

1. Housing Services Summary

MHP

Jun-09

Housing Services

Performance Indicator	Unit / Sum Type	Target Aim	MHT London	Spirita	Clapham Park H	Granta Housing	PI Measure basis
1 R - General needs arrears % Income	%	Below Target	Yr end tgt 6.00% PI Value 6.63%	5.25% 5.76%	6.00% 9.09%	3.50% 6.70%	Month
5 R - General needs voids as % of GN stock Allocations	%	Below Target	Yr end tgt 1.48% PI Value 1.28%	2.00% 5.41%	4.78% 5.00%	0.50% 2.25%	Month
11 P - Routine repairs completed in target % Repairs	%	Above Target	Yr end tgt 97.0% PI Value 79.0%	97.0% 74.8%	97.0% 55.2%	100.0% 100.0%	YTD
13 L - Gas safety - % appliance without LGSR Asset mngmnt	%	Below Target	Yr end tgt 0.5% PI Value 4.72%	0.5% 5.80%	0.5% 15.07%	0.5% 0.54%	Month
14 L - % non compliance with gas servicing pro Asset mngmnt	%	Below Target	Yr end tgt 0.0% PI Value 2.54%	0.0% 2.53%	0.0% 12.75%	0.0% 0.00%	Month
16 R - Average SAP2005 rating for GN stock Asset mngmnt	Number	Above Target	Yr end tgt n/a PI Value 67.1	n/a 67.1	n/a 59.5	75.0 71.2	Month
17 R - % stock failing Decent Homes Asset mngmnt	%	Below Target	Yr end tgt On target for 5% failure at end of 2010 (1) PI Value 12.90%	13.80%	78.80%	0.00%	Month
20 P - Calls per 100 homes Customer services	Number	Below Target	Yr end tgt 70 PI Value 122	70 100	n/a 144	200 295	Month
25 R - % overall satisfaction with repairs service Repairs	%	Above Target	Yr end tgt 95.0% PI Value 93.0%	95.0% 93.5%	95.0% 86.0%	90.0% 95.0%	Month
26 P - % Satisfaction with handling of ASB repo ASB	%	Above Target	Yr end tgt 50% PI Value 31.0%	50% 62.0%	50% small samp	70% no data	Quarterly
27 P - % Satisfaction with handling of complain Complaints	%	Above Target	Yr end tgt 50% PI Value 21.0%	50% 30.0%	50% small	50% no data	Quarterly
Overall RAG status			MHT London	Spirita	Clapham Park H	Granta Housing	

(1) but where plans are in place and funding has been allocated to address the failures.

Service area

- **Repairs** Member organisations continue to receive higher than usual numbers of calls (up from 98 last month), primarily relating to service failures with the repairs service (except for Granta). Conversely, the satisfaction surveys that are completed by Mears and Customer Services on a sample (approx 10%) of completed repairs continues to report high levels of satisfaction, indicating that where the service works, it is working well. The issue with differing performance reporting on repairs completion on MWORLD and Mears system has been progressed. Repairs performance is still well below target (except for Granta) and emphasis now is on reducing the large number of outstanding orders that have been issued to Mears.
- **Decent Homes and energy efficiency:** Decent Homes failures have fallen since last month. This is due to good progress being made with the work to moderate the data on DH failures at a block level following the recent Promaster (asset management software) upgrade. Work is currently underway to determine a more robust measure of MHP's non-decent position. The final report on MHP's Decent Homes position is still awaited from the TSA.
- **Empty homes:** The level of empty homes is of particular concern in Spirita, and is well outside of target at 5.29%, this is due to a number of factors including a high number of policy voids. Spirita have been concentrating on letting their long-term and available voids. Low demand for some properties continues to be a major issue. Spirita void maintenance team have a temporary extra resource to review and improve local void performance and processes. An additional void surveyor has also been appointed. A cross-functional 'void improvement group' is now in place to agree and implement an action plan to address void performance issues in the region. Closer working between contractors and a focus on reletting the longest-term available voids is expected to improve performance over the coming quarter.
- **Arrears:** Spirita are seeing an increased number of residents falling into debt and consequently will be increasing the level of staff contact with residents. Granta arrears remain high. Following a period of staff turnover, action plans are in place to improve both financial inclusion and arrears collection.

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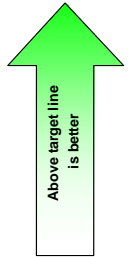
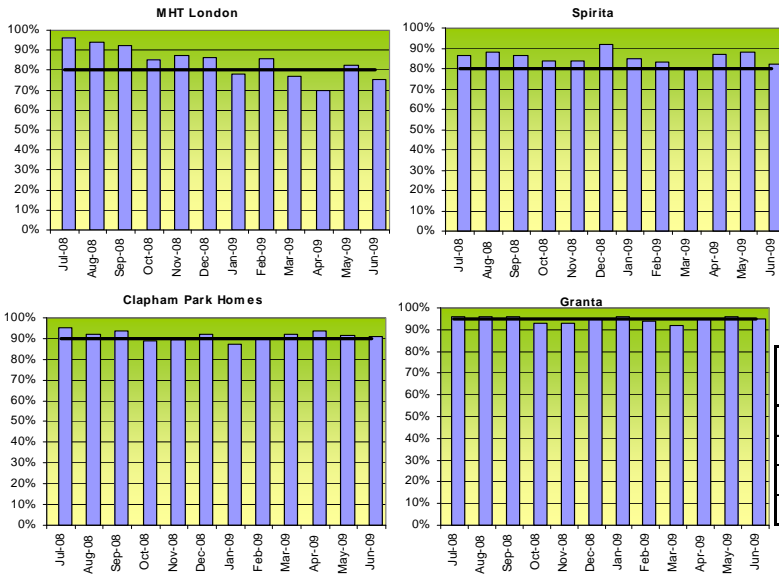
Organisation

- **CPH:** there has been an improvement in compliance with gas servicing procedure this month, but levels are much higher than in the rest of the Partnership, thereby continuing to present a high incident and regulatory risk to MHP. P&P are liaising closely with CPH. There is a high level of corrective actions being taken. The 1-year no fault break clause in the gas contract (for both MHT London and CPH) has been invoked and the contract is being re-tendered.

2. Customer Services

18: P - Call response rates %

MHP



Org	08-09	Jun09	Ave YTD	Yr end Tgt	Peer ave 07	Trends	
						3mnth	12mnth
MHT	88.6%	75.1%	84.1%	85.0%	n/a	✓	✗
Spirita	80.1%	82.2%	85.5%	80.0%	n/a	✗	✗
CPH	91.9%	90.8%	91.4%	90.0%	n/a	✗	✗
Granta	92.0%	95.0%	94.8%	95.0%	n/a	✗	✗

Proportion of calls answered within 20 seconds as a percentage of all calls answered.

✓ = performance improving
✗ = performance not improving

Explanation of results

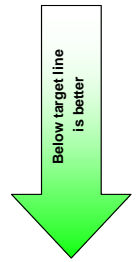
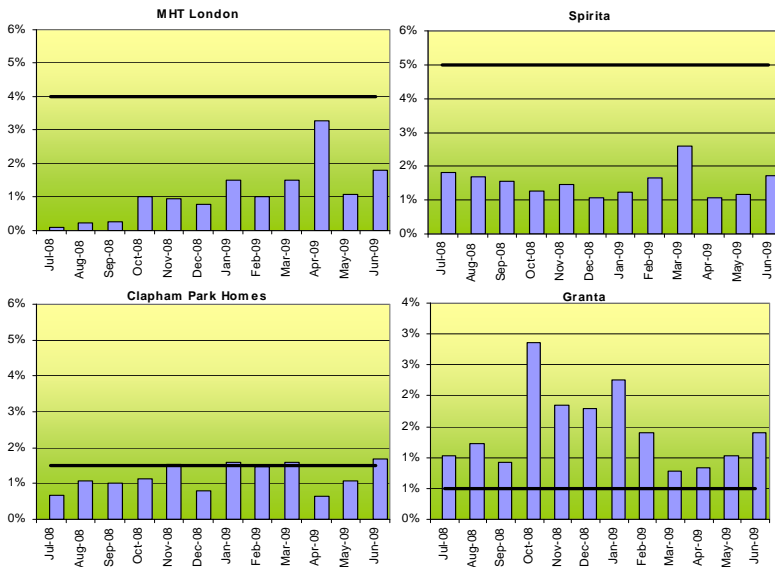
MHT	The CS team have continue to experience higher than usual call volume with most of these being due to service failures hence taking longer to deal with.
Spirita	During June there has also been an increase in absence due to sickness, leave and training.
CPH	

Activities to improve performance

MHT	Service failures are discussed at contractor meetings and the team are monitoring missed appointments and service failures closely. Two temporary staff members have been recruited and other staff have been offered extra hours to cope with the increased call volumes.
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19: P - Call abandon rates %

MHP



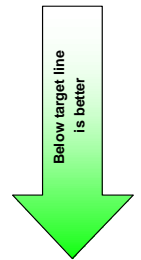
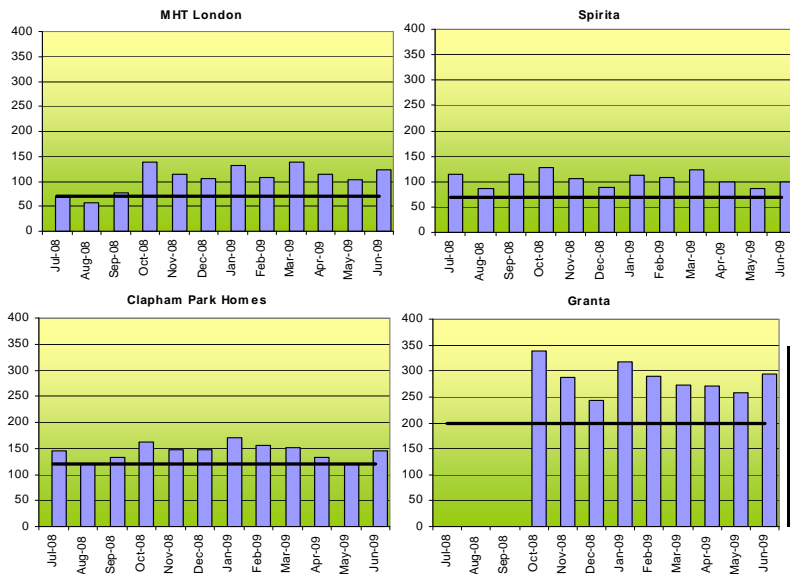
Proportion of calls abandoned after 20 seconds as a percentage of all calls received.

Org	08-09	Jun09	Ave 12mth	Yr end Tgt	Peer ave 07	Trends	
						3mth	12mth
MHT	0.7%	1.8%	1.1%	4.0%	n/a	✓	✗
Spirita	3.1%	1.7%	1.5%	5.0%	n/a	✗	✓
CPH	1.2%	1.7%	1.2%	1.5%	n/a	✗	✗
Granta	1.5%	1.4%	1.5%	0.5%	n/a	✗	✓

- ✓ = performance improving
- ✗ = performance not improving

20: P - Calls per 100 homes

MHP



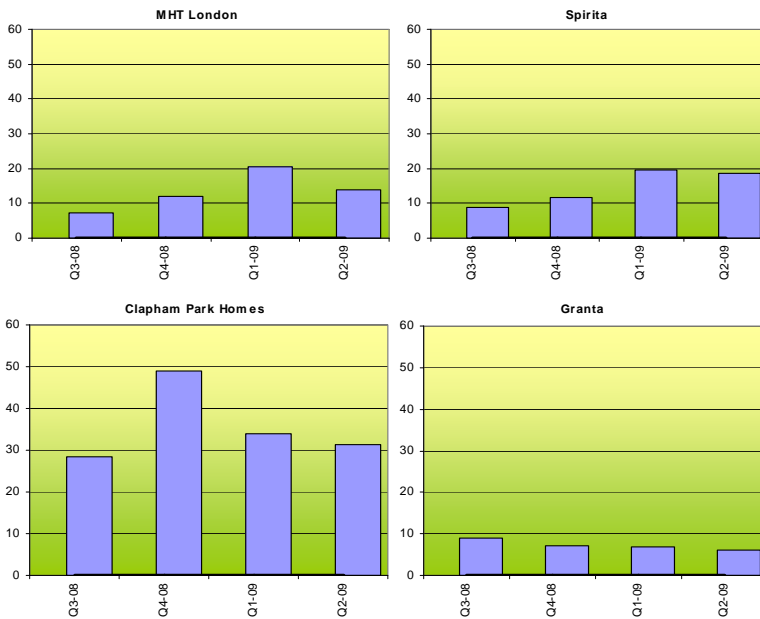
Number of calls per 100 homes. Granta figures include ALL incoming calls (inc non housing).

Org	08-09	Jun09	Ave 12mth	Yr end Tgt	Peer ave 07	Trends	
						3mth	12mth
MHT	130	122	106	70	n/a	✗	✗
Spirita	124	100	106	70	n/a	✗	✓
CPH	152	144	144	120	n/a	✗	✓
Granta	274	295	286	200	n/a	✗	

- ✓ = performance improving
- ✗ = performance not improving

21: P - Complaints received per 1000 units

MHP

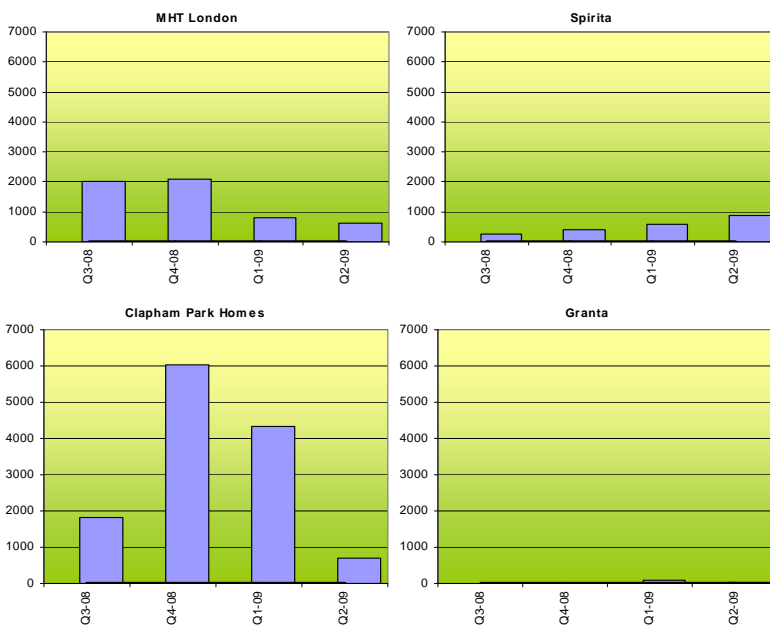


Org	08-09	Q2-09	Ave 12mth	Yr end Tgt	Peer gp ave	Trend 12mth
MHT	10.9	13.8	13.5	n/a	n/a	
Spirita	13.3	18.7	14.6	n/a	n/a	
CPH	31.4	31.3	35.6	n/a	n/a	
Granta	7.8	6.0	7.2	n/a	n/a	

✓ = performance improving
 ✗ = performance not improving

22: P - Compensation paid per 1000 units

MHP



Org	08-09	Q2-09	Ave 12mth	Yr end Tgt	Peer gp ave	Trend 12mth
MHT	£2,630	£614	£1,382	n/a	tbc	✓
Spirita	£502	£889	£533	n/a	tbc	✗
CPH	£3,166	£700	£3,214	n/a	tbc	✓
Granta	£79	£19	£54	n/a	tbc	

✓ = performance improving
 ✗ = performance not improving

Explanation of results

MHT	MHT have had 4 panel hearings, however they have been slow to pass the paperwork over to P&P. P&P are currently waiting for the paperwork for 13 outstanding cases. Of the 222 complaints recorded by MHT London, only 82 were closed within timescale. MHT London has coded £9881 to the compensation budget this quarter. MHT London have 47 overdue cases
Spirita	Spirita manage to close the majority of cases within timescale; namely 121 out of the 196 complaints recorded. Spirita have 29 overdue complaints and have had 4 panel hearings. This quarter Spirita have coded £9339 to the compensation budget
CPH	CPH recorded 61 complaints and closed 29 of them within timescale. CPH have 35 overdue complaints and have paid £1363 in compensation this quarter
Granta	Granta continue to record small numbers of complaints

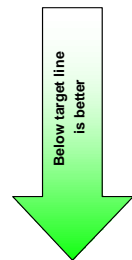
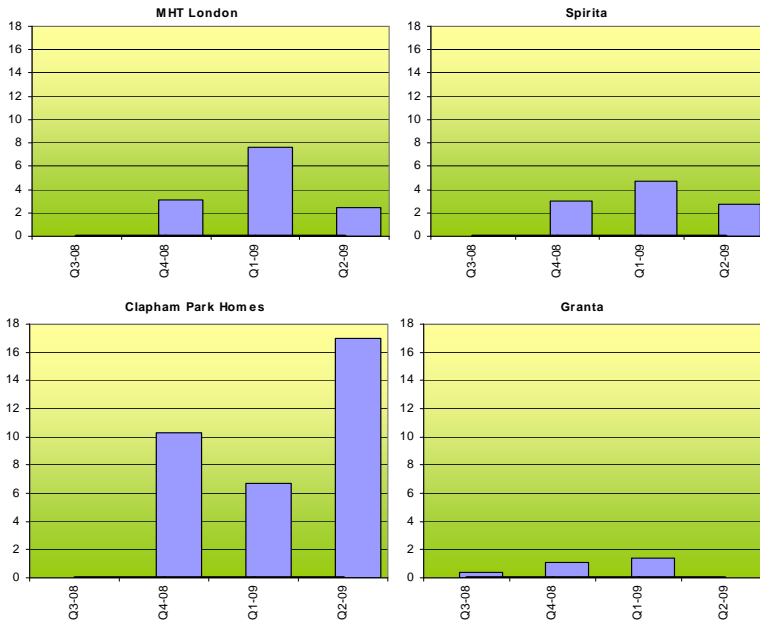
Activities to improve performance

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MHT	Staff have been reminded to pass panel papers to P&P within 5 working days. Training is being undertaken in MHT London and Spirita for panel members.
Spirita	Spirita have a programme of complaints training which is automatically given to staff at induction and then further training where required.
CPH	Following the roll out of the new Tagish complaints database to CPH, further staff have been trained which should improve complaint handling
Granta	Granta now attend Customer Services Corporate Group where it has been agreed that learning from complaints will be shared.
P&P	Policy and Performance have identified that greater controls are needed in relation to compensation payments. They have asked that this is looked at by the Customer Services Group.

23: P - Overdue complaints per 1000 units

MHP

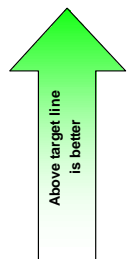
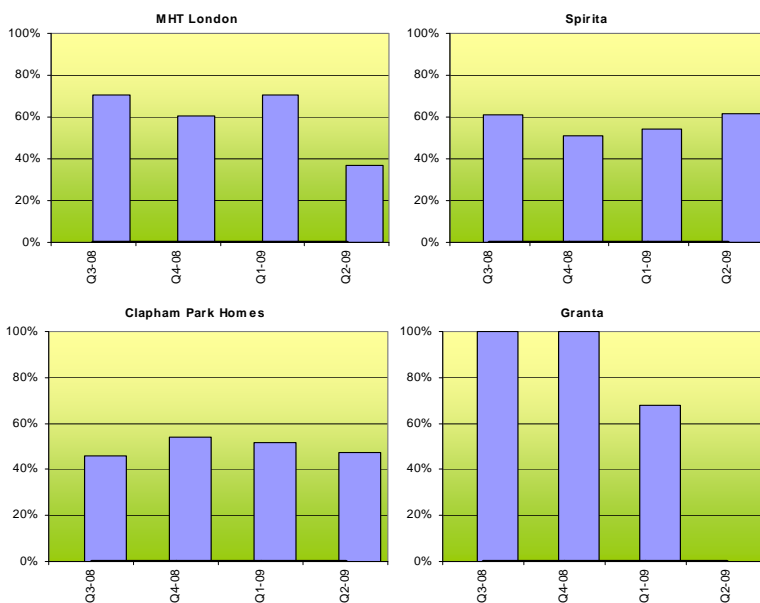


Org	08-09	Q2-09	Ave 12mth	Yr end Tgt	Trend 12mth
MHT	3.84	2.49	4.41	n/a	
Spirita	2.79	2.76	3.48	n/a	
CPH	8.40	16.96	11.31	n/a	
Granta	2.06	n/a	0.98	n/a	

- ✓ = performance improving
- ✗ = performance not improving

24: P - % Complaints closed in timescale

MHP

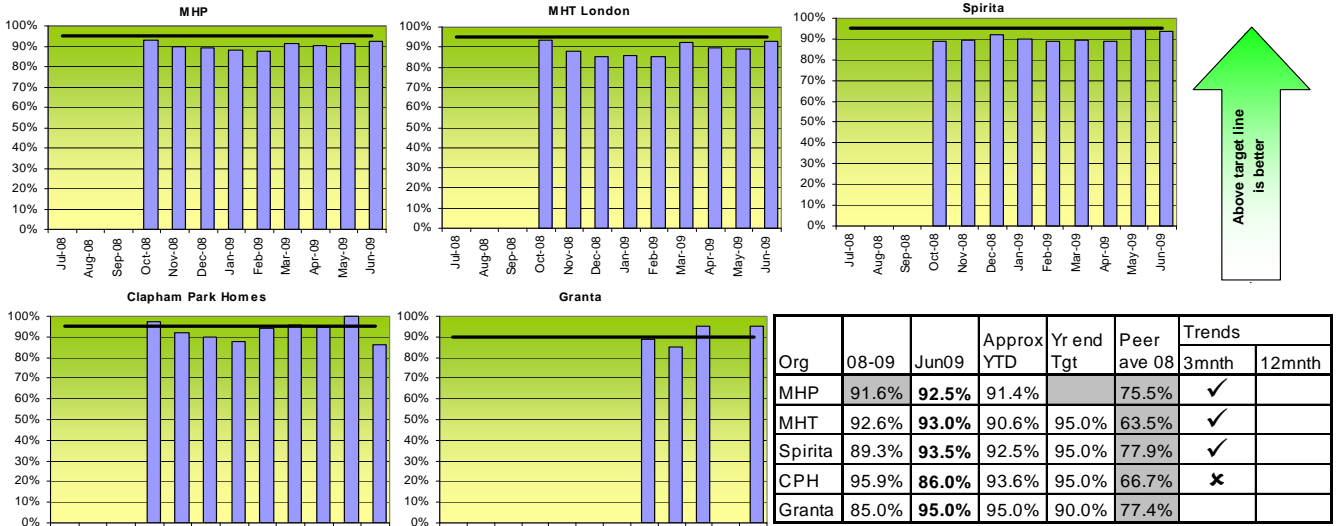


Org	08-09	Q2-09	Ave 12mth	Target	Trend 12mth
MHT	64%	37%	60%	n/a	✗
Spirita	52%	62%	57%	n/a	✓
CPH	55%	48%	50%	n/a	✓
Granta	78%	n/a	89%	n/a	⓪

- ✓ = performance improving
- ✗ = performance not improving

Percentage of complaints closed within timescale.

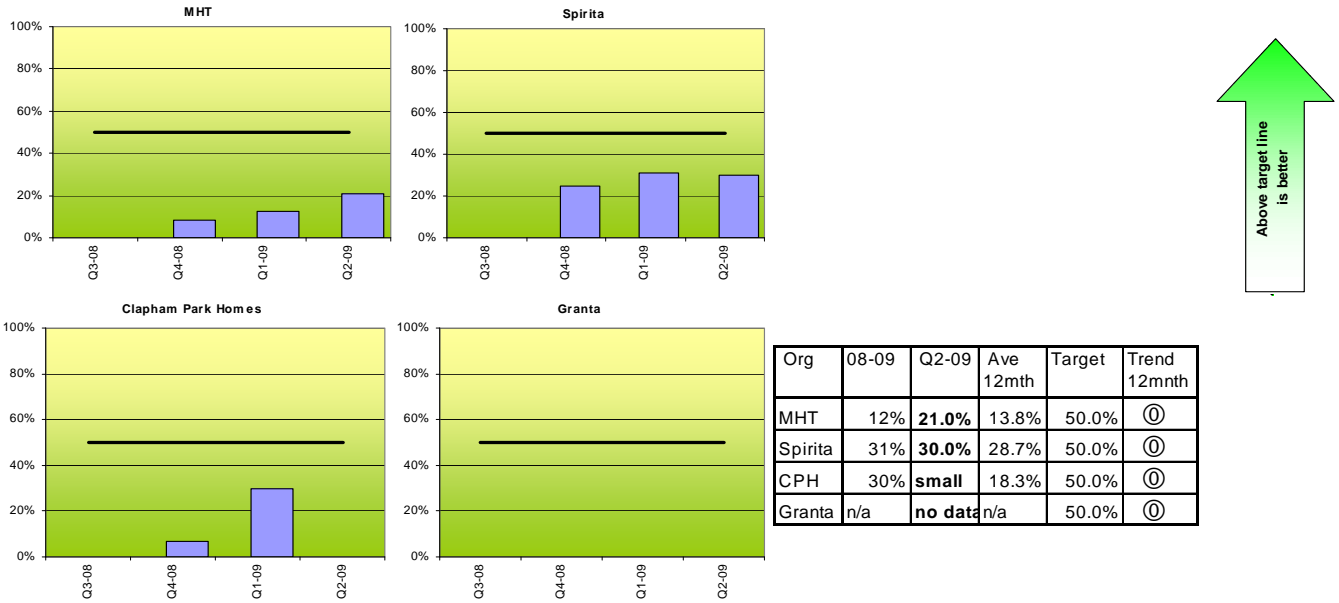
25: R - % overall satisfaction with repairs service MHP



% satisfaction with repairs service - measured from outbound repairs survey calls
From Feb09 Granta figure is for tenant satisfaction with maintenance service

✓ = performance improving
✗ = performance not improving

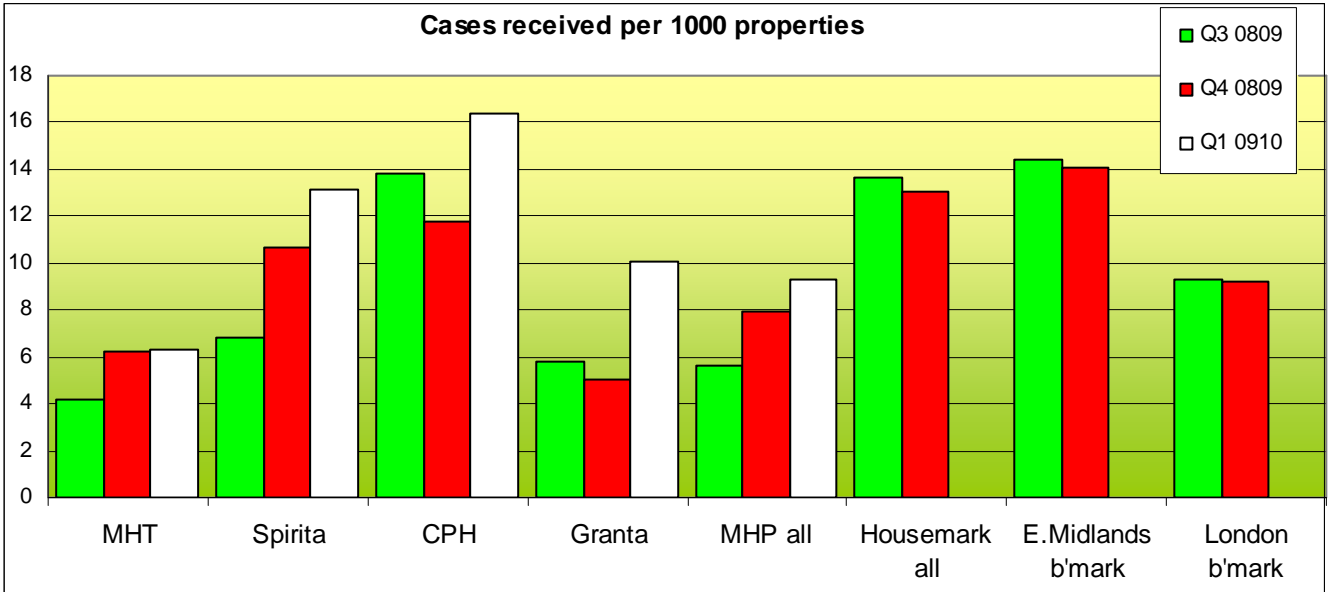
27: P - % Satisfaction with handling of complaints MHP



% age of complainants satisfied with the way the complaint was handled. From Sep08 - revised complaints survey.

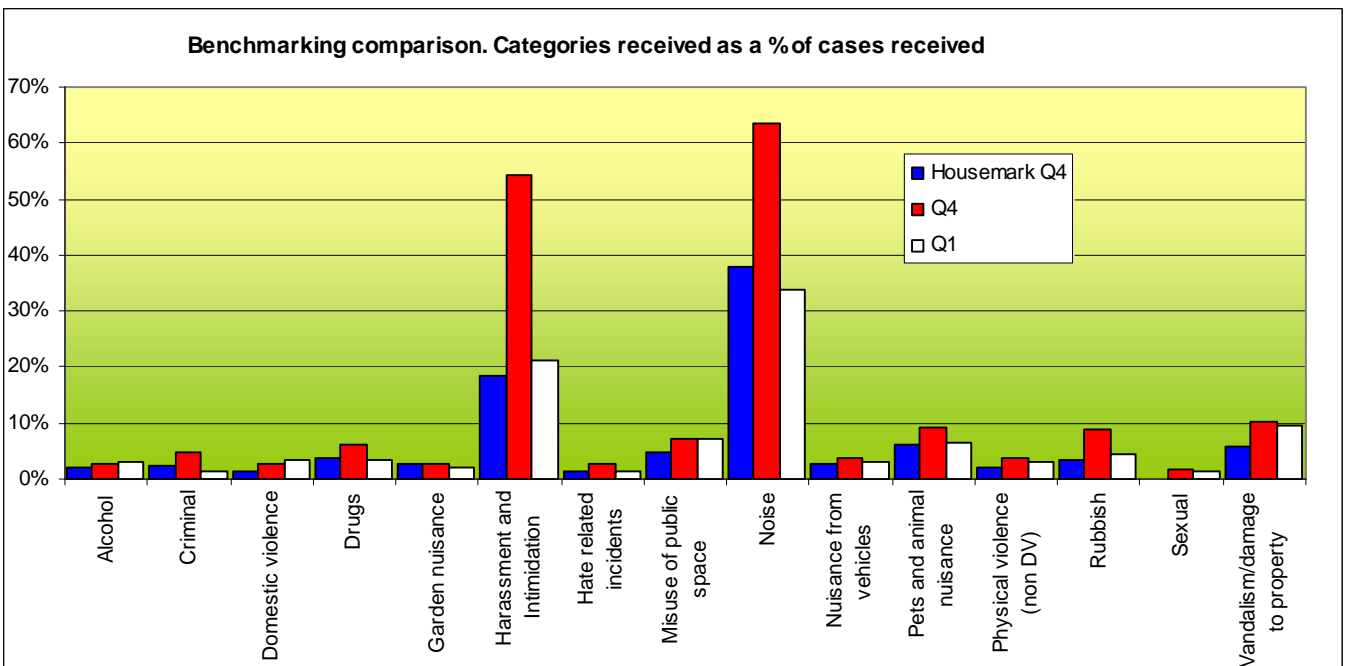
General	The survey form and scales changed this quarter, but the key questions remained the same.
MHT	The Q2-09 figure suggests that satisfaction with complaints handling is improving. The aspect of the complaints service that the lowest numbers of people were satisfied with in Q2-09 was the speed with which their complaint was handled - 13% were satisfied. It is notable that in Q2-09 17% of customers were satisfied with the outcome of their complaint.
Spirita	The Q2-09 figure suggests that satisfaction with complaints handling is not improving. The aspect of the complaints service that the lowest numbers of people were satisfied with in Q2-09 was being kept up to date with what was happening - 32% were satisfied. It is notable that in Q2-09 40% of customers were satisfied with the outcome of their complaint.
Granta	No data this quarter.
CPH	Six responses received.

a. New cases of ASB



General	All comparisons are against previous quarter's benchmark data.
MHT London	For MHT London the number of new cases received remained almost static compared to last quarter. These figures include Canalside and Roundshaw cases.
Spirita	The number of cases received in the first quarter of 09/10 is noticeably higher at 134 than the average for last year which was 80.5. It is difficult to comment on the reasons for this although it might reasonably be expected that by promoting our ASB processes and encouraging residents to report their ASB issues the rate of reporting would rise for a period of time. However Spirita are still marginally below the Housemark Benchmark Q4 figure for the East Midlands.
Granta	Granta continues to receive few reports of ASB and all cases are relatively minor in nature.
CPH	CPH continue to receive cases higher than the London benchmark, this is partially attributed to the relatively small geographical area, residents are close by to CPH officers, encouraging reporting.

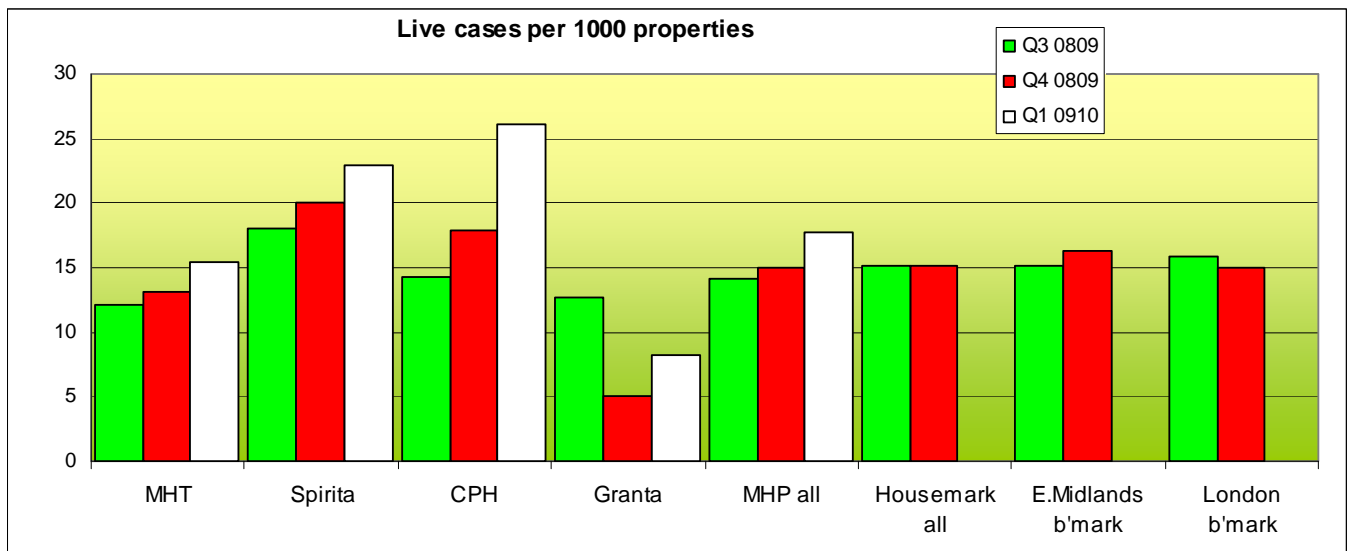
b. Categories received (can be higher than cases received and is in line with HouseMark benchmarking and Respect core indicator)



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General	HouseMark criteria measures categories received as a % of total cases received. Noise and non-hate related harassment remains the highest recorded categories. The dispersal of categories has significantly evened out and is further in line with the benchmark totals. This is partly attributed to the processes for selecting case categories on the ASB system changing. Officers have been reminded of the importance of fully assessing their ASB cases at the earliest opportunity.
MHT London	MHT London saw a reduction in case categories received compared to last quarter from 174 to 130. The reason behind this was that new cases received involving noise nuisance and harassment/intimidation reduced by almost 50% compared to last quarter.
Spirita	The two categories of Noise and Harassment and Intimidation continue to be the categories with the largest number of cases which is in line with the benchmarking comparison. The two categories make up 65% of the total numbers of cases. The numbers for pets and animal nuisance are noticeably reduced from the previous quarter but the variations in choice of category by staff recording the reports could account for this as noise from barking dogs may be recorded in either category. It would take further investigation to reveal whether this was the case. Spirita have a low number of hate related crime at 1.5% but at 6% of the total, domestic violence is still a significant issue for Spirita.
Granta	Noise continues to be the major source of complaints.
CPH	The physical make up of CPH's stock means that a much larger proportion of their ASB is related to it's environment. Litter, fly tipping and rubbish (15.6%) and misuse of communal areas, public space (12.5%) is significantly higher than the benchmark average.

c. Live cases (per 1000 properties)



General	The number of open cases generally mirrors the volume of cases received.
MHT London	In MHT London there was a significant increase in live cases this quarter compared to last quarter. The was mainly due to the fact that MHT London (excluding Roundshaw and Canalside) saw a significant increases in new cases and a reduction in closed cases.
Spirita	Spirita's total number of cases is high compared to other parts of the business although benchmarking information suggests this is not out of step with the local environment. Spirita aims to reduce the number of live cases this year and are looking at strategies to bring this about.

d. Closed cases and last action taken

Housing services bART for April – June 2009 - Signed off on 10/8/09

Closure reason	Q3 MHT	Q4 MHT	Q1 MHT	Q2 Spirita	Q3 Spirita	Q4 Spirita	Q3 CPH	Q4 CPH	Q1 CPH	Q3 Grants	Q4 Grants	Q1 Grants
Early intervention by housing management staff	5	8	9	16	6	14	12	1	4	3	3	0
Acceptable Behaviour Contract or Agreement (ABC/ABA)	0	0	0	0	0	0	0	0	0	0	0	0
Referral to, or provision of, mediation	1	2	0	0	3	1	0	1	0	2	1	0
Referral to partnership forum or ASB group or sub-group	0	0	0	0	0	0	0	0	0	0	0	0
Referral to police	0	0	1	0	0	0	0	0	0	0	0	0
Referral to Youth Offending Team	0	0	0	0	0	0	0	0	0	0	0	0
Joint visit	0	0	0	0	0	0	0	0	0	0	0	0
Parenting agreement or contract	0	0	0	0	0	0	0	0	0	0	0	0
Transfer of complainant or perpetrator	0	0	0	0	0	1	0	0	0	0	0	0
Referral of complainant to support service	0	0	0	0	0	0	0	0	0	0	0	0
Notice Seeking Possession/demotion	0	0	0	0	0	0	0	0	0	0	0	0
Possession Order	0	0	0	0	0	0	0	0	0	0	0	0
Demotion Order	0	0	0	0	0	0	0	0	0	0	0	0
Undertaking to the Court	0	0	0	0	0	0	0	0	0	0	0	0
Injunction	0	0	0	0	0	0	0	0	0	0	0	0
Parenting order	0	0	0	0	0	0	0	0	0	0	0	0
Anti-Social Behaviour Order (ASBO)	0	0	0	0	0	0	0	0	0	0	0	0
Eviction	1	1	0	4	0	0	0	0	0	0	0	0
Dispersal Order	0	0	0	0	0	0	0	0	0	0	0	0
Individual Support Order	0	0	0	0	0	0	0	0	0	0	0	0
Extension of a starter/introductory tenancy	0	0	0	0	0	0	0	0	0	0	0	0
Referral or provision of, a family intervention project and/or a tenancy support	3	3	1	3	7	1	2	0	1	1	0	0
Referral to, or provision of, a parenting programme	0	0	0	0	0	0	0	0	0	0	0	0
Referral to, or provision of, drug or alcohol support services	0	0	0	0	0	0	0	0	0	0	0	0
Referral to, or provision of, mental health/community care services	0	0	0	0	0	1	0	0	0	0	0	0
Other early intervention; enforcement; or perpetrator supportive action/referral	12	15	18	34	24	28	4	7	5	8	13	10
Unresolved: Surrender of property by a complainant	0	0	0	0	0	0	0	0	0	0	0	0
Unresolved: No action can be taken/complaint requests no action	48	26	18	17	23	30	19	4	6	10	7	2
Unresolved: No further incidents in 3 months	24	23	23	28	20	15	0	2	4	8	7	2
Unresolved: Other	28	14	7	13	7	8	0	2	0	9	2	0
Unresolved: Unable to contact parties	13	7	12	7	24	15	3	1	0	0	0	0
Total resolved	22	29	29	57	40	46	18	9	10	14	17	10
Total unresolved	113	70	60	65	74	68	22	9	10	27	16	4
%resolved	16.3%	29.3%	32.6%	46.7%	35.1%	40.4%	45.0%	50.0%	50.0%	34.1%	51.5%	71.4%
%unresolved	83.7%	70.7%	67.4%	53.3%	64.9%	59.6%	55.0%	50.0%	50.0%	65.9%	48.5%	28.6%

General	<p>Resolved cases provide a more robust justification to closing cases so this indicator is most associated to good ASB performance.</p> <p>The upgrade of the ASB system now records the full range of measures in managing a case to successful resolution. As this reporting has improved, it will encourage officers to consider their full range of available ASB tools before closing their cases. This will be evidenced in the future by a greater dispersal of the case closure reasons.</p>
MHT London	In MHT London 33% of cases were resolved which is a slight improvement from last quarter when only 29% of cases were resolved. Of these cases 93% were resolved due to early intervention by housing management staff.
Spirita	Spirita are pleased that a large proportion of their cases have been closed due to early intervention measures. However, Spirita acknowledge that they are still not meeting expectations regarding the proportion of unresolved cases compared to resolved cases i.e. 59.6% unresolved and 40.4% resolved and more work is required in this area.

e. Actions used to tackle ASB

General	The ASB software has been reconfigured and will improve the managing and recording of the full range of actions, ISD are currently in the process of configuring the reports to extract this information.
MHT London	MHT London had articles promoting meditation and publicising our response to Harassment in the Estate Newsletters. An article was included in MHTimes advising residents of successful actions taken in both North and South London, to resolve ASB. The ASB Coordinator has started attending Lambeth Council's ASB Strategy Delivery Group and the Met Police Joint Action Group, to strengthen partnership working and identify good practice. Bi-Monthly E-Briefings are still ongoing, with the May Briefing covering the Common Assessment Framework. These E-Briefings aim to raise awareness and promote good practice.
Spirita	ASB cases in Older Persons and Supported Housing remains low, although there have been a number of cases in Older Persons Housing requiring legal action during the quarter. ASBI's remain the most commonly used legal tool, and no ASBO's or demotion orders have been applied for this year. In addition 9 ABC's have been signed this quarter and 14 NSP's served. At the end of Q4 Spirita had 22 separate cases with our solicitors - the highest level during the whole year.

f. Resident satisfaction

satisfaction	MHT	Spirita	CPH	Granta
Number of complainant satisfaction surveys sent out (or face to face/ telephone surveys attempted) that were returned	16	26		4
% of respondents very or fairly satisfied with the way their ASB complaint was dealt with	31%	62%		50%
% of respondents very or fairly satisfied with the outcome of their ASB complaint	19%	62%		50%
% of respondents who found it very or fairly easy to contact a member of staff to report a complaint about ASB	63%	62%		75%
% of respondents who rated the time taken for them to be interviewed as good	50%	73%		75%
% of respondents who found the member of staff dealing with their ASB complaint was always helpful	40%	68%		75%
% of respondents who found the member of staff dealing with their ASB complaint was always courteous	79%	92%		75%
% of respondents who found the member of staff dealing with their ASB complaint was always sensitive	53%	75%		75%
% of respondents who found the member of staff dealing with their ASB complaint was always knowledgeable	47%	70%		75%
% of respondents very or fairly satisfied that they were kept informed about what was happening throughout their ASB case	31%	62%		50%
% of respondents very or fairly satisfied with the support given to them during their ASB case	38%	65%		50%
% of respondents who have already made a complaint of ASB that would be very or fairly willing to report ASB again in the future	69%	62%		50%

General	Satisfaction with ASB continues to be low and compares slightly unfavourably with similar organisations. Targets for ASB satisfaction (for both case handling and outcome) require setting. A 50% end of year target is a realistic expectation.
MHT London	MHT London saw a 15% decrease in satisfaction with the outcome of cases and a 8% decrease in satisfaction with the way cases were handled. The ASB Coordinator and Neighbourhood Services Operations Manager have been tasked with writing an action plan to address issues and increase satisfaction, particularly with the way cases are handled.
Spirita	Spirita are pleased with some of the satisfaction figures, e.g. the percentage who found the member of staff dealing with the complaint to be courteous- 95%. None of the satisfaction levels are below 50% but we would want to greatly improve the percentage of residents who are very or fairly satisfied with the outcome of their ASB complaint. The low figure for this - 62% may reflect the high number of cases which have been close unresolved and indicates again that this is an area on which Spirita should focus.
Granta	Granta's satisfaction figures for the quarter ended 30th June 09 are based on only 4 returns out of 18 sent, so having surveys returned continues to be a problem.

Glossary:

General comments

- Where figures are shown for MHP these have been calculated as a weighted average on the basis of stock numbers.
- Where no data is currently available, cells are empty.
- Each Performance Indicator is now tracked over 12 months. Historical data will need to be gathered from earlier BARTs to enable full population of Performance Indicators.
- The Housing Services bART is produced shortly after regional bARTs are available. It is collated by P&P from partnership databases where access is available, and does rely on timely production of business bARTs for comprehensive commentary.
- Reporting on ASB and key satisfaction areas is under development and will be reported quarterly.
- Clapham Park Homes use different repairs categories, so repairs performance is not directly comparable.
- Where Year To Date (YTD) figures are shown- this reflects the **financial** year to date.
- Percentage point is a unit expressing the difference between two percentages; a fall of one percentage point would be a fall from 10% to 9%. In the bART %pt denotes a percentage point.

Service area RAG status

For each of the service areas in the summary table on page 1 current performance has been compared with the year end target and allocated a Red/Amber/Green (RAG) status according to the logic shown below.

Where there is a sound rationale for a different RAG status, the automatic RAG logic can be overridden.

Monthly performance indicators:

PI	Trends		RAG status
	12 month	3 month	
Outside target	x	x	Red
Outside target	✓	x	Red
Outside target	x	✓	Amber
Outside target	✓	✓	Amber
Inside target	x	x	Amber
Inside target	✓	x	Green
Inside target	x	✓	Green
Inside target	✓	✓	Green

Quarterly performance indicators:

PI	12 month	RAG status
Outside target	x	Red
Outside target	✓	Amber
Inside target	x	Amber
Inside target	✓	Green

Organisational RAG status

The assigning of the Red, Amber, Green (RAG) status to each of the housing member organisations is designed to act as a tool to alert SMT to performance issues in a particular business unit, and for them to seek assurances from the relevant Business Management Team that adequate control measures are in place to address the performance issues highlighted.

The RAG status assessment is reached by the Policy & Performance team with reference to:

- Performance as reported in the Housing Services bART
- Reference to the relevant bART
- Other business intelligence brought to our attention

RAG status	Meaning
Red	Performance in key areas is off track, and assurance is required from the relevant Business Management Team that adequate corrective action is being taken.
Amber	Performance in key areas is off track but adequate management controls have been put in place to address performance issues.
Green	Performance in key areas is on track.