

Agenda item:

[No.]

CABINET

On 22 April 2008

Report Title: Homes for Haringey Performance Report

Forward Plan reference number (if applicable):

Report of: **Niall Bolger, Director of Urban Environment**

Wards(s) affected: All

Report for: Information

1. Purpose

1.1 This report provides members with an update on Homes for Haringey performance against the key indicator set as discussed during the Quarterly Performance Monitoring Meeting held on 26th March 2008.

1.2 Performance data covers the monitoring period of November 2007 through to the end of February 2008.

2. Introduction by Cabinet Member

2.1 This is the latest of the regular performance monitoring reports. In general terms it indicates good progress against most indicators, consolidating the service improvements achieved in recent years and continuing the positive direction of travel. The report also highlights the areas that still need attention and indicates the action proposed and/or taken by HfH to address them.

3. Recommendations

3.1 That the content of this report is noted.

Report Authorised by: **Niall Bolger, Director of Urban Environment**

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4. Chief Financial Officer Comments

4.1 The overall Housing Revenue Account provisional outturn position based on period 11 information is projecting an under spend of £474k against the currently approved budget. The net projected surplus comprises underspends against the Company and Managed budgets of £653k and £242k respectively and an over spend of £421k against the Retained budget. Details of how these variations have arisen are contained in section 13.23 of the report. Any final surplus achieved will be a contribution to HRA balances.

4.2 The latest forecast position for the Capital outturn is an underspend of £8.973m against currently approved resources including the additional Decent Homes funding allocation of £6.99m for 2007/08 which will be used to fund already approved eligible expenditure and allowing the resources released to be carried forward to 2008/09 as part of the Major Repairs Reserve. It is intended to use these resources in 2008/09 to fund the deferred planned maintenance programme (£2.168m) with the balance of funding (£6.805m) being available for other decent homes projects.

4.3 Voids performance is continuing to perform below target with consequential financial implications for the budget. A one day improvement in the average re-let time generates an additional rent income of £9,500 per annum. The year to date re-let performance is 46 days compared to the target of 27 days. This is equivalent to an additional income shortfall of approximately £180k compared to budget assumption.

5. Head of Legal Services Comments

5.1 The Head of Legal Services has been consulted in the preparation of this report, and advises as follows.

5.2 As the report is information based, there are no legal implications which arise from the contents.

6. Local Government (Access to Information) Act 1985

- 6.1 Homes for Haringey Quarterly Performance Monitoring Reports
- 6.2 Housing Revenue Account Statement
- 6.3 Capital Account Statement
- 6.4 Homes for Haringey Business Plan
- 6.5 Homes for Haringey Delivery Plan
- 6.6 Management Agreement
- 6.7 Decent Homes Report

7. Strategic Implications

7.1 The Housing Strategy contains a number of core objectives and has the overarching aim of ensuring that Homes for Haringey provides and

maintains an excellent housing service and effectively delivers decent homes for the residents of Haringey. The Council will ensure through its Client side function that these aims and objectives are achieved and will use the provision of quarterly and monthly monitoring meetings to assess performance.

8. Financial Implications

- 8.1 Maximising the opportunities to collect rent when due, reducing the number of residents in debt while reducing void rent loss will obviate the need to increase bad debt provision.

9. Legal Implications

- 9.1 This report comments on a raft of performance indicators and provides an assessment of each indicator. As such the report content is information based. However, there is a need to ensure there is appropriate support for Homes for Haringey through the development of robust actions plans where performance does not meet the target.

10. Equalities Implications

- 10.1 Improving both the quality of the service residents receive while undertaking the Decent Homes Programme will contribute to meeting the diverse needs of the community.

11. Consultation

- 11.1 Not applicable.

12. Background

- 12.1 The Audit Commission rating of Homes for Haringey as a 2 star organisation with promising prospects for improvement has enabled the Council to benefit from the Government's funding stream to facilitate major repair improvements under the Decent Homes programmes.
- 12.2 To ensure that Homes for Haringey provides value for money, quality housing services and administers the decent homes programme that meets the aspirations of residents, the Council has jointly approved a 36 performance indicator set to monitor the ALMO's performance. Homes for Haringey's performance is systematically assessed through quarterly and monthly monitoring review meetings.

12. Homes for Haringey - Performance December 07 – February 08

- 12.1 This report provides a synopsis of Homes for Haringey performance following the last quarterly meeting held on 26.3.08. Unless otherwise indicated,

performance is based on the Best Value performance indicator model and all statistics quoted in this report are from the Homes for Haringey performance report titled February 2008.

12.2 Income Collection - BV66

12.3 The set target for income collection that includes arrears but excludes service charges is 97.5%. Performance for January 08 was 97.91% and February 08 was 97.80%. The year to date performance of 97.80% has exceeded the target of 97.5%. This trend is healthy and indicates that the current direction of travel will enable the target to be achieved at year end.

12.4 Performance around the percentage of tenants (22.90% year to date) served with a Notice of Seeking Possession has exceeded the target of 15% and the number of occupants evicted due to arrears of 0.50% is within the target range of 0.8%.

12.5 The target relating to the percentage of tenants more than seven weeks in arrears is 10%. Year to date performance is 13.76%. (See appendix table no1). Homes for Haringey have focused on reducing the number of residents where the arrears are more than 7 weeks through implementation of a recovery action plan. The operational plan has concentrated on: reviewing all cases where the level of arrears is between £200–500, referring 161 cases to legal services to have listed at court, encouraging residents to manage debts in a Home Zone article and using a marketing campaign to target all arrears cases. While there has been a proactive approach demonstrated this target will not be met by year end.

12.6 Customer Care Indicators

12.7 It can be reported that customer service centre indicators (93 % of calls answered and 83% of callers seen within 15 minutes) are above target for February, and that 91% of all calls answered indicates that the year end target of 90% is likely to be exceeded. (See table 2).

12.8 The target response rate for stage 1 and 2 complaints is 80%. Although Stage 1 complaint responses achieved 76% for February 08, the year to date performance has exceeded that target and is 83%. Current performance for responses to Stage 2 complaints within timescale has improved by 18% to 89%. This represents 9% improvement for February 08. Sustaining this trend should enable Homes for Haringey to achieve the year end target.

12.9 The target for responding to members enquires requires that 90% of all enquires are responded to within 10 days. The target of 90% was achieved in January 08 but dropped to 83% in February. Homes for Haringey explain that the number of members enquires increased from 62 in January to 80 in February 08. The increase number is viewed as a contributing factor in achieving only 83% for February. Current year to date performance is 89% which provides a reasonable platform for Homes for Haringey to achieve the

year end target. (Details are set out in the appendix 1 table 3).

12.10 It is expected that 92% of all invoices are to be paid within a 30 day period. 95% was achieved for the month of February. The current year to date performance is 84%. The target will not be achieved by year end.

12.11 Tenancy Management

12.12 Performance across the range of estate service indicators has consistently improved. The percentage of estates graded A or B for February 08 was 97.8% and 99.1% was achieved in January 08. The internal areas with a comparable grade achieved 96.3% for February 08. The direction of travel for estate services suggests that all indicators will be achieved by year end with the exception of grounds maintenance. The service area relating to grounds maintenance services achieved 97.4% in February 08 with year to date performance of 96.5% falling outside the target of 98%. (Ref table 4)

12.13 Welcome visits are viewed as a critical element in the tenant/landlord relationship. The target for completing welcome visits is 99% and meeting new tenants within 6 weeks is 90%. This is an area that is currently underperforming. Performance during February 08 for the percentage of visits achieved was 92.9% against the overall year to date performance of 95.9%. The percentage of welcome visits carried out within 6 weeks during February 08 was 81%. Year to date performance is 77%. Homes for Haringey advise that residents changing the appointment date so that it falls outside the 6 week period and residents not being home at the day of the fixed appointment has contributed to poor performance. This will be kept under close scrutiny (Ref table 5).

12.14 Anti social behaviour case management is an area currently underperforming with none of the indicators set for year end near target achievement (see table 6). Homes for Haringey have reviewed all anti social behaviour cases to map service failures and identify where improvements can be made. Current performance across all anti-social behaviour indicators is below target (48 % of stage 1 anti social behaviour cases completed within timescales). It has been explained that one of the key factors affecting performance has been problems around arranging perpetrator and victim interviews within the specified timescale. Homes for Haringey in conjunction with ASBAT is currently reviewing the timescales and case closure within timescales. In order to improve performance exception reports will be produced on late cases and assessed by the appropriate head of service.

12.15 Repairs and Maintenance

12.16 It can be reported that in February 95% of tenants were satisfied with the quality of the repairs undertaken in their home against the end of year target of 95%. Year to date performance is 91%. Aids and Adaptations orders for completed (Installations) within timescales has exceeded the target of 80% by achieving 100% in February 08. Performance for year to date is a healthy

82%.

12.17 Performance across repairs has improved both in January and February but remains significantly below the performance indicator set.(see table 7) In order to address performance a raft of measures encapsulated within an action plan has been developed. Homes for Haringey is seeking to analyse the current data to extrapolate the performance of the direct labour organisation and external contractors in order to identify and target specific performance areas. The establishment of the Control Centre which was launched on 1st April 2008 is seen by Homes for Haringey as a means to undertake greater repair diagnosis, reduce the number of emergencies, while increasing the number of routine jobs and ensure jobs are closed at the appropriate time without any adverse impact for residents.

12.18 Gas Servicing

12.19 The target for properties that have a valid CP12 is 100%. This is an underperforming area. Current performance of gas and safety management has broadly remained above 97%. Hard core no access cases have been identified and where vulnerable or support issues have been identified, contact with the appropriate agency is established to facilitate access. To afford residents maximise opportunities to enable the boiler to be serviced, contractors attend on Saturday morning. Service interrupters that will cut out the heating intermittently have been installed to encourage residents to book early servicing appointments. In addition the traditional methods of injunctive action and possession will have to be pursued to improve upon the target.

12.20 Void Management

12.21 The void performance indicator is set at 27 days. Performance is below target levels. Members are asked to note that the set performance target of 27 days will not be achieved by year end. In order to address and improve performance a joint Homes for Haringey and Council void group was established. The group has targeted difficult to let voids within sheltered accommodation, ensure properties are made ready to let within timescales while aiming to significantly reduce the number of historical voids. Although short of the agreed target it can be reported that 46 properties were let in the last week of March. The voids group will continue to meet with a view to identifying blockages to performance and any potential quick wins.

12.22 Finance

12.23 It has been reported that there is an underspend of £474,000 on the Housing Revenue Account for the period covering the end of February 2008. The net underspend comprises:

- Company budget underspend £653,000
- Managed budget underspend £242,000
- Retained budget overspend £421,000

12.24 The projected retained budget overspend of £421k is due to a lower than budgeted hostel income due to the increased void rate through decommissioning and higher than budgeted cost of repairs. The underspend on managed budgets is due to additional housing subsidy to reflect the loss of income from caps and limits on rent increases but partly off-set by lower than budgeted rent and service charge income. The Company budget surplus is due to additional savings identified in building services and business improvements.

12.25 It can be reported that there is a forecast underspend of £8.973 million against approved capital resources for 2007/08. The unused resources will be carried forward into 2008/9 as part of the Major Repairs Reserve and part fund (£2.168 million) the deferred Planned Maintenance Programme. The remaining £6.805 million will fund Decent Homes and other repair projects.

12.26 Organisational Development

12.27 Homes for Haringey have identified 17 key projects to assist the learning capacity of the organisation and to embed and to assist with the business planning process. Monitoring of the projects indicates that 14 are on target. Homes for Haringey are confident that the 3 projects that have slipped can be brought back on target.

12.28 Decent Homes Programme - 2008/9

12.29 The first phase of the Year 1 programme is due to commence on 31.3.08 through to July 2008. The programme is based on 16 Priority Schemes that have been specifically identified to facilitate ease of delivery, a reduction in site set up costs, and their geographical proximity. The programme includes schemes from Major Works programmes that were previously deferred due to the lack of funding.

12.30 There are 4 contract areas: Wood Green, Hornsey, North Tottenham and South Tottenham covering a total number of units of 182. The scope of improvements include: replacement double glazed windows, Multilock 'Secure by Design' Front entrance doors, renewed fascias, soffits and rainwater goods, internal rewires, kitchen and bathroom refurbishment and roof renewal and repairs.

12.31 Resident involvement is seen as critical in the delivery of the decent homes programme. Tenant involvement will be led by the Resident Liaison Officer assigned to the project team. The Asset Management and Leasehold Panel will receive monthly updates as the programme evolves.

12.32 Business Plan 2008-2013

12.33 The Business Plan has been revised to more accurately reflect the strategic priorities of the Council. Particular emphasis has been laid on the KPI's and seeking to agree a set of quarterly indicators for monitoring purposes. In order to finalise the document it is proposed to use the next monthly meeting

in April to agree the final indicator set.

13. Conclusion

13.1 Homes for Haringey has performed well against a number of the performance indicator sets. The position of arrears management, with the exception of the percentage of tenants seven weeks in arrears is healthy. The current direction of travel is likely to lead to the remaining indicators being achieved. Customer services indicators for answering calls, stage 1 and 2 complaints are on track and there is reason to believe that the target indicator for members enquires will be realised.

13.2. An analysis of the indicator sets highlights areas of considerable underperformance. Performance around welcome visits is below target and case closure around anti social behaviour cases is an area of significant weakness. Repairs and maintenance performance remains below target on all indicator sets, with gas and safety management unlikely to achieve the target this year. The performance across voids remains weak and the shared target of 27 days will not be achieved this fiscal year.

13.3 The areas mentioned in the preceding paragraph are core functions of housing management which will be assessed in a future inspection. Retention or exceeding a 2 star status will require robust monitoring and management of the key service delivery areas to ensure demonstrable improvements across the target set.

14. Use of Appendices / Tables / Photographs

Appendix 1 Homes for Haringey Performance Indicator Set February 2008

APPENDIX 1 - Homes for Haringey Performance Indicator Set February 2008

Income Collection Performance Table 1

Ref	Income collection	Target	Jan	Feb	Month RAG	Month DOT	YTD
BV66a	% of rent collected (including arrears and excluding water rates)	97.5%	97.91%	97.80%		↓	97.80%
BV66b	% of tenants with more than seven weeks rent arrears	10%	15.41%	13.76%		↑	13.76%
BV66c	% of tenants in arrears who have had notices seeking possession served.	15%	21.19%	22.90%		↑	22.90%
BV66d	% of tenants evicted as a result of rent arrears	0.8%	0.52%	0.50%		↑	0.50%
IC01	% of rent collected (of rent due excluding arrears)	100%	99.02%	99.15%		↑	99.15%
IC01.1	% of rent collected (of rent due excluding arrears) excluding hostels	100%	99.13%	99.28%		↑	99.28%
IC02	Arrears of current tenants as % of total debit	Trend	2.96%	2.92%	Trend Analysis		2.92%

Source: Homes for Haringey Performance Report –February 2008

Customer Contact Performance – Table 2

Ref	Customer Contact	Target	Jan	Feb	Month RAG	Month DOT	YTD
CA01	% of all phone calls answered	90%	91%	91%		→	90%
CA03	% of phone calls answered - HfH offices	90%	91%	90%		↓	92%
CA04	% of calls answered within 15 seconds (HfH offices)	70%	86%	84%		↓	86%

Customer Service Performance – Table 2

Ref	Customer Contact	Target	Jan	Feb	Month DOT	YTD	YTD RAG
CA02	% of all phone calls answered - Customer Services	90%	90%	93%	↑	85%	
CA05	% of calls answered within 30 seconds (Customer Service)	70%	65%	76%	↑	60%	
CA08	% of callers seen within 15 minutes at customer service centres	70%	75%	83%	↑	71%	

Source: Homes for Haringey Performance Report –February 2008

Complaints and Members' Enquires Table 3

Ref	Customer Contact	Target	Jan	Feb	Month RAG	Month DOT	YTD
CA10	% stage 1 complaints answered within timescale	80%	79%	76%		↓	83%
CA12	% stage 2 complaints answered within timescale	80%	71%	89%		↑	82%
CA14	% members' enquiries answered within timescale	90%	90%	83%		↓	89%

Source: Homes for Haringey Performance Report –February 2008

Estate Services Performance Table 4

Ref	Estate services	Target	Jan	Feb	Month RAG	Month DOT	YTD
ES01	% of estates graded at A or B by ESMs - overall grade	95%	99.1%	97.8%		↓	97.8%
ES02	% of estates graded at A or B by ESMs - internal areas	92%	95.4%	96.3%		↑	94.1%
ES03	% of estates graded at A or B by ESMs - external areas	92%	94.7%	92.8%		↓	93.7%
ES04	% of estates graded at A or B by ESMs - grounds maintenance	98%	99.3%	97.4%		↓	96.5%

Source: Homes for Haringey Performance Report –February 2008

Welcome Visits Performance – Table 5

Ref	Tenancy management	Target	Jan	Feb	Month RAG	Month DOT	YTD
TM07	% of welcome visits completed	99%	84.1%	92.9%		↑	95.9%
TM08	% of welcome visits completed within 6 weeks of new tenancy	90%	72.7%	81.0%		↑	77.3%

Source: Homes for Haringey Performance Report –February 2008

Anti Social Behaviour Case Management Performance – Table 6

Ref	Indicator	Target	Jan	Feb	RAG Status	Direction of travel	YTD
TM01	% of stage 1 anti social behaviour (ASB) cases due completed within timescales - All	70%	26.3%	38.9%		↑	47.8%
TM01H	% of stage 1 ASB cases due completed within timescales HfH	70%	27.78%	46.2%		↓	50%
TM01A	% of stage 1 ASB cases due completed within timescales ASBAT	70%	62.50%	25.0%		↑	43%

Source: Homes for Haringey Performance Report –February 2008

Repairs and Maintenance Performance Table 7

Ref	Repairs	Target	Jan	Feb	Month RAG	Month DOT	YTD
BV185	% of non-emergency repairs where appointment made and kept	97%	94.7%	95.3%		↑	90.8%
BV72	% of urgent repairs completed within Government time limits.	97.0%	94.0%	94.5%		↑	94.7%
BV73	Average time taken to complete non-urgent responsive repairs (calendar days)	11	18.4	16.3		↑	16.7
RP04	% of tenants satisfied with quality of repair	95%	91%	95%		↑	91%
RP02	% of non-emergency repairs completed right first time	78%	70.20%	73.70%		↑	69.6%

Source: Homes for Haringey Performance Report –February 2008

Void Performance Table 8

Ref	Voids	Target	Jan	Feb	Month RAG	Month DOT	YTD
BV212	Average relet times (calendar days)	27	43	61		↓	46
BV69	Rent loss from voids	1.5%	1.89%	1.91		↓	1.91%
BV69.1	Rent loss from voids excluding hostels	1.0%	1.44%	1.38		↑	1.38%
VO03	Average time to repair - VAV	16	44	32.1		↑	27.8

VO05	Average time to let properties - "ready to let" to "tenancy commencement date" (calendar days)	12	35.4	32.97		↑	43.8
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Source: Homes for Haringey Performance Report –February 2008