

1. Housing Services Summary

MHP

Mar-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	Target 6.00%	6.00%	6.30%	5.00%	Month
			PI Value 6.38%	5.64%	8.43%	6.80%	
5 R - General needs voids as % of GN stock Allocations	%	Below Target	Target 1.48%	2.00%	3.00%	0.50%	Month
			PI Value 1.51%	4.91%	4.17%	1.89%	
11 P - Routine repairs completed in target % Repairs	%	Above Target	Target 95.0%	98.0%	95.0%	97.0%	YTD
			PI Value 90.2%	77.8%	62.4%	100.0%	
13 L - Gas safety - % appliance checks overdue Asset mngmnt	%	Below Target	Target 0.5%	0.5%	0.5%	0.5%	Month
			PI Value 7.80%	4.95%	16.57%	0.18%	
14 L - % non compliance with gas servicing pro Asset mngmnt	%	Below Target	Target 0.0%	0.0%	0.0%	0.0%	Month
			PI Value 5.38%	3.68%	16.34%	0.00%	
16 R - Average SAP rating for GN stock Asset mngmnt	Number	Above Target	Target n/a	n/a	n/a	84.0	Month
			PI Value 75.6	77.0	61.4	81.3	
17 R - % stock failing Decent Homes Asset mngmnt	%	Below Target	Target	On target for 5% failure at end of 2010			Month
			PI Value 16.70%	23.60%	n/a	0.00%	
20 P - Calls per 100 homes Customer services	Number	Below Target	Target 70	70	120	n/a	Month
			PI Value 130	124	152	274	
25 R - % overall satisfaction with repairs service Repairs	%	Above Target	Target 90.0%	90.0%	90.0%	90.0%	Month
			PI Value 92.6%	89.3%	95.9%	85.0%	
26 P - % Satisfaction with handling of ASB repo ASB	%	Above Target	Target 50%	50%	50%	50%	Quarterly
			PI Value 26.7%	43.5%	100.0%	67.0%	
27 P - % Satisfaction with handling of complain Complaints	%	Above Target	Target 50%	50%	50%	50%	Quarterly
			PI Value 12.3%	31.0%	30.0%	no data	
Overall RAG status			MHT London	Spirita	Clapham Park H	Granta Housing	

Commentary from the Head of Performance & Planning, Policy & Performance (P&P)

Service area

- **Repairs performance** in both responsive repairs and gas servicing for MHT London, Spirita and CPH remains an area of concern. Current performance is having a significant adverse impact on both the level of customer phone calls and complaints. Actions to arrest the current performance issues are being overseen by the contract review group meetings, chaired by the MD of MHT London and serviced by P&P. Reconciling conflicting repairs performance information between mWorld and the contractor Mears remains a key priority.
- **Decent Homes (DH):** the impact of the improved reporting capability of our upgraded stock condition software on the projected DH compliance (of MHT London and Spirita) by 2010 is to be assessed by P&P.
- **Void management:** SMT have endorsed a renewed 'voids drive' to bring back long term voids back into use through letting or sale. This drive is to be prioritised over concerns about the temporary impact on reported relet times. The voids processes across MHP are to be reviewed as part of the ACE for Homes project.
- **Anti-social behaviour (ASB) management:** noise nuisance and harassment remain the largest causes of ASB for MHP residents as a whole. Greater focus and activities on ASB case resolutions is yet to be evidenced in ASB case customer satisfaction figures.

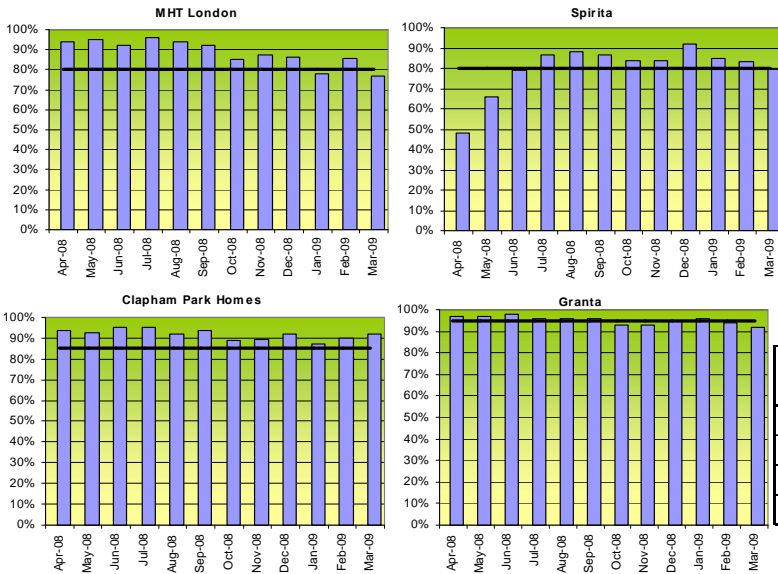
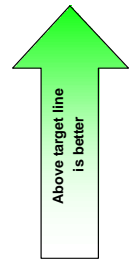
Organisation

- CPH: poor performance in gas servicing and repairs completions presents a high incident and regulatory risk to MHP. P&P will liaise with CPH to seek assurance regarding the corrective actions being taken.
- A validation of our performance reporting systems showed non compliance with regulatory requirements in voids and relet time reporting in Spirita, and SAP reporting for all of the housing businesses. P&P are to develop an action plan to address the issues raised.

6. Customer Services

18: P - Call response rates %

MHP



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

Org	07-08	Mar09	Ave YTD	Yr end Tgt	Peer ave 07	Trends	
						3mnth	12mnth
MHT	89.1%	76.8%	88.6%	85.0%	n/a	✗	✗
Spirita	68.7%	79.5%	80.1%	80.0%	n/a	✗	✓
CPH	84.3%	91.9%	91.9%	85.0%	n/a	✓	✗
Granta	98.2%	92.0%	95.3%	95.0%	n/a	✗	✗

✓ = performance improving
✗ = performance not improving

Explanation of results

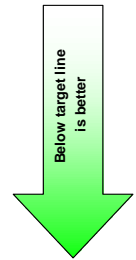
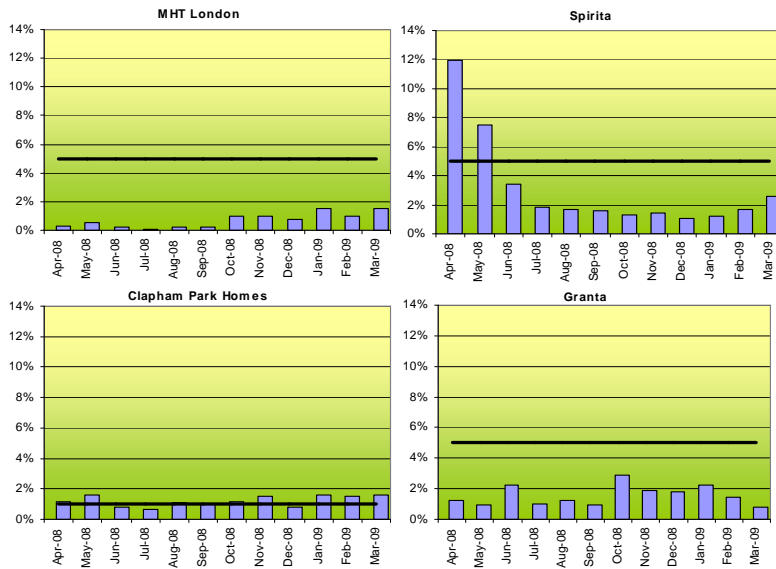
MHT	Average calls presented per month this quarter 20,231 - MHT received their highest call level to date in March of 22,204 calls and achieved 77% answered within 20 seconds against a target of 85%. The main team are taking an average of 1009 calls per day. Abandon rates have increased to 1.55% against a target of less than 5%. Contact Management System has also been introduced which has resulted in longer calls as staff are adjusting to the new system.
Spirita	Average calls presented per month this quarter 11,939 - The quarterly results were affected by March's figure which was impacted upon by the rent increase letters, IT virus and cover for London to enable them to undertake training on CMS. In light of these challenges it is pleasing to report these commendable results.
CPH	Average calls presented per month this quarter 3187 - Performance has been consistently above target this quarter.

Activities to improve performance

MHT	The main reason for the steep increase of calls has been contractor missed appointments, with customers calling to advise MHT (repeat calls, call backs and callers asking when the contractor will attend). This is being taken up in contractor meetings.
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19: P - Call abandon rates %

MHP



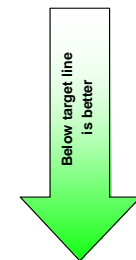
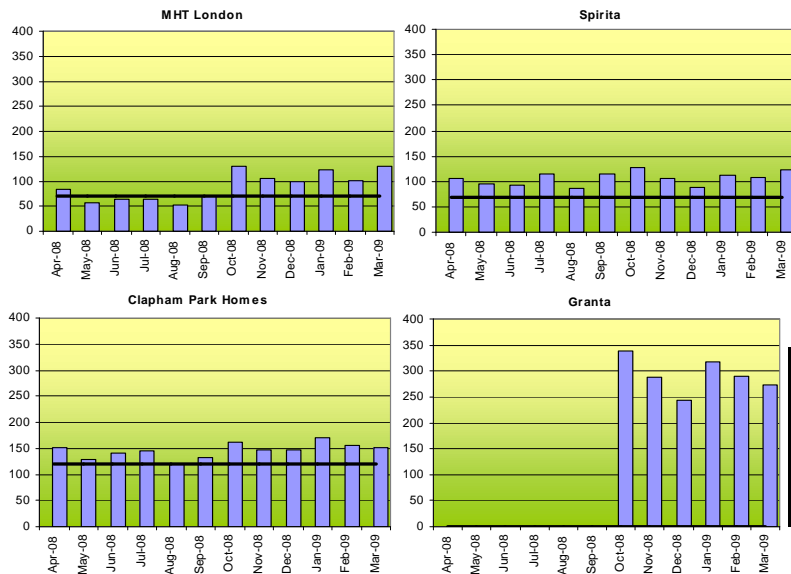
Org	07-08	Mar09	Ave 12mth	Yr end Tgt	Peer ave 07	Trends	
						3mth	12mth
MHT	2.0%	1.5%	0.7%	4.0%	n/a	✗	✗
Spirita	8.8%	2.6%	3.1%	5.0%	n/a	✗	✓
CPH	4.4%	1.6%	1.2%	1.0%	n/a	✓	✗
Granta	1.4%	0.8%	1.5%	5.0%	n/a	✓	✗

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

20: P - Calls per 100 homes

MHP



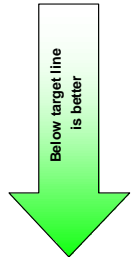
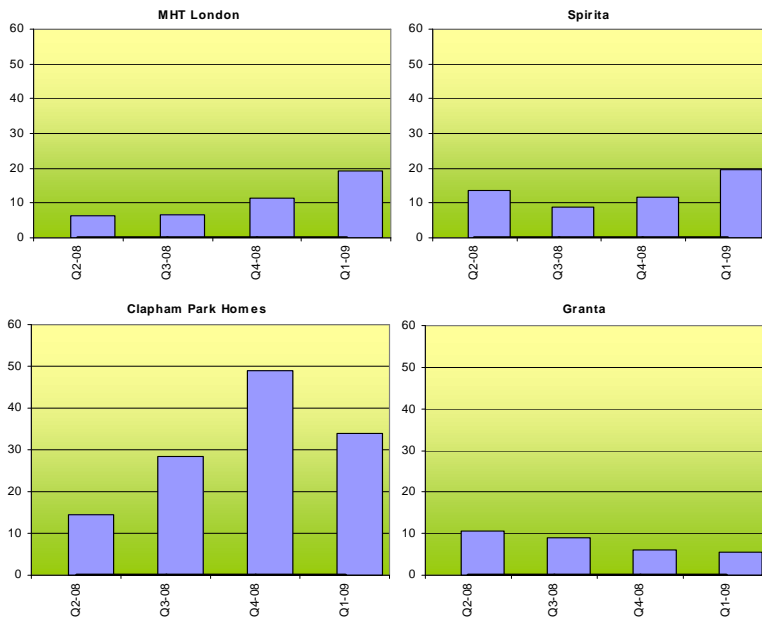
Org	07-08	Mar09	Ave 12mth	Yr end Tgt	Peer ave 07	Trends	
						3mth	12mth
MHT	66	130	90	70	n/a	✗	✗
Spirita	149	124	106	70	n/a	✗	✗
CPH		152	146	120	n/a	✓	✗
Granta		274	292		n/a	✓	

- ✓ = performance improving
- ✗ = performance not improving

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

21: P - Complaints received per 1000 units

MHP

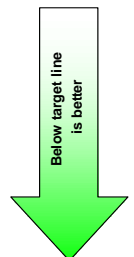
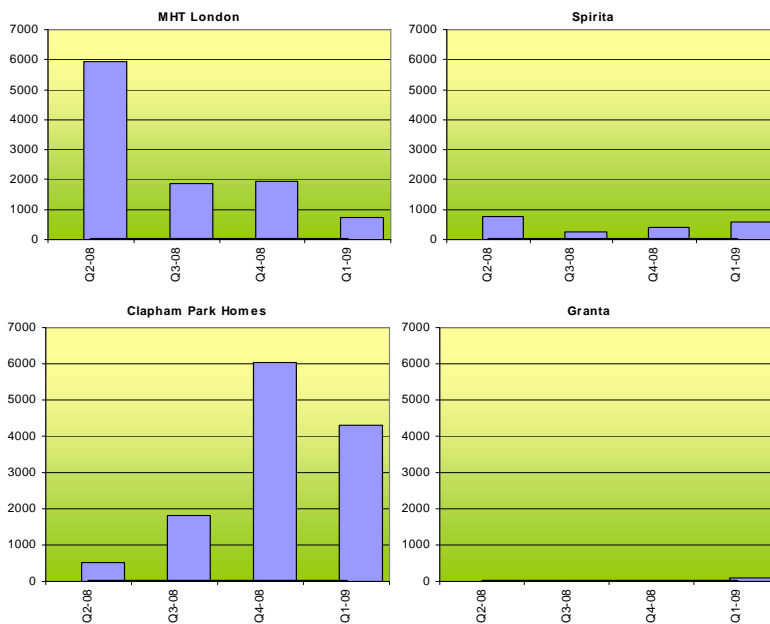


Org	07-08	Q1-09	Ave 12mth	Yr end Tgt	Peer gp ave	Trend 12mth
MHT	n/a	19.3	10.9	n/a	n/a	
Spirita	n/a	19.5	13.3	n/a	n/a	
CPH	70.0	33.9	31.4	n/a	n/a	
Granta	120.0	5.7	7.8	n/a	n/a	

✓ = performance improving
 ✗ = performance not improving

22: P - Compensation paid per 1000 units

MHP



Org	07-08	Q1-09	Ave 12mth	Yr end Tgt	Peer gp ave	Trend 12mth
MHT	n/a	£747	£2,630	n/a	tbc	✓
Spirita	n/a	£595	£502	n/a	tbc	✓
CPH	n/a	£4,317	£3,166	n/a	tbc	✗
Granta	n/a	£79	£79	n/a	tbc	

✓ = performance improving
 ✗ = performance not improving

Explanation of results

MHT	There has been a significant increase in the number of complaints received, the majority of which are relating to the new maintenance contract and gas servicing. The majority of compensation paid is as a result of maintenance service failures. MHT have 115 outstanding complaints.
Spirita	There has been a significant increase in the number of complaints received, the majority of which are relating to the new maintenance contract and gas servicing.
CPH	This quarter CPH have managed to reduce the number of outstanding complaints.
Granta	Granta continue to record small numbers of complaints

Activities to improve performance

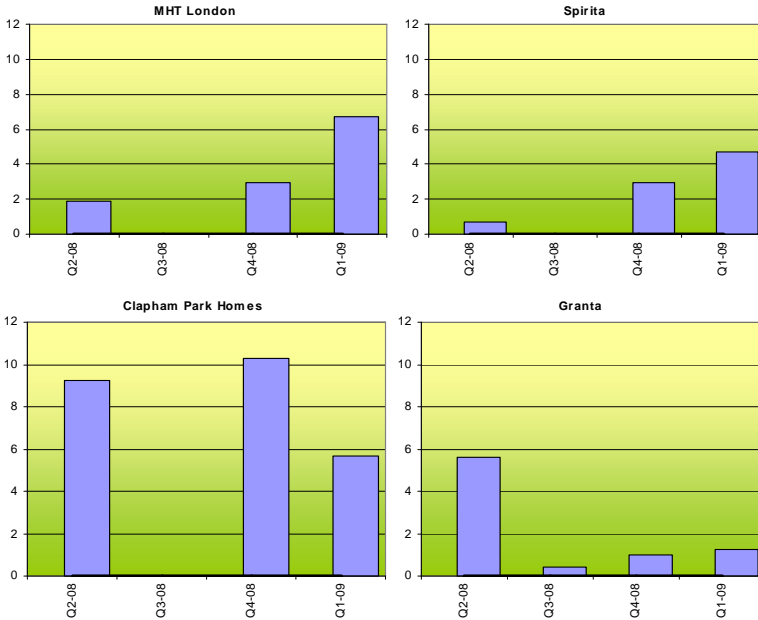
MHT	The increase in maintenance and gas servicing complaints is being addressed with the providers. MHP are looking to recharge compensation costs relating to maintenance to the service providers. All member organisations should be looking at compensation payments and complaints as part of their BMT/Performance meetings
Spirita	Spirita have amended their process for dealing with complaints, having a dedicated resource for 4

Housing services bART for Jan-Mar 2009 - Signed off on 30/4/2009

CPH	months to resolve long-standing, complex or sensitive cases
Granta	The Business Support Manager has been co-ordinating and chasing responses to reduce the number of outstanding complaints
P&P	Granta now attend Customer Services Corporate Group where it has been agreed that learning from complaints will be shared.
	Policy and Performance have arranged complaints benchmarking for London with the G15. This will be reported on quarterly.

23: P - Overdue complaints per 1000 units

MHP

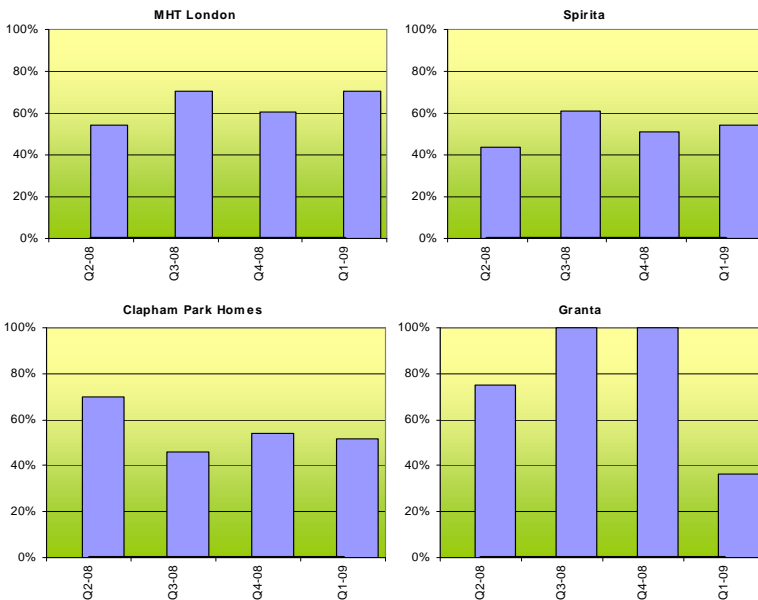


Org	07-08	Q1-09	Ave 12mth	Yr end Tgt	Top qtle	Trend 12mth
MHT	n/a	6.70	3.84	n/a	tbc	
Spirita	n/a	4.71	2.79	n/a	tbc	
CPH	n/a	5.65	8.40	n/a	tbc	
Granta	n/a	1.26	2.06	n/a	tbc	✓

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24: P - % Complaints closed in timescale

MHP

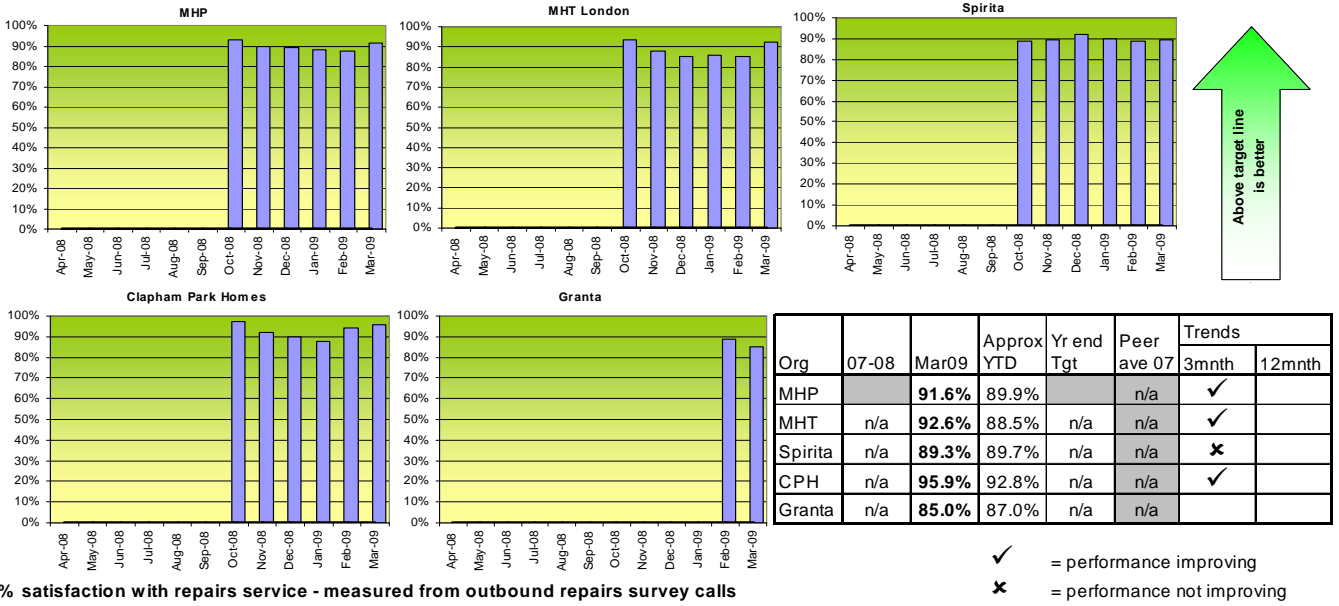


Org	07-08	Q1-09	Ave 12mth	Target	Trend 12mth
MHT	n/a	71%	64%	n/a	✓
Spirita	n/a	54%	52%	n/a	✓
CPH	n/a	52%	55%	n/a	✗
Granta	n/a	36%	78%	n/a	✗

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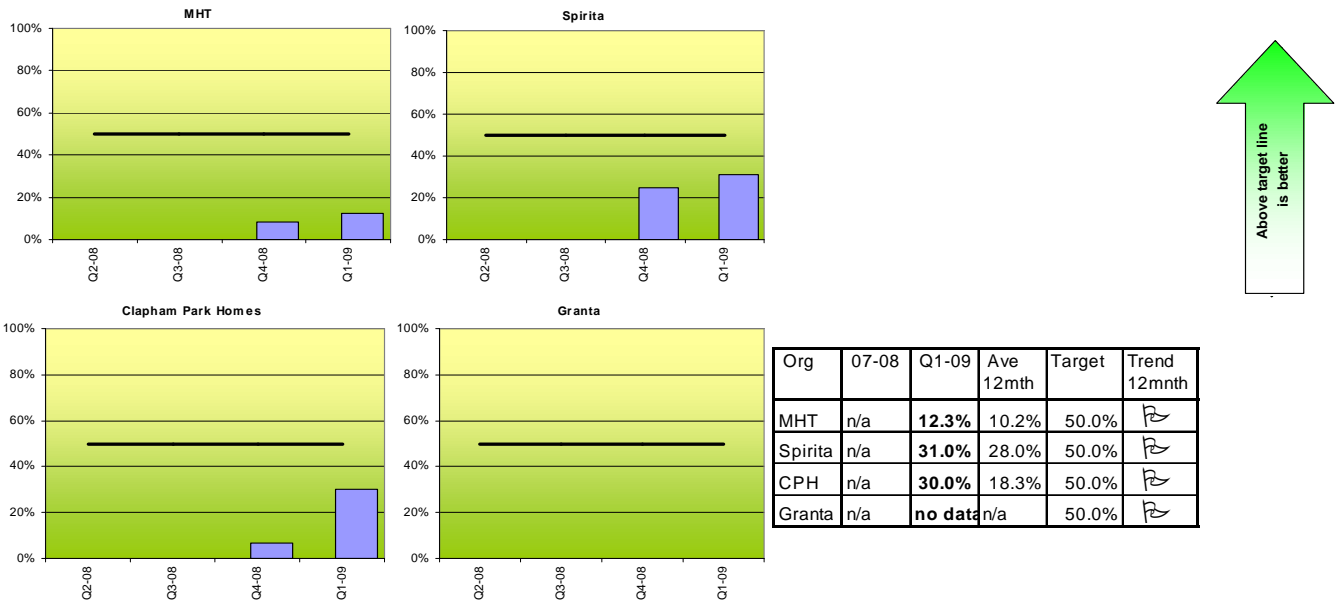
Percentage of complaints closed within timescale.

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

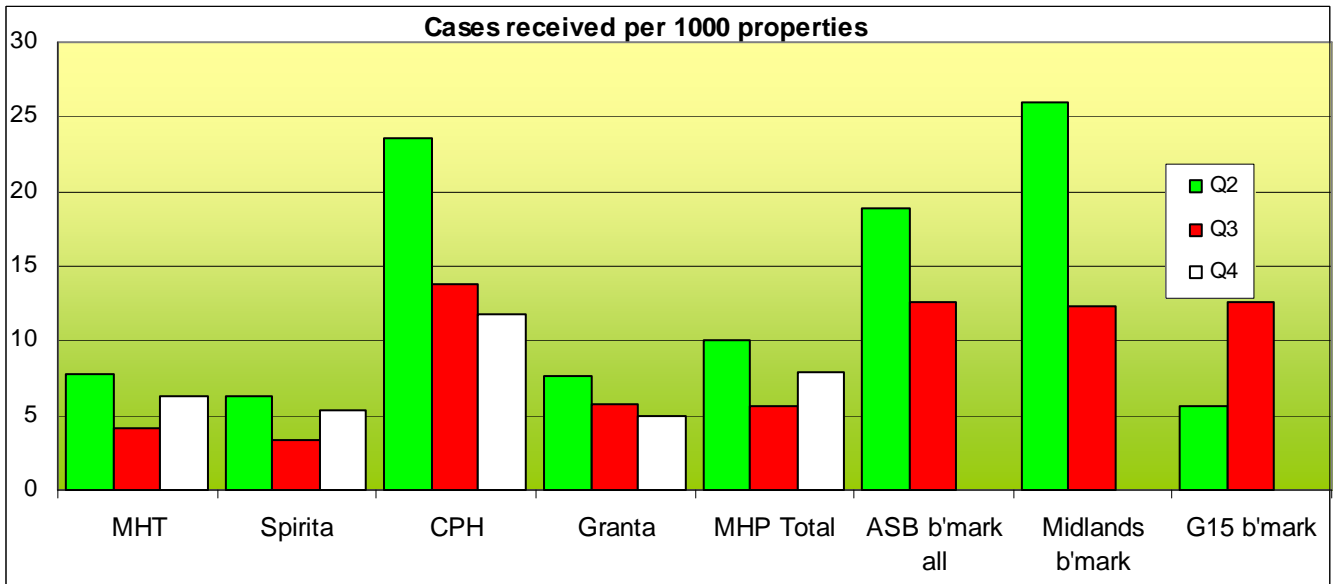
27: P - % Satisfaction with handling of complaints MHP



% age of complainants satisfied with the way the complaint was handled. From Sep 08 with revised complaints survey

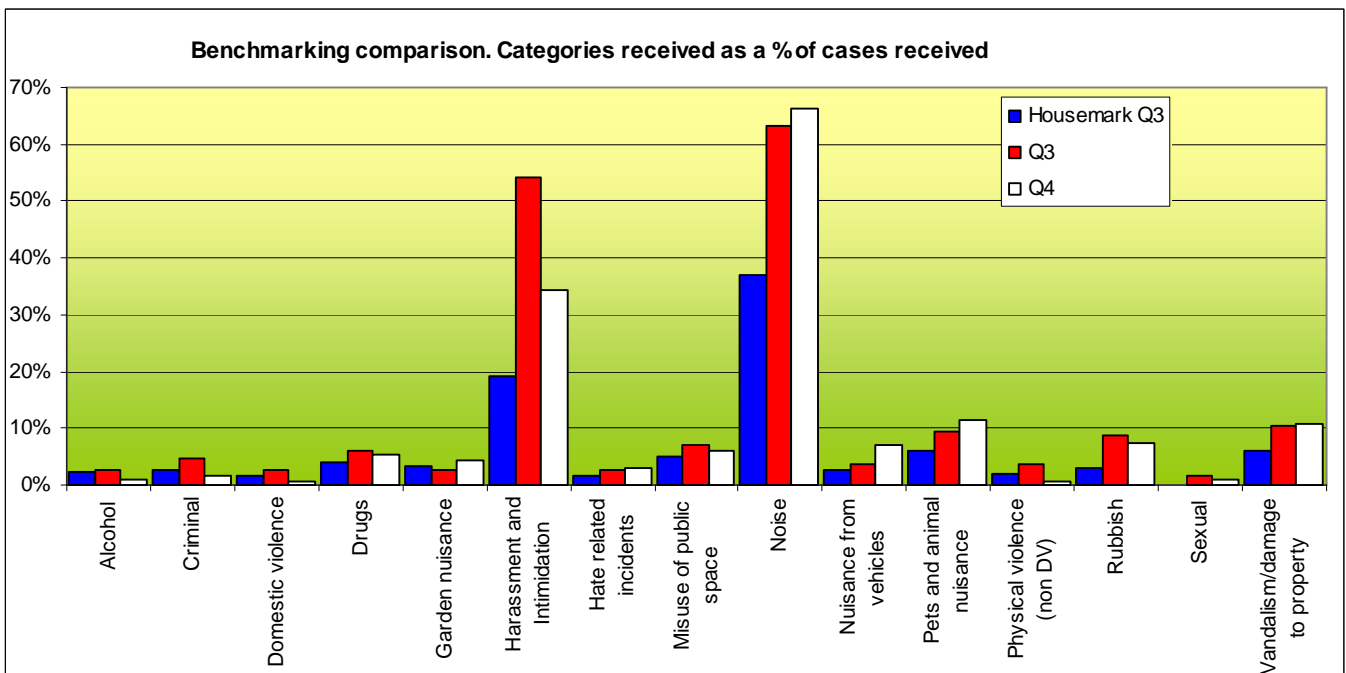
ASB

1. New cases of ASB



General	All comparisons are against previous quarter's benchmark data.
MHT London	There was an increase in cases received in MHT London mainly due to an increase in noise nuisance cases. Edmonton Team 1 received the highest number of new cases in the quarter. There is slight discrepancy between figures reported in MHT London Bart and the corporate figures. This is due to the fact that Canalside figures are included in MHT figures for the purposes of the corporate Bart.
Spirita	The number of cases received again increased - possibly related to continued promotion of initiatives to highlight the importance of reporting ASB and harassment. With effect from April 09 Spirita will be extending the level of reporting on ASB in their BART and benchmarking cases received number against other landlords in their peer group.
Granta	Granta received 13 new cases.
CPH	The number of reported cases continues to fall, attributed to seasonal variations. CPH expect cases to increase this quarter.

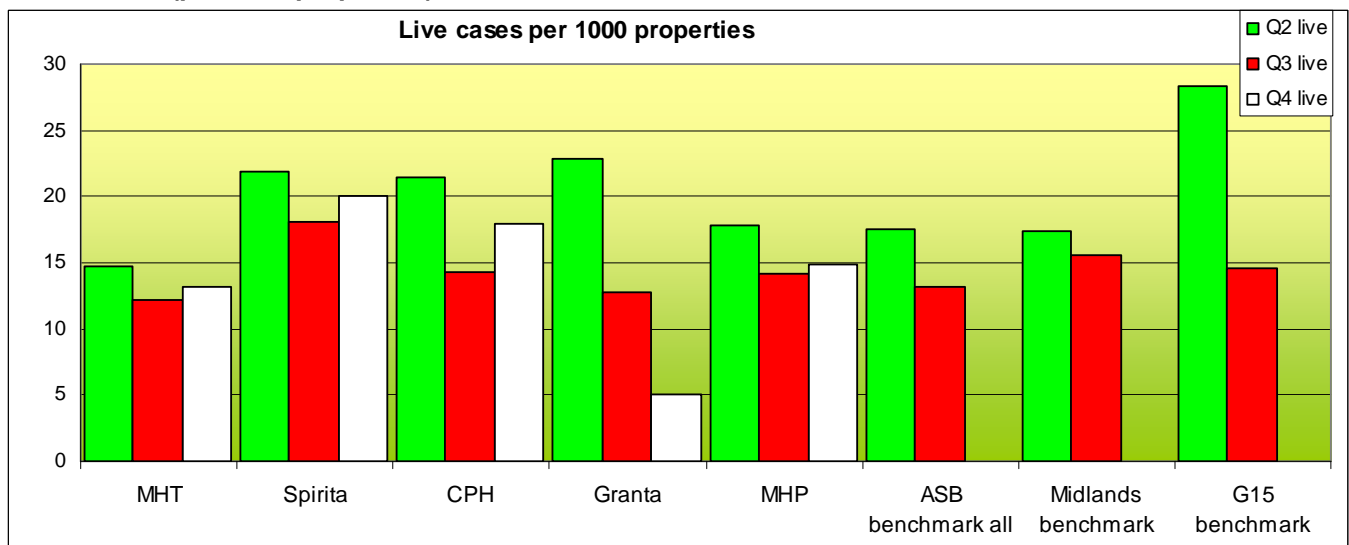
2. Categories received (can be higher than cases received and is in line with HouseMark benchmarking and Respect core indicator)



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General	This is taken from the sub-category selection screen on the ASB software. HouseMark's collection criteria have changed for this quarter. It now measures categories received as a % of total cases received (previously categories received per 1000 properties). Noise and non-hate related harassment remain the highest recorded categories. The distribution of categories is similar to the benchmark totals but % of noise, harassment and hate related categories is more than double the HouseMark data and is a cause for concern.
MHT London	There was a huge decrease in cases of harassment and intimidation, a total of 34 compared to 60 in the previous quarter. There were 3 new cases of racial harassment and 1 case was closed leaving a net total of 5 racial harassment cases open at the end of the quarter.
Spirita	The number of cases received again increased. Analysis of categories recorded has not been provided.
Granta	Loud noise/music (9), harassment (2), criminal damage (1), physical violence (1)
CPH	Noise nuisance continues to dominate, increasing to 26 (increase of 12 cases from the last Q).

3. Live cases (per 1000 properties)



General	The number of open cases has mirrored the increase in cases received.
MHT London	There was a slight increase in the number of live cases compared to the previous quarter 3 from 231 to 254, despite a 50% increase in new cases. However these figures include Roundshaw who had 28 and Canalside who had 16 live cases.
Spirita	The number of live cases at the end of the quarter has risen to 210 but with much higher levels of ASB cases in Nottinghamshire than Derbyshire. Spirita are investigating reasons for this.
Granta	13 cases live as at 31/3/09
CPH	An increase in the number of live cases. A compliance audit is due to take place next quarter.

4. Closed cases and last action taken

	MHT					Spirita					CPH					Granta					Total					move
	Q1 08	Q2 08	Q3 08	Q4 08	Q1	Q1 08	Q2 08	Q3 08	Q4 08	Q1	Q1 08	Q2 08	Q3 08	Q4 08	Q1	Q1 08	Q2 08	Q3 08	Q4 08	Q1	Q1 08	Q2 08	Q3 08	Q4 08	Q1	
Close Case - No further action can be taken by MHT	12	5	22	19	8	7	4	3	2	6	0	2	1	2	0	0	2	0	8	5	19	13	26	31	19	↑
Close Case - No further incidents in 3 months	34	15	16	24	23	23	15	16	18	20	1	5	3	0	2	0	4	0	8	7	58	39	35	50	52	↑
Close Case - Other	19	16	11	28	14	22	8	5	13	7	2	7	1	0	2	0	0	0	9	2	43	31	17	50	25	↑
Close Case - Unable to contact parties	18	23	10	13	7	15	12	14	7	24	0	4	2	3	1	0	1	0	0	0	33	40	26	23	32	↓
Total closed and unresolved	83	59	59	84	52	67	39	38	40	57	3	18	7	5	5	0	7	0	25	14	153	123	104	154	128	↑
Resolved - Complainant agrees no further action	33	26	35	29	18	13	11	7	15	17	4	15	12	17	4	1	18	3	2	2	51	70	57	63	41	↑
Resolved as perpetrator moved away	1	0	1	1	1	0	1	1	3	3	0	1	2	0	0	1	1	0	2	2	2	3	4	6	6	↑
Resolved between parties	14	12	7	5	8	16	6	5	16	6	3	5	7	12	1	4	10	2	3	3	37	33	21	36	18	↑
Resolved by Eviction	1	0	0	1	1	0	0	2	4	0	0	0	0	0	0	2	2	0	0	0	3	2	2	5	1	↑
Resolved by legal action	1	2	0	3	4	1	0	1	4	3	0	0	1	0	0	0	4	0	2	2	2	6	2	9	9	↑
Resolved by mediation	4	3	2	1	2	0	0	0	0	3	0	0	0	0	1	1	3	1	2	1	5	6	3	3	7	↑
Resolved by other action	24	12	22	8	10	32	5	24	27	18	12	14	3	4	7	1	2	0	4	9	69	33	49	43	44	↓
Resolved by support	1	2	1	3	3	2	1	2	3	7	2	1	0	2	0	1	1	0	1	0	6	5	3	9	10	↑
(blank)	14	7	7	1	8	3	1	1	1	4	0	0	0	0	0	0	0	0	2	0	17	8	8	4	12	↓
Total closed and resolved	93	64	75	52	55	67	25	43	73	61	21	36	25	35	13	11	41	6	18	19	192	166	149	178	148	↑
Grand Total	176	123	134	136	107	134	64	81	113	118	24	54	32	40	18	11	48	6	43	33	345	289	253	332	276	↑
% closed and unresolved	47%	48%	44%	62%	49%	50%	61%	47%	35%	48%	13%	33%	22%	13%	28%	0%	15%	0%	58%	42%	44%	43%	41%	46%	46%	↑
% closed and resolved	53%	52%	56%	38%	51%	50%	39%	53%	65%	52%	88%	67%	78%	88%	72%	100%	85%	100%	42%	58%	56%	57%	59%	54%	54%	↓

General	Resolved cases indicate a more effective approach to ASB than the category of 'closed' cases.
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Housing services bART for Jan-Mar 2009 - Signed off on 30/4/2009

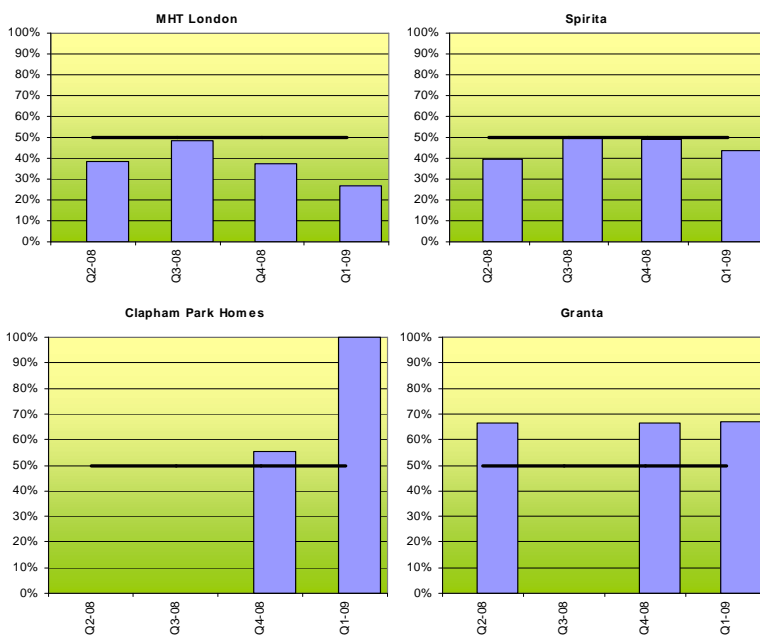
MHT London	51% of all cases closed were resolved, an improvement from last quarter (38%). MHT London contracts with Lambeth Mediation from April 2009 (there is an existing contract with Brent Mediation)
Spirita	Resolution rates declined again with only 52% of cases being closed 'resolved' compared to 65% in the previous quarter mainly a result of an exercise reviewing ASB cases on the system and closing 50+ cases where no further contact from the complainant. These cases were all closed as unresolved.
Granta	33 cases closed in quarter ended 31/3/09. Unresolved - no further action (5), no further incidents (7), closed other (2). Resolved - agreement reached (2), moved away (2), resolved between parties (3), threat of legal action (2), mediation (1), other action (9).
CPH	72% of cases were closed & resolved. Internally organised refresher training covered the various methods that can be used to resolve cases & enforcement actions. Number of unresolved closed cases has reduced by more than 50% this quarter.

5. Actions used to tackle ASB

General	Data for this performance indicator is incomplete and requires local reporting. The ASB software has been reconfigured and will improve the managing and recording of the full range of actions used to deal with ASB beginning next quarter.
MHT London	MHT London undertook 18 enforcement actions for quarter 4 compared to 17 for quarter 3. Two Outright Possession Orders were obtained against tenants, one, and a case of persistent breach of an injunction. The other involved a tenant with mental health issues who was later 'sectioned'. The Edmonton Teams continue to use the Restorative Justice process (victims get chance to tell perpetrators the real impact of their crime).
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. ASB injunctions (ASBIs) are most commonly used legal tool and no ASB orders (ASBOs) or demotion orders have been applied. 9 ABC's have been signed this quarter and 14 NSP's served. At the end of the quarter Spirita had 22 separate cases with solicitors - the highest level of the assessment year.
Granta	Granta used a variety of actions, including starter tenancies, mediation, visits & letters, multi agency group, demotion, threat of legal action
CPH	One case has been referred to court to obtain repossession. 3 cases referred for mediation

6. Resident satisfaction

26: P - % Satisfaction with handling of ASB report MHP



Org	07-08	Q1-09	Year	Target	Trend 12mth
MHT	n/a	27%	39%	50%	✗
Spirita	n/a	43%	45%	50%	✓
CPH	n/a	100%	58%	50%	↕
Granta	n/a	67%	67%	50%	↕

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Proportion of ASB complainants satisfied with the way the case was handled.

	Q2-08					Q3-08					Q4-08					Q1-09				
	MHT	Spirita	Granta	CPH	all	MHT	Spirita	Granta	CPH	all	MHT	Spirita	Granta	CPH	all	MHT	Spirita	Granta	CPH	all
Number sampled	75	48	6		123	58	26			84	64	49	6	18	137	30	46	12	1	89
% of residents satisfied with way ASB dealt with	37%	40%	66%		39%	48%	50%	#DIV/0!	#DIV/0!	49%	38%	49%	67%	56%	45%	27%	43%	67%	100%	42%
% of residents satisfied with outcome of ASB	n/a	n/a	50%	n/a	n/a	n/a	n/a				38%	45%	50%	44%	42%	27%	43%	42%	100%	38%

Housing services bART for Jan-Mar 2009 - Signed off on 30/4/2009

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	The new satisfaction survey was used to obtain feedback from 30 residents. Headline findings are that residents are fairly satisfied with the initial reporting of ASB but not with the way the cases are handled or the final outcomes. There is dissatisfaction due to not being kept informed of what is happening with the case or the support received during a case. On the overall service received from the landlord MHT London scored a satisfaction level of 4.79 out of 10. This is an improvement from last quarter.
Spirita	Resident satisfaction with the handling of the case and with the outcome of the case has remained throughout the year at around 50%. Measures to address specific issues of resident satisfaction include ASB update training for all customer services staff and improvements to case administration and case closure letters. Further training is planned for June 2009.
Granta	33 cases closed, 12 responses - 8 satisfied with handling, 5 satisfied with outcome
CPH	CPH has 100% satisfaction but this is based on one response.

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.