

ASCHAM HOMES LTD
PERFORMANCE & DEVELOPMENT COMMITTEE

TUESDAY 18th May 2010 at 7.00 PM
BOARD ROOM, WILLOW HOUSE, FOREST ROAD, LONDON, E17

AGENDA

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**Performance & Development Committee
PUBLIC**

**Minutes of Meeting held at:
Ascham Homes Board Room, Willow House, 869 Forest Road,
Walthamstow
Date: Tuesday 20th April 2010 at 1900 hours**

Committee Members		
Ascham Homes Board Directors		
Mohamed Jiva	MJ	Chair of Performance & Development Committee
Annie Niner	AN	
Paul Olford	PO	
Liz Ormston	LO	Vice Chair
Alan Siggers	AS	
Kellie Tasarkan	KT	Apologies
Peter Woollcott	PW	Apologies
Eric Sizer	ES	Apologies
Ascham Homes Officers		
Julian Mitchell	JM	Director of Property & Investment
Elaine Gosling	EG	Head of Operations
Lynn George [minutes]	LG	Executive Assistant
John Lowe	JL	Head of Policy & Performance

	<p>Welcome, Introduction and Declarations of Interest</p> <p>Apologies given as listed.</p> <p>Declarations of Interest</p> <p>None</p>	Actions
2.0	<p>Minutes of last meeting held on 26th January 2010 and Matters Arising</p> <p>Accuracy: No items regarding accuracy.</p>	

	<p>Matters arising: Item 3, pg 4 – there are no changes needed to the Terms of Reference. These will be reviewed in the future if necessary.</p> <p>LO raised that the last meeting showed the format of reports and information that they contain needed to be reviewed; reports should contain finance and legal reports.</p> <p>JM advised that this had been discussed internally. Reports would start to incorporate finance and legal comments for contract commissions. It was also envisaged that we would be seeking Borough comments on reports.</p> <p>LO added that in terms of implications, these should be included at the front of the report.</p> <p>Item xx, Page 7 - Within the target range it is plus or minus 9 and it is repeated again in the performance stats. Believe that this was the connection. Have now narrowed the cost.</p> <p>Page 8 – This refers to a report coming to this meeting. The original workplan for the Performance and Development Committee stated that there would be an update on the Deloitte report. Unfortunately, it had been deemed that the report should not come to this Committee and should be presented to the Audit Committee. The Chair of the Audit Committee was pressing for Deloitte to return and carry out a further audit.</p> <p>On this basis, the minutes of the last meeting were agreed.</p>	
<p>3.0</p>	<p>Terms of Reference</p> <p>The Committee has delegated responsibility for all matters shown in the Terms of Reference, except where the responsibility is specifically retained by the Board.</p>	
<p>4.0</p> <p>4.1</p>	<p>Decision reports</p> <p>Report: Decent Homes Capital Programme Progress for the period April 2009 – January 2010 and Agree Extension of Contract to Apollo in Partnership Ltd and Breyer Group plc Author: Julian Mitchell, Director of Property & Investment and David Coleman, Head of Construction</p> <p>JM presented the report and explained that the purpose of this report was to seek comment and advice from the Committee of the current Decent Homes programme for the period April 2009 to January 2010.</p> <p>As reported to the Committee in July 2009, Ascham Homes were currently re-tendering Planned Lifecycle refurbishment and the final year of Decent Homes work.</p> <p>The Committee were asked to discuss and agree to a six month extension of Ascham Homes' current Partnering Contract with Apollo In Partnership Ltd</p>	

[Apollo] and Breyer Group plc [Breyer].

The Council had confirmed Capital/MRA resources of £14,621,000 for 2009-10 would be allocated to Ascham Homes to assist in the delivery of the Council's Decent Homes and major repairs programme. The Council had indicated a target of 1339 dwellings to be made decent with the funds made available.

The Programme for the period of April 2009 to January 2010 had essentially run to published timescales and completion dates.

Both Partners had met the published KPI scores, whilst still striving for continuous improvement. Excellent Customer Satisfaction scores were recorded during the third Quarter of 2009/10, which achieved an average 97.7% satisfaction.

Bywaters had continued to provide consistently excellent recycling statistics for waste during this period with 100% of construction waste being recycled.

The Contract Partners won several 'Considerate Constructors 2009 National Awards' for the high levels of consideration shown to residents at their Decent Homes construction schemes across the Borough. Apollo had been awarded four for Ascham Homes schemes including a gold for Marlowe Road, Sturge Avenue, Priors Croft and Avon Road.

Ascham Homes had been recognised for their innovations and success with the Partners Apprenticeship scheme by being awarded 'Demonstration' status by the Housing Forum. Ascham Homes and our Contract Partners were taking forward plans for the Housing Forum Demonstration Project Working Group.

The final tender analysis for the Planned Lifecycle refurbishment and the final year of Decent Homes work would not be completed until late April 2010. Ascham Homes' current contract with Apollo and Breyer had the ability to be extended for a two-year period.

To continue to deliver the major works programme during the handover period the Committee were requested to agree a six-month extension with Apollo and Breyer.

Ascham Homes, as part of the management agreement, manages the capital and major repairs allowance budget. The key objective is to enable the Council to meet its target of Decent Homes by 2010.

Following the ruling by the LVT in relation to the Decent Homes Partnering Contracts, approval was given to proceed with the re-tendering of partnering contracts for Planned Lifecycle refurbishment contracts and the re-tendering of Installation and Maintenance of Windows and Doors.

To ensure continuity of construction work during the handover period of the new contract, a six-month extension of contract be agreed with Apollo and Breyer.

During this contract extension period, no work would be undertaken to dwellings occupied by leaseholders, therefore no works would be chargeable to leaseholders.

The Council had set Ascham Homes an indicative target of 1339 dwellings to achieve the Governments Decent Homes standard.

Committee members would recall the following strategy to achieve decency had been approved in January 2005. The approach had benefited totally from economies of scale offering good value for money to our residents and leaseholders.

Carrying out works to properties within the street or blocks and not the ad-hoc approach. This will increase resident satisfaction. The tension for discussion relates to properties receiving works that are not of the same priority, but economies of scale will be achieved and will alleviate dissatisfaction from neighbours not receiving the improvement works.

Dwellings that had been identified by our maintenance teams or enquiries from Councillors and residents have also been analysed, prioritised by condition failure, however, we applied a strategic approach to ensure value for money and achieve the Decent Homes targets required.

Ascham Homes' project managers analysed the survey data, reviewing the work content to identify possible areas of savings to increase the decency numbers.

The range of works to meet 'Decent Homes' will vary between properties and works would broadly fit into one or more of the following categories:

- Roofing repairs / replacement
- Structural works.
- Installation of new windows and doors
- Mechanical and electrical improvements and updating
- External decorations and general repair
- Thermal efficiency
- Internal upgrades

LO queried the value of the work. JM provided a summary of the work intended to be carried out within the next two months with a total value of just under £650k. This would only be to tenanted properties. The reason for the six months extension was that this would help us to try to get an early a start as possible, but there would still be Section 20 procedures to go through which could lead to discussions with LB of Waltham Forest. JM felt that six months provided some flexibility that if negotiations with contractors were protracted, work could continue.

	<p>The Committee noted the report and approved [JM to provide this part – from his minutes].</p>	
<p>5.0</p> <p>5.1</p>	<p>Comment and Advice Reports</p> <p>Report: Performance Report – April 2009 – January 2010 Author: Syeda Uddin, Policy Assistant</p> <p>JL presented the report and explained that its purpose was to seek comment and advice from the Committee on the company’s performance for the period April 2009 to January 2010.</p> <p>Of the 30 indicators reported, 23 [76.7%] are meeting target and reported as green and 7 (23.3%) are shown as red.</p> <p>JL drew the Committee to page 45 and rent collection by the local authority. This showed that we were achieving 95.7%. Income collected as a proportion of income due achieving 99.11%. It was forecast that we would miss the end of year target. Grounds maintenance standard was achieving 84.41% for ‘acceptable’.</p> <p>AN state that the grounds maintenance and caretaking services where she lived were always excellent, so she was surprise that the score was as it was.</p> <p>JL added that there were some areas where the services were not as good as in AN’s area and this was reflected in the score.</p> <p>The Chair requested that the information be presented in the format of exception reporting as he felt this would improve the way we report performance.</p> <p>JL confirmed that we were in a period of transition with regard to performance reporting and as of June would be moving to a balanced scorecard. We would continue to report the old indicators to LB of Waltham Forest for the next six months and then move to the balanced scorecard.</p> <p>LO asked how the current targets were set and who agreed that these should be used. JL responded that the targets were historic and were important a few years ago, but had been retained. The targets are agreed following annual reviews between LB of Waltham Forest and Ascham Homes.</p> <p>The Chair queried that as budgets were set at the start of the year, were the targets set with them in mind or were they set without knowing what the budget was? JL responded that the targets are very much driven by LB of Waltham Forest and it was difficult for Ascham Homes to refuse their target setting. EG added that some of the their targets are based on achieving top quartile performance.</p> <p>JM further added that discussions had been held before Christmas with a view to reviewing the suite of KPI’s. At the last Joint Performance meeting, LBWF</p>	

	<p>did a 360 turn and wanted to continue collecting this information and see whether the balanced scorecard worked.</p> <p>The Committee noted the report.</p>	
5.2	<p>Report: Decent Homes Recycling – April 2009 – January 2010 Author: Julian Mitchell, Director Property & Investment and David Coleman, Head of Construction</p> <p>JM presented this report and explained that its purpose was to seek comment and advice on the current Decent Homes recycling partners Bywaters and provided details of the processing of waste.</p> <p>Bywaters had continued to provide consistently excellent recycling statistics for waste in this quarter with 100% of construction waste being recycled. For the financial year 2009/10 to the end of Quarter 3, Bywaters had exchanged or collected 529 skips, containing 1804 tonnes of waste.</p> <p>They had provided an excellent service to date with a reliable and timely drop off and collection for the lead Contract Partners Apollo and Breyer.</p> <p>Decent Homes waste was managed in a sustainable way after being collected from site and processed. All construction materials were processed either by Bywaters or other organisations and converted into other useful materials or energy.</p> <p>In addition, the report gave an overview for the year of:</p> <ul style="list-style-type: none"> • Recycling processes; • Materials that were recycled; • Skip numbers and weights; • Percentage breakdowns of waste recycled; • Key Performance Indicator data; • Life cycle process of Decent Homes waste. <p>The Committee noted the report.</p>	
5.3	<p>Report: Resident Engagement Author: Elaine Gosling, Head of Operations</p> <p>EG presented this report and explained that it provided an update on the progress made on the resident participation and local compacts and sought the Committee's agreement to the changes to the Resident Engagement Strategy that was approved by the Board on 7 December 2009.</p> <p>EG gave an overview to the current Customer Services team and described the various initiatives taken to bring about improvements to customer access and services over the previous eighteen months and following the move to Willow House.</p> <p>EG provided some background information including the aims and objectives of the resident engagement strategy. EG went on to inform the Committee that the Refocus Programme would be used to drive the delivery of these.</p>	

	<p>EG further outlined the work to date on the development of the Resident Participation Compact and provided a summary of the current draft document for the Committee to provide their comment and advice. The full version of this would be available on the company's website.</p> <p>LO asked whether the compact would go to the LB of Waltham Forest. EG confirmed that it would be necessary for the compact to be signed off by the Portfolio Holder and the Tenants Council. The Resident Engagement Strategy had been taken to Contract Panel in January and members were happy with it; any changes had been linked back to the appendix of the report.</p> <p>The Committee noted the report.</p>	
6.0	Information Reports	
6.1	<p>Report: Responsive Day to Day Repairs and Maintenance and Voids Contract Author: Eamonn Bolt, Head of Compliance</p> <p>JM presented the report and explained that its purpose was to inform the Committee of progress to date in respect of the procurement of contract to deliver the Day to Day Repairs and Voids Contract.</p> <p>The report set out how the project to procure a new provider(s) had progressed.</p> <p>It detailed the issues that had been addressed and those that had yet to be completed.</p> <p>The report also set out the reasons for delay in the project and the impact of the delay.</p> <p>JM explained that the contract was currently with Kier Building Maintenance [KBM] and expired on 1st September 2010. They had been holding Repairs Days on estates and had completed the Section 20 in July 2009. They had also gone to OJEU and had got as far as the Pre Qualified Questions [PQQ] stage. Although we put the procurement of these services on hold, we have shortlisted a number of companies to invite to tender for this work. In the meantime, we would seek a six-month extension from KBM from September 2010.</p> <p>The Committee noted the report.</p>	
7.0	Public Comment and Proceedings	
	None.	
7.0	Any other Business	
7.1	No other business.	

<p>Tabled item</p>	<p>Customer Care Strategy 2009-2012: Briefing on Action Plan Author: John Lowe, Head of Policy and Procurement</p> <p>JL presented the report and advised that it was to present the revised Customer Care action plan to the Committee.</p> <p>AN asked how we were going to use literature to get close to people in particular where there were issues with literacy. JL answered that there were several things that we could do including using icons rather than words, shorter sentences.</p> <p>LO asked whether there was a budget for the IT issue. JM responded that the IT strategy was being reviewed and it was assumed that as a result of the inspection and the restructure, the non-roll out of the IT issues remained. The Executive Management Team had decided to review all IT systems and requirements and put forward a new strategy to focus on those elements that would provide an immediate benefit.</p> <p>The Committee noted the customer care actions plans within the Corporate Plan.</p>	
<p>8.0</p>	<p>The meeting moved to Exempt business.</p>	

Date: 18 th May 2010	Performance & Development Committee	Agenda Item: 5.1
Company Performance [April 2009 – March 2010]		Status: Public
		Decision
Author: Syeda Uddin	Telephone: 020 8496 4024	

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 March 2010.

2. Executive Summary

- 2.1 Of the 33 indicators reported, 25 [76%] are meeting target and reported as green and 8 (24%) are shown as red. LBWF require us to achieve target for at least 75% of indicators, so this is a significant achievement.

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. Background

- 4.1 'Traffic light' definitions are 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.
- 4.2 There has been a significant improvement in the proportion of KPI's meeting target in the last three years, illustrated in the following table: -

Table: Percentage of KPIs achieving target 2007 to 2009		
2007/8	2008/9	2009/10
24%	59%	76%
25KPI's, 6 green, 18 red, 1 amber	32 KPI's, 19 green, 11 red, 2 no target	33 KPI's, 25 green, 8 red

4.3 Of the eight red indicators at year end, four were showing an improvement over the last quarter.

5. Resource implications

5.1 None specific.

6. Diversity

6.1 None specific.

7. Risk

7.1 There are significant risks associated with underperformance against key performance indicators, including remedial action under the management agreement and reductions in customer satisfaction. The process of KPI reporting mitigates this risk by ensuring that managers and the Board are aware of trends in performance and are able to take action based on clear evidence.

8. Conclusion

8.1 This report provides detail of performance between April 2009 and March 2010.

Performance Report



March 2010

This report covers Ascham Homes' performance between:

01 April 2009 and 31 March 2010

Contacts

John Lowe - 020 8496 4072

Syeda Uddin - 020 8496 4024

Current Performance Summary All Indicators

A. Repairs

Indicator	Apr 2009	Mar 2010	Direction of travel	Current / End Target	Status
A: Emergency repairs completed in 24 hours	99.26%	98.05%	Declining	↓ 97.00% 97.00%	Green
B: Urgent repairs completed in 3 working days**	99.59%	99.28%	Declining	↓ 97.00% 97.00%	Green
C: Routine repairs completed in 21 working days	99.49%	97.03%	Declining	↓ 97.00% 97.00%	Green
EX-BV 72 The percentage of Right to Repair repairs completed within government time limits	98.81%	99.11%	Improving	↑ 98.50% 98.50%	Green
EX-BV185 The percentage of responsive (but not emergency) repairs appointments made and kept	99.69%	98.82%	Declining	↓ 98.00% 98.00%	Green
EX-BV212 The average time taken to re-let local authority housing (days).**	26.45	27.29	Declining	↓ 31.00 31.00	Green
EX-BV73 The average time taken (calendar days) to complete non-urgent responsive repairs**	2.67	6.05	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%	91.28%	Declining	↓ 80.00% 80.00%	Green
Resident Satisfaction with day to day repairs*	85.26%	90.93%	Improving	↑ 90.00% 90.00%	Green
Resident Satisfaction with major works	98.09%	98.17%	Improving	↑ 90.00% 90.00%	Green

B. Right to Buy and Leasehold Services

Indicator	Apr 2009	Mar 2010	Direction of travel	Current / End Target	Status
Collection of major works charges (Profiled)	£3,298.84	£170,592.18	Improving ↑	£31,300.00 £31,300.00	Green
Number of garages let as a percentage of lettable garages owned	68.92%	69.22%	Improving ↑	68.00% 68.00%	Green
Proportion of service charge collected (profiled) (Quarterly accounting period)*	33.01%	116.02%	Improving ↑	100.00% 100.00%	Green
Rent collected by the local authority as a proportion of garage rents owed (Profiled)	84.54%	98.47%	Improving ↑	97.00% 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	Mar 2010	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%	97.70%	Improving ↑	98.20% 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%	7.77%	Declining ↓	7.80% 7.80%	Green
Income collected as a proportion of income due (excluding arrears)	96.04%	99.59%	Improving ↑	100.25% 100.25%	Red

D. Estate Inspections

Indicator	Apr 2009	Mar 2010	Direction of travel	Current / End Target	Status
Grounds maintenance - is an area acceptable or unacceptable	100.00%	87.32%	Declining ↓	90.00% 90.00%	Red
Percentage of Estate inspections accompanied by customers	64.60%	61.04%	Declining ↓	33.00% 33.00%	Green
Percentage of estate inspections achieving grade B or above	100.00%	99.93%	Declining ↓	99.00% 99.00%	Green
Percentage of Estate inspections carried out of those due	100.00%	98.80%	Declining ↓	99.00% 99.00%	Red

E. Customer Care

Indicator	Apr 2009	Mar 2010	Direction of travel	Current / End Target	Status
Percentage of letters from the public responded to in 10 days*	100.00%	99.42%	Declining ↓	100.00% 100.00%	Red
Percentage of Members' enquiries responded to within 10 days*	64.29%	92.52%	Improving ↑	100.00% 100.00%	Red
Percentage of stage one complaints responded to within 28 days*	100.00%	92.75%	Declining ↓	90.00% 90.00%	Green
Percentage of telephone calls answered in 5 rings	95.65%	96.69%	Improving ↑	90.00% 90.00%	Green
Percentage of telephone calls to Ascham Direct answered in 7 rings (20s)	60.58%	68.49%	Improving ↑	80.00% 80.00%	Red

F. Capital Expenditure

Indicator	Apr 2009	Mar 2010	Direction of travel	Current / End Target	Status
Capital spend achieved against planned (£ million)	£3.28	£33.11	Declining ↓	£34.06 £34.06	Green

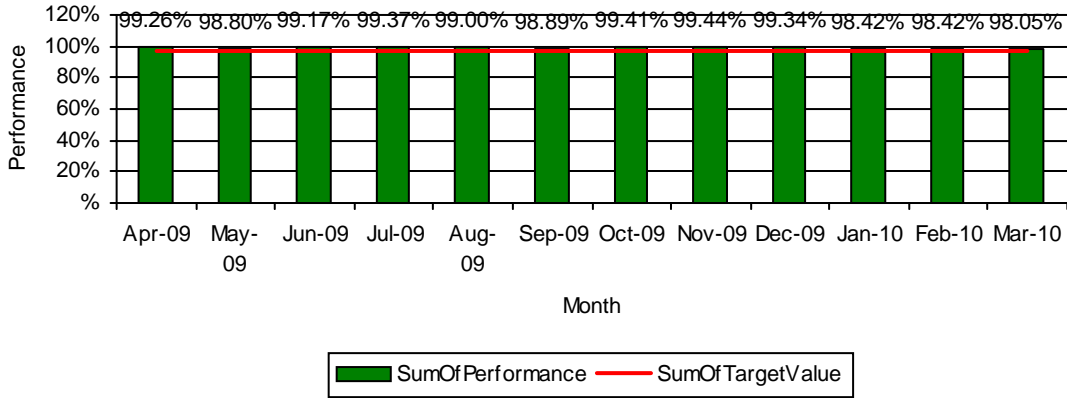
G. Tenancy Services

Indicator	Apr 2009	Mar 2010	Direction of travel	Current / End Target	Status
Squatter and unauthorised occupancy turnaround times	0.00	56.00	Declining ↓	80.00 80.00	Green

H. Quarterly or Annual

Indicator	Apr 2009	Mar 2010	Direction of travel	Current / End Target	Status
EX-BV63 The SAP rating of local authority-owned dwellings	77.50	77.50	Constant ⇄	78.00 / 78.00	Red
NI 158 The proportion of local authority dwellings which were non-decent at the start of the financial year.**	25.64%	25.64%	Constant ⇄	26.00% / 26.00%	Green
Number of homes made to achieve decent homes standard in current year	214.00	1,352.00	Improving ↑	1,339.00 / 1,339.00	Green

A: Emergency repairs completed in 24 hours - SO1SA



Current Performance Summary

Start of period 99.26%	↓	End Target 97.00%
Current period 98.05%		Current Target 97.00%
Direction of travel Declining		Status Green

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%
31-Aug-09	1,690.00	÷	1,707.00	=	99.00%
30-Sep-09	2,147.00	÷	2,171.00	=	98.89%
31-Oct-09	2,882.00	÷	2,899.00	=	99.41%
30-Nov-09	3,202.00	÷	3,220.00	=	99.44%
31-Dec-09	3,752.00	÷	3,777.00	=	99.34%
31-Jan-10	4,178.00	÷	4,245.00	=	98.42%
28-Feb-10	4,671.00	÷	4,746.00	=	98.42%
31-Mar-10	5,123.00	÷	5,225.00	=	98.05%

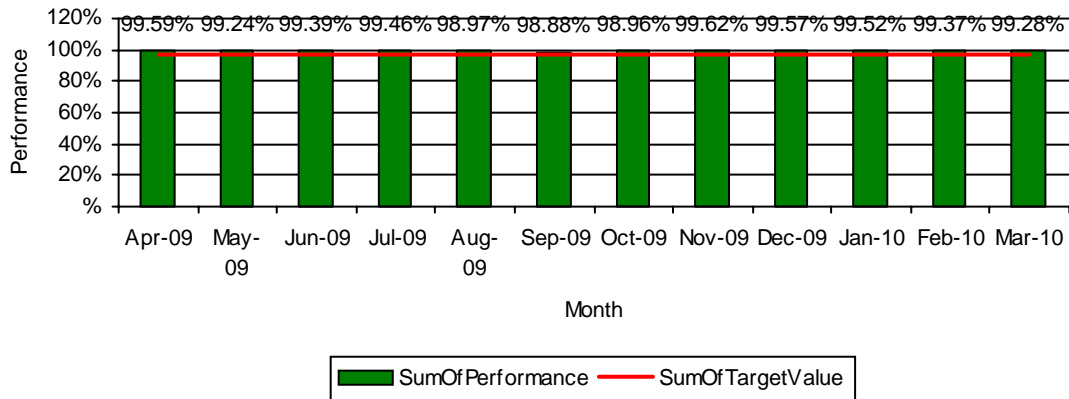
Commentary and Actions for Current Period (if exists)

A: Emergency repairs completed in 24 hours ...

Comment by **Eamonn, Bolt** on **30/04/2010**

This PI is in target. The very small decline is noted in the last 4 months, however this is marginal and is within expected operational parameters.

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



Current Performance Summary

Start of period 99.59%		End Target 97.00%
Current period 99.28%		Current Target 97.00%
Direction of travel Declining		Status Green

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%
31-Aug-09	2,790.00	÷	2,819.00	=	98.97%
30-Sep-09	3,441.00	÷	3,480.00	=	98.88%
31-Oct-09	4,182.00	÷	4,226.00	=	98.96%
30-Nov-09	4,672.00	÷	4,690.00	=	99.62%
31-Dec-09	5,303.00	÷	5,326.00	=	99.57%
31-Jan-10	6,010.00	÷	6,039.00	=	99.52%
28-Feb-10	6,624.00	÷	6,666.00	=	99.37%
31-Mar-10	7,304.00	÷	7,357.00	=	99.28%

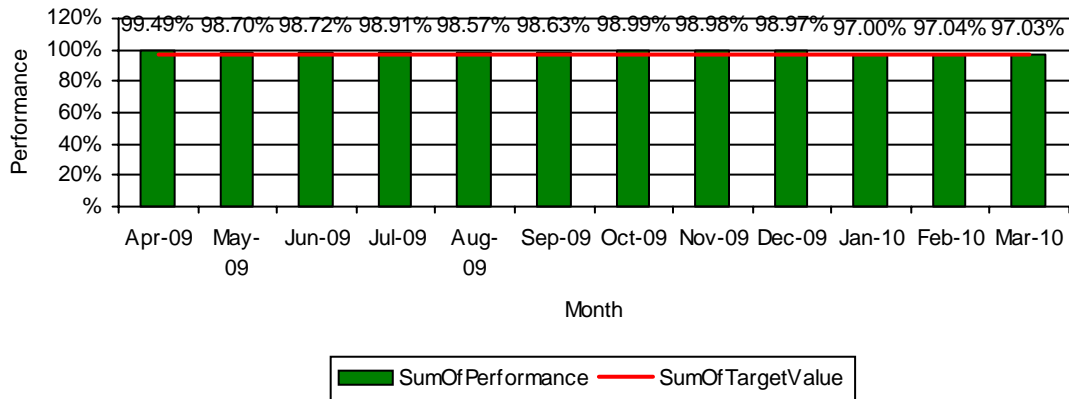
Commentary and Actions for Current Period (if exists)

B: Urgent repairs completed in 3 working days**


Comment by **Eamonn, Bolt** on **30/04/2010**

See comments on SO1SA

C: Routine repairs completed in 21 working days - SO1SC

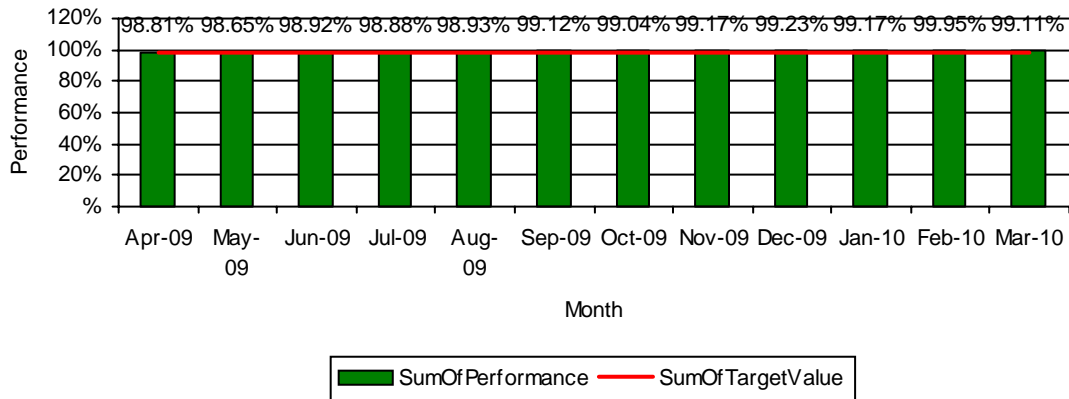


Current Performance Summary

Start of period 99.49%		End Target 97.00%
Current period 97.03%		Current Target 97.00%
Direction of travel Declining		Status Green

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%
31-Aug-09	3,034.00	÷	3,078.00	=	98.57%
30-Sep-09	4,315.00	÷	4,375.00	=	98.63%
31-Oct-09	5,468.00	÷	5,524.00	=	98.99%
30-Nov-09	6,122.00	÷	6,185.00	=	98.98%
31-Dec-09	7,025.00	÷	7,098.00	=	98.97%
31-Jan-10	7,720.00	÷	7,959.00	=	97.00%
28-Feb-10	8,352.00	÷	8,607.00	=	97.04%
31-Mar-10	8,552.00	÷	8,814.00	=	97.03%

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



Current Performance Summary

Start of period 98.81%	↑	End Target 98.50%
Current period 99.11%		Current Target 98.50%
Direction of travel Improving		Status Green

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%
31-Aug-09	3,698.00	÷	3,738.00	=	98.93%
30-Sep-09	4,383.00	÷	4,422.00	=	99.12%
31-Oct-09	5,051.00	÷	5,100.00	=	99.04%
30-Nov-09	5,761.00	÷	5,809.00	=	99.17%
31-Dec-09	6,698.00	÷	6,750.00	=	99.23%
31-Jan-10	7,559.00	÷	7,622.00	=	99.17%
28-Feb-10	8,849.00	÷	8,853.00	=	99.95%
31-Mar-10	9,191.00	÷	9,274.00	=	99.11%

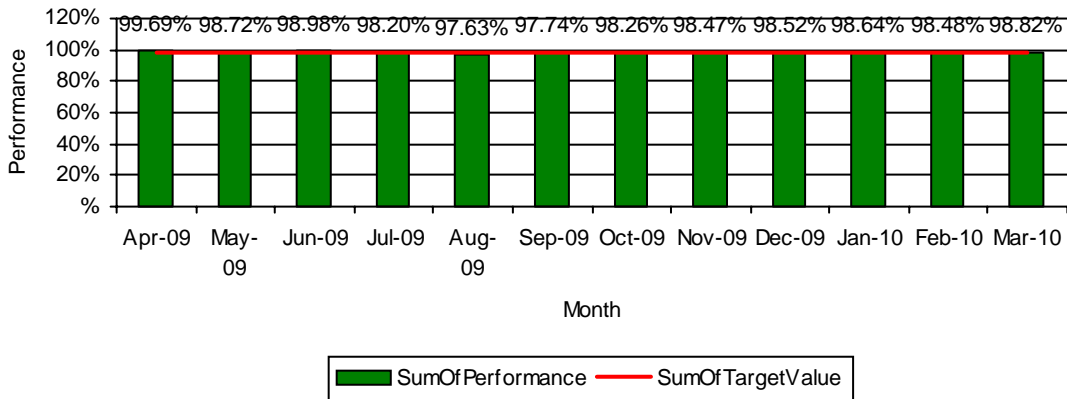
Commentary and Actions for Current Period (if exists)

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

Comment by **Eamonn, Bolt** on **30/04/2010**

See comments on SO1SA

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



Current Performance Summary

Start of period 99.69%		End Target 98.00%
Current period 98.82%		Current Target 98.00%
Direction of travel Declining		Status Green

Month Ending	Appointments kept	÷	Appointments made	=	Year to date Performance
30-Apr-09	641.00	÷	643.00	=	99.69%
31-May-09	1,386.00	÷	1,404.00	=	98.72%
30-Jun-09	2,421.00	÷	2,446.00	=	98.98%
31-Jul-09	3,334.00	÷	3,395.00	=	98.20%
31-Aug-09	4,033.00	÷	4,131.00	=	97.63%
30-Sep-09	5,007.00	÷	5,123.00	=	97.74%
31-Oct-09	7,829.00	÷	7,968.00	=	98.26%
30-Nov-09	9,526.00	÷	9,674.00	=	98.47%
31-Dec-09	11,086.00	÷	11,253.00	=	98.52%
31-Jan-10	12,818.00	÷	12,995.00	=	98.64%
28-Feb-10	14,622.00	÷	14,847.00	=	98.48%
31-Mar-10	15,978.00	÷	16,169.00	=	98.82%

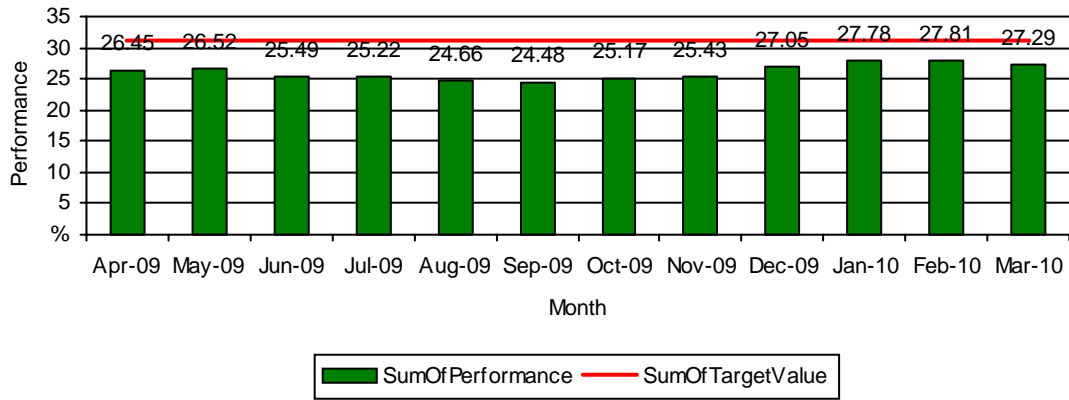
Commentary and Actions for Current Period (if exists)

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


Comment by **Eamonn, Bolt** on **30/04/2010**

See comments on SO1SA

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



Current Performance Summary

Start of period 26.45		End Target 31.00
Current period 27.29		Current Target 31.00
Direction of travel Declining		Status Green

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
31-Aug-09	6,313.00	÷	256.00	=	24.66
30-Sep-09	6,929.00	÷	283.00	=	24.48
31-Oct-09	8,330.00	÷	331.00	=	25.17
30-Nov-09	9,687.00	÷	381.00	=	25.43
31-Dec-09	11,498.00	÷	425.00	=	27.05
31-Jan-10	12,975.00	÷	467.00	=	27.78
28-Feb-10	14,238.00	÷	512.00	=	27.81
31-Mar-10	15,200.00	÷	557.00	=	27.29

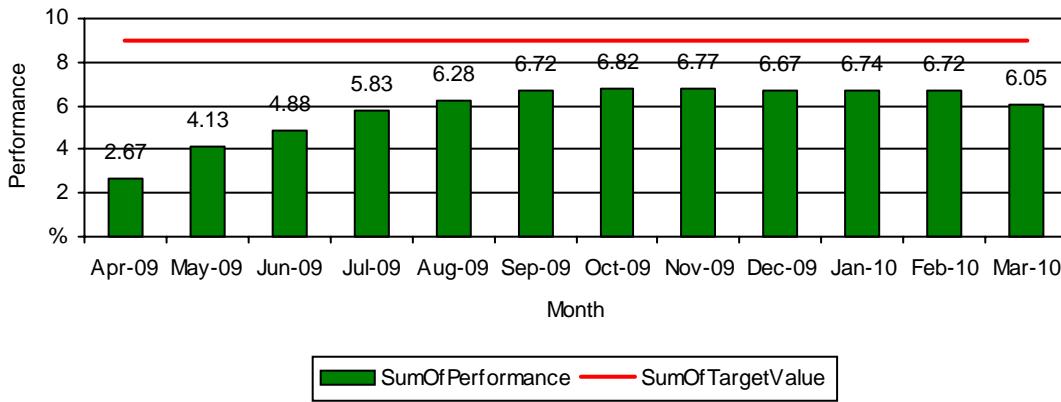
Commentary and Actions for Current Period (if exists)

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

Comment by **Eamonn, Bolt** on **30/04/2010**

See comments on SO1SA

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



Current Performance Summary

Start of period 2.67	↓	End Target 9.00
Current period 6.05		Current Target 9.00
Direction of travel Declining		Status Green

Month Ending	Number of days to complete repairs	÷	Number of repairs	=	Year to date Performance
30-Apr-09	2,940.00	÷	1,103.00	=	2.67
31-May-09	9,586.00	÷	2,321.00	=	4.13
30-Jun-09	18,411.00	÷	3,776.00	=	4.88
31-Jul-09	30,519.00	÷	5,239.00	=	5.83
31-Aug-09	40,585.00	÷	6,464.00	=	6.28
30-Sep-09	51,647.00	÷	7,689.00	=	6.72
31-Oct-09	62,537.00	÷	9,170.00	=	6.82
30-Nov-09	70,641.00	÷	10,442.00	=	6.77
31-Dec-09	77,754.00	÷	11,665.00	=	6.67
31-Jan-10	87,625.00	÷	13,009.00	=	6.74
28-Feb-10	94,984.00	÷	14,131.00	=	6.72
31-Mar-10	112,789.00	÷	18,628.00	=	6.05

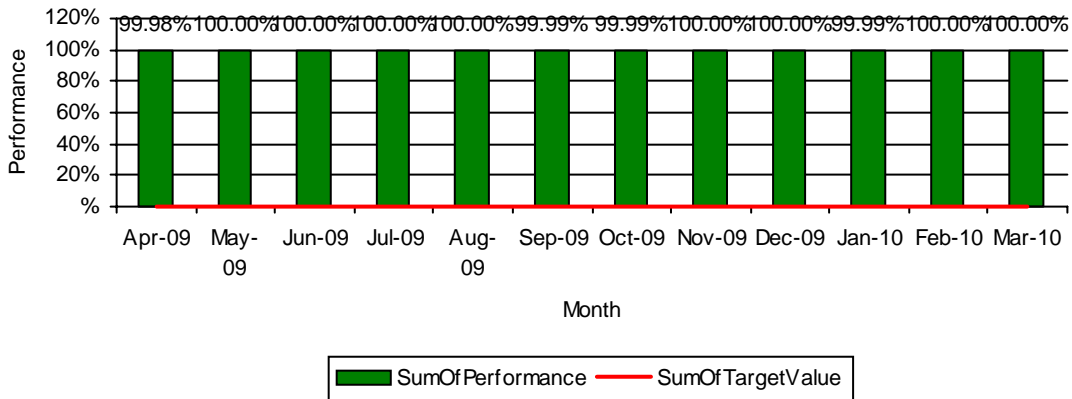
Commentary and Actions for Current Period (if exists)

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

Comment by **Eamonn, Bolt** on **30/04/2010**

See comments on SO1SA

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



Current Performance Summary

Start of period 99.98%	↑	End Target 0.50%
Current period 100.00%		Current Target 0.50%
Direction of travel Improving		Status Green

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%
31-Aug-09	9,009.00	÷	9,009.00	=	100.00%
30-Sep-09	9,008.00	÷	9,009.00	=	99.99%
31-Oct-09	9,023.00	÷	9,024.00	=	99.99%
30-Nov-09	9,030.00	÷	9,030.00	=	100.00%
31-Dec-09	9,032.00	÷	9,032.00	=	100.00%
31-Jan-10	9,017.00	÷	9,018.00	=	99.99%
28-Feb-10	9,006.00	÷	9,006.00	=	100.00%
31-Mar-10	8,993.00	÷	8,993.00	=	100.00%

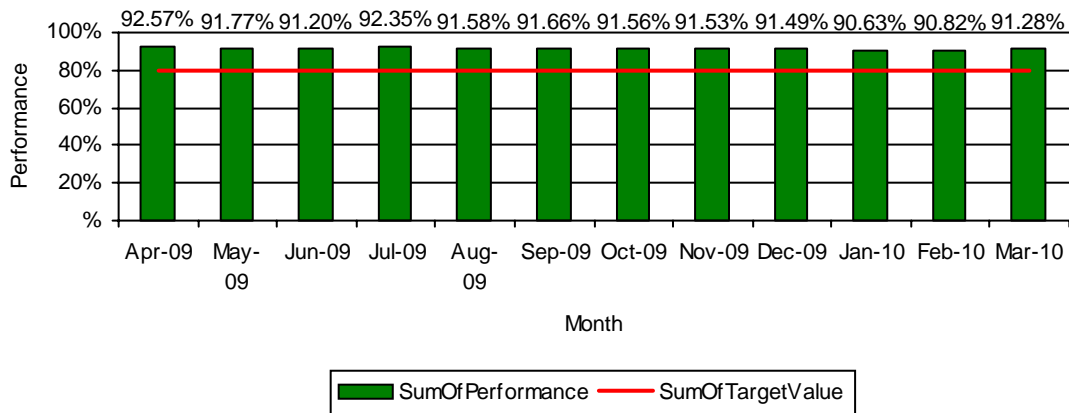
Commentary and Actions for Current Period (if exists)

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


Comment by **Eamonn, Bolt** on **30/04/2010**

We noted that there is a change in the total number of properties where a gas check is due. This is due to stock fluctuations, principally the demolition of a block at Saint Andrews Road, which amounted to the removal of 12 flats from the list.

Repairs completed "right first time" - SO1K



Current Performance Summary

Start of period 92.57%		End Target 80.00%
Current period 91.28%		Current Target 80.00%
Direction of travel Declining		Status Green

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%
31-Aug-09	4,950.00	÷	5,405.00	=	91.58%
30-Sep-09	5,956.00	÷	6,498.00	=	91.66%
31-Oct-09	7,151.00	÷	7,810.00	=	91.56%
30-Nov-09	8,105.00	÷	8,855.00	=	91.53%
31-Dec-09	8,982.00	÷	9,817.00	=	91.49%
31-Jan-10	9,029.00	÷	9,962.00	=	90.63%
28-Feb-10	10,059.00	÷	11,076.00	=	90.82%
31-Mar-10	11,894.00	÷	13,030.00	=	91.28%

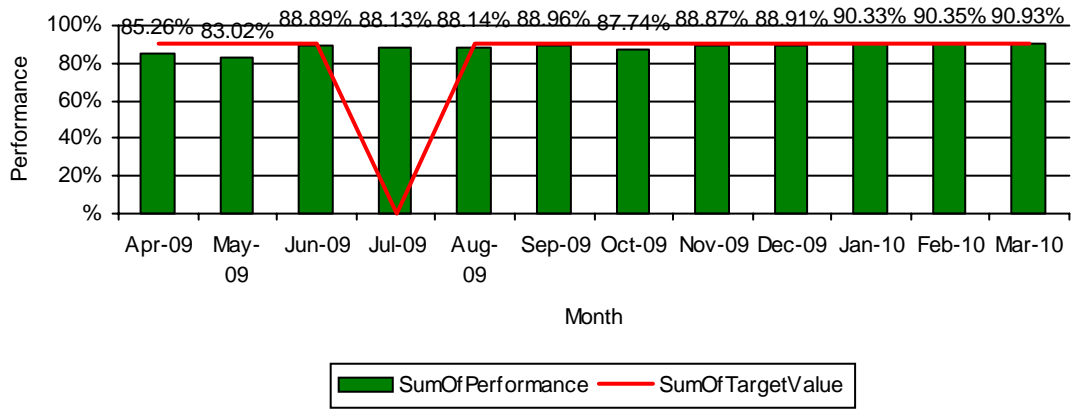
Commentary and Actions for Current Period (if exists)

Repairs completed "right first time" ...

Comment by **Eamonn, Bolt** on **30/04/2010**

See comments on SO1SA

Resident Satisfaction with day to day repairs* - SO1T

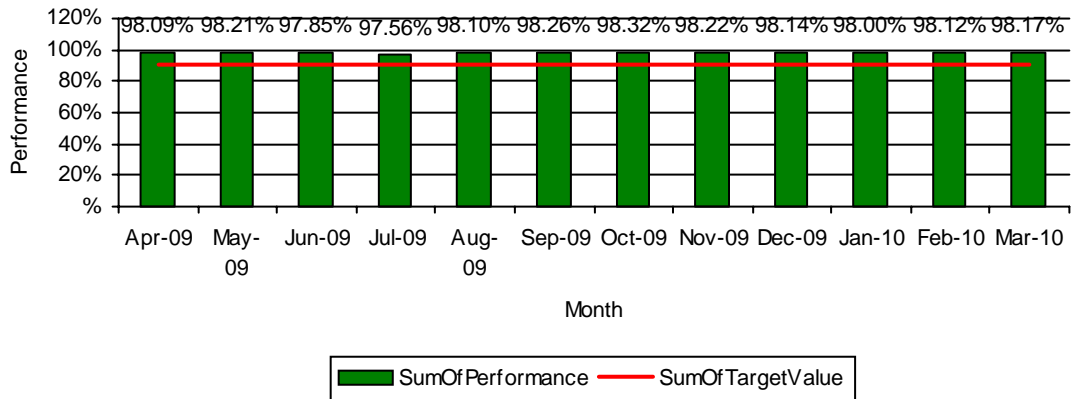


Current Performance Summary

Start of period 85.26%	↑	End Target 90.00%
Current period 90.93%		Current Target 90.00%
Direction of travel Improving		Status Green

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	296.00	÷	333.00	=	88.89%
31-Jul-09	334.00	÷	379.00	=	88.13%
31-Aug-09	342.00	÷	388.00	=	88.14%
30-Sep-09	572.00	÷	643.00	=	88.96%
31-Oct-09	1,045.00	÷	1,191.00	=	87.74%
30-Nov-09	1,302.00	÷	1,465.00	=	88.87%
31-Dec-09	1,419.00	÷	1,596.00	=	88.91%
31-Jan-10	1,644.00	÷	1,820.00	=	90.33%
28-Feb-10	1,817.00	÷	2,011.00	=	90.35%
31-Mar-10	1,974.00	÷	2,171.00	=	90.93%

Resident Satisfaction with major works - SO2E

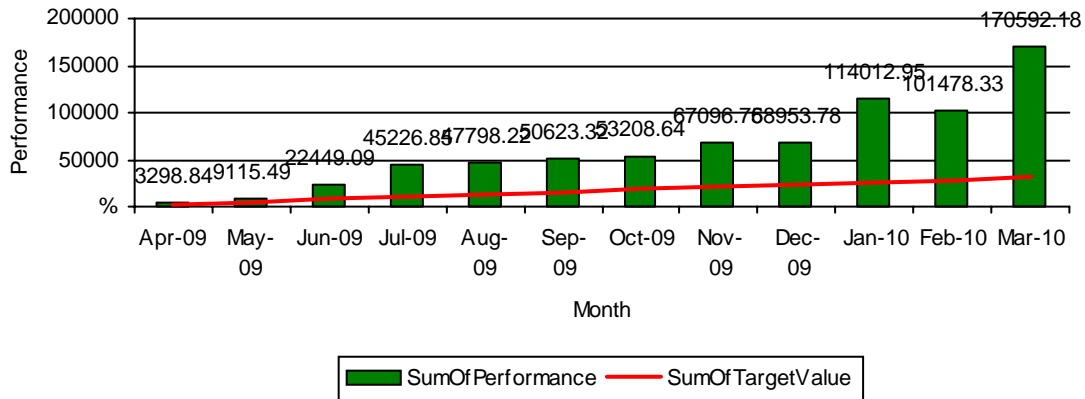


Current Performance Summary

Start of period 98.09%	↑	End Target 90.00%
Current period 98.17%		Current Target 90.00%
Direction of travel Improving		Status Green

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%
31-Aug-09	877.00	÷	894.00	=	98.10%
30-Sep-09	1,014.00	÷	1,032.00	=	98.26%
31-Oct-09	1,169.00	÷	1,189.00	=	98.32%
30-Nov-09	1,379.00	÷	1,404.00	=	98.22%
31-Dec-09	1,477.00	÷	1,505.00	=	98.14%
31-Jan-10	1,616.00	÷	1,649.00	=	98.00%
28-Feb-10	1,772.00	÷	1,806.00	=	98.12%
31-Mar-10	2,042.00	÷	2,080.00	=	98.17%

Collection of major works charges (Profiled) - SO1T

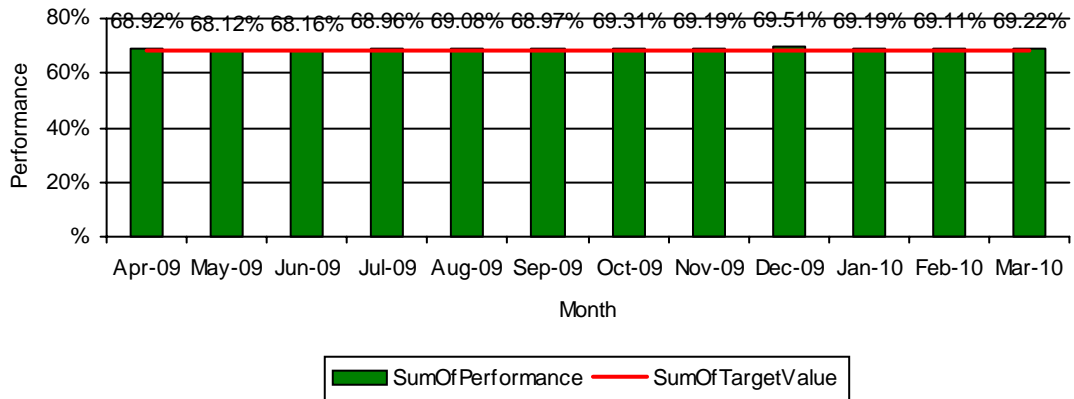


Current Performance Summary

Start of period £3,298.84	↑	End Target £31,300.00
Current period £170,592.1		Current Target £31,300.00
Direction of travel Improving		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
31-Aug-09	47,798.22	÷	1.00	=	£47,798.22
30-Sep-09	50,623.32	÷	1.00	=	£50,623.32
31-Oct-09	53,208.64	÷	1.00	=	£53,208.64
30-Nov-09	67,096.75	÷	1.00	=	£67,096.75
31-Dec-09	68,953.78	÷	1.00	=	£68,953.78
31-Jan-10	114,012.95	÷	1.00	=	£114,012.95
28-Feb-10	101,478.33	÷	1.00	=	£101,478.33
31-Mar-10	170,592.18	÷	1.00	=	£170,592.18

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



Current Performance Summary

Start of period 68.92%	↑	End Target 68.00%
Current period 69.22%		Current Target 68.00%
Direction of travel Improving		Status Green

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%
31-Aug-09	1,097.00	÷	1,588.00	=	69.08%
30-Sep-09	1,096.00	÷	1,589.00	=	68.97%
31-Oct-09	1,091.00	÷	1,574.00	=	69.31%
30-Nov-09	1,087.00	÷	1,571.00	=	69.19%
31-Dec-09	1,092.00	÷	1,571.00	=	69.51%
31-Jan-10	1,062.00	÷	1,535.00	=	69.19%
28-Feb-10	1,056.00	÷	1,528.00	=	69.11%
31-Mar-10	1,032.00	÷	1,491.00	=	69.22%

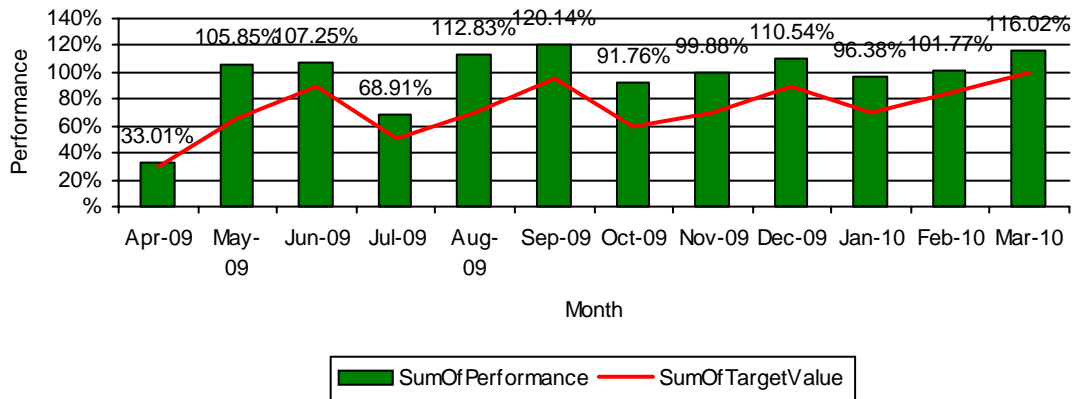
Commentary and Actions for Current Period (if exists)

Number of garages let as a percentage of lettable garages owned ...

Comment by **Keith, Gresham** on **12/05/2010**

Performance has declined over the three month period with a slight improvement in March. Importantly notwithstanding a slight fall in performance it is still above target.

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

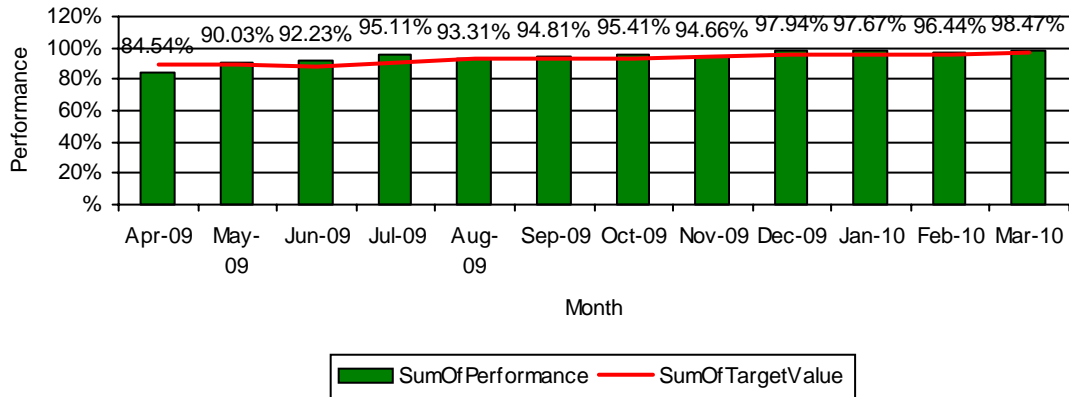


Current Performance Summary

Start of period 33.01%	↑	End Target 100.00%
Current period 116.02%		Current Target 100.00%
Direction of travel Improving		Status Green

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%
31-Aug-09	594,253.50	÷	526,699.12	=	112.83%
30-Sep-09	651,411.84	÷	542,197.43	=	120.14%
31-Oct-09	753,141.77	÷	820,778.36	=	91.76%
30-Nov-09	819,413.61	÷	820,385.09	=	99.88%
31-Dec-09	907,544.97	÷	821,035.09	=	110.54%
31-Jan-10	1,008,274.66	÷	1,046,195.91	=	96.38%
28-Feb-10	1,065,916.74	÷	1,047,345.91	=	101.77%
31-Mar-10	1,214,374.12	÷	1,046,737.07	=	116.02%

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



Current Performance Summary

Start of period 84.54%	↑	End Target 97.00%
Current period 98.47%		Current Target 97.00%
Direction of travel Improving		Status Green

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%
31-Aug-09	235,933.65	÷	252,851.50	=	93.31%
30-Sep-09	283,069.98	÷	298,558.31	=	94.81%
31-Oct-09	296,472.16	÷	310,735.21	=	95.41%
30-Nov-09	343,794.92	÷	363,174.87	=	94.66%
31-Dec-09	376,060.14	÷	383,987.41	=	97.94%
31-Jan-10	414,969.91	÷	424,885.99	=	97.67%
28-Feb-10	429,782.34	÷	445,658.84	=	96.44%
31-Mar-10	506,329.23	÷	514,213.97	=	98.47%

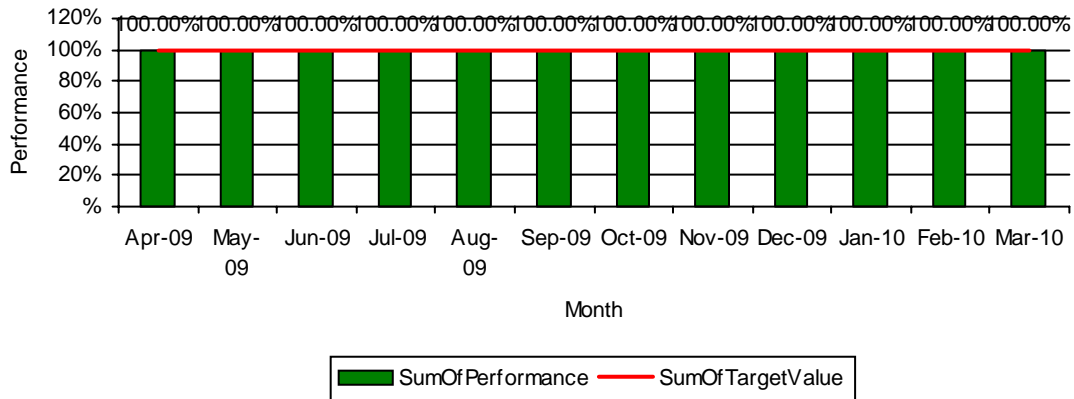
Commentary and Actions for Current Period (if exists)

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

Comment by **Keith, Gresham** on **16/04/2010**

See comments on 66a

Right To Buy notices served in statutory time limits - SO1C

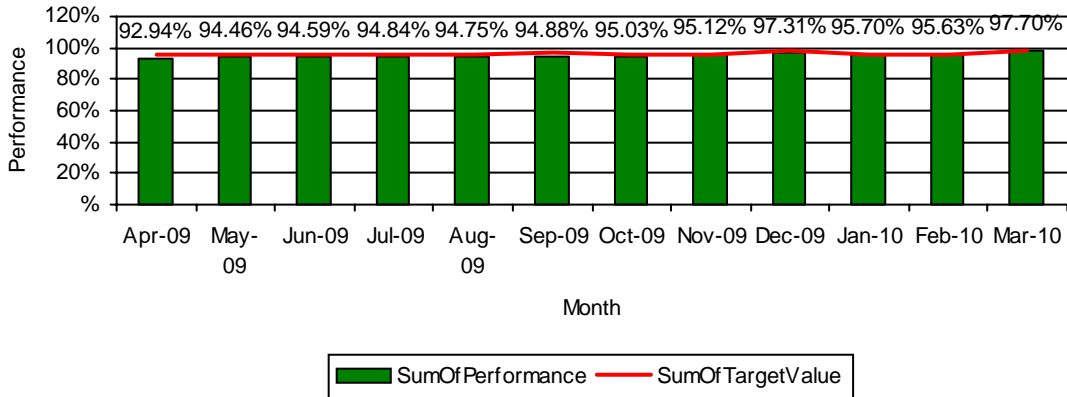


Current Performance Summary

Start of period 100.00%	↔	End Target 100.00%
Current period 100.00%		Current Target 100.00%
Direction of travel Constant		Status Green

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	17.00	÷	17.00	=	100.00%
31-Jul-09	21.00	÷	21.00	=	100.00%
31-Aug-09	26.00	÷	26.00	=	100.00%
30-Sep-09	35.00	÷	35.00	=	100.00%
31-Oct-09	42.00	÷	42.00	=	100.00%
30-Nov-09	54.00	÷	54.00	=	100.00%
31-Dec-09	62.00	÷	62.00	=	100.00%
31-Jan-10	67.00	÷	67.00	=	100.00%
28-Feb-10	72.00	÷	72.00	=	100.00%
31-Mar-10	79.00	÷	79.00	=	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

Start of period 92.94%	↑	End Target 98.20%
Current period 97.70%		Current Target 98.20%
Direction of travel Improving		Status Red

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%
31-Aug-09	21,571,463.67	÷	22,766,348.35	=	94.75%
30-Sep-09	25,517,885.36	÷	26,894,406.61	=	94.88%
31-Oct-09	29,459,944.78	÷	31,000,980.32	=	95.03%
30-Nov-09	34,392,040.75	÷	36,156,552.82	=	95.12%
31-Dec-09	34,605,120.07	÷	35,560,470.32	=	97.31%
31-Jan-10	40,631,269.21	÷	42,457,003.64	=	95.70%
28-Feb-10	42,567,927.74	÷	44,512,065.88	=	95.63%
31-Mar-10	45,605,781.00	÷	46,680,205.00	=	97.70%

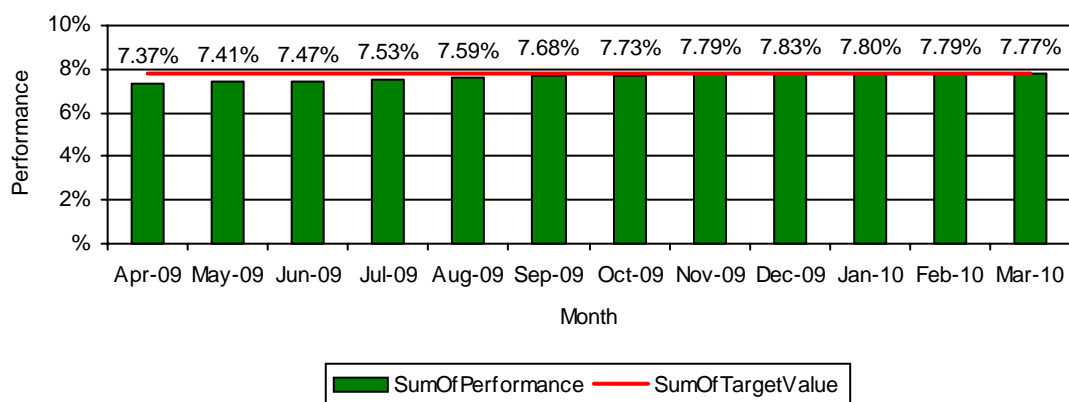
Commentary and Actions for Current Period (if exists)

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

Comment by **Stephen, McCarthy** on **12/04/2010**

The final year end performance has missed target. However, there is an increase of 0.18% up year on year.

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

Start of period 7.37%		End Target 7.80%
Current period 7.77%		Current Target 7.80%
Direction of travel Declining		Status Green

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%
31-Aug-09	784.00	÷	10,325.00	=	7.59%
30-Sep-09	793.00	÷	10,321.00	=	7.68%
31-Oct-09	798.00	÷	10,319.00	=	7.73%
30-Nov-09	804.00	÷	10,317.00	=	7.79%
31-Dec-09	808.00	÷	10,316.00	=	7.83%
31-Jan-10	805.00	÷	10,314.00	=	7.80%
28-Feb-10	803.00	÷	10,312.00	=	7.79%
31-Mar-10	801.00	÷	10,309.00	=	7.77%

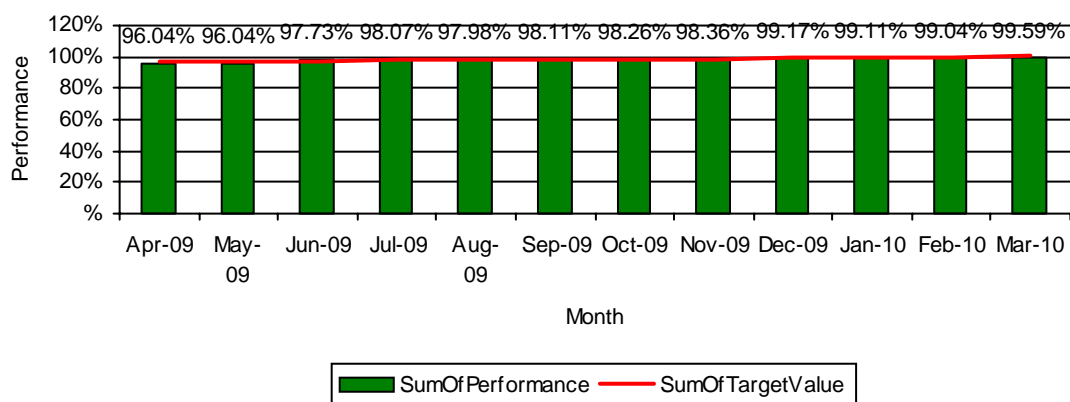
Commentary and Actions for Current Period (if exists)

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

Comment by **Stephen, McCarthy** on **12/04/2010**

See comments on 66a

Income collected as a proportion of income due (excluding arrears) - SO11



Current Performance Summary

Start of period 96.04%	↑	End Target 100.25%
Current period 99.59%		Current Target 100.25%
Direction of travel Improving		Status Red

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%
31-Aug-09	21,571,463.67	÷	22,016,853.40	=	97.98%
30-Sep-09	25,517,885.36	÷	26,008,639.85	=	98.11%
31-Oct-09	29,459,944.78	÷	29,981,302.94	=	98.26%
30-Nov-09	34,392,040.75	÷	34,966,929.20	=	98.36%
31-Dec-09	36,699,105.17	÷	37,005,499.90	=	99.17%
31-Jan-10	40,631,269.21	÷	40,995,466.06	=	99.11%
28-Feb-10	42,567,927.74	÷	42,982,549.80	=	99.04%
31-Mar-10	49,580,228.99	÷	49,782,430.43	=	99.59%

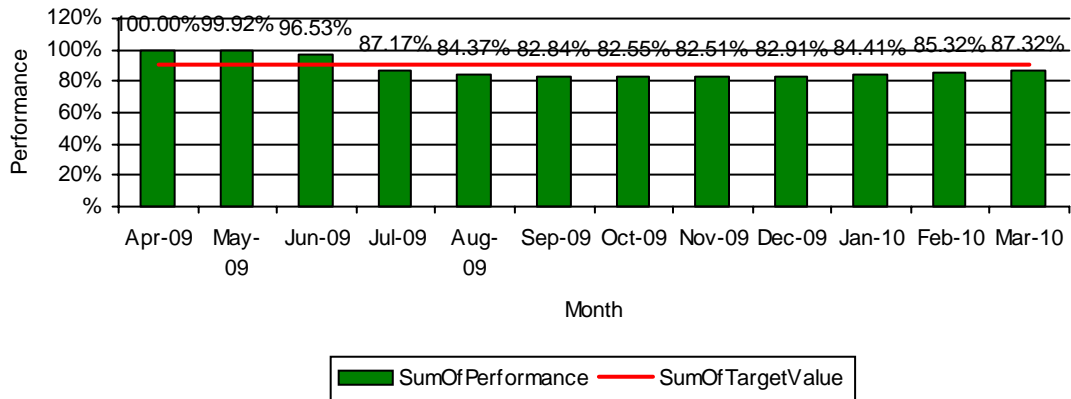
Commentary and Actions for Current Period (if exists)

Income collected as a proportion of income due (excluding arrears) ...

Comment by **Stephen, McCarthy** on **12/04/2010**

See comments on 66a

Grounds maintenance - is an area acceptable or unacceptable - SO4F



Current Performance Summary

Start of period 100.00%		End Target 90.00%
Current period 87.32%		Current Target 90.00%
Direction of travel Declining		Status Red

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%
31-Aug-09	1,852.00	÷	2,195.00	=	84.37%
30-Sep-09	2,313.00	÷	2,792.00	=	82.84%
31-Oct-09	2,734.00	÷	3,312.00	=	82.55%
30-Nov-09	3,180.00	÷	3,854.00	=	82.51%
31-Dec-09	3,618.00	÷	4,364.00	=	82.91%
31-Jan-10	4,051.00	÷	4,799.00	=	84.41%
28-Feb-10	4,428.00	÷	5,190.00	=	85.32%
31-Mar-10	5,369.00	÷	6,149.00	=	87.32%

Commentary and Actions for Current Period (if exists)

Grounds maintenance - is an area acceptable or unacceptable

...

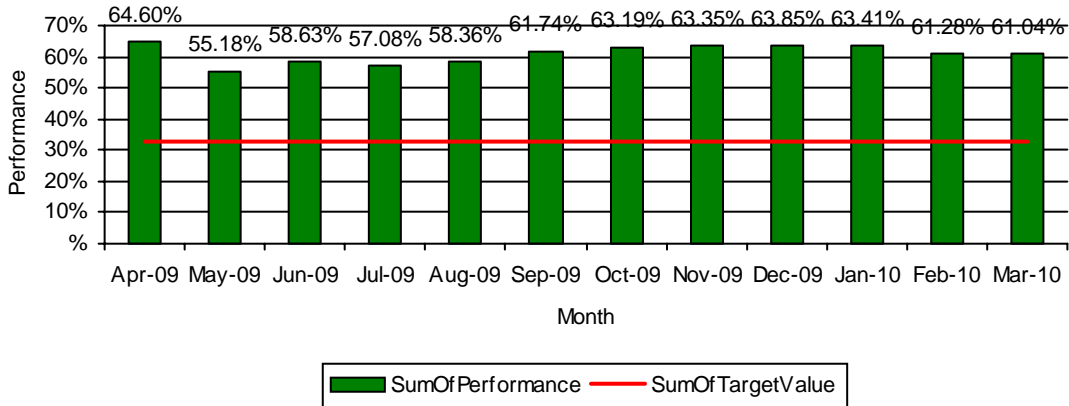
Comment by Neil, Willoughby on 12/04/2010

Performance has improved month on month since November 09. End of year performance was 2.68% below target.

Action by Neil, Willoughby on 12/04/2010

A separate weed control team has been introduced within the Grounds maintenance team for 2010/2011. This should improve performance and ensure that weed control in the future will not be a cause for unsatisfactory grounds maintenance on our estates.

Percentage of Estate inspections accompanied by customers - SO4D



Current Performance Summary

Start of period 64.60%	↓	End Target 33.00%
Current period 61.04%		Current Target 33.00%
Direction of travel Declining		Status Green

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%
31-Aug-09	1,741.00	÷	2,983.00	=	58.36%
30-Sep-09	2,248.00	÷	3,641.00	=	61.74%
31-Oct-09	2,687.00	÷	4,252.00	=	63.19%
30-Nov-09	3,080.00	÷	4,862.00	=	63.35%
31-Dec-09	3,458.00	÷	5,416.00	=	63.85%
31-Jan-10	3,727.00	÷	5,878.00	=	63.41%
28-Feb-10	3,883.00	÷	6,336.00	=	61.28%
31-Mar-10	4,574.00	÷	7,493.00	=	61.04%

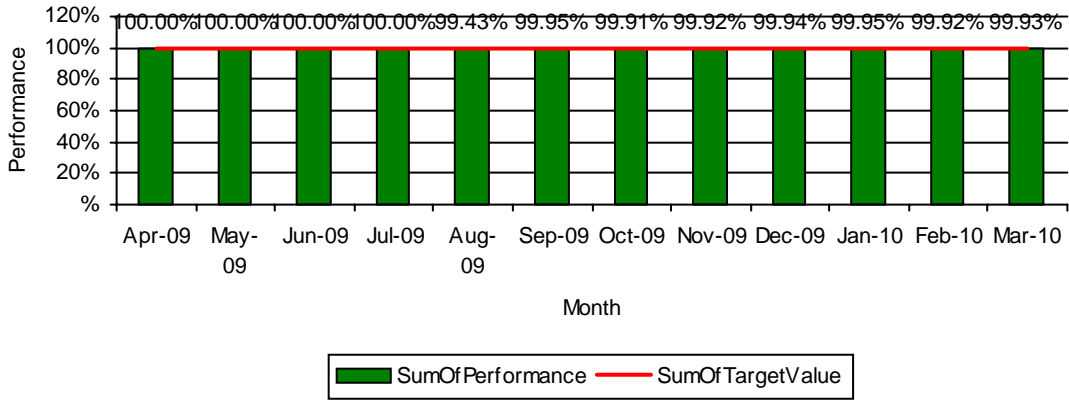
Commentary and Actions for Current Period (if exists)

Percentage of Estate inspections accompanied by customers ...

Comment by **Steve, Smith** on **12/04/2010**

See comments on SO4C

Percentage of estate inspections achieving grade B or above - SO4A



Current Performance Summary

Start of period 100.00%		End Target 99.00%
Current period 99.93%		Current Target 99.00%
Direction of travel Declining		Status Green

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%
31-Aug-09	2,966.00	÷	2,983.00	=	99.43%
30-Sep-09	3,639.00	÷	3,641.00	=	99.95%
31-Oct-09	4,248.00	÷	4,252.00	=	99.91%
30-Nov-09	4,858.00	÷	4,862.00	=	99.92%
31-Dec-09	5,413.00	÷	5,416.00	=	99.94%
31-Jan-10	5,875.00	÷	5,878.00	=	99.95%
28-Feb-10	6,331.00	÷	6,336.00	=	99.92%
31-Mar-10	7,488.00	÷	7,493.00	=	99.93%

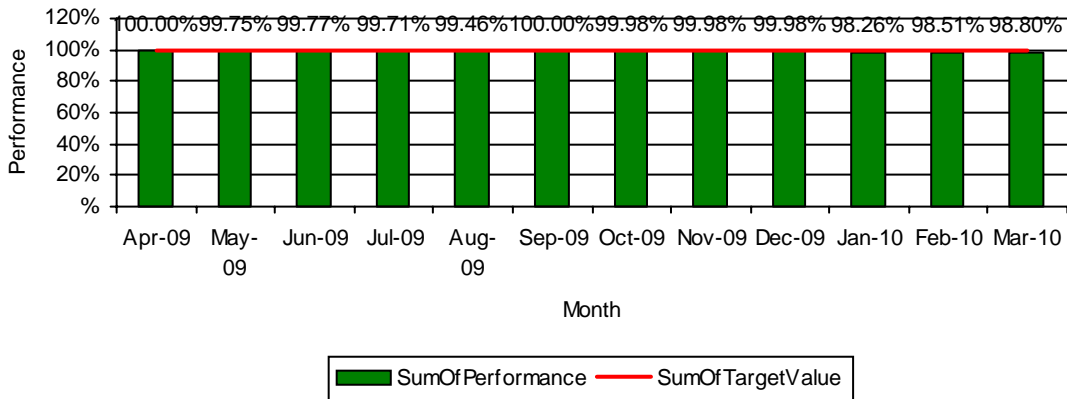
Commentary and Actions for Current Period (if exists)

Percentage of estate inspections achieving grade B or above ...

Comment by **Steve, Smith** on **12/04/2010**

See comments on SO4C

Percentage of Estate inspections carried out of those due - SO4C



Current Performance Summary

Start of period 100.00%		End Target 99.00%
Current period 98.80%		Current Target 99.00%
Direction of travel Declining		Status Red

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%
31-Aug-09	2,967.00	÷	2,983.00	=	99.46%
30-Sep-09	3,641.00	÷	3,641.00	=	100.00%
31-Oct-09	4,251.00	÷	4,252.00	=	99.98%
30-Nov-09	4,861.00	÷	4,862.00	=	99.98%
31-Dec-09	5,415.00	÷	5,416.00	=	99.98%
31-Jan-10	5,878.00	÷	5,982.00	=	98.26%
28-Feb-10	6,336.00	÷	6,432.00	=	98.51%
31-Mar-10	6,892.00	÷	6,976.00	=	98.80%

Commentary and Actions for Current Period (if exists)

Percentage of Estate inspections carried out of those due

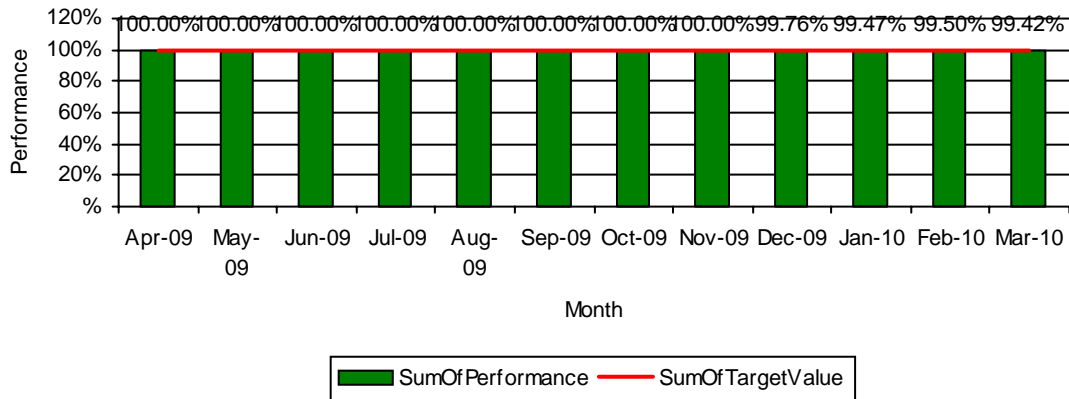
Comment by **Steve, Smith** on **12/04/2010**

Due to recent budgetary implications staffing changes had to be made, this resulted in gaps within the service and the decline in performance.

Action by **Steve, Smith** on **12/04/2010**

We have taken a member of staff from the South team to fill in for the North team and clear up backlog. This should result in improved performance.

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



Current Performance Summary

Start of period 100.00%		End Target 100.00%
Current period 99.42%		Current Target 100.00%
Direction of travel Declining		Status Red

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%
31-Aug-09	1,207.00	÷	1,207.00	=	100.00%
30-Sep-09	1,353.00	÷	1,353.00	=	100.00%
31-Oct-09	1,551.00	÷	1,551.00	=	100.00%
30-Nov-09	1,750.00	÷	1,750.00	=	100.00%
31-Dec-09	2,045.00	÷	2,050.00	=	99.76%
31-Jan-10	2,235.00	÷	2,247.00	=	99.47%
28-Feb-10	2,400.00	÷	2,412.00	=	99.50%
31-Mar-10	2,578.00	÷	2,593.00	=	99.42%

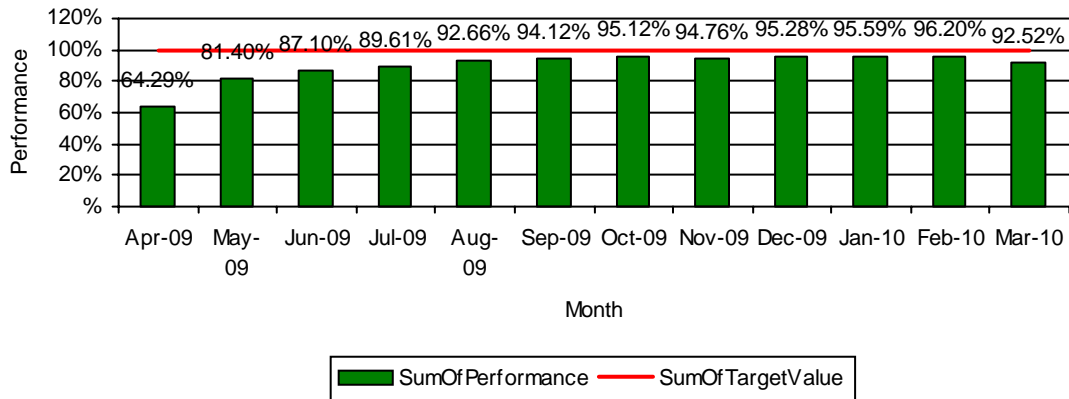
Commentary and Actions for Current Period (if exists)

Percentage of letters from the public responded to in 10 days* ...

Comment by **Syeda, Uddin** on **12/04/2010**

Unfortunately the end of year target has been narrowly missed by 0.58%. This represents a total of 15 letters being responded to late out of a total of 2593 letters.

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



Current Performance Summary

Start of period 64.29%	↑	End Target 100.00%
Current period 92.52%		Current Target 100.00%
Direction of travel Improving		Status Red

Month Ending	Answered on time	÷	Enquiries due	=	Year to date Performance
30-Apr-09	9.00	÷	14.00	=	64.29%
31-May-09	35.00	÷	43.00	=	81.40%
30-Jun-09	54.00	÷	62.00	=	87.10%
31-Jul-09	69.00	÷	77.00	=	89.61%
31-Aug-09	101.00	÷	109.00	=	92.66%
30-Sep-09	128.00	÷	136.00	=	94.12%
31-Oct-09	156.00	÷	164.00	=	95.12%
30-Nov-09	181.00	÷	191.00	=	94.76%
31-Dec-09	202.00	÷	212.00	=	95.28%
31-Jan-10	217.00	÷	227.00	=	95.59%
28-Feb-10	253.00	÷	263.00	=	96.20%
31-Mar-10	297.00	÷	321.00	=	92.52%

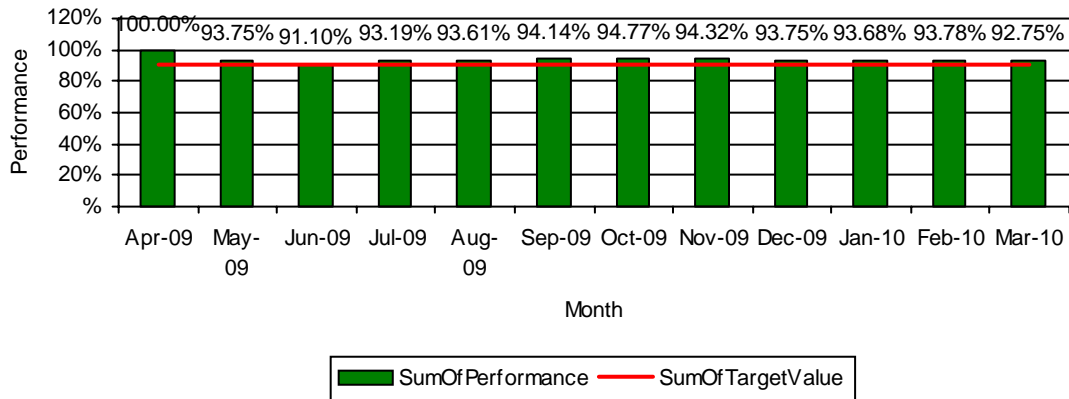
Commentary and Actions for Current Period (if exists)

Percentage of Members' enquiries responded to within 10 days* ...

Comment by **Patricia, Coghiel** on **30/04/2010**

After the initial issues in April and May 2009 whereby we had the challenge from LBWF Housing, I can advise that the in month performance for 8 months was consistently 100%.

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



Current Performance Summary

Start of period 100.00%		End Target 90.00%
Current period 92.75%		Current Target 90.00%
Direction of travel Declining		Status Green

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%
31-Aug-09	205.00	÷	219.00	=	93.61%
30-Sep-09	257.00	÷	273.00	=	94.14%
31-Oct-09	308.00	÷	325.00	=	94.77%
30-Nov-09	349.00	÷	370.00	=	94.32%
31-Dec-09	390.00	÷	416.00	=	93.75%
31-Jan-10	415.00	÷	443.00	=	93.68%
28-Feb-10	452.00	÷	482.00	=	93.78%
31-Mar-10	486.00	÷	524.00	=	92.75%

Commentary and Actions for Current Period (if exists)

Percentage of stage one complaints responded to within 28 days*

...

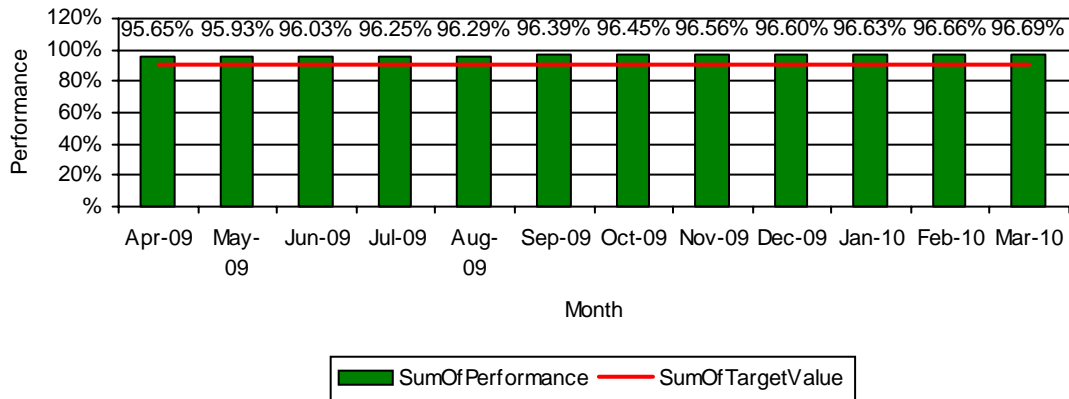
Comment **by Patricia, Coghiel** **on 12/04/2010**

The monthly performance for March 2010 was 81% (34 complaints answered against 42 requiring an answer, 8 were late).

With the exception of April 2009 and March 2010, the monthly performance target of 90% for the remaining 10 months has been met.

Overall the end of year performance target of 90% has been met.

Percentage of telephone calls answered in 5 rings - SO3D

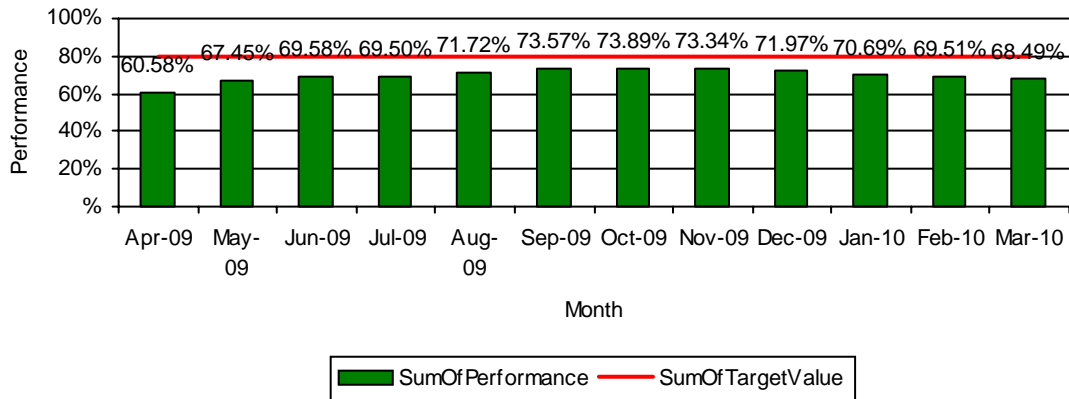


Current Performance Summary

Start of period 95.65%	↑	End Target 90.00%
Current period 96.69%		Current Target 90.00%
Direction of travel Improving		Status Green

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%
31-Aug-09	124,322.00	÷	129,118.00	=	96.29%
30-Sep-09	150,757.00	÷	156,397.00	=	96.39%
31-Oct-09	177,471.00	÷	184,006.00	=	96.45%
30-Nov-09	203,698.00	÷	210,948.00	=	96.56%
31-Dec-09	225,519.00	÷	233,450.00	=	96.60%
31-Jan-10	249,779.00	÷	258,482.00	=	96.63%
28-Feb-10	275,144.00	÷	284,648.00	=	96.66%
31-Mar-10	302,914.00	÷	313,270.00	=	96.69%

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



Current Performance Summary

Start of period 60.58%	↑	End Target 80.00%
Current period 68.49%		Current Target 80.00%
Direction of travel Improving		Status Red

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%
31-Aug-09	25,988.00	÷	36,237.00	=	71.72%
30-Sep-09	32,755.00	÷	44,520.00	=	73.57%
31-Oct-09	38,242.00	÷	51,755.00	=	73.89%
30-Nov-09	43,341.00	÷	59,093.00	=	73.34%
31-Dec-09	48,009.00	÷	66,710.00	=	71.97%
31-Jan-10	52,719.00	÷	74,580.00	=	70.69%
28-Feb-10	57,192.00	÷	82,282.00	=	69.51%
31-Mar-10	62,848.00	÷	91,769.00	=	68.49%

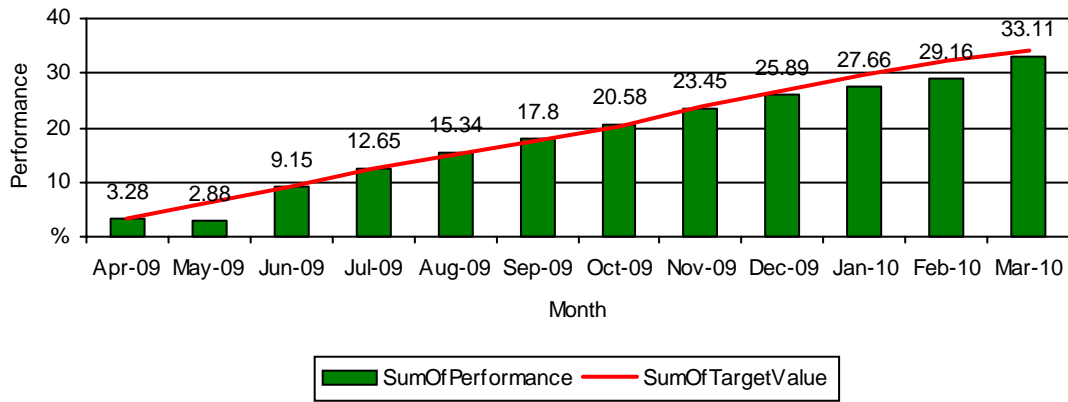
Commentary and Actions for Current Period (if exists)

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


Comment by **Bob, Yeo** on **19/04/2010**

We are still at present looking to make improvements in the telephone technology and actively looking at frequencies and trends of calls to improve the service.

Capital spend achieved against planned (£ million) - SO2C

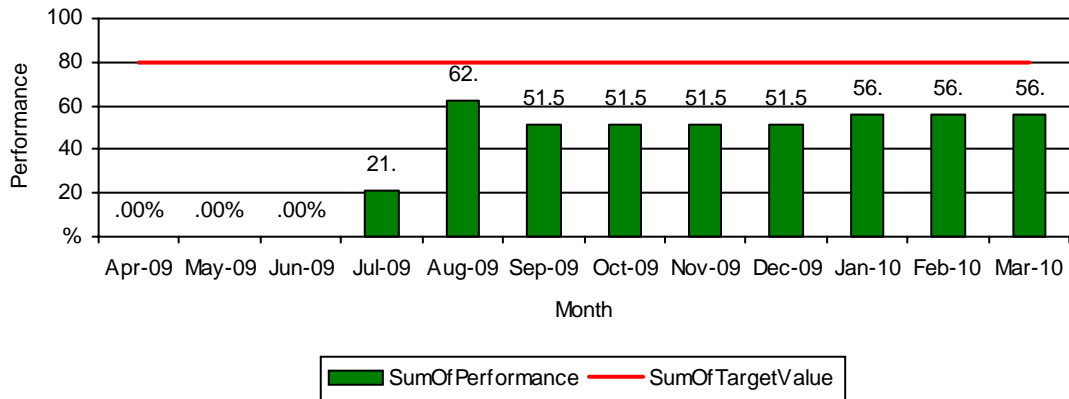


Current Performance Summary

Start of period £3.28		End Target £34.06
Current period £33.11		Current Target £34.06
Direction of travel Declining		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
31-Aug-09	15.34	÷	1.00	=	£15.34
30-Sep-09	17.80	÷	1.00	=	£17.80
31-Oct-09	20.58	÷	1.00	=	£20.58
30-Nov-09	23.45	÷	1.00	=	£23.45
31-Dec-09	25.89	÷	1.00	=	£25.89
31-Jan-10	27.66	÷	1.00	=	£27.66
28-Feb-10	29.16	÷	1.00	=	£29.16
31-Mar-10	33.11	÷	1.00	=	£33.11

Squatter and unauthorised occupancy turnaround times - SO4E



Current Performance Summary

Start of period 0.00		End Target 80.00
Current period 56.00		Current Target 80.00
Direction of travel Declining		Status Green

Month Ending	Number of days	÷	Number of closed 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
31-Aug-09	124.00	÷	2.00	=	62.00
30-Sep-09	103.00	÷	2.00	=	51.50
31-Oct-09	103.00	÷	2.00	=	51.50
30-Nov-09	103.00	÷	2.00	=	51.50
31-Dec-09	103.00	÷	2.00	=	51.50
31-Jan-10	168.00	÷	3.00	=	56.00
28-Feb-10	168.00	÷	3.00	=	56.00
31-Mar-10	168.00	÷	3.00	=	56.00

Date: 18th May 2010	Performance & Development Committee	Agenda Item: 5.2
Rent Income and Debt Recovery 2009/10		Status: Public
		Comment and advice
Authors: Janet Wilson Director of Operations Dulal Ahmed Operations Area Manager		Telephone: 020 8496 4023

1. Purpose

- 1.1 The purpose of this report is to provide the Performance and Development Committee with an update on rent income collection and debt recovery performance for 2009/10.

2. Executive Summary

- 2.1 The report begins by giving the Committee the performance results for 2009/10. Out of the three indicators, one achieved target.
- 2.2 It then sets out some of the income maximisation work that has been carried out and then looks at the initiatives for service improvements and lessons learnt.
- 2.3 It then goes onto show 2 out of 3 Council targets under achieved this year but overall performance has improved and exceeded last years actual performance..
- 2.4 The current risk is that the targets set by the Council for 2010/11 continue to be a challenge and discussions have already taken place to discuss the current debt profile and the concern that the targets are not realistic based upon this and the tenants' ability to pay off debts at realistic amounts.

3. Recommendations

3.1 The Performance and Development Committee is asked to:

3.1.1 Note and provide its comment and advice on the report particularly in relation to the lessons learnt as we look at key priorities for 2010/11.

4. Background

4.1 In the last report to this Committee on July 7th 2009 it was brought to the Committee's attention that the Council had been made aware of the company's concerns that the target to achieve 98.2% by the end of March 2010, for the ex 66a Best Value Performance Indicator, was unrealistic. Evidence had been provided to the Council showing that on the basis of both formal and informal agreements performance was not going to achieve targets.

4.2 The Committee was also advised on the performance challenge sessions held at the Council's Performance Board for failing to achieve BVPI66a in 2008/09. A further challenge session was held in November 2009.

5. Performance Results 2009/10

5.1 The performance indicators monitored by the Council for 2009/10 are shown below, together with 2008/09 performance figures; both targets and actual performance.

Indicator	Description	2008/9		2009/10	
		Target	Actual	Target	Actual
66a	Rent collection as a proportion of rent owed	97.80%	97.52%	98.20%	97.70%
66b	% of tenants with more than 7 weeks gross rent due	Below 8.20%	7.8%	Below 7.80%	7.77%
Income collected	Total amount of income collected, including debt, against annual rent roll	100.25%	99.56%	100.25%	99.59%

5.2 These performance figures include performance for the two Tenant Management Organisations and the HRA Hostels.

5.3 Overall performance remains lower quartile within the London ALMO House Mark bench marking club. Top quartile was 98.63%, median quartile was 98.08% and 97.43% was lower quartile.

- 5.4 BPVI66b is the percentage of tenants with debts exceeding 7 weeks. Performance at the end of 09/10 is 7.77% and below target of 7.80%
- 5.5 The total number of accounts in credit at week 52 was 6008. This shows that 59% of households are not in arrears.

6. Benchmarking Data shows varied results

- 6.1 The Housing Quality Network (HQN) has produced an independent report at the end of quarter 2 last year showing our peers had experienced similar mixed results with the proportion of rent collected in 08/2009.
- 6.2 London Boroughs collected 95.62% [less than 1.39% to 2008/09] and District Councils collected 96.55% [less than 0.40% to 2008/09].
- 6.3 Nationally ALMOs on average collected 97.36% [more than 0.11% to 2008/09].
- 6.4 The report concluded that overall collection rates of local authorities and housing associations in England were reduced, whilst unitary councils and ALMOs nationally had increased. The end year results for 09/10 have not been published yet. We anticipate these will be available in the autumn.

7. Income maximization to reduce debt levels

- 7.1 Proactive arrears prevention is embedded into our rent accounting systems and procedures as a requirement to the Pre Court Protocol.
- 7.2 Our Service Level Agreements with HB and CAB were improved in 2009 for council tenants to sustain tenancies and maximise income outcomes.
- 7.3 The Prosperity Strategy has taken positive steps to address financial exclusion in Waltham Forest by enhancing our debt advice service and joint partnerships with the Waltham Forest Credit Union and Worknet to address financial exclusion within our communities.
- 7.4 Residents have acknowledged our effort to sustain tenancies and strengthen local communities.
- 7.5 This has been evidenced by an increase in satisfaction with information given about debt advice and independent agencies rising from 43% in February 2009 to 63% in December 2009 and satisfaction with information about Housing and other benefits rising from 49% to 71% over the same period.

- 7.6 This strength was acknowledged by the Audit Commission Inspectors in February 2010 whilst they were on site.
- 7.7 The Audit Commission Inspectors also acknowledged our strengths of financial awareness and inclusion initiatives surrounding income, employment and training. All of which are of growing importance in the changing financial climate, where focus on debt collection alone is not enough.
- 7.8 The Council's Performance Board has scrutinised our initiatives and their impact during our rent challenge sessions.
- 7.9 The impact of these initiatives is expected to improve rent collection levels of BPVI66a within the medium and long term period.

8. Tenant Management Organisations (TMO's) and Hostels

- 8.1 Concerns about the performance of the TMOs were highlighted to the Committee within our last report. Their rents remedial plans have improved their performance significantly during this year to exceed their BPVI66a profile at the end of quarter 3.
- 8.2 The Hostels are managed by the Council's retained Housing teams. The number of accounts is very small and does not significantly impact on the overall performance.

9. Initiatives and lessons learnt 2009/10

- 9.1 During 2009/10 a number of new initiatives were introduced as service improvement and some lessons learnt. These have included:
- **Benchmarking Clubs**

We became members of the Housing Quality Network Rents benchmarking club and East London Income Management benchmarking club to learn from our peers and share good practice with the purpose to raise performance levels and efficiency. Collection levels have improved by changes to our incentives to 'keep your rent account clear' and promotional campaigns of paying your rent in December and February compared to last year.
 - **Housing Benefit on line**

The Housing Benefit and Revenue Service stopped issuing housing benefit forms this year. Although we now offer Council tenants on line access to complete housing benefit forms and offer help to

complete forms for vulnerable and non IT literate tenants, overall HB uptake has decreased since the paper option was removed.

Housebound tenants are offered home visits and front line staff can verify documents for HB claims.

- **Increase in on line payments**

There continues to be a steady increase in the number of payments made on line and over the telephone compared to last year. The total has increased to over £1.9million. This represents an 18% increase compared to last year.

- **One Card**

The Council closed its cash offices and removed its handy tills across the borough in November 2009. More council tenants have switched over to paying by One Card than other payment types. Cash payments have increased on One Card by £31k on average as a result although overall cash payments have reduced by an average of £9k per week since the loss of these access points.

- **Debt advice service on line**

A comprehensive package of rent information is available on line and includes a range of useful information such as incentives to pay your rent, benefit advice, housing benefit, energy efficiency advice, employment and training. The most popular page visited on line is information about your rent our records show.

- **Financial Inclusion Work**

We formed close contact with the East London Financial Inclusion Unit (ELFI) and they have trained front line rent staff on financial capability and debt awareness.

In addition, there is a referral system set up to capture financially vulnerable council tenants. It has been established to tackle the causes of debt and provide council tenants with the skills of managing and keeping free of debt and rent arrears.

- **Worknet**

In 09/10 they helped 14 council tenants with employment support, 6 onto training or brokerage, 1 into permanent employment, 1 into ESOL training, 1 onto money advice and 1 in work support.

- **Discretionary Housing Benefit Payments (DHP)**

Council tenants can claim DHP if they are facing hardship and not receiving maximum HB. Last year 2008/09 under spent its budget by £43,000 but this year HB has maximised the Governments contribution of £104,882.

- **Waltham Forest Credit Union (WFCCU)**

2009/10 saw the first year of the Service Level Agreement with the Waltham Forest Community Credit Union. This has seen 25 loans totalling in excess of £20k being given to help Council tenants maximise their incomes and in turn help sustain council tenancies.

10. Diversity and Equality

10.1 Our analysis has also shown that young people aged 18 to 35 from the Black and mixed race groups are more likely to have enforcement action taken against them.

10.2 The Council's Community Engagement service will help us to find a way forward and facilitate focus groups made up of this profile group.

10.3 The rent service will also carry out equality impact assessments on its service provision and referral service of Citizens Advice Bureau, WFCCU and Worknet respectively by September 2010.

11. Resource Implications

11.1 There are no specific resource implications that need to be referred to the Resource Committee at this time.

12. Risk Factor

12.1 The key risk is that performance against the indicator ex BPVI 66a and income collected do not achieve the targets set by the Council for 2010/11. Based on the evidence already passed to the LBWF Housing Client Team during the target setting process we have identified that the 98.2% target will be a challenge.

12.2 The risk is currently rated as high probability and high impact and remains within the top 20 risks that are monitored by the Audit

Committee.

13. Conclusion

- 13.1 This BPVI66a target for 2010/11 has remained at 98.20%. This is a challenge based on early analysis of both formal and informal agreements.
- 13.2 The Committee were advised of our concerns in the last report that the Council's target was unrealistic based on last years decline in performance of 97.52 % compared to 97.63% in 2007/08.
- 13.3 Performance target ex 66a was not achieved for 09/10 and it is likely that the Challenge Sessions will be called again.
- 13.4 Benchmarking data has shown common difficulties of other London Boroughs collecting the proportion of rent due this year.
- 13.5 The Refocus Programme includes carrying out an independent service review of the rents service in 2010 with the purpose to improve its efficiency in housing income management.
- 13.6 Advice and comment is sought on the proposed performance improvements and initiatives proposed in the service area.

Date: 18 th May 2010	Performance & Development Committee	Agenda Item: 6.1
Diversity Strategy 2009-12		Status:
		Public
		Comment
Author: John Lowe, Head of Policy and Development		Telephone: 020 8496 4072

1 PURPOSE OF REPORT

- 1.1 To provide an update to the Committee on progress on implementing the Diversity strategy and action plan.

2 EXECUTIVE SUMMARY

The Diversity strategy 2009/12 and action plan was presented to the Board on 7th December 2009. Since that time significant diversity achievements have been made including a large increase in the number of 'customer alert flags' in use. However, BME customer satisfaction still lags behind general satisfaction, and older residents predominate in contract panel and TRA structures and the manner in which harassment is dealt with needs to improve. Customer feedback from the 'Have Your Say' week has helped us to make our strategy more customer focussed. The Diversity action plan has been aligned to the Business Plan, there are now a reduced number of "SMART" actions.

3 RECOMMENDATIONS

- 3.1 The Committee is recommended to:
- 3.1.1 Note and comment on the Diversity strategy and action plan.

4 BACKGROUND

- 4.1 The Strategy was presented to the Board on 7 December and it was noted that further consultation on the strategy was to take place. In January 2010 we held a 'Have Your Say week' where summaries of key strategies including the Diversity strategy were presented to customers and contract panels. Over 50 detailed comments were received including a number relating to diversity -

Table: Summary of diversity responses from the “Have Your Say” week 18-22 January 2010

You said	We said	We will
<p>If a customer has difficulty making decisions or understanding you should provide support to them</p>		<p>Check all our publications for plain English and user focus.</p> <p>Note any special requirements that customers have around literacy and speak to them directly where this is so.</p> <p>Deliver good customer care by taking time to understand what the issues are and time to explain complex information.</p>
<p>You need to have a clear definition of vulnerability</p>	<p>The main issue, in terms of service delivery, is how we can improve services to particular customers and we are actively encouraging residents to tell us about these things so that we can improve services.</p>	<p>Update and record information about residents’ needs to improve services, for example if you have difficulty reading we will arrange for a staff member to speak to you directly. If you are elderly or have a disability which means you can't get out of your home we will visit you at home. Carry out home visits where residents have advised us that they are unable to leave their house due to disability or special support needs.</p>
<p>You need to visit and send information to all residents who are not able to leave the house.</p>		

<p>It is important that vulnerable tenants – elders, and disabled people (including learning disability) receive a service that meets their needs.</p>	<p>See repairs policy – Discretionary repairs service for vulnerable customer groups. See Diversity Strategy – commitment to use customer-declared, customer-specific information to improve services</p>	<p>We will develop a discretionary repairs scheme offering additional repairs to vulnerable customer groups. We will record information volunteered by customers about their needs and use it to improve the service delivered to them.</p>
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- 4.2 In April 2011 Ascham Homes will be required to publish a ‘local offer’ supplementing the Tenant Services Authority national service standards. Diversity is a ‘theme’ running through all service standards and will need to be reflected in the local offer. Staff are working with LBWF to prepare for this and resident consultation will begin in summer 2010.
- 4.3 The Audit Commission Inspection Report 2010 will be published shortly. The findings on diversity will be considered and actioned in due course.
- 4.4 Context: Ascham Homes diversity achievements for 2009/10 include

Achievement	Evidence
An excellent track record of staff diversity and equality training, financially supported and attended by partners	High levels of confidence amongst staff that they are comfortable dealing with customers from diverse groups as expressed in the staff survey. An increase on BAME customer satisfaction from 59% to 61% with overall services between 2006 and 2008.
The development of an efficient translation and interpretation service	Customer needs met and costs reduced.
Sub-titled DVDs are provided at tenancy sign up to ensure all customers can understand their rights and responsibilities and the services available to them	An increase on BAME customer satisfaction from 59% to 61% with overall services between 2006 and 2008.
New tenancy conditions developed and introduced on	Safeguards to protect vulnerable tenants, and an improved capacity to

behalf of the council with thorough equality impact assessment and clear actions to address any adverse impacts	deal with anti social behaviour.
Enabled customers to advise us of the nature of their disabilities or communication requirements. This has enabled us to take tailored actions at the point of service access or delivery, such as arranging conversations by 'minicom' or requiring visiting staff or contractors to 'knock and wait' or to ensure that someone appointed by the customer is present	Better customer care of vulnerable groups.
Involved Somali and Turkish residents in the development of the repairs policy. Project led by the Community Facilitators	Project files

4.5 There are a number of areas where we need to do better including:

- Closing the gap between BME and general/overall customer satisfaction by working with residents and communities who are not currently engaged with Ascham Homes
- Increasing the number of staff prepared to disclose their LGBT status by encouraging staff to attend LBWF sponsored events and by sending out a positive message that Ascham Homes is supportive of LGBT staff
- Improve the way in which hate crime and harassment is dealt with by providing training to staff, particularly to those directly deal with cases of homophobia and domestic violence

4.5 There were an excessively large number of actions within the earlier diversity action plan, some of these were no more than reminders to staff of work items that needed to be completed. This made the plan unwieldy and cumbersome to manage. The action plan has been streamlined and now contains a challenging but achievable set of projects. The plan is fully aligned to Business Plan priorities and objectives. Further work will be carried out to address any issues raised in the Audit Commission Inspection report and to 'fill out' the detailed milestones supporting top-line projects.

5 RESOURCE IMPLICATIONS

The costs of developing and implementing the Diversity Strategy and Action Plan will be contained within the resources already allocated, for example the training budget. However given the increased responsibilities on public bodies set out in the Equality Act 2010 in respect of faith, age and sexual

orientation in particular it is likely that additional requirements are likely to arise as the Company takes forward its work to promote equality. If and when additional resource requirements are identified they will be fed into the budget planning process for 2011/12 and onwards.

6 DIVERSITY IMPLICATIONS

An Equality Impact Assessment of the Strategy still remains to be completed. The Diversity Strategy and action should have a positive impact on the promotion of equal opportunities in employment and service delivery, and will assist in promoting social cohesion and tackling social exclusion.

7 CONCLUSION

The issues arising from a rapidly developing statutory framework around discrimination on grounds of age, gender, race, faith/belief, disability, sexual orientation and economic disadvantage are being actively addressed through the Diversity strategy and action plan.

Appendix 1 Diversity Action Plan May 2010

Business Plan Priority	BP Key Objective	Project	Milestone	Measurable Outcome	Deadline	Resources (include growth items)	Risk	Action for
People: Listening and responding to your needs	1.2 More people involved in Ascham Homes	1 Improve involvement with residents and communities who are not currently engaged with Ascham Homes	Increase the representation of BME women on the Board	BME and women representation on Board increased in next round of recruitment	31/12/2010	Within existing budgets	The Board will not represent the community as a whole	Bevin Betton
People: Listening and responding to your needs	1.4 Diverse and hard to hear communities actively engaged.	2 Implement a systematic programme of equality impact assessments		EIA published	31/03/10	Within existing budgets	Failed opportunities to engage with customers	Vinita Patel
People: Listening and responding to your needs	1.4 Diverse and hard to hear communities actively engaged.	3 Provide a rolling programme of cultural and equality awareness training for the Board, staff, tenant groups, partners community groups and partners		Training delivered	31/03/2011	Within existing budgets	New staff and members will not meet the needs and requirements of residents	Maggie Gibbons
People: Listening and responding to your needs	1.4 Diverse and hard to hear communities actively engaged.	4 Increase the number of staff prepared to disclose their LGBT status. Encourage staff to attend LGBT events at LBWF, items demonstrating AH support for LGBT issues on intranet, staff newsletter etc		Higher reporting of status by staff	30/09/2010	Within existing budgets	continuing failure for staff to declare information	Bevin Betton

People: Listening and responding to your needs	1.4 Diverse and hard to hear communities actively engaged.	5 Partnership - work closely in partnership with LGBT organisations - ELOP and Stonewall - and LBWF and individuals to identify gaps in service delivery and priorities and Increase the number of residents prepared to disclose their LGBT status	An increase in the number of residents prepared to divulge their LGBT status	30/09/2010	Within existing budgets	failure to engage with residents and provide tailored services	Vinita Patel
People: Listening and responding to your needs	1.7 Maximise positive economic and social impacts through housing investment and activities with particular regard to training, jobs, child care, community business, safe environment, health	6 Equality Bill - Plan for any new duties relating to 'socio-economic' inequalities, that is, family background or place of birth.	Ascham Homes meets its statutory duties	31/03/2011	Within existing budgets	In Breach of statutory duty	Dulal Ahmed
People: Listening and responding to your needs	1.7 Maximise positive economic and social impacts through housing investment and activities with particular regard to training, jobs, child care, community business, safe environment, health	7 Equality Bill - Plan for the new duty for landlords and managers of residential properties to make alterations for disabled people where it is reasonable to do so.	Ascham Homes meets its statutory duties	31/03/2011		Not successful. Future funding streams limited.	Dave Coleman

Resources: Making the best use of your money – doing more for less	2.2 Drive resources to priority front line services, particularly the repairs service and the communal environment	implement procedure for 'passporting'/'discretionary' repairs	Increased satisfaction of specific group	30/06/2010	within exiting budgets	failure to deliver this commitments to tenants.	Beverley Gordon
Improvement: Achieving very high resident satisfaction through service improvement	3.7 Improve the satisfaction levels with ASB outcomes	8 Training - provide training to staff, particularly to those directly deal with cases of homophobia and domestic violence	Training delivered	31/03/2011			Maggie Gibbons
Improvement: Achieving very high resident satisfaction through service improvement	3.7 Improve the satisfaction levels with ASB outcomes	9 Equality Bill - Plan to address "Associative discrimination" i.e. victimisation on grounds of disability, hate crime etc	Statutory duties satisfied	31/03/2011	Within existing resources	In Breach of statutory duty	Elaine Gosling

Improvement: Achieving very high resident satisfaction through service improvement	3.1 Reduce the level of avoidable contact	10 Identify and collect remaining customer profiles	Better understanding of who are customers are and how we can tailor our services according to their needs.	31/03/2011			Vinita Patel
Improvement: Achieving very high resident satisfaction through service improvement	3.11 Enhance the depth and brief of interaction with residents	11 Develop a procedure to share customer information with contractors and partners.	Better partnership working that can lead to better services.	31/03/2011	Within existing budgets		Vinita Patel
Improvement: Achieving very high resident satisfaction through service improvement	3.11 Enhance the depth and brief of interaction with residents	12 Develop a process and procedure with IT to produce profile reports around identified service areas at least once a year.	To ensure that customers are accessing services and that we do not unfairly discriminate against them.	31/12/2011	Within existing budgets	Lose potential for efficiency savings and improved customer satisfaction	John Lowe/JD

Improvement: Achieving very high resident satisfaction through service improvement	3.12 To develop a clear focus on the governance of the organisation which will provide for effective scrutiny and review from our customers and our Board	13 Produce annual diversity report 2009/10	Report published	30/06/2010	Within existing resource s	Failure to produce outcomes of all work carried out around diversity	Lin Varathal ingam
Improvement: Achieving very high resident satisfaction through service improvement	3.13 Effective partnership working with Waltham Forest Council led through the Strategic partnering board, and other key partnership outcomes with other agencies police, CAB	14 Work with LBWF to deliver the objectives set out in the multi-agency gender, race and disability schemes.	Ascham Homes tasks completed on time to acceptable quality standard.	30/06/2010		Lack of partnership working and lose of opportunitie s	John Lowe

Date 18 th May 2010	Performance & Development Committee	Agenda Item: 6.3
Friday Hill And Sansom & Acacia Tenant Management Organisations Update		Status: Public
		Comment & Advice
Author: Eamonn Bolt, Head of Compliance Christine Pulbrook, Team Leader Resident Liaison		Telephone: 020 8496 4020/4090

1. PURPOSE OF REPORT

- 1.1 To update the Committee on the performance of the two Tenant Management Organisations namely Friday Hill and Sansom and Acacia (SAMS)

2. EXECUTIVE SUMMARY

- 2.1 Ascham Homes is continuing to facilitate the Tenant Management Organisations liaison and performance monitoring meetings on a monthly basis, with a bi monthly meeting on Rent Collection and Arrears.

3. RECOMMENDATIONS

- 3.1 That the Performance and Development Committee:
- 3.1.1 Note the content of this report and provide its comment and advice.

4. BACKGROUND

4.1 Rent Collection Performance

Ascham Homes meet with the Tenant Management Organisation on a bi-monthly basis to discuss current performance on rent collection, and rent arrears recovery activities. We agreed the following initiatives to improve performance:

- Rent collection rates
- Reduction in the overall numbers of tenants in arrears.
- Reduction in amount of arrears outstanding old BVPI66a performance.
- Reduction in the number of tenants in arrears during our 7 weeks or more (old BVP66b)

Appendix Table 1 shows comparison of both TMO's, against Ascham Homes year end.

	% of rent received	Target %	BVPI66A excluding year end adjustments – unpooled %	Target %
Ascham Homes	99.62	100.25	96.24	98.2
Friday Hill	99.83	100.25	94.68	98.2
SAMS	98.51	100.25	92.63	98.2
Total [including hostels]	99.59	100.25	97.70	98.2

4.2 Tenants in Arrears

The number of tenants in arrears has decreased to year end. Also, the performance on BVPI66a shows below “target” as at week 52.

4.3 Repairs

Repairs for Friday Hill were 97.77% at year end and SAMS also completed in target time of 100%.

4.4 Satisfaction

There is concern regarding the number of satisfaction slips returned, but both Tenant Management Organisations are endeavouring to increase the numbers, by telephoning residents. Although those that are returned show a good satisfaction rate with both Friday Hill and SAMS both showing 100%.

5. INITIATIVES

5.1 Some of the initiatives agreed with Friday Hill and SAMS are:

- Include a rent advice leaflet with the half and yearly rent statements Ascham Homes continue to carry out processing of particulars of claims for both Tenant Management Organisations
- Adoption of new escalation policy for both Tenant Management is almost complete, with training being carried out regularly by Ascham Homes IT department

5.2 Friday Hill and SAMS attended debt awareness training, Introductory Tenancy training and Housing Benefit training at Ascham Homes

5,2 Friday Hill will be holding their AGM on 16th September 2010 and SAMS will hold theirs on 15th September 2010.

6. RESOURCE IMPLICATIONS

6.1 The performance of the Tenant Management Organisations is monitored by the Property and Investment team with support from the Operations Team.

6.2 The extent of monitoring is currently under review. Current resources allow for the attendance at monitoring meetings and bi-monthly arrears meetings. Reality checks are regularly carried out which began with tenant satisfaction; we are now in the process of reality checking their estate inspections with residents.

7. DIVERSITY IMPLICATIONS

7.1 There are no specific diversity implications arising from this report.

8. CONCLUSION

8.1 Performance on arrears and rent collection is not meeting target but has shown improvement and we will continue to work with the TMOs in this area.

8.2 The current broader economic climate has had an impact on the performance indicators in a similar pattern to that seen across the borough as a whole.

8.3 Performance by the Tenant Management Organisations on repairs is high.

8.4 Customer satisfaction with repair feed back is showing a good satisfaction rate from their residents.

8.5 Both organisations are to make improvements to the level of returns on their satisfaction surveys.

8.6 Both organisations are actively engaging with residents of their block inspections.

8.7 Both organisations have submitted their remedial action plans.

8.8 Both organisations will be submitting their Annual Reports April, 2009– March 2010 shortly.

Date: 18 th May 2010	Performance & Development Committee	Agenda Item: 6.4
Decent Homes Capital and MRA Programme 2009 – 10 End Of Year		Status: Public
		Comment & Advice
Author: Julian Mitchell D Coleman	Telephone: 020 8496 2673	

1. Purpose of Report

- 1.1 The purpose of this report is to seek, comment, advise from Performance & Development Committee on the performance and achievements of completing the 2009-10 Decent Homes programme.

2. Executive Summary

- 2.1 Ascham Homes were allocated a total of £ 34m of which £25m was identified to deliver the 2009-10 decent homes and major repairs programme.

- 2.2 The Council set a target of 1339 dwellings to be made decent with the funds made available. As the majority of 'quick wins' in relation to Decent Homes numbers have been completed in the previous years. The remaining non decent dwellings required a higher level of refurbishment and greater cost, both internally and externally to achieve the governments decency standard.

- 2.3 Ascham Homes achieved the following,

Exceeded target of 1339 and made 1352 decent homes in 2009-10.

Achieved 100% gas serving.

Prevented 877 dwellings falling out of decency.

We have achieved 97% resident satisfaction following completion of works, target 95%.

We have achieved Construction Excellence Demonstration Status for our apprentice scheme.

Ascham Homes and their lead partner, Apollo, were awarded 6 National Considerate Construction awards, three silver and three bronze. This accreditation is only presented to the top performing 7% of sites inspected throughout the country.

We have met and exceeded all KPI's we report to HCA, LBFW and Ascham Homes Board.

3 Recommendations

3.1 The Performance & Development Committee comment and advise staff on this report.

4.0 Background

4.1 Ascham Homes complies with the principles behind Rethinking Construction, including the establishment of Key Performance Indicators to ensure excellent service delivery and continuous improvement.

4.2 The range of works to meet 'Decent Homes' will vary between properties and works will broadly fit into one or more of the following categories:

- Roofing repairs / replacement
- Structural works.
- Installation of new windows and doors
- Mechanical and electrical improvements and updating
- External decorations and general repair
- Thermal efficiency
- Internal upgrades

4.3 The programme essentially ran to published timescales and completion dates. The lead partners, Apollo and Breyer made good progress with decent homes works with the available budget for 2009/10.

4.4 During 2009-10, the installation or upgrade of heating, electrical systems, water tanks and supplies and doors has prevented 877 decent properties falling out of decency and back into a non decent property.

4.5 Project managers follow a step by step process to any project and each stage can only be started after the completion of the previous stage. To this end it ensures that funding is in place for a package of work after survey and that these works have been rigorously priced before preliminary work and works on site can commence.

4.6 There are monthly reports and meetings that cover financial management within the Decent Homes Contract at a Project and Programme Management Level. Progress of works, valuations and contract payments is closely monitored throughout the construction period by the project managers.

5.0 Key Performance Indicator data

5.1 During the year, Partners have continued to provide a good service to Ascham Homes residents:

- Apollo has been recognised by the Considerate Constructors by winning three silver and two bronze awards
- Partners have received numerous letters from Ascham Homes residents praising the workmanship and attitude of the Contract Partners.
- The M&E Partners helped Ascham Homes achieve gas checks to 100% of their dwellings. Working closely with Ascham Homes Estate Services and Legal teams, the M&E Partners were able to access all Ascham Homes dwellings, which when benchmarked, came equal third with the other 29 local authorities and housing associations used for measurement.
- The Constructing Excellence Housing Forum Demonstration Project Working Group recognised the effectiveness and success of the Apprentice schemes and awarded Ascham Homes and the Partners Apprentice and Training Initiative 'Demonstration' Status.

The Partners have been involved in numerous community events during 09/10, sponsoring and contributing to numerous events promoting the community within Waltham Forest such as cultural events and decorating workshops, amongst many others.

Below are the KPI results, which illustrate that the majority of targets are being consistently met across the range of activities and exceed those presented within the benchmarking data. Results are continually monitored to ensure that the high levels that have been experienced during 08/09 are continued through 09/10. Should results begin to reduce they will be investigated at the earliest opportunity and work streams amended to compensate.

- Cost Predictability
- Time Predictability
- Defects
- Numbers of Residents Satisfied
- Reported Incidents

5.3 The actual benchmarking results below show that Ascham Homes is receiving value for money by achieving the targets in most cases and performing better than benchmark.

Key Activity	Target	Benchmark from NBVBS	Benchmark from DTI	Actual
Completion	90%	N/A	N/A	99.3%
Cost Predictability	91%	82.3%	49%	98.5%
Time Predictability	80%	74%	44%	99.1%
Claims (less than)	>5%	8.2%	N/A	0%
Defects (Right first time)	95%	71.4	67%	97%
Number of Residents Satisfied	90%	80%	80%	97.2%
Post Inspections	100%	N/A	N/A	100%

5.4 The following resident satisfaction graph has been taken from the Housemark Benchmarking website. It is only possible to benchmark resident satisfaction due to lack of data input for from other housing authorities/ALMOS relating to the other KPI's listed above. It does show however that the Partners are providing extremely high resident satisfaction levels

5.5 Extensive resident consultation has continued to take place with the majority of schemes, involving either one-to-one visits or group meetings.

6.0 Recycling

6.1 Recycling statistics during 09/10 have been good, as reported to the previous Performance and Development Committee the majority of Decent Homes waste materials being forwarded for onward re-processing. Bywaters continue to provide good operational performance over the financial year.

7.0 Diversity Implications

7.1 Ascham Homes have entered into a partnering arrangement with a number of partners as previously reported to Performance and Development Committee. This will result in the improvement of project management, resident involvement, quality assessment and diversity, and thus will improve the service to our residents.

8. Conclusion

8.1 Good performance and generally positive customer satisfaction ratings have been achieved, whilst areas of reported dissatisfaction have been investigated and rectified

The extremely high levels of work standards will ensure that only the absolute minimal amounts of return visits will be required which will again greatly assist in developing stakeholder relationships.