



Homes for Haringey

Report Title	HfH Performance – Third Quarter and January 2008/09
Reporting Officer, Team, Role and Contact Details	Joy Walton, Performance and Business Planning Manager 020 8489 1333
Executive Director	Rowann Limond
Meeting Description	Council
Meeting Date	
Agenda Item	
Status of Report	Non-confidential

1. Summary

This report sets out the performance of Homes for Haringey for January 2009. It also includes details of third quarter performance 08/09 in relation to the quarterly key performance indicators (KPIs) the Council agreed it would monitor.

2. Recommendation

The Council is to note performance for the period concerned and the actions being taken to improve performance where targets are not being met.

3. Performance Summary

3.1 Performing well

The Estate Service measure exceeded its target again in January and has now done so for four successive months.

Home Ownership continues to perform at a high level. Over the course of the year performance has been consistently strong.

Customer Contact continues to provide consistently good performance. Both measures of resident access have remained above target in January, and the Year to Date figures have also exceeded their objectives.

3.2 Moving in the right direction

Rent collection performance improved in the two Council indicators in January. Only one of these indicators is currently at a RED-RAG status.

Repairs performance was mixed in January, with two monthly assessed indicators improving while the other deteriorated. Currently one indicator is ahead of target, and a second only marginally trailing its target level. However, across the repairs indicator suite, an improvement can be seen from the situation prevailing at the start of the financial year.

Gas servicing levels fell slightly in January. However there has been substantial improvement in this area of Homes for Haringey service delivery through the course of the year. Although this indicator still trails its 100% target, this margin is very small.

3.3 Areas of concern

Void turnaround figures for the whole end to end process are still below target despite an improvement in January. The time taken for building repairs to carry out works to minor, or VAV, properties showed a sharp increase in January with respect to earlier months. All indicators are currently at a RED RAG status, both monthly and on a year to date basis, making Voids an ongoing area of concern.

Feedback performance improved in two of the three monitored areas in January, but all these measures failed to meet their monthly targets. In each of these cases, the year to date RAG status is at RED.

The percentage of invoices paid within timescales declined for a second straight month in January. This has dragged down the year to date figure below its 92% target level.

4. *Comments of the Executive Director of Finance*

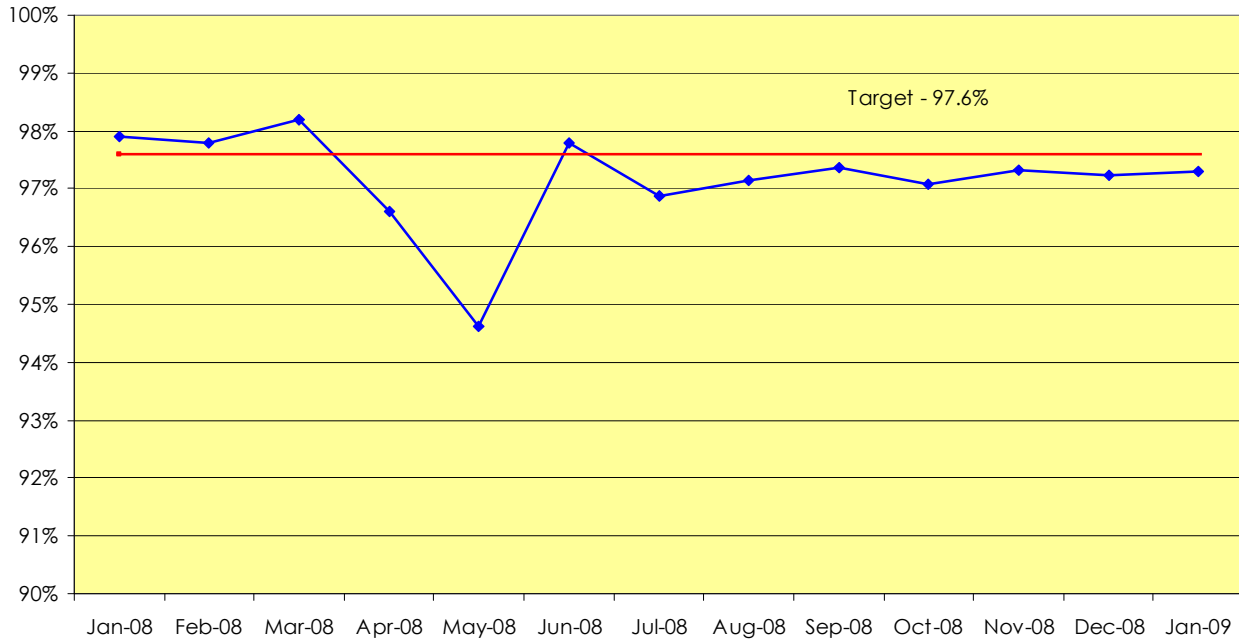
The improvement in some of the indicators has a direct impact on the financial health of the Housing Revenue Account. Better collection rate performance reduces the need to provide for bad debt.

Void turn around time continues to be an issue, as the length of time a property is vacant will have a negative impact on the Housing Revenue Account. Consequently there is the continued need to reduce turn around times and the overall numbers void at any point.

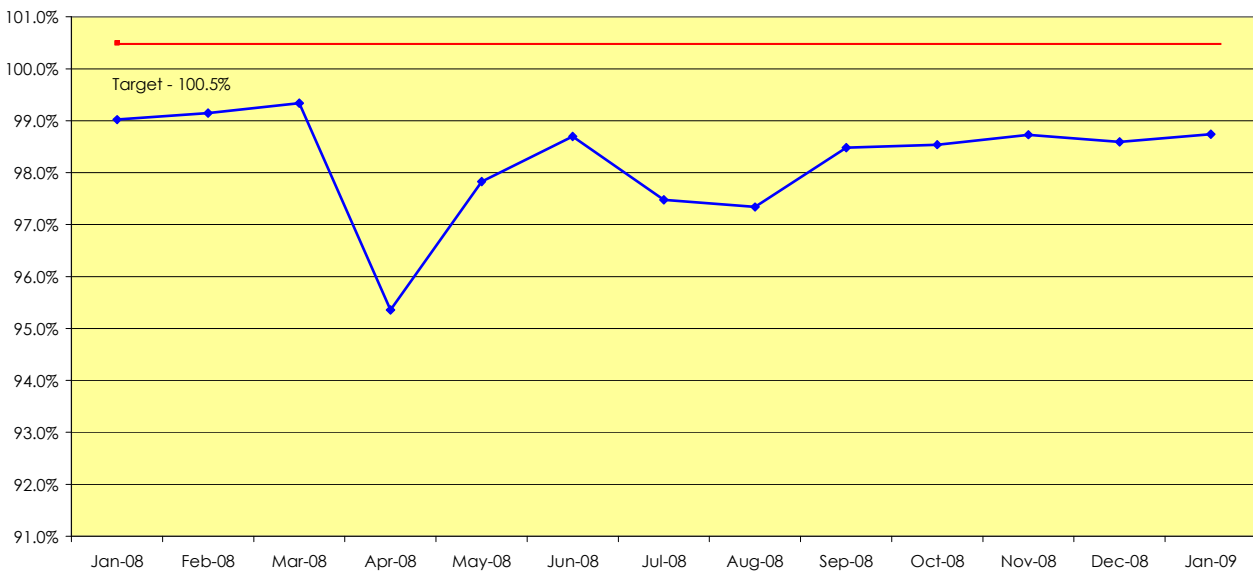
5. Performance Indicators by area of the business

5.1 Income Collection

% of rent collected (including arrears and excluding water rates) - BV 66A



Simple collection rate - IC01



Ref	Income collection	Target	Dec	Jan	Month DOT	Q2	Q3	Qtr DOT	YTD	YTD RAG
BV 66a	% of rent collected (including arrears and excluding water rates)	97.6%	97.2%	97.3%	↑	97.4%	97.2%	↓	97.3%	
IC01	% of rent collected (of rent due excluding arrears)	100.5%	98.6%	98.7%	↑	98.5%	98.6%	↑	98.7%	

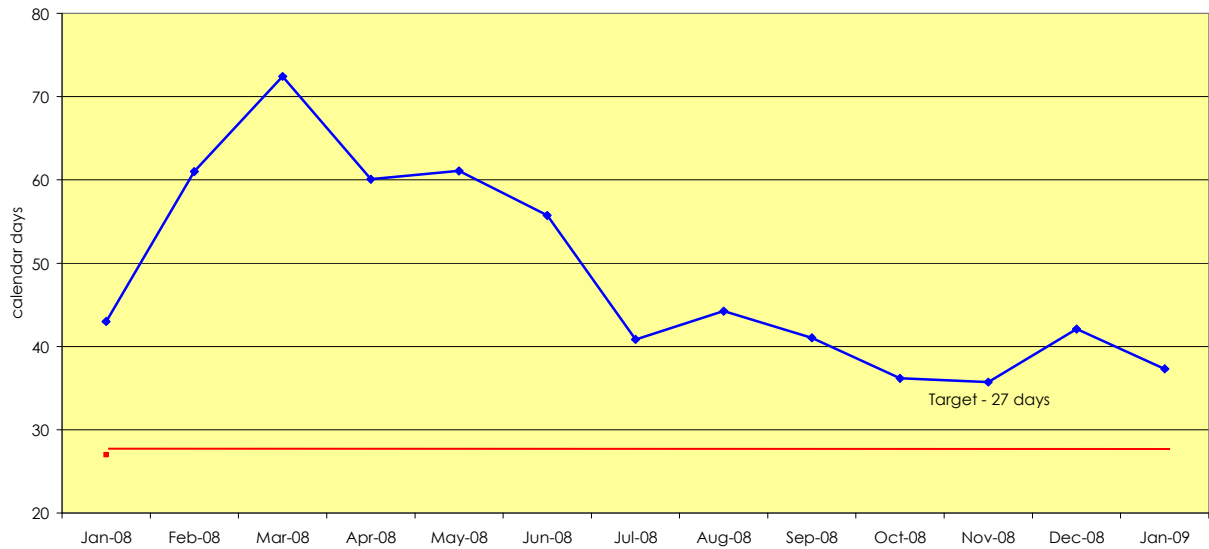
Summary

Both Rent Collection performance indicators improved in January. Indicator BV66a is now only marginally behind its end of year target level.

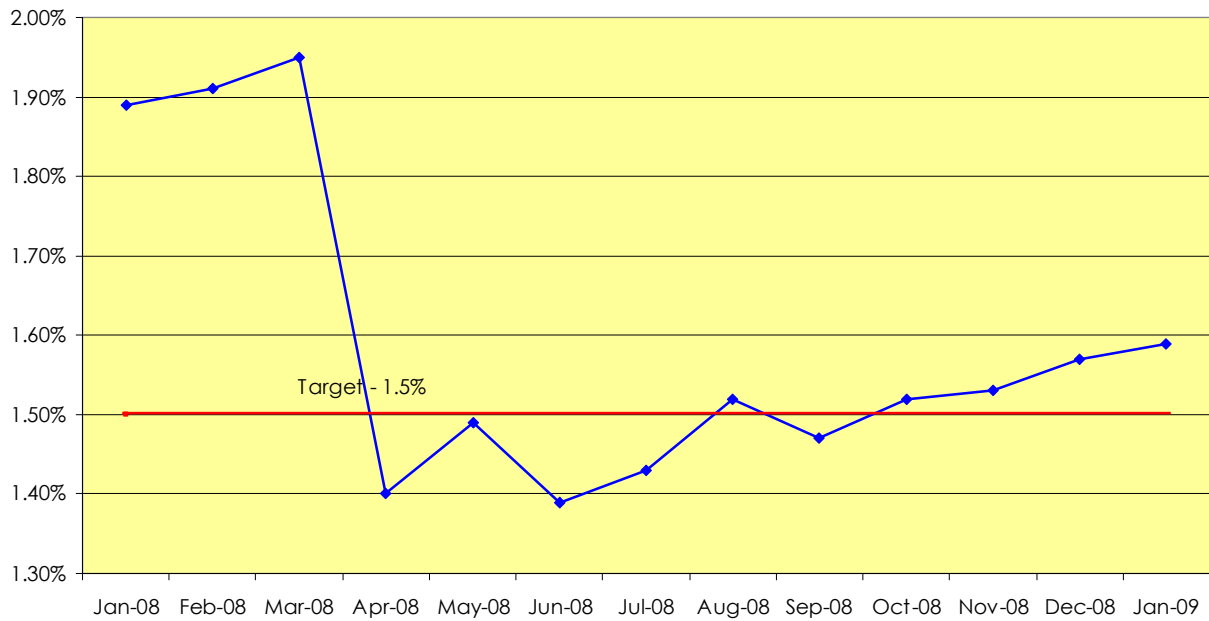
Please see exception report for the monthly RED-RAG item.

5.2 Voids

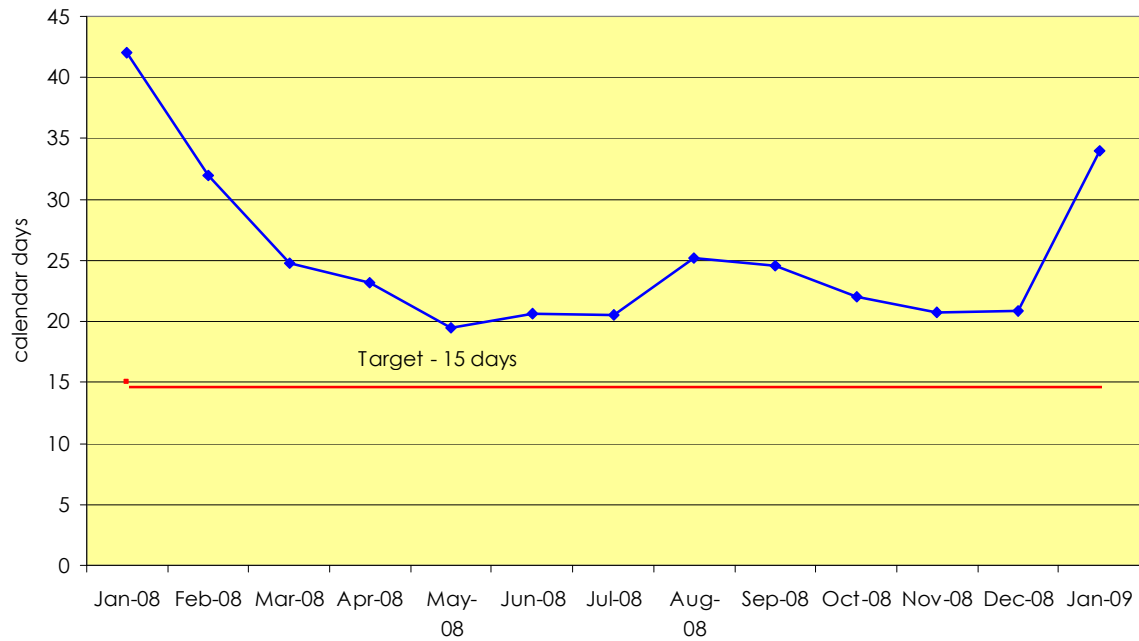
Average void turnaround in calendar days - BV212



Rent Loss from Voids - BV 69



Average times to repair (VAV) - VO03



Ref	Voids	Target	Dec	Jan	Month DOT	Q2	Q3	Qtr DOT	YTD	YTD RAG
BV 212	Average re-let time in calendar days	27	42.1	37.3	↑	41.5	38.3	↑	45.5	
BV 69	Rent loss from voids	1.5%	1.57%	1.59%	↓	1.47%	1.57%	↓	1.59%	
VO 03	Average time a void is in repairs (VAV)	15 by 04/09	20.8	34.0	↓	22.6	21.3	↑	22.2	
VO 04	Average time for a void to reach ready to let status (VAV)	16 by 04/09	27.1	32.8	↓	23.4	27.7	↓	26.1	

Summary

Void performance in January was mixed. Although overall turn around time has improved (BV212), the two other turn around indicators deteriorated. There was a significant drop off in performance relating to the time to repair a void property, VO 03, and this had a knock on effect on VO 04. It is anticipated that these figures will permeate through to the February BV212 performance.

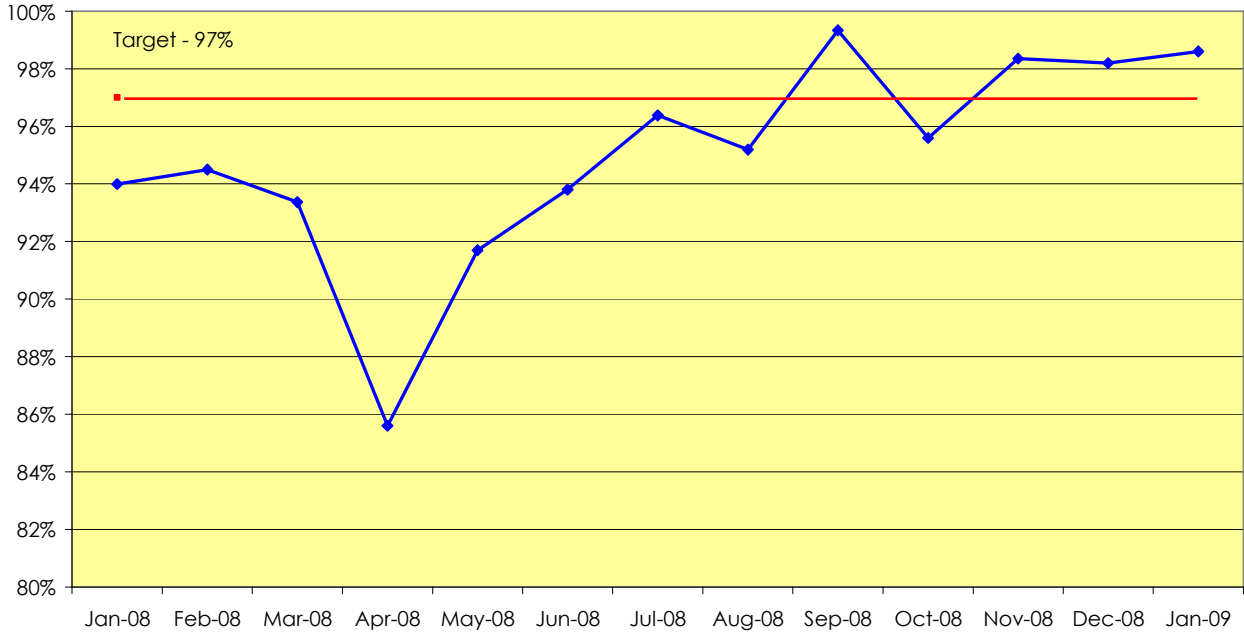
Void rent loss indicator BV69 rose for the fourth successive month in January, reflective of the greater number of properties currently vacant.

There are two sets of figures which relate to the time taken for a property to reach its ready to let date. The first of these is restricted to the time taken by repairs, whereas the second relates to the total time until a property is ready to let. Both of these have significantly improved over last year although they are still behind their targets.

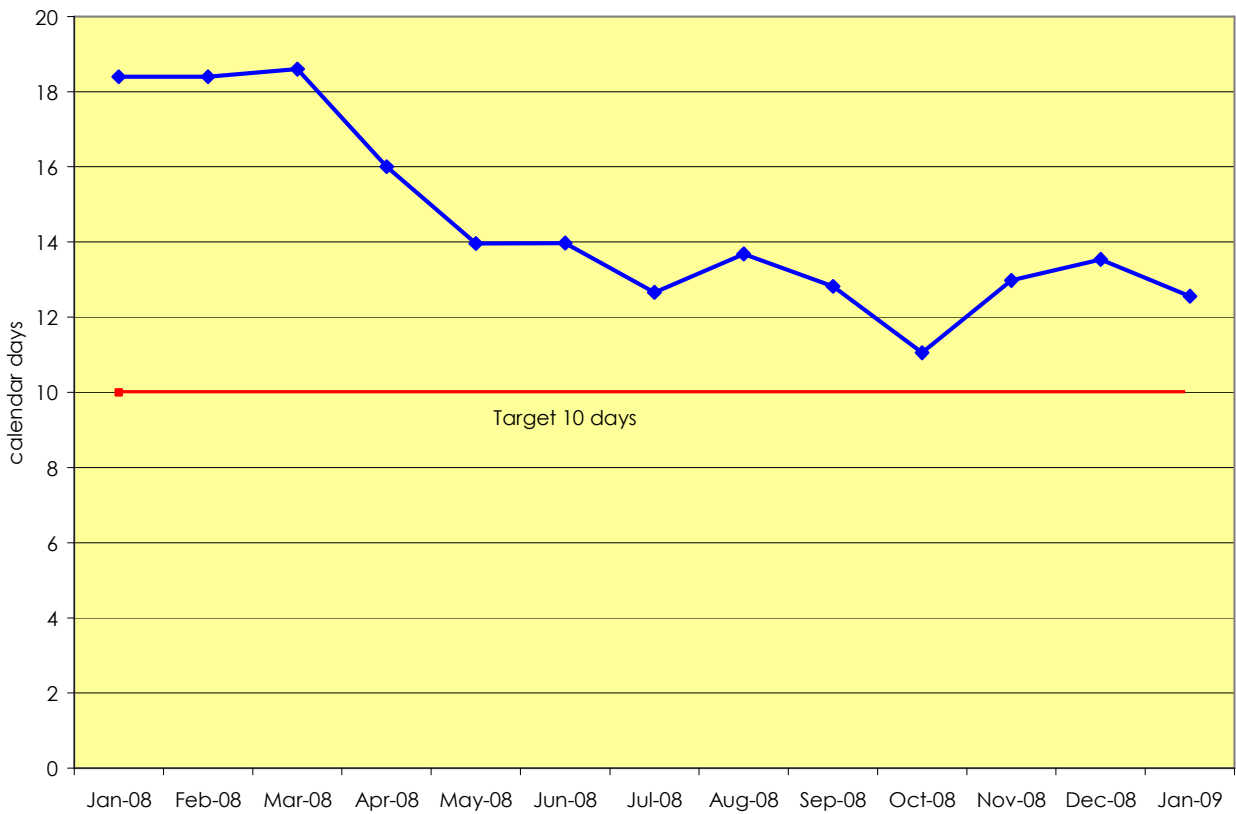
Please see exception report for the monthly RED-RAG items.

5.3 Repairs

% of urgent repairs completed in target - BV72



Average time taken to complete non-urgent repairs - BV73



Ref	Repairs	Target	Dec	Jan	Month DOT	Q2	Q3	Qtr DOT	YTD	YTD RAG
BV 185	% of non-emergency repairs where appointment made and kept	97%	97.6%	96.6%	↓	94.3%	96.9%	↑	95.8%	
BV 72	% of urgent (RTR) repairs completed within Government time limits	97%	98.2%	98.6%	↑	98.7%	97.6%	↓	98.4%	
BV 73	Average time taken to complete non-urgent responsive repairs	10 days	13.5	12.6	↑	13.4	12.7	↑	13.8	
	Average time to complete an adaptation (end to end)	92 days	Quarterly Indicator			268	231	↑	239	

Summary

January brought improved performance for two of the three monthly assessed indicators.

In January, indicator BV 185 slipped just below its 97% target. It is however above its longer term average as evidenced by the year to date figure.

The percentage of urgent repairs completed within government time limits (BV72) improved again in January, and has now exceeded its 97% target for four of the last five months.

Improvement can also be seen in the average number of days to complete a routine repair. Although this indicator is still trailing its 10 day target, we can see graphically the level of improved performance over the last twelve months.

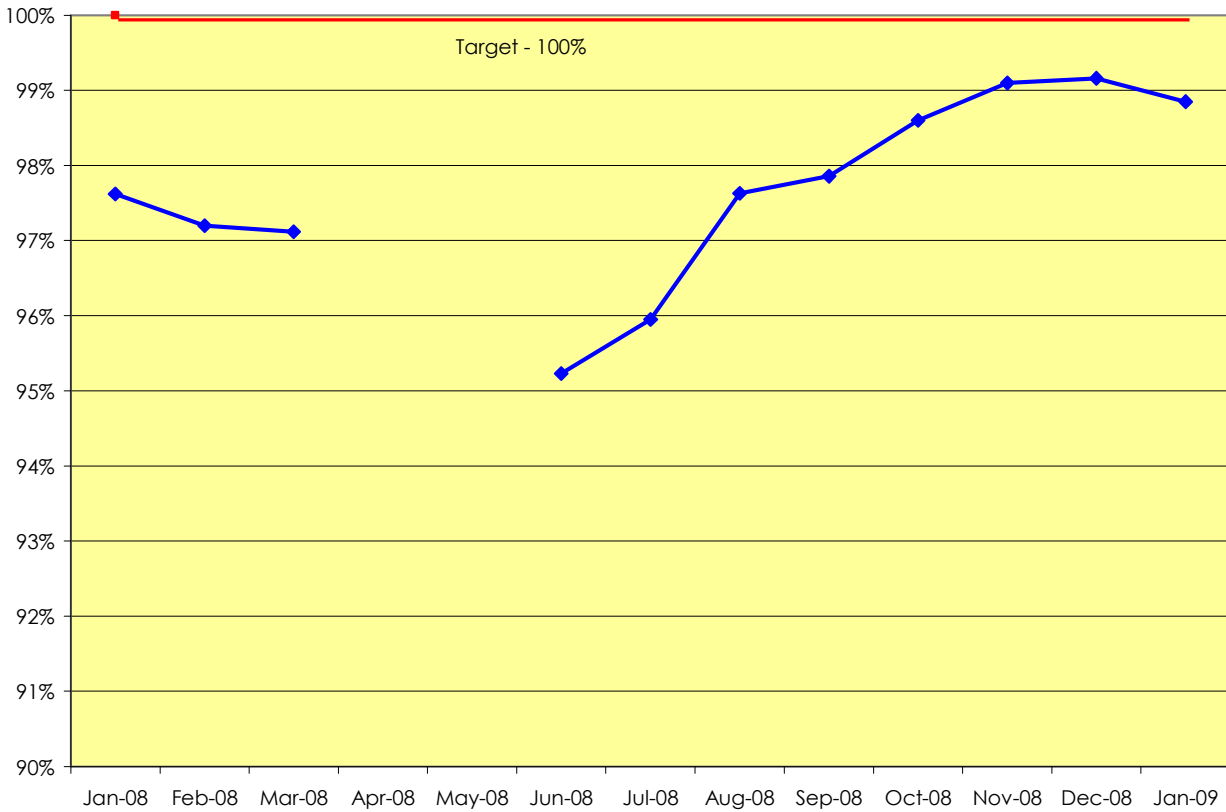
The large dip in performance for BV72 in April and May can, in part, be attributed to our contractors being unable to report Gas repairs figures for these months. These system problems have now been resolved.

As of 01 January 2009 the adaptation installation function has been taken on by the Adult, Culture and Community Services department within the council. For this quarterly indicator, the year to date information relates to the situation as at the end of quarter three (December).

Please see exception report for the monthly RED-RAG item.

5.4 Design and Engineering

Percentage of homes with a valid gas certificate - GS01



Ref	Design and Engineering	Target	Dec	Jan	Month DOT	Q2	Q3	Qtr DOT	YTD	YTD RAG
GS 01	% of properties with a valid gas safety certificate	100%	99.2%	98.9%	↓	97.9%	99.2%	↑	98.9%	RED

Summary

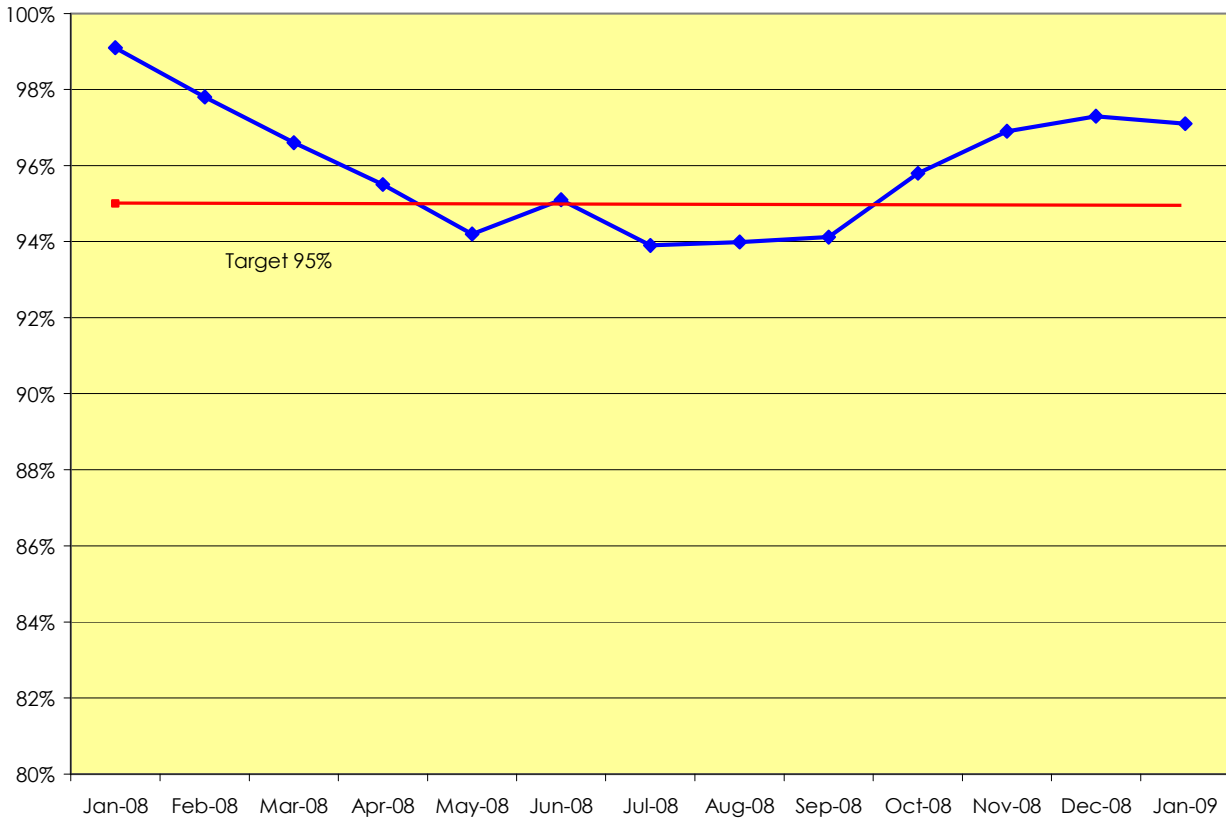
Gas servicing performance fell slightly in January compared with the previous two months. Although there has been a long and sustained improvement through the course of the year, January’s drop in compliance has pushed this indicator to a RED-RAG status.

Unfortunately our gas contractors were unable to provide information from their systems for both April and May. Their computer issues have now been resolved.

Please see exception report for the monthly RED-RAG item.

5.5 Estate Services

% of estates rated as excellent or good by ESMs - ES01



Ref	Estate Services	Target	Dec	Jan	Month DOT	Q2	Q3	Qtr DOT	YTD	YTD RAG
ES01	% of estates graded at A or B by Estate Service Managers - overall grade	95%	97.3%	97.1%	↓	94.0%	96.6%	↑	95.4%	

Summary

The percentage of estates being graded at A and B once again exceeded its target in January. Indeed, it has reached this level for four successive months. Although there was a slight fall in performance with respect to December, this decline was minimal. While there is a degree of seasonality with respect to this indicator, performance has clearly been positive.

Indicator ES01 is also meeting its objective on a year to date basis.

5.6 Tenancy Management

Ref	Tenancy Management	Target	Dec	Jan	Month DOT	Q2	Q3	Qtr DOT	YTD	YTD RAG
TM 01	% of stage 1 anti social behaviour tasks completed within timescales	70%	Quarterly Indicator			71.9%	72.5%	↑	69.4%	

Summary

Year to date performance for the quarterly indicator reflects the situation as at the end of quarter three (December). Performance for quarter three was ahead of target, and this positively effected the year to date figures.

5.7 Asset Management

Ref	Asset Management	Target	Dec	Jan	Month DOT	Q2	Q3	Qtr DOT	YTD	YTD RAG
	The proportion of local authority homes which were non 'decent'	36% by 04/09	Quarterly Indicator			42%	38.2%	↑	38.2%	Year end RAG
	DHP – number of units completed against number programmed	100%	Quarterly Indicator			84%	153%	↑	91%	

Summary

All Asset Management indicators are reported on a quarterly basis. As such, the information in the table above reflects the situation presiding at the end of quarter three (December).

The Decent Homes programme commenced in May and, as this has only been running for a short while, it is difficult to accurately assess performance. Scrutiny over the course of the year will enable Homes for Haringey to more accurately gauge whether objectives are being met.

We are now measuring the percentage of properties that are non-decent on a quarterly basis and are on track to meet the 36% target by year end.

5.8 Home Ownership

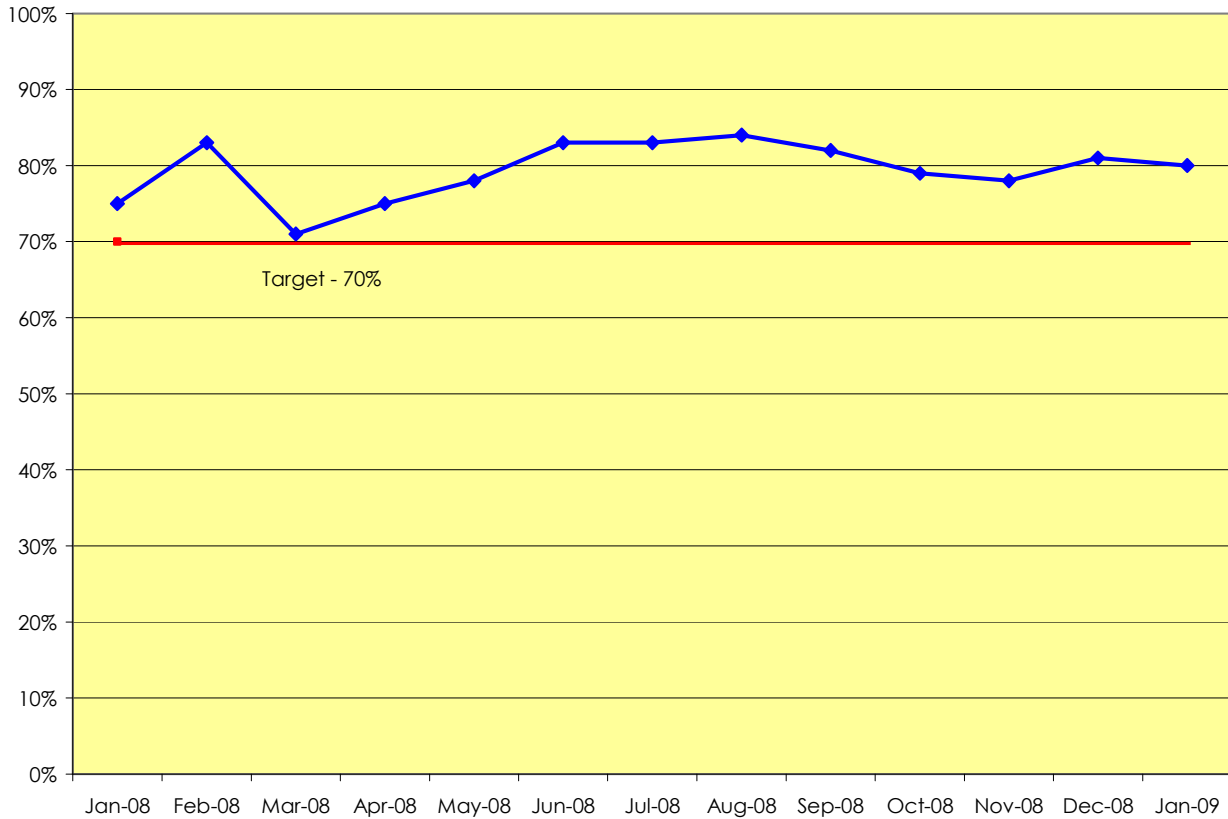
Ref	Home Ownership	Target	Dec	Jan	Month DOT	Q2	Q3	Qtr DOT	YTD	YTD RAG
HO01	% of day to day service charge collected	100%	125%	101%	↓	100.9%	100.4%	↓	101%	
HO03	% of Right To Buy notices served in timescales	100%	100%	100%	→	100%	100%	→	100%	
HO04	% of offer notices due served in timescales	90%	100%	100%	→	100%	96%	↓	99%	

Summary

Home Ownership indicators continue to perform at a high level. Each indicator is exceeding its target on both a monthly and a year to date basis.

5.9 Customer Contact

% of visitors to Customer Service Centres seen in 15 minutes - CA08



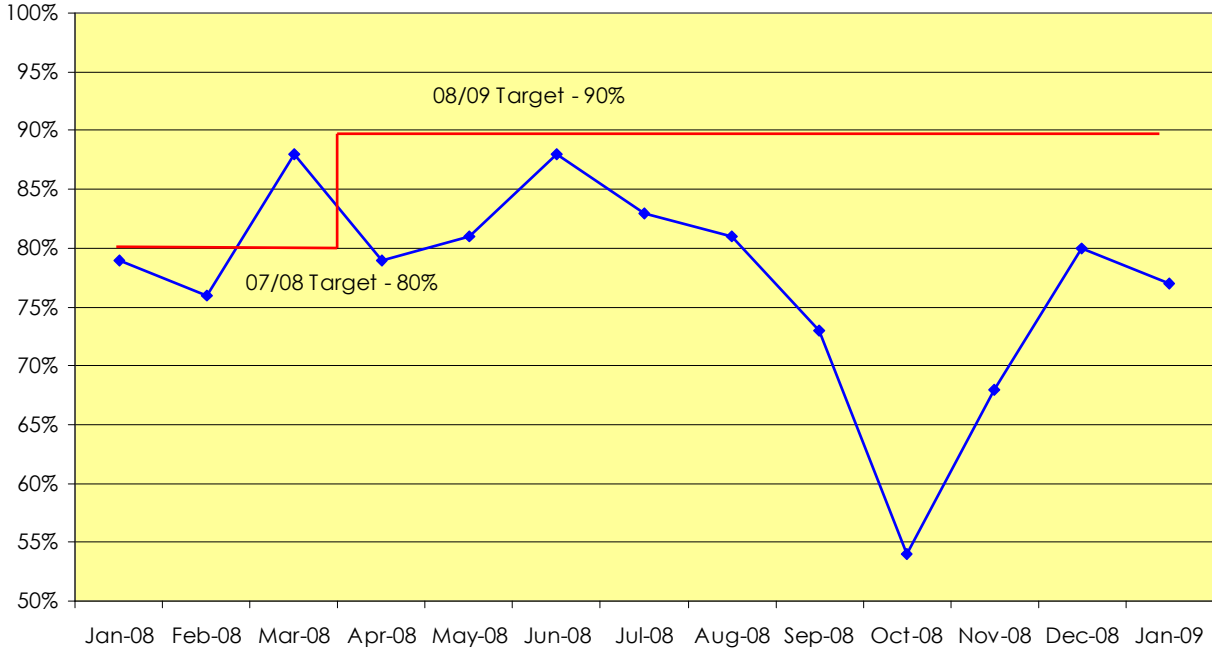
Ref	Customer Contact	Target	Dec	Jan	Month DOT	Q2	Q3	Qtr DOT	YTD	YTD RAG
CA 01	% of all phone calls answered	90%	92.6%	91.6%	↓	90%	92%	↑	91.3%	
CA 08	% of customers seen within 15 minutes at customer service centre	70%	81.0%	80.0%	↓	83%	79%	↓	80.3%	

Summary

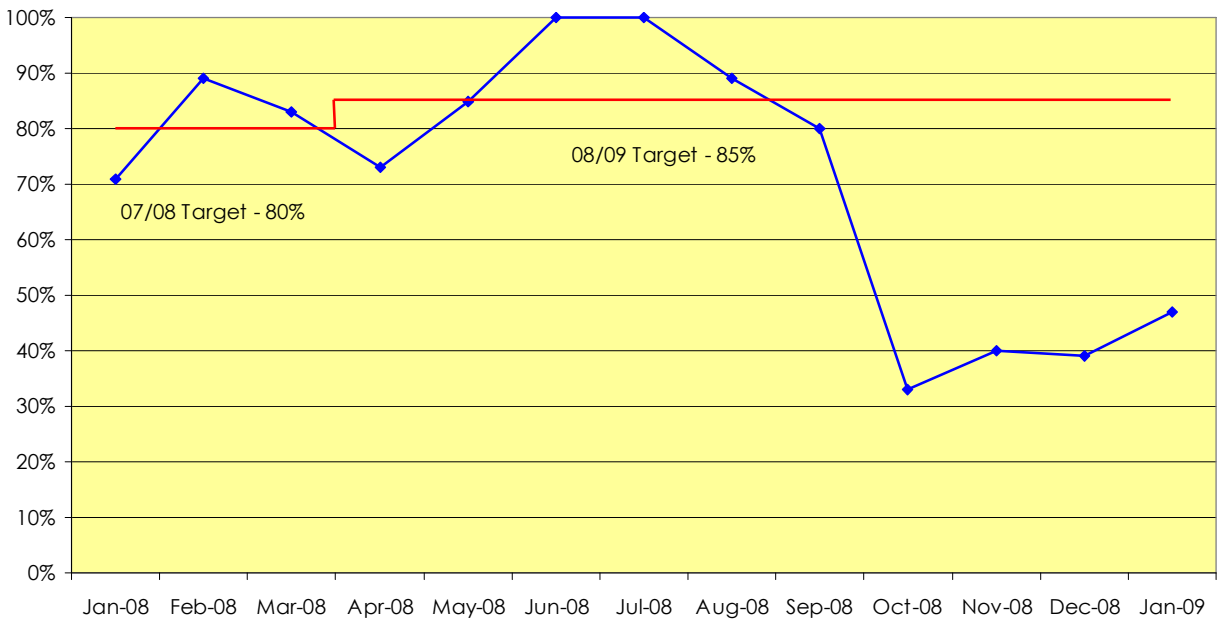
Customer Contact performance continues to be positive. Although there was a fall in performance in January, this was only minimal.

5.10 Customer Contact (Feedback)

% of stage 1 complaints answered within target - CA10



% of stage 2 complaints answered within target - CA12



% of Members enquiries answered within target - CA14



Ref	Customer Contact - Feedback	Target	Dec	Jan	Month DOT	Q2	Q3	Qtr DOT	YTD	YTD RAG
CA 10	% stage 1 complaints answered within timescales	90%	80%	77%	↓	80%	69%	↓	76%	
CA 12	% stage 2 complaints answered within timescales	85%	39%	47%	↑	89%	39%	↓	67%	
CA 14	% members' enquiries answered within timescales	90%	82%	89%	↑	85%	84%	↓	82%	

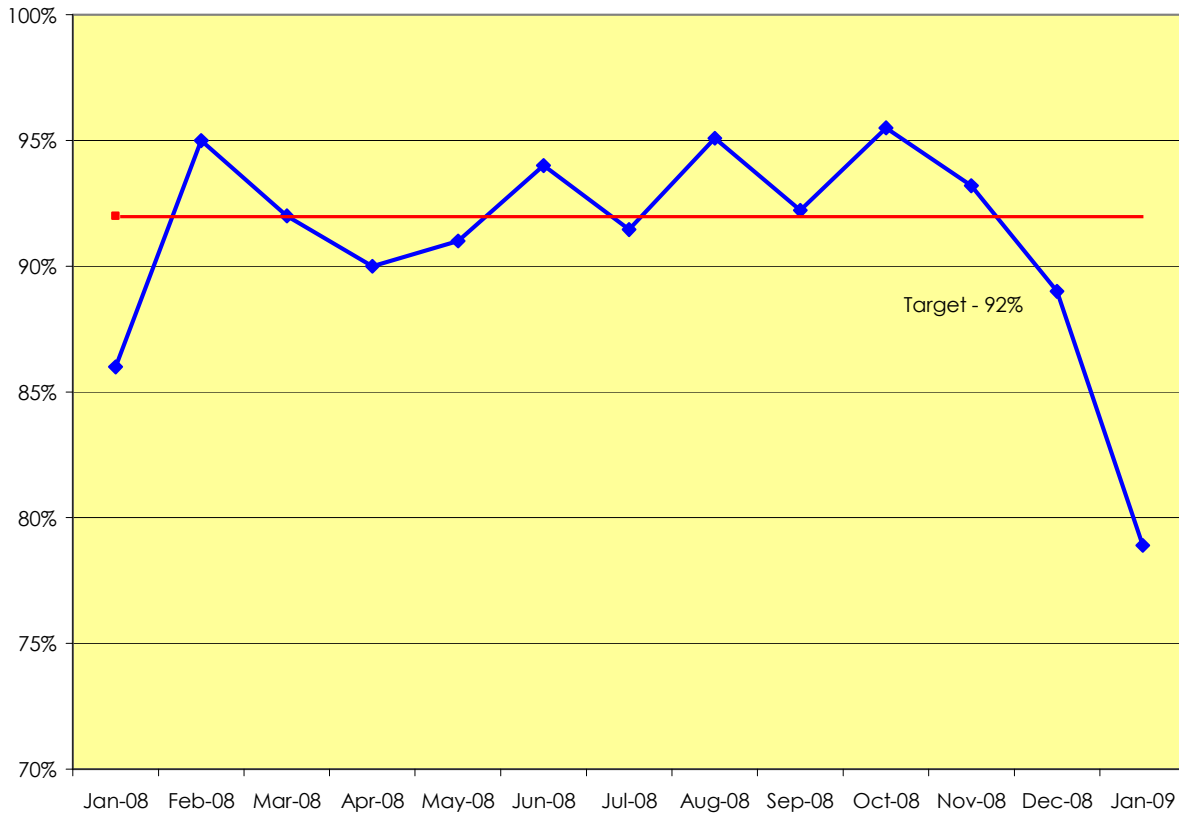
Summary

Performance for Customer Contact (Feedback) was behind target for both December and Year to date in all three measures. There has been a general improvement in January, with only one indicator falling, and even this by only 3%. However both stage one and two complaints response rates were significantly behind their respective targets. On a positive note, the speed at which responses to members enquiries were sent improved sharply for the second straight month.

Please see exception report for all the monthly RED-RAG items.

5.11 Finance

% of invoices paid in timescales - BV8



Ref	Finance	Target	Dec	Jan	Month DOT	Q2	Q3	Qtr DOT	YTD	YTD RAG
BV 08	% of invoices paid within 30 days	92%	89.0%	78.9%	↓	92.8%	93.0%	↑	91.3%	

Summary

The monthly indicator in relation to invoice payments experienced a drop in January with respect to earlier months. Due to the magnitude of the fall, this has dragged down the year to date performance to below its 92% target.

Please see exception report for the monthly RED-RAG item.

6 Appendix – Exception Reports

6.1 Rents

6.1.1 Introduction

- 6.1.1.1 This report looks at the simple collection rate indicator (IC01) which measures performance on the basis of rent collected against rent due (excluding outstanding debt at year start).
- 6.1.1.2 We take a snapshot of this position every week, although we have traditionally reported the position as it stands at the end of each calendar month. The audited collection rate which includes arrears (BV66a) is a projection of the position we expect to be in by year end based on the year to date (YTD) position.

6.1.2 Performance

- 6.1.2.1 Performance rose slightly by 0.17% compared to December's outturn.
- 6.1.2.2 There is a targeted drive to improve performance to the end of year and additional resources (overtime) have been allocated to support this.
- 6.1.2.3 This will include serving notices of seeking possession on all appropriate cases with arrears of £100 plus.
- 6.1.2.4 The weekend telephone cold calling is also being extended to include Income Collection staff cold calling tenants on selected patches during weekday evenings.
- 6.1.2.5 We therefore expect to continue to improve the position until year end through the scheduled monthly exercises, targeted work on specific patches, as well as normal day to day management and monitoring.

6.2 Voids

6.2.1 Introduction

- 6.2.1.1 This report provides a position statement and summary of the actions being taken to improve void performance and the further actions that will be taken to achieve improved void performance year end.

6.2.2 Void Management

- 6.2.2.1 The Council and Homes for Haringey continue to work together to achieve our objective of improving the management of void properties. The aim is to reduce the number of empty homes to a sustainable level of approximately 140 vacant properties; to make normal turnaround voids (VAVs) ready for let within 16 calendar days; to let a minimum of 15 properties per week; and to achieve an overall turnaround time within 27 days on routine void properties.
- 6.2.2.2 The services have jointly commissioned an external review of void management and processes and we expect to receive this report by 13th March. This will help us to further develop our improvement plans going forward.

6.2.3 Performance

6.2.3.1 Repairs

Although the YTD figure for repairs turn round remains in the low 20's at 22 days, there was a significant down turn in performance in January. Contributory factors were:

- The effects of the Christmas / New Year close down
- Poor performance by our gas maintenance contractors
- Non delivery of kitchen units from the decent homes suppliers in the first week of January

Actions taken in February include:

- Four sets of keys for each void to enable parallel working where necessary and avoid delays e.g. for gas checks
- Increased on site monitoring with Coordinators being out on site for 60% of the working day
- Variations requested by operatives and sub contractors being inspected prior to agreement
- Simplification of the Void Schedule of rates
- Closer management of each void with in progress inspections in addition to post inspections
- Reviewing the level of decent homes work carried out in voids
- Weekly area void meetings with coordinators
- Weekly gas contractor meetings
- Development of IT planning tools to improve efficiency of direct labour utilisation

These actions will enable voids to be closely managed and this will assist in reducing down time. Early indications for February are that performance has recovered. We are completing our target of 20 voids per week and making more voids RFL than we receive each week.

The 3rd quarter performance 08/09 for void repairs was 21.28 days which is the second best quarterly performance in 18 months. With the changes that have been made we are aiming to produce the best performance for the last two years in Q4.

6.3 Repairs

6.3.1 Introduction

- 6.3.1.1 This report provides the Board with an update on progress against the key responsive repairs performance indicators to the end of January 2009 as well as the actions that are being taken to further improve performance.

6.3.2 Performance Results

- 6.3.2.1 Since the introduction of weekly performance meetings in September 08, the performance on responsive repairs continues to improve.
- 6.3.2.2 Each performance indicator and key operational activity is tracked and monitored on a weekly basis using Excel spreadsheets/graphs with the emphasis on continuous improvement - performance trends are identified at a very early stage and remedial action is swiftly taken where performance is seen to be dipping or where improvements can be made to processes. The following paragraphs outline performance by each key indicator:-

6.3.3 % of non-emergency repairs where appointment was made and kept (BV185)

- 6.3.3.1 The % of non-emergency repairs where appointment was made and kept increased from 94.3% in Quarter 2 to 96.9% in Quarter 3 against the 97% target.
- 6.3.3.2 January performance was slightly below target at 96.6% but overall the trend is positive over the year.
- 6.3.3.3 The weekly performance meetings are continuing to have a positive effect on performance; particularly as the data is now broken down by the individual repairs areas/teams - this allows the

Repairs Management Team to monitor and compare performance of the individual teams and to quickly hone in on any performance deficiencies that require immediate attention.

6.3.4 % of urgent (Right to Repair) repairs completed within Government time limits (BV72)

6.3.4.1 The % of urgent (Right to Repair) repairs completed within Government time limits has shown steady improvement since April 08 and has significantly increased from 92.0% in Quarter 1 to 97.6% in Quarter 2 against the 97.0% target.

6.3.4.2 There was a significant improvement in the January 2009 performance of 98.6% against the 97.0% target as well as in the year to date performance to January 09 of 98.4%.

6.3.5 Average time (calendar days) taken to complete non-urgent responsive repairs (BV73)

6.3.5.1 The average time taken to complete non-urgent responsive repairs (calendar days) has improved from 14.67 days in Quarter 1 to 12.7 days in Quarter 3 against the 10 day target.

6.3.5.2 The January 09 performance of 12.6 days is a significant improvement on previous months although still in excess of target.

6.3.5.3 Analysis of appointment times has shown that we need to adjust the Optitime system rules to allow earlier appointment times to be offered.

6.3.6 % of residents satisfied with the quality of repair

6.3.6.1 The percentage of residents satisfied with the quality of repair fell from 94.7% in Quarter 1 to 90.1% in Quarter 2 against the 95% target.

6.3.6.2 The year to date performance to January 09 stood at 92.4%.

6.3.6.3 The recently published status survey results showed a 9% improvement with repairs satisfaction from 59% in 2006 to 68% in 2008.

6.3.7 % of repairs completed right first time (Direct Labour Organisation only)

6.3.7.1 Performance improved from 77.77% in December 08 to 79.18% in January 09 against the 78% target. The repair jobs that are most frequently not completed right first time (eg clearing blocked

drain) have been analysed with a view to taking action to ensure that more jobs are completed on the first visit.

6.3.8 Repairs Control Centre

- 6.3.8.1 The Repairs Control Centre opened on 1st April 08 and continues to perform well on meeting its targets for both telephone calls answered and telephone calls answered within 30 seconds.
- 6.3.8.2 The year to date performance to January 09 for % of calls answered was 95% against the 90% target.
- 6.3.8.3 The year to date performance to January 09 for % of calls answered within 30 seconds was 71% against the 70% target.

6.3.9 Detailed repairs performance table

Ref	Local PIs	06/07 Outturn	07/08 Outturn	Q1 08/09	Q2 08/09	Sep 08	Oct 08	Nov 08	Dec 08	Jan 09	YTD to Jan 09 (RAG)	Target 08/09
BV185	% of non-emergency repairs where appointment made and kept	89.8%	96.6%	93.9%	94.3%	94.4%	95.5%	95.5%	97.6%	96.6%	95.8%	97%
BV72	% of urgent repairs completed within Government time limits.	93.2%	96.0%	92.0%	98.7%	99.3%	95.6%	98.4%	98.2%	98.6%	98.4%	97%
BV73	Average time taken to complete non-urgent repairs (calendar days)	12.2	16.9	14.67	13.41	12.82	11.05	12.98	13.54	12.6	13.81	10
RP04	% of all tenants satisfied with quality of repair	91.7%	91.7%	94.7%	90.1%	88.7%	92.9%	98.1%	95.4%	89.7%	92.4%	95%
New	% of repairs completed right first time (Direct Labour Organisation only)	new	new	New	new	77.28%	77.44%	77.67%	77.77%	79.18%	77.97%	78%
CA06	% of all phone calls answered by repairs control centre	new	new	96%	95%	96%	97%	92%	96%	93%	95%	90%
CA07	% of all phone calls answered within 30 secs by repairs control centre	new	new	72%	72%	75%	82%	55%	73%	74%	71%	70%

6.3.10 Actions to be taken to further improve performance

- 6.3.10.1 The weekly performance meetings will continue to focus on improving performance across the main indicators. Over the coming weeks, the Repairs Management Team will in particular be continuing to closely monitor any appointment failures by area to establish the reason for the failure as well as to introduce improved processes to reduce the overall number of missed appointments. Action has also been taken to minimise data entry errors when the repair job ticket is processed.
- 6.3.10.2 We will be reviewing all repair jobs held on our Graphical Repairs Ordering (GRO) system with a view to ensuring that the description, diagram and standard minute value for each job is accurate and realistic – this in effect will ensure that jobs can be more accurately logged in terms of what requires repair; this in turn will help to ensure that more jobs can be completed right first time.
- 6.3.10.3 We will be continuing with an SMS/mobile working pilot from late March 09 which will involve our Priorities Team who deal with emergency and urgent repairs. The pilot will involve the Operatives within the Priorities Team receiving notification of their first and next repair jobs to be undertaken by SMS text via their mobile phone rather than the current method where the Operative visits the depot each morning and receives a list (run sheet) of repair jobs to be undertaken.
- 6.3.10.4 We will be reviewing which sections within Homes for Haringey and the Council can log repairs jobs with a view to ensuring that the majority of repairs are ordered through the Graphical Repairs Ordering (GRO) system – this in effect, will help ensure that repair jobs are more accurately defined; this in turn will have a beneficial effect on service delivery particularly with more jobs being fully completed on the first visit.
- 6.3.10.5 We are carrying out a pilot with estate services staff to enable them to phone in repairs direct to the call centre rather than completion of requisition forms which are then passed to admin for job logging. This will make the process more efficient and accurate.
- 6.3.10.6 We are procuring a new vehicle fleet with improved racking which will enable operatives to carry the correct equipment to improve the rate of jobs completed at the first visit

- 6.3.10.7 We will be adjusting the system rules to enable earlier appointment times to be offered to reduce the average time to complete non urgent repairs
- 6.3.10.8 We have commenced consultation with staff and trade unions to extend working hours for operatives to 8pm Mon – Fri and Sat 8am to 1pm on a shift basis to increase the accessibility of the service for residents thereby increasing customer satisfaction.
- 6.3.10.9 A project has been started to review the end to end process for communal repairs using business process redesign principles. The project will complete in May 09 and improvements identified will be implemented immediately

6.4 Gas

6.4.1 Overall Performance

As at 27th February 2009 the level of properties with a current gas safety certificate had recovered to **99.13%**.

Compliant properties = 15,740
Non compliant properties = 138

See appendix for full breakdown

6.4.2 Gas Contractor Performance

We have two contractors covering the whole of the General Needs and Supported stock divided into 4 Contract areas. Latest performance levels as of the 27th February are as follows:-

Contractor: Kinetics Ltd (formerly T A Horn).

Contract Area 1 (North Tottenham) - 99.62%

Contract Area 4 (Supported Housing) - 100.00%

Contractor: Oakray Ltd.

Contract Areas 2 & 3 (South Tottenham, Wood Green & Hornsey)- 98.86%

Weekly performance meetings are in place and these are chaired by the Director of Repairs. The contractors are generally complying with their obligation to make 3 attempts to gain access before referral to the relevant housing area office. However, detailed monitoring is now being undertaken to improve the timeliness of referrals so that there is sufficient time for the access procedure to take effect before the expiry of the current certificate.

6.4.3 Access Issues

Applications for warrants for forced entry under the Environmental Protections Act continue to be successfully granted by Tottenham Magistrates Court. A total of 143 have been processed to the 1st February. Access has now been gained to almost all of these properties.

As an aid to the execution of the warrants, Homes for Haringey have applied to the Council's Director of Urban Environment to be nominated as 'Duly Authorised Persons'; this will enable Tenancy Management Officers to execute the warrants directly. This independence from Environmental Health staff will enable a more rapid throughput of difficult-to-access cases and greater flexibility of working.

A further measure to ensure gas safety certificates are issued prior to expiry has been instructed to both contractors. They now begin the access process 30 days earlier than has been the case since the inception of the contracts in April '08. This will offer an additional 30 days to Tenancy Management in which to complete the required checks and apply for access through the Courts in sufficient time to gain entry whilst dwelling still comply with the gas regulations. This step is an essential one on the way to achieving 100% gas safety performance.

Gas Performance Report 27/02/2009

TA HORN (N.Tott)	ACTUAL %
Contract Comp.	100.00

TA HORN (S.Hsg)	ACTUAL%
Contract Comp.	100.00

OAKRAY	ACTUAL %
Contract Comp.	99.97

CP12 Comp.	99.62
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CP12 Comp.	100.00
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CP12 Comp.	98.86
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Total Contract Comp.	99.92
Total CP12 Comp.	99.13
CP12 Trend	0.06%↑

Contract Totals

CONTRACTOR	Properties	Compliant	Non Compliant	Compliance %	Referred
*OAKRAY	10904	10780	124	98.86	128
**TAH (NTT TOTT)	3637	3623	14	99.62	14
**TAH (SUPP HSG)	1337	1337	0	100.00	0
TOTAL	15878	15740	138	99.13	142

Area Profile

Areas	Properties Total	Compliant	Area %	0-3mths	3-6mths	6-12mths	12-18mths	18+mths	Total
North Tottenham	3637	3623	99.62	9	1	2	1	1	14
Supported Housing	1337	1337	100.00	0	0	0	0	0	0
Broadwater Farm	766	760	99.22	6	0	0	0	0	6
Hornsey	2673	2641	98.80	26	5	1	0	0	32
South Tottenham	3588	3551	98.97	35	1	1	0	0	37
Wood Green	3877	3828	98.74	39	7	3	0	0	49
TOTAL	15878	15740	99.13	115	14	7	1	1	138

6.5 Feedback

6.5.1 Homes for Haringey (HFH) Feedback Team are the central team that receives and logs all the Company's Complaints and Member Enquiries. They monitor the Company's performance in this area and chase up responses from the teams responsible for investigating and responding to the complaints. They manage the Council's computerised system (RESPOND) ensuring each complaint and Member Enquiry is tracked through to closure. They are also involved in completing complaints at Stage 0 (where we are required to resolve the complaint within 2 working days.) Stage 1 Complaints and Member Enquiries have a target completion time of 10 working days whereas Stage 2 Complaints have a target completion time of 25 working days. Their performance is below.

Feedback Team Performance Target 90%	Oct 08	Nov 08	Dec 08	Jan 09
No. Stage 1 & Member Enquiries logged	221	155	234	185
No Stage 1 & Member Enquiries logged within 2 working days	217	144	215	178
% on target	98	93	92	96

6.5.2 Homes for Haringey Overall Performance Year To Date

Homes for Haringey	% Stage 0 complaints answered within timescale	% Stage 1 Complaints answered within timescale	% Stage 2 Complaints answered within timescale	% Members Enquiries answered within timescale
07/08 Outturn	80	83	83	89
08/09Targets	80	90	85	90
Year to 31/1/09	87	76	67	82

	Target	November			December			January 09		
		Replied	On Time	%	Replied	On Time	%	Replied	On Time	%
% Stage 0 complaints answered within timescales (*)	80	48	42	87.5	47	42	89	26	22	85
% Stage 1 complaints answered within timescales	90	139	77	55.4	196	156	80	124	95	77
% Stage 2 complaints answered within timescales	85	4	1	25	23	9	39	15	7	47
% Members enquiries answered within timescales	90	47	27	57.4	57	47	82	61	54	89

(*) Please Note: Stage 0 complaints are not recognised by Haringey Council so our overall volumes and performance for Stage 1 includes those complaints dealt with at Stage 0. The above chart separates out those complaints dealt with at Stage 0 to show that performance is consistently better than for Stage 1 overall – i.e. putting things right quickly [which the customer wants] also helps our performance as we do not need to investigate or write letters, but simply commit to solving the problem within 48 hours.

6.5.3 Comparing year on year volumes we anticipate that, if the current volumes are sustained, Stage 2 Complaints and Member Enquiries will be similar to those in 2007/08. However, based on the increased volumes year to date, there is likely to be a 25% increase in stage 1 Complaints. This is not entirely unexpected as we continue to carry out patch repairs whilst waiting for Decent Homes programme works - and tenants are expecting renewal or replacement.

6.5.4 Performance dipped in August and September [as analysis shows it did in the previous 2 years] and has taken a long time to recover. This was largely due to delays in responding to complaints and Member Enquiries in repairs (both client and

Contractor) and gas servicing. The bulk of the backlog (pre December 08) has now been cleared and this again has impacted negatively on January figures (especially Stage 0 which have dropped by 4% and Stage 1 which has dropped by 3%.) Additionally the contractors for the

Decent Homes work closed down over the Christmas period and this caused delays for Asset Management in responding to some complaints.

- 6.5.5** A large number of resources were diverted during September and October to do urgent window checks. This contributed to the backlog but we are now almost recovered.

Actions taken to improve performance:

- 6.5.6** Staff and contractors are absolutely clear they must ensure responses to all Member Enquiries and complaints are always sent to the Feedback Team so that performance records are accurate.
- 6.5.7** Managers in Asset Management have reviewed their cover arrangements for the Christmas period and will also put in place tighter deadlines over that period for feedback required from the Decent Homes contractors.
- 6.5.8** The Gas contractors have put in additional cover arrangements including web-mail access for their complaints staff working away from the office. Design and Engineering actively monitor and progress chase to achieve deadlines and progress is reviewed at weekly Gas meetings.
- 6.5.9** Repairs have introduced improved operational methods such as SMS (Short Messaging Service) which they anticipate will improve efficiency and effectiveness and lead to a reduction in complaints. They have put in place new procedures and additional staff to improve performance. Senior Managers within our Repairs service are reviewing performance at regular meetings.
- 6.5.10** The additional resources brought in to assist repairs in clearing the backlog have completed that task.
- 6.5.11** Complaints training has been undertaken by Design and Engineering, and Gas Contractors and more dates have been scheduled focusing on Repairs. We are also rolling out bespoke training for other Service teams and Feedback is part of our corporate induction.
- 6.5.12** We are benchmarking with a London ALMOs group to see if there is anything we can learn from them.
- 6.5.13** We are also meeting with managers across the business to identify some quick solutions as well as exploring longer term proposals. We are aiming to do an options appraisal on feedback handling in the early part of the coming financial year.

Current Position on overdue Complaints and Member Enquiries (as of 23rd February 2009):

Service	Member Enquires	Stage 1	Stage 2	Total
Repairs Client	3	2		5
Repairs Contactor	1	1	2	4
Asset Management				
Design & Engineering [incl. Gas]		1	1	2
Housing Management	1		1	2
Total	5	4	4	13

We will continue to scrutinise our performance weekly in this area, reviewing systems and taking appropriate action where necessary. We will be taking disciplinary action where appropriate against staff who do not deliver.