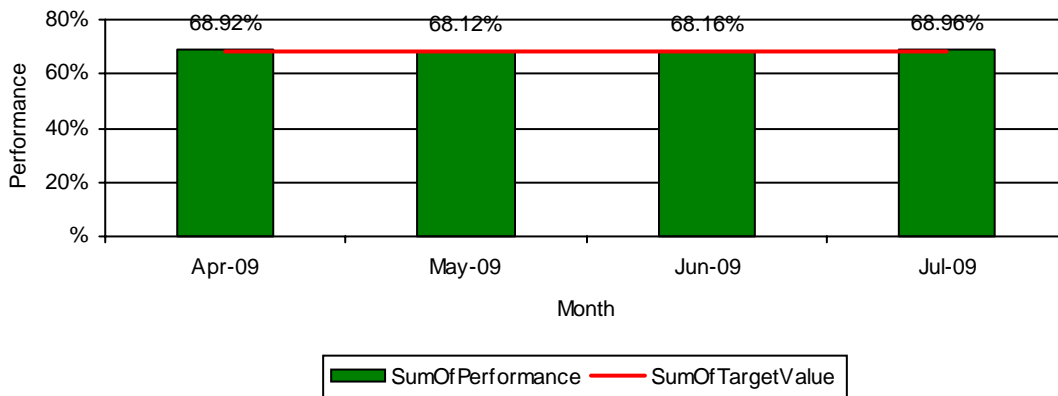
### Commentary and Actions for Current Period (if exists)

Collection of major works charges (Profiled) ...

Action by Anita, Murphie on 14/08/2009

This target will need to be reprofiled. Discussions will be held with the council before next month's meeting

**Number of garages let as a percentage of lettable garages owned - SO1L**

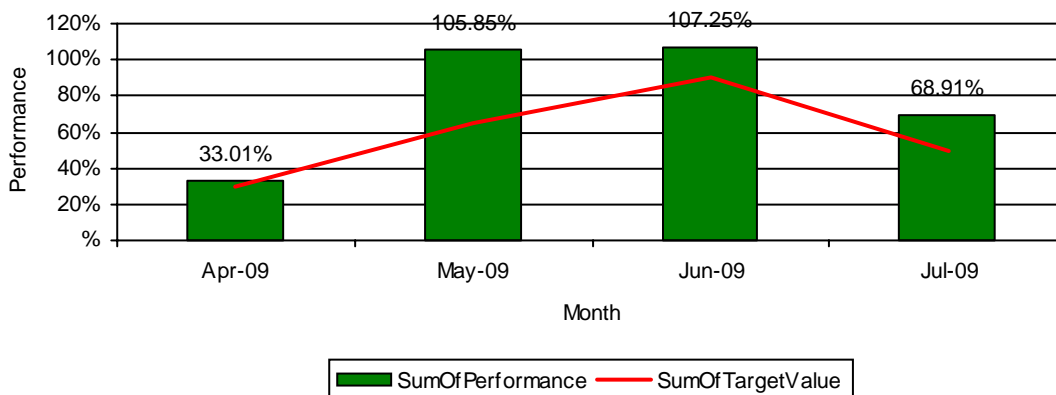


**Current Performance Summary**

<b>Start of period</b> 68.92%	↑	<b>End Target</b> 68.00%
<b>Current period</b> 68.96%		<b>Current Target</b> 68.00%
<b>Direction of travel</b> Improving		<b>Status</b> <span style="background-color: green; color: black; padding: 2px;">Green</span>

Month Ending	Garages let	÷	Lettable garages	=	Year to date Performance
30-Apr-09	1,093.00	÷	1,586.00	=	68.92%
31-May-09	1,077.00	÷	1,581.00	=	68.12%
30-Jun-09	1,077.00	÷	1,580.00	=	68.16%
31-Jul-09	1,093.00	÷	1,585.00	=	68.96%

**Proportion of service charge collected (profiled) (Quarterly accounting period)\* - SO1B**



**Current Performance Summary**

<b>Start of period</b> 33.01%	↑	<b>End Target</b> 100.00%
<b>Current period</b> 68.91%		<b>Current Target</b> 50.00%
<b>Direction of travel</b> Improving		<b>Status</b> <span style="background-color: green; color: black; padding: 2px;">Green</span>

Month Ending	Amount collected	÷	Amount due	=	Year to date Performance
30-Apr-09	80,771.21	÷	244,718.18	=	33.01%
31-May-09	258,646.42	÷	244,359.79	=	105.85%
30-Jun-09	263,311.17	÷	245,518.68	=	107.25%
31-Jul-09	371,755.65	÷	539,461.90	=	68.91%

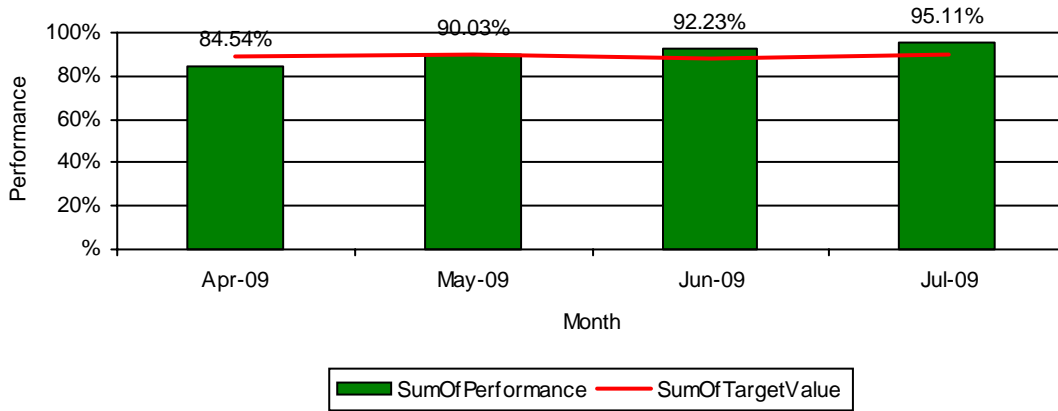
**Commentary and Actions for Current Period (if exists)**

Proportion of service charge collected (profiled) (Quarterly accounting period)\*

**Comment** by **Anita, Murphie** on **13/08/2009**

Service charge collection is profiled to take into account the fact that service charges are invoiced quarterly. The debit therefore increases every April, July, October and January, with a resultant fall in collection measured as a percentage of annual debit in the subsequent months.

**Rent collected by the local authority as a proportion of garage rents owed (Profiled) - SO1U**

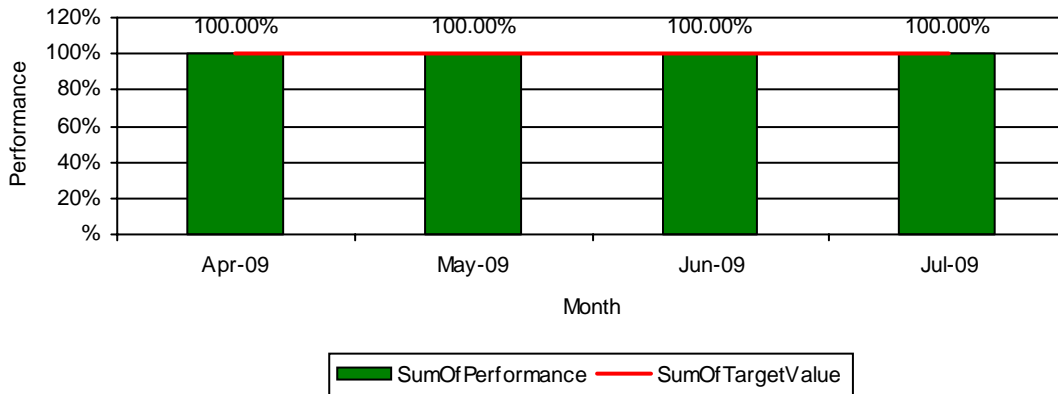


**Current Performance Summary**

<b>Start of period</b> 84.54%	↑	<b>End Target</b> 97.00%
<b>Current period</b> 95.11%		<b>Current Target</b> 90.28%
<b>Direction of travel</b> Improving		<b>Status</b> <span style="background-color: #00FF00; padding: 2px;">Green</span>

Month Ending	Rent collected	÷	Rent billed	=	Year to date Performance
30-Apr-09	40,331.53	÷	47,708.73	=	84.54%
31-May-09	92,846.04	÷	103,128.06	=	90.03%
30-Jun-09	114,403.04	÷	124,039.74	=	92.23%
31-Jul-09	184,518.23	÷	194,000.87	=	95.11%

**Right To Buy notices served in statutory time limits - SO1C**

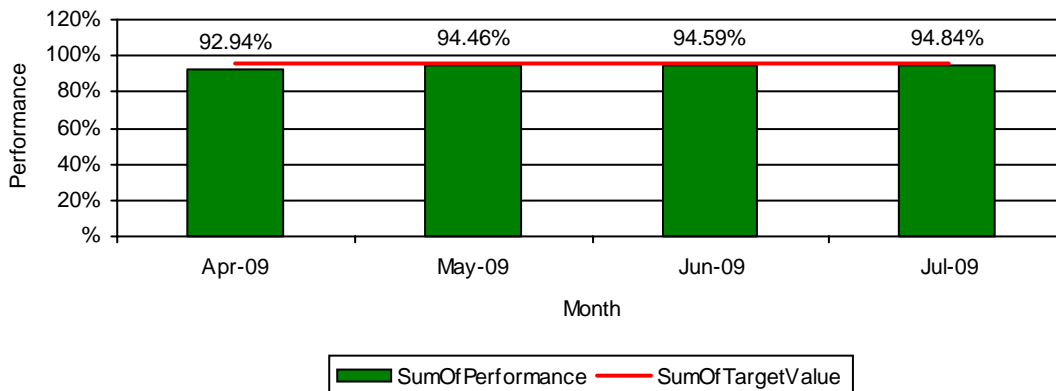


**Current Performance Summary**

<b>Start of period</b> 100.00%	↔	<b>End Target</b> 100.00%
<b>Current period</b> 100.00%		<b>Current Target</b> 100.00%
<b>Direction of travel</b> Constant		<b>Status</b> <span style="background-color: #00FF00; padding: 2px;">Green</span>

Month Ending	Served on time	÷	Notices sent out	=	Year to date Performance
30-Apr-09	7.00	÷	7.00	=	100.00%
31-May-09	11.00	÷	11.00	=	100.00%
30-Jun-09	18.00	÷	18.00	=	100.00%
31-Jul-09	22.00	÷	22.00	=	100.00%

**EX-BV66a Rent collected by the local authority as a proportion of rents owed on HRA dwellings (including arrears) (Profiled)\*\* - SO1A**



**Current Performance Summary**

<b>Start of period</b> 92.94%	↑	<b>End Target</b> 98.20%
<b>Current period</b> 94.84%		<b>Current Target</b> 95.84%
<b>Direction of travel</b> Improving		<b>Status</b> <span style="background-color: red; color: black; padding: 2px;">Red</span>

Month Ending	Amount collected	÷	Amount billed	=	Year to date Performance
30-Apr-09	3,937,634.50	÷	4,236,524.94	=	92.94%
31-May-09	8,010,793.35	÷	8,481,038.31	=	94.46%
30-Jun-09	13,044,747.02	÷	13,791,548.86	=	94.59%
31-Jul-09	16,694,503.95	÷	17,603,107.40	=	94.84%

**Commentary and Actions for Current Period (if exists)**

EX-BV66a Rent collected by the local authority as a proportion of rents owed on HRA dwellings (including arrear ...

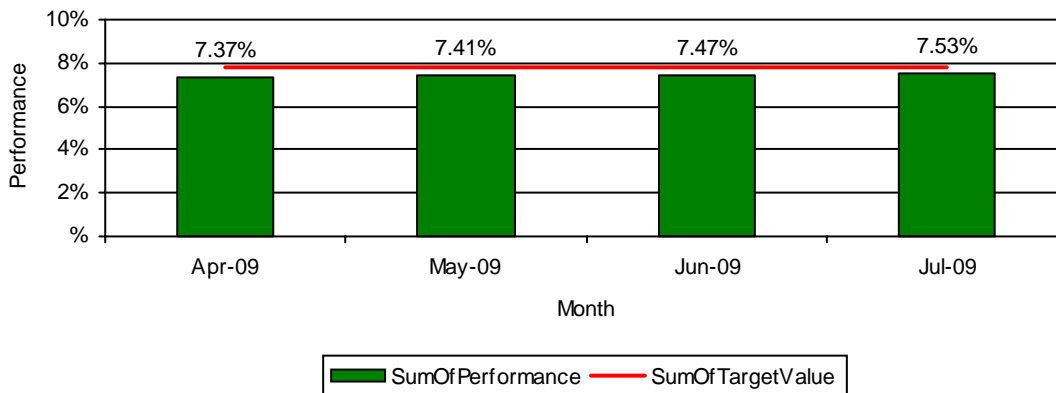
**Comment** by Janet, Wilson on 13/08/2009

As highlighted last month, performance remains below profile. However the gap between actual performance and profile has reduced and is now at 1%.

**Action** by Janet, Wilson on 13/08/2009

The Deputy Leader of the Council held a Performance Challenge session on 15th July and following this an action plan has been agreed with Housing. Completion date is end of September 09.

**Ex-BV66b The number of local authority tenants with more than seven weeks of (gross) rent arrears as a percentage of the total number of council tenants. - SO10**



**Current Performance Summary**

<b>Start of period</b> 7.37%		<b>End Target</b> 7.80%
<b>Current period</b> 7.53%		<b>Current Target</b> 7.80%
<b>Direction of travel</b> Declining		<b>Status</b> <span style="background-color: green; color: black; padding: 2px;">Green</span>

Month Ending	Tenancies with 7 wks arrears	÷	Total tenancies	=	Year to date Performance
30-Apr-09	761.00	÷	10,324.00	=	7.37%
31-May-09	765.00	÷	10,323.00	=	7.41%
30-Jun-09	771.00	÷	10,323.00	=	7.47%
31-Jul-09	777.00	÷	10,324.00	=	7.53%

**Commentary and Actions for Current Period (if exists)**

Ex-BV66b The number of local authority tenants with more than seven weeks of (gross) rent arrears as a percen ...

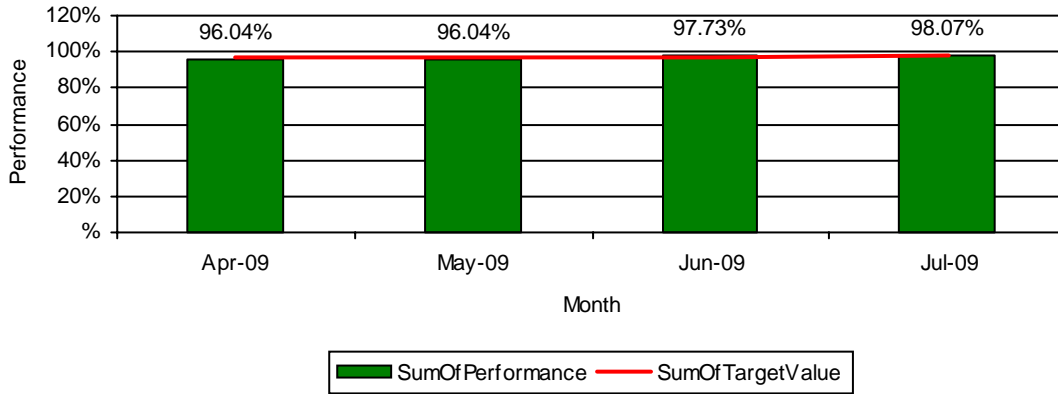
**Comment** by Janet, Wilson on 13/08/2009

This indicator is currently on target. However there is concern that the numbers of tenants in the band is increasing.

**Action** by Janet, Wilson on 13/08/2009

Detailed analysis of the 16 cases that have moved into this band has been given priority.

**Income collected as a proportion of income due (excluding arrears) - SO1I**

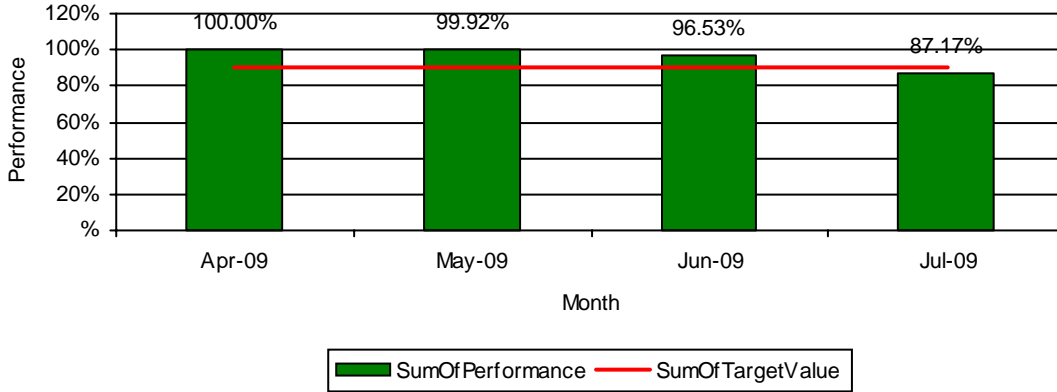


**Current Performance Summary**


<b>Start of period</b> 96.04%	↑	<b>End Target</b> 100.25%
<b>Current period</b> 98.07%		<b>Current Target</b> 98.02%
<b>Direction of travel</b> Improving		<b>Status</b> <span style="background-color: green; color: black; padding: 2px;">Green</span>

Month Ending	Amount collected	÷	Amount billed	=	Year to date Performance
30-Apr-09	0.96	÷	1.00	=	96.04%
31-May-09	0.96	÷	1.00	=	96.04%
30-Jun-09	13,044,747.02	÷	13,348,353.17	=	97.73%
31-Jul-09	16,694,503.95	÷	17,023,543.81	=	98.07%

**Grounds maintenance - is an area acceptable or unacceptable - SO4F**



**Current Performance Summary**

<b>Start of period</b> 100.00%		<b>End Target</b> 90.00%
<b>Current period</b> 87.17%		<b>Current Target</b> 90.00%
<b>Direction of travel</b> Declining		<b>Status</b> <span style="background-color: red; color: black; padding: 2px;">Red</span>

Month Ending	Inspections marked acceptable	÷	Inspections carried out	=	Year to date Performance
30-Apr-09	580.00	÷	580.00	=	100.00%
31-May-09	1,208.00	÷	1,209.00	=	99.92%
30-Jun-09	1,223.00	÷	1,267.00	=	96.53%
31-Jul-09	1,562.00	÷	1,792.00	=	87.17%

**Commentary and Actions for Current Period (if exists)**

Grounds maintenance - is an area acceptable or unacceptable ...

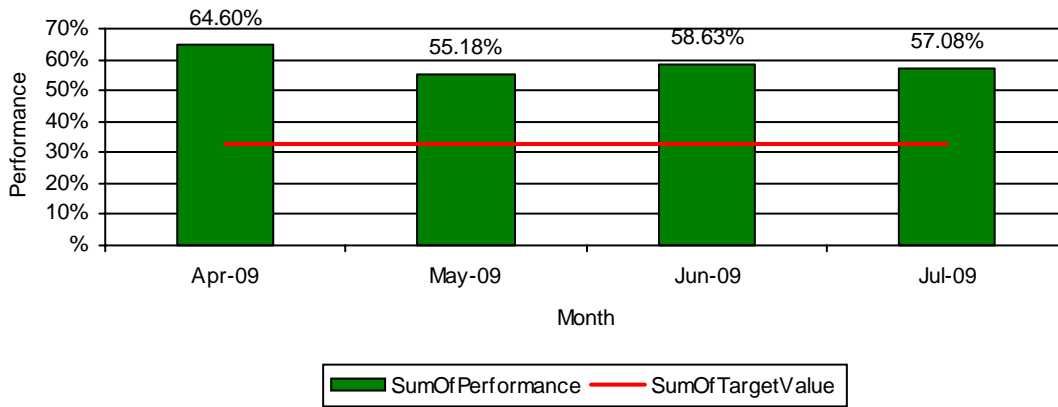
**Comment** by Janet, Wilson on 13/08/2009

There has been a significant reduction in the number of sites meeting the inspection standard. This is due to work being prioritised on both grass cutting and shrub maintenance which has put the increased the period of time between visits.


**Action** by Janet, Wilson on 13/08/2009

Operations Manager monitoring schedules. August is likely to remain below target.

**Percentage of Estate inspections accompanied by customers - SO4D**

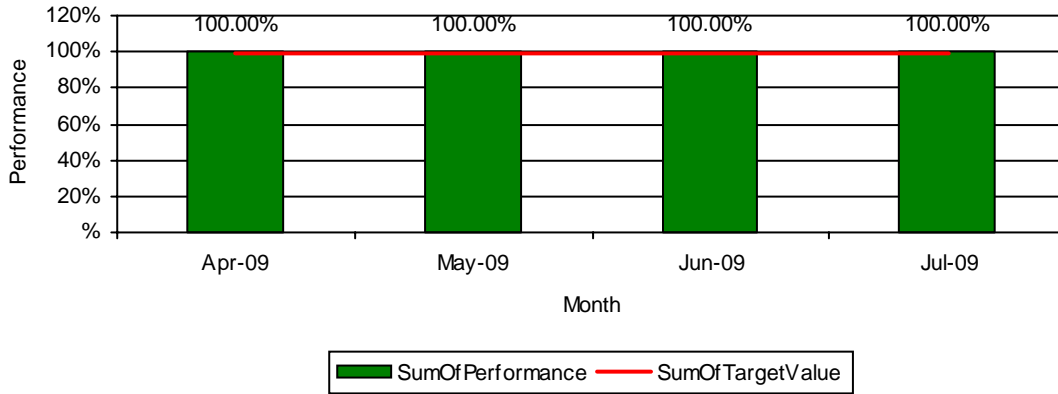


**Current Performance Summary**

<b>Start of period</b> 64.60%		<b>End Target</b> 33.00%
<b>Current period</b> 57.08%		<b>Current Target</b> 33.00%
<b>Direction of travel</b> Declining		<b>Status</b> <span style="background-color: #00FF00; padding: 2px;">Green</span>

Month Ending	Inspections with customers	÷	Total inspections carried out	=	Year to date Performance
30-Apr-09	376.00	÷	582.00	=	64.60%
31-May-09	671.00	÷	1,216.00	=	55.18%
30-Jun-09	1,029.00	÷	1,755.00	=	58.63%
31-Jul-09	1,387.00	÷	2,430.00	=	57.08%

**Percentage of estate inspections achieving grade B or above - SO4A**

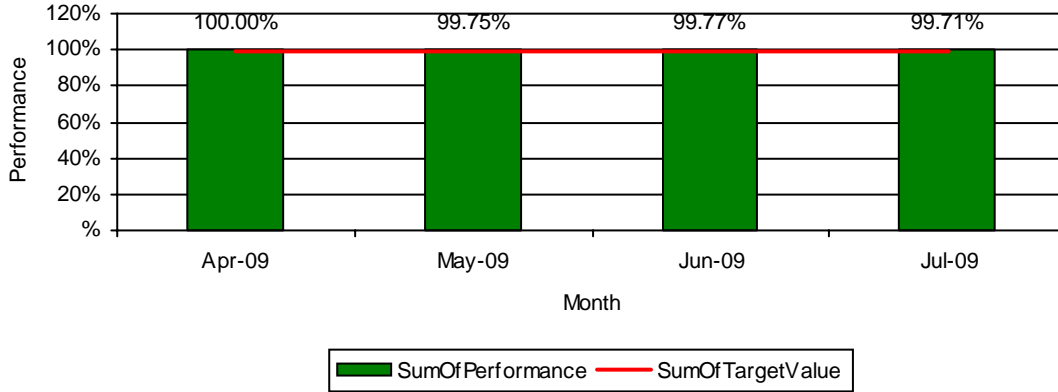


**Current Performance Summary**


<b>Start of period</b> 100.00%	↔	<b>End Target</b> 99.00%
<b>Current period</b> 100.00%		<b>Current Target</b> 99.00%
<b>Direction of travel</b> Constant		<b>Status</b> <span style="background-color: #00FF00; padding: 2px;">Green</span>

Month Ending	Inspections at grade A/B	÷	Total inspections graded	=	Year to date Performance
30-Apr-09	582.00	÷	582.00	=	100.00%
31-May-09	1,213.00	÷	1,213.00	=	100.00%
30-Jun-09	1,755.00	÷	1,755.00	=	100.00%
31-Jul-09	2,430.00	÷	2,430.00	=	100.00%

**Percentage of Estate inspections carried out of those due - SO4C**



**Current Performance Summary**

<b>Start of period</b> 100.00%		<b>End Target</b> 99.00%
<b>Current period</b> 99.71%		<b>Current Target</b> 99.00%
<b>Direction of travel</b> Declining		<b>Status</b> <span style="background-color: green; color: black; padding: 2px;">Green</span>

Month Ending	Inspections carried out	÷	Inspections planned	=	Year to date Performance
30-Apr-09	582.00	÷	582.00	=	100.00%
31-May-09	1,213.00	÷	1,216.00	=	99.75%
30-Jun-09	1,755.00	÷	1,759.00	=	99.77%
31-Jul-09	2,430.00	÷	2,437.00	=	99.71%

**Commentary and Actions for Current Period (if exists)**

Percentage of Estate inspections carried out of those due ...

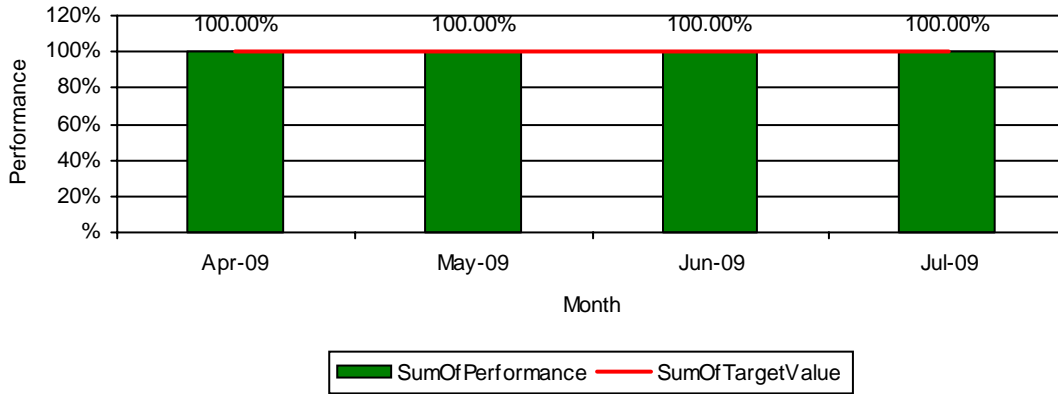
**Comment** by Janet, Wilson on 13/08/2009

The number of inspections carried out is showing a decline but remains above target. This has been due to staff absences.

**Action** by Janet, Wilson on 13/08/2009

The Area Managers will continue to manage this through one to one supervision sessions.

**Percentage of letters from the public responded to in 10 days\* - SO3E**

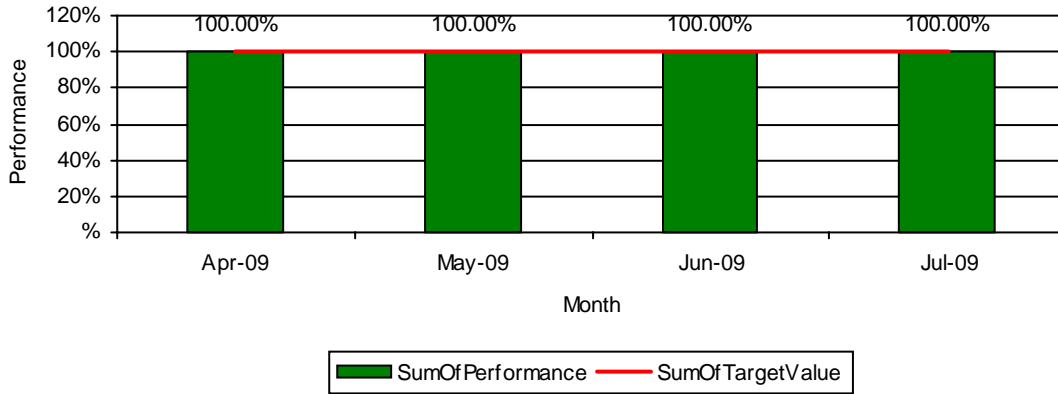


**Current Performance Summary**

<b>Start of period</b> 100.00%	↔	<b>End Target</b> 100.00%
<b>Current period</b> 100.00%		<b>Current Target</b> 100.00%
<b>Direction of travel</b> Constant		<b>Status</b> <span style="background-color: #00FF00; padding: 2px;">Green</span>

Month Ending	Answered on time	÷	Letters due	=	Year to date Performance
30-Apr-09	234.00	÷	234.00	=	100.00%
31-May-09	406.00	÷	406.00	=	100.00%
30-Jun-09	738.00	÷	738.00	=	100.00%
31-Jul-09	1,009.00	÷	1,009.00	=	100.00%

**Percentage of Members' enquiries responded to within 10 days\* - SO3G**

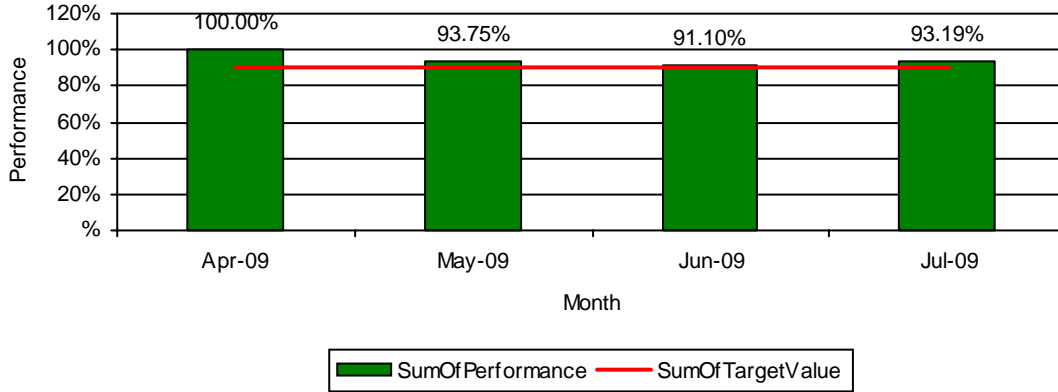


**Current Performance Summary**


<b>Start of period</b> 100.00%	↔	<b>End Target</b> 100.00%
<b>Current period</b> 100.00%		<b>Current Target</b> 100.00%
<b>Direction of travel</b> Constant		<b>Status</b> <span style="background-color: green; color: black; padding: 2px;">Green</span>

Month Ending	Answered on time	÷	Enquiries due	=	Year to date Performance
30-Apr-09	14.00	÷	14.00	=	100.00%
31-May-09	43.00	÷	43.00	=	100.00%
30-Jun-09	62.00	÷	62.00	=	100.00%
31-Jul-09	77.00	÷	77.00	=	100.00%

**Percentage of stage one complaints responded to within 28 days\* - SO3F**

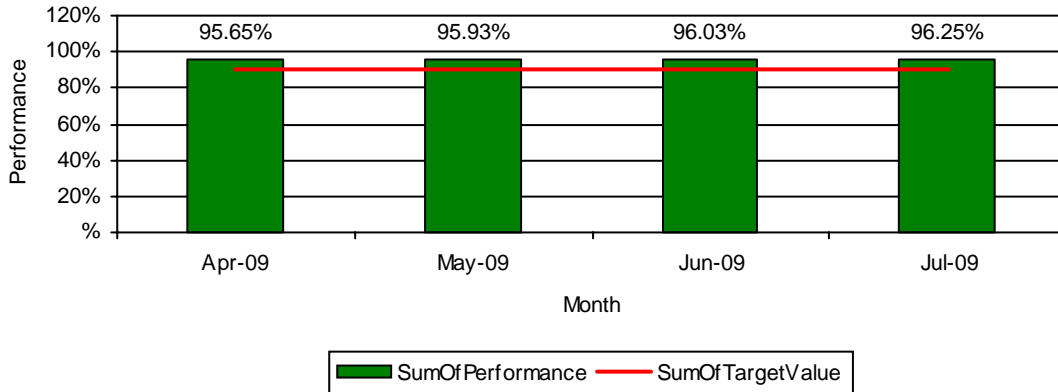


**Current Performance Summary**

<b>Start of period</b> 100.00%		<b>End Target</b> 90.00%
<b>Current period</b> 93.19%		<b>Current Target</b> 90.00%
<b>Direction of travel</b> Declining		<b>Status</b> <span style="background-color: #00FF00; padding: 2px;">Green</span>

Month Ending	Answered on time	÷	Answered in month	=	Year to date Performance
30-Apr-09	25.00	÷	25.00	=	100.00%
31-May-09	60.00	÷	64.00	=	93.75%
30-Jun-09	133.00	÷	146.00	=	91.10%
31-Jul-09	178.00	÷	191.00	=	93.19%

**Percentage of telephone calls answered in 5 rings - SO3D**

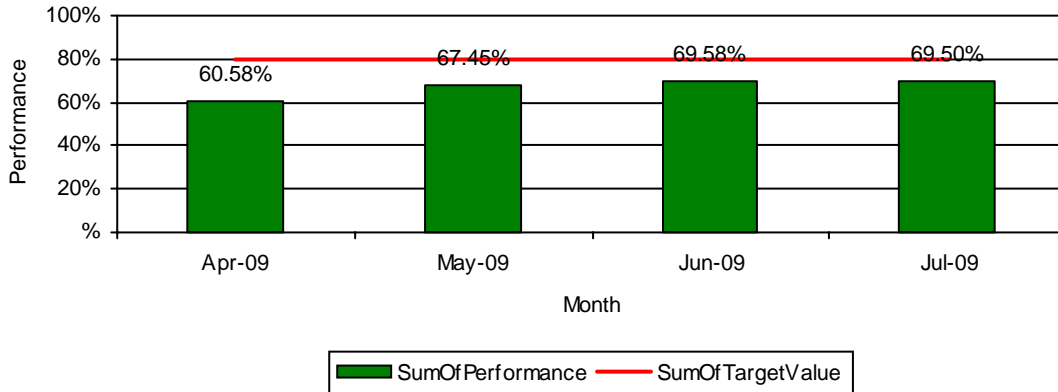


**Current Performance Summary**

<b>Start of period</b> 95.65%	↑	<b>End Target</b> 90.00%
<b>Current period</b> 96.25%		<b>Current Target</b> 90.00%
<b>Direction of travel</b> Improving		<b>Status</b> <span style="background-color: green; color: black; padding: 2px;">Green</span>

Month Ending	Answered in 5 rings	÷	All calls answered	=	Year to date Performance
30-Apr-09	20,536.00	÷	21,470.00	=	95.65%
31-May-09	44,177.00	÷	46,051.00	=	95.93%
30-Jun-09	72,670.00	÷	75,672.00	=	96.03%
31-Jul-09	101,051.00	÷	104,984.00	=	96.25%

**Percentage of telephone calls to Ascham Direct answered in 7 rings (20s) - SO3D**



**Current Performance Summary**

<b>Start of period</b> 60.58%	↑	<b>End Target</b> 80.00%
<b>Current period</b> 69.50%		<b>Current Target</b> 80.00%
<b>Direction of travel</b> Improving		<b>Status</b> <span style="background-color: red; color: black; padding: 2px;">Red</span>

Month Ending	Answered in 7 rings	÷	All calls answered	=	Year to date Performance
30-Apr-09	5,139.00	÷	8,483.00	=	60.58%
31-May-09	10,109.00	÷	14,988.00	=	67.45%
30-Jun-09	15,461.00	÷	22,219.00	=	69.58%
31-Jul-09	20,429.00	÷	29,393.00	=	69.50%

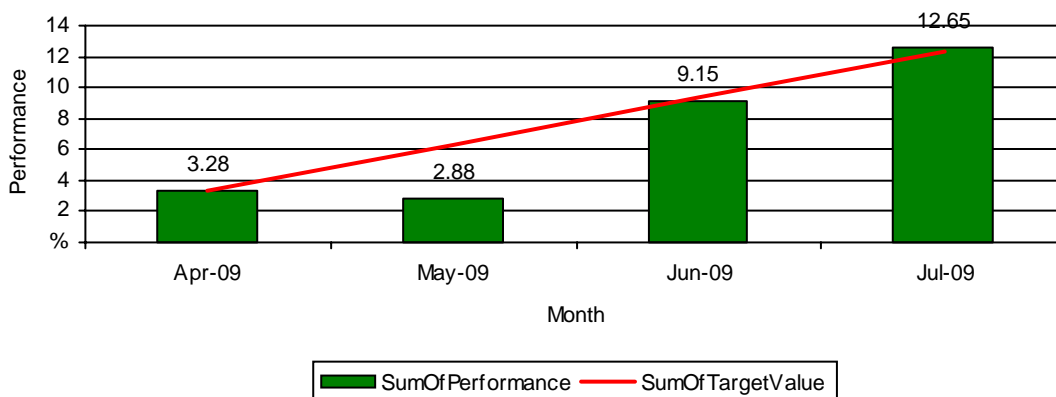
**Commentary and Actions for Current Period (if exists)**

Percentage of telephone calls to Ascham Direct answered in 7 rings (20s) ...

**Action** by **Beverley, Gordon** on **14/08/2009**

Improved performance monitoring of staff should lead to improved performance in the coming months.

### Capital spend achieved against planned (£ million) - SO2C



### Current Performance Summary

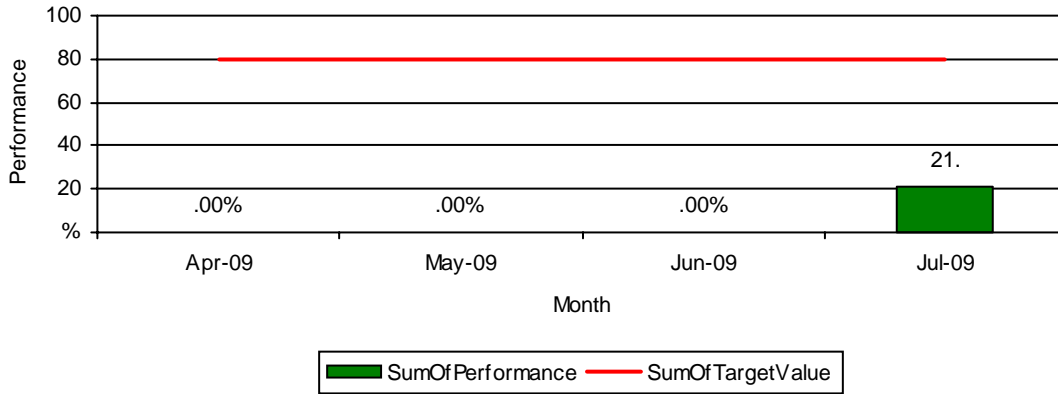
**Start of period** £3.28  
**Current period** £12.65  
**Direction of travel** Improving




**End Target** £34.06  
**Current Target** £12.32  
**Status** Green

Month Ending	Money spent (M)	÷	Money planned to be spent (M)	=	Year to date Performance
30-Apr-09	3.28	÷	1.00	=	£3.28
31-May-09	2.88	÷	1.00	=	£2.88
30-Jun-09	9.15	÷	1.00	=	£9.15
31-Jul-09	12.65	÷	1.00	=	£12.65

**Squatter and unauthorised occupancy turnaround times - SO4E**



**Current Performance Summary**

<b>Start of period</b> 0.00		<b>End Target</b> 80.00
<b>Current period</b> 21.00		<b>Current Target</b> 80.00
<b>Direction of travel</b> Declining		<b>Status</b> <span style="background-color: green; color: black; padding: 2px;">Green</span>

Month Ending	Number of days	÷	Number of cases	=	Year to date Performance
30-Apr-09	0.00	÷	0.00	=	0.00
31-May-09	0.00	÷	0.00	=	0.00
30-Jun-09	0.00	÷	0.00	=	0.00
31-Jul-09	21.00	÷	1.00	=	21.00