



Haringey Council

[No.]

Agenda item: Homes for Haringey Performance Report to November 2007

Cabinet

On 22 January 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 an update of the progress made in relation to key targets and objectives that were discussed at the Quarterly Performance Monitoring Meeting of 18th December 2007
- 1.2 It covers the period from September 2007 to November 2007. As the August and November quarterly monitoring meetings had to be rescheduled, it includes a combination of quarterly and monthly data and is out of sync with the normal reporting timeframe.
- 1.3 A full copy of the report is available in the Members Room at the Civic Centre

2. Recommendations

- 2.1 That the contents of this report be noted.

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

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3. Director of Finance Comments

- 3.1 The overall Housing Revenue Account provisional outturn position is projecting a small underspend of £45,000 against the currently approved budget. The net surplus arises because rent and service charges income is projected to be above budget mainly resulting from a 53rd rent week falling into 2007/08, but this is more or less offset by additional cost pressures against the housing management budget and the need to make increased bad debt provision to reflect overall rent collection performance which continues to be slightly below target.
- 3.2 The latest forecast position for the Capital outturn is an underspend of £2.707m against the currently approved budget, resulting mainly from slippage of the external decoration programme into 2008/09 and delays to the Saltram Close scheme which is dependent upon the sale of the site before it can proceed. The resources required to be carried forward to 2008/09 to cover the deferred external decorations programme and Saltram Close projects amount to £3.293m. Therefore there is effectively £0.586m over programming still to be managed out through underspends or slippage not yet identified.
- 3.3 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 43 days compared to the target of 27 days. Compared to the budget assumption, this represents an additional loss of income of around £150,000.

4. Head of Legal Services Comments

- 4.1 The Head of Legal Services has been consulted in the preparation of this report, and makes the following comments.
- 4.2 Under the terms of the management agreement (the agreement) signed by the Council and Homes for Haringey (HfH), HfH is required to periodically provide qualitative and quantitative information to the Council on a quarterly basis.
- 4.3 The agreement sets out the type of information which has to be provided, namely:
- progress of the delivery plan, including contribution to corporate objectives
 - updates on customer satisfaction.
- 4.4 The Head of Legal Services advises that the contents of this summary report, when read in conjunction with what is understood to be the individual detailed monitoring reports, adequately addresses the headings above.

5. Local Government (Access to Information) Act 1985

- 5.1 Homes for Haringey Quarterly Performance Monitoring Meeting Reports
- 5.2 Housing Revenue Account Statement
- 5.3 Capital Account Statement
- 5.4 Homes for Haringey Business Plan
- 5.5 Homes for Haringey Delivery Plan
- 5.6 Management Agreement
- 5.7 Deed of Variation to Management Agreement
- 5.8 Capital Programme

6. Strategic Implications

- 6.1 A key element of the Housing Strategy is the successful delivery of the decent homes standard, providing decent homes for all tenants and regenerating the borough. Regular monthly and quarterly monitoring meetings ensure that these strategic aims are met.

7. Financial Implications

- 7.1 Below target performance on some key indicators has financial implications for the Housing Revenue Account. Rent collection and voids performance are having an adverse effect on the income generated and necessitate an increase in bad debt provision. However, it is expected that these pressures can be managed within the overall HRA approved budget.

8. Legal Implications

- 8.1 As the contents of the report are for information only, there are no specific legal implications that arise, save to say that in order to preserve the continued existence of Homes for Haringey, it is important that when performance issues arise, adequate plans are put in place to address the issues, which are then monitored by the Council and HfH.

9. Equalities Implications

- 9.1 Improvements to tenants' homes and the environment will enhance living conditions of those who experience disadvantage because of their gender, race and ethnicity, disability, sexual orientation, age and faith.

10. Consultation

- 10.1 Not applicable.

11. Background

11.1 Homes for Haringey's performance is formally monitored by way of monthly and quarterly meetings. The format of the monthly meetings has recently been enhanced by the Council to ensure a focus on key performance areas where there are concerns and to give the Council an opportunity to look at things in more detail. However it should be noted that the purpose of this approach is not to 'micro manage' the organisation but to help the Council understand the reasons why performance may have fallen.

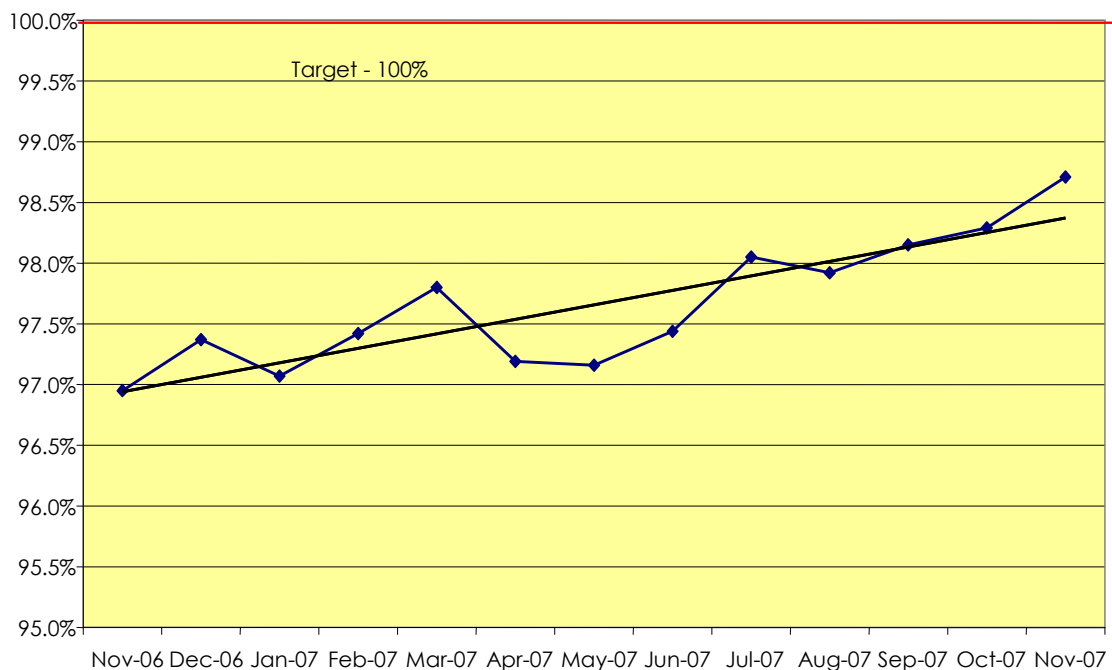
12. Performance report for the period September 2007 to November 2007

12.1 The performance in November 2007 is by far the best month's performance since the ALMO was formed. Half of the 36 monthly indicators were above target in November, and three quarters were showing an improvement.

12.2 Income Collection

Income collection indicators are showing an improvement. The collection rate for HfH (excluding Hostels) is currently 98.81%. This improved from 98.13% in August.

Simple collection rate

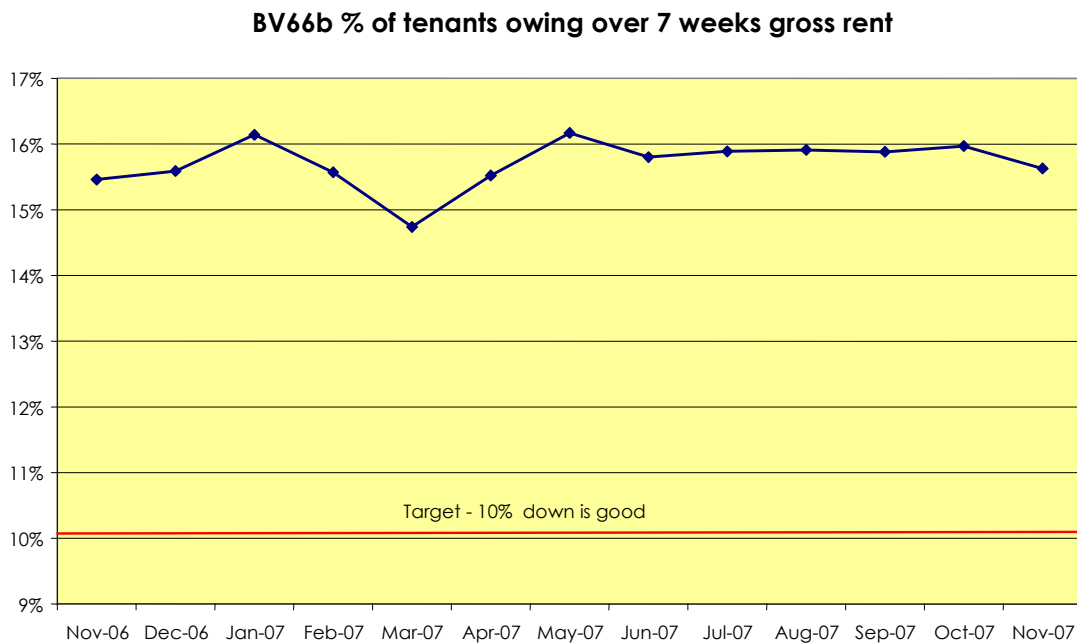


HfH are implementing a detailed action plan to recover rent arrears. This plan has been discussed with the Council and is monitored at the monthly monitoring meetings between the Council and HfH.

To date:

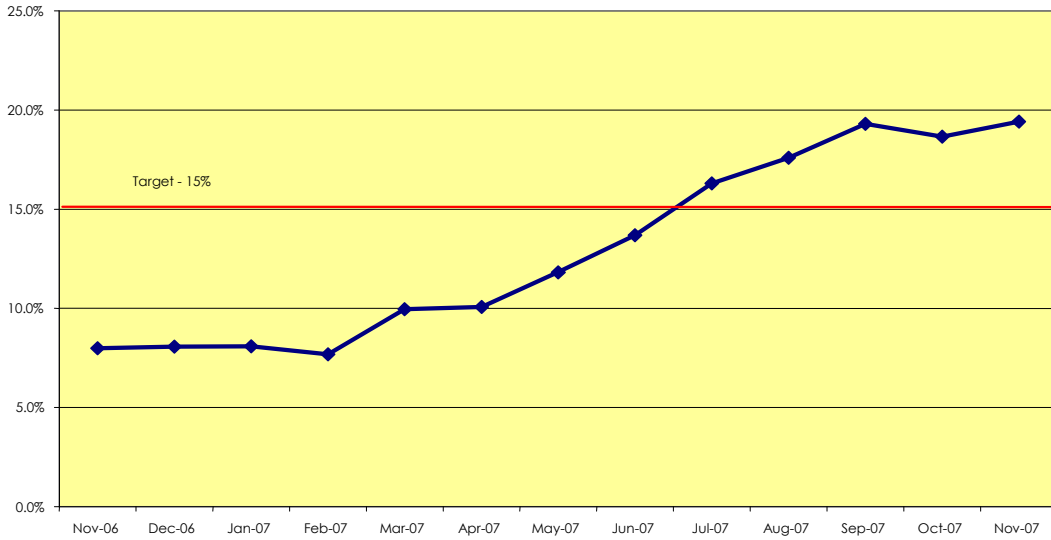
- HfH has carried out a review of all cases with a NOSP and has sent 161 Particulars of Claim to Legal Services to organise a court hearing.
- HfH have reviewed all cases owing between £200 and £500 and are taking appropriate recovery action.
- An article has been included in December 2007 Home Zone on How to deal with debt.
- All cases with a possession order have been reviewed and appropriate action taken.
- A specific mailshot aimed at cases in arrears has been delivered.

The percentage of tenants owing more than 7 weeks rent has declined from 15.97% in October to 15.63% in November.



The percentage of rent collected (BV66a) including arrears and excluding water rates is currently 97.24% against a target of 97.5%. The percentage of tenants with NOSP's (BV66c) has also increased to 19.42% as a result of increased rent arrears activity. (The target on NOSP's for the year is 15%)

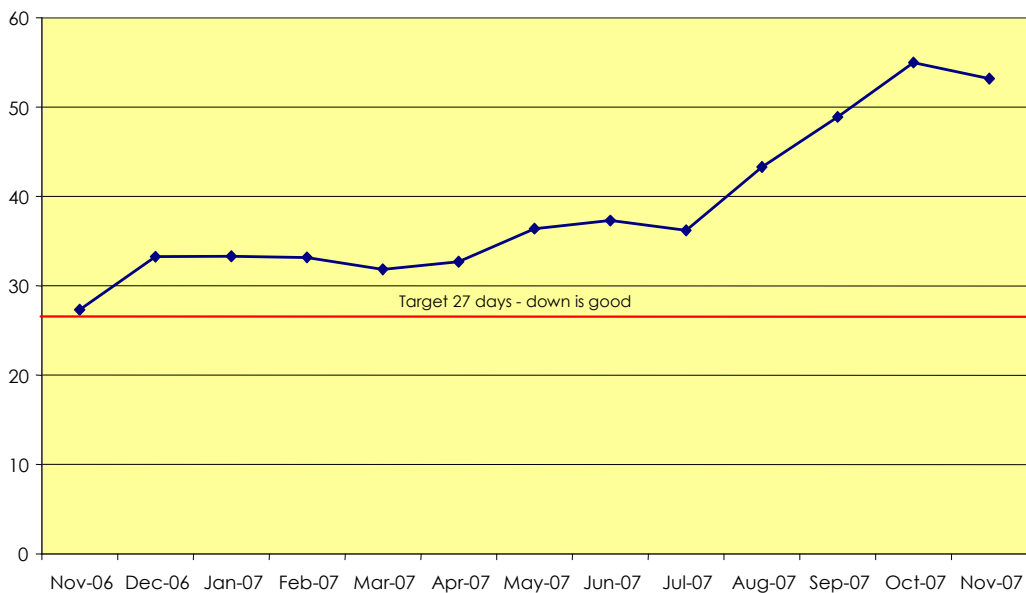
BV66c - % of tenants in arrears with NOSPs



12.3 Re-lets

The number of voids at the end of November 2007 was 220. The year to date figure for void re-let times is 43 days. However the figure for October was 55 days, up from 48.9 days in September. The figure for November is 53 days.

BV212 Average void turnaround in calendar days



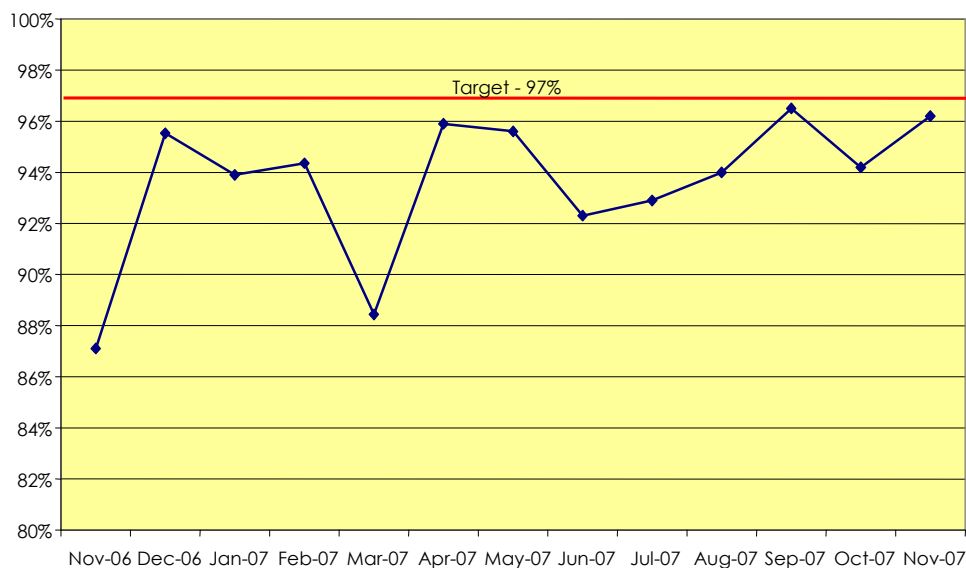
A new Voids Improvement Group, chaired by the Assistant Director for Strategic and Community Housing, was set up at the end of November 2007 for the specific purpose of dramatically reducing void numbers and turnaround times. This group meets weekly and is developing a single action plan, covering all aspects of the re-letting process.

12.4 Repairs

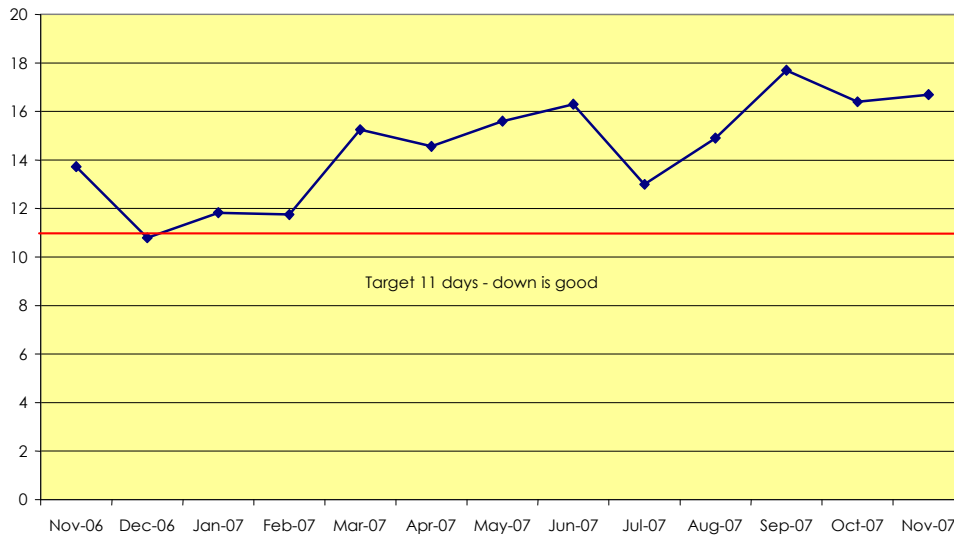
At the end of November, 2 out of 6 repairs indicators were achieving target – resident satisfaction with repairs was on target at 95%, the year-to-date figure is 92%. Aids and adaptations orders completed in timescales exceeded target with 90% of orders completed in timescale against a target of 80%, the year to date figure is 74.9%.

Although still below target, the % of non-emergency repairs completed right first time 74.7% against a target of 78% and the % of urgent repairs completed within Government time limits 96.2% against a target of 97.0% showed an improvement in November. The year-to-date figures are 73.9% and 95.5% respectively.

BV72 % of specified urgent repairs completed in target



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



12.5 Actions to improve performance on repairs

HfH has developed a two part plan to increase the number of appointments and the percentage of non-emergency orders. It has established a team dedicated for emergency repairs. This will release other resources to focus upon making and keeping a higher proportion of non-emergency appointments.

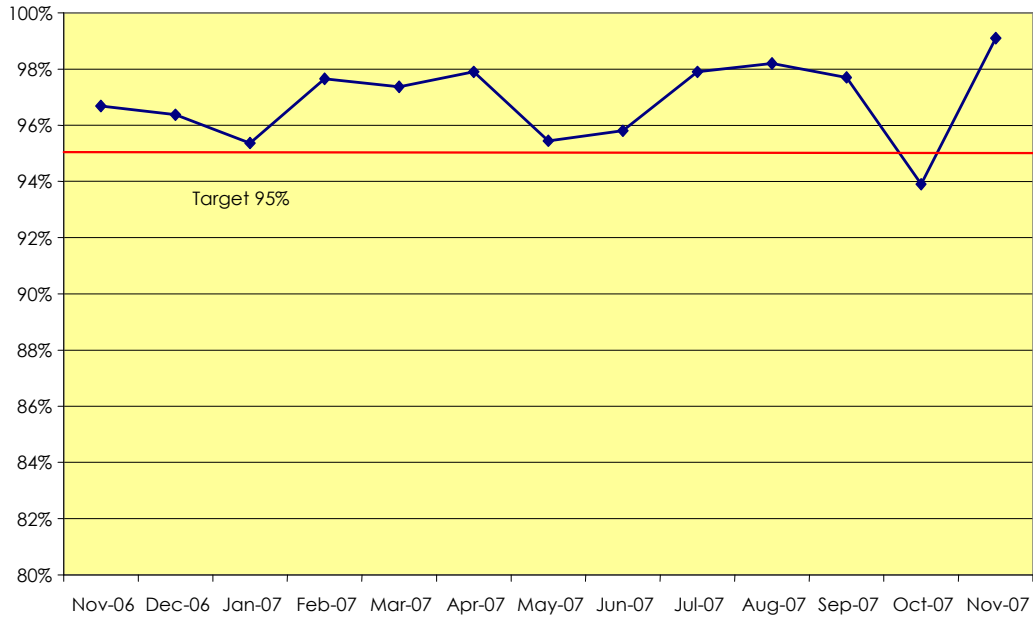
It is also reviewing the scope of works that fall within each of the priority periods so that jobs that are issued as the highest priorities are either real emergencies or meet the Right to Repair criteria. The review is due to be complete by the end of January 2008 allowing for assessment of the impact before March 2008 and consultation with residents repair panel at their December and February panels.

HfH have also identified 9 main improvement areas for day to day repairs. This includes Staff training, Day to day team restructure, IT system improvements, Improved reports and monitoring systems, More focused monitoring of sub contractors, (repair) priority review and change, SMS text messaging, Vehicle racking to carry impress stock to improve right first time visits and Full mobile working.

12.6 Estate Services

It has been an excellent quarter for Estate services with all indicators above target both for the month and 3 out of 4 indicators achieving target for year-to-date.

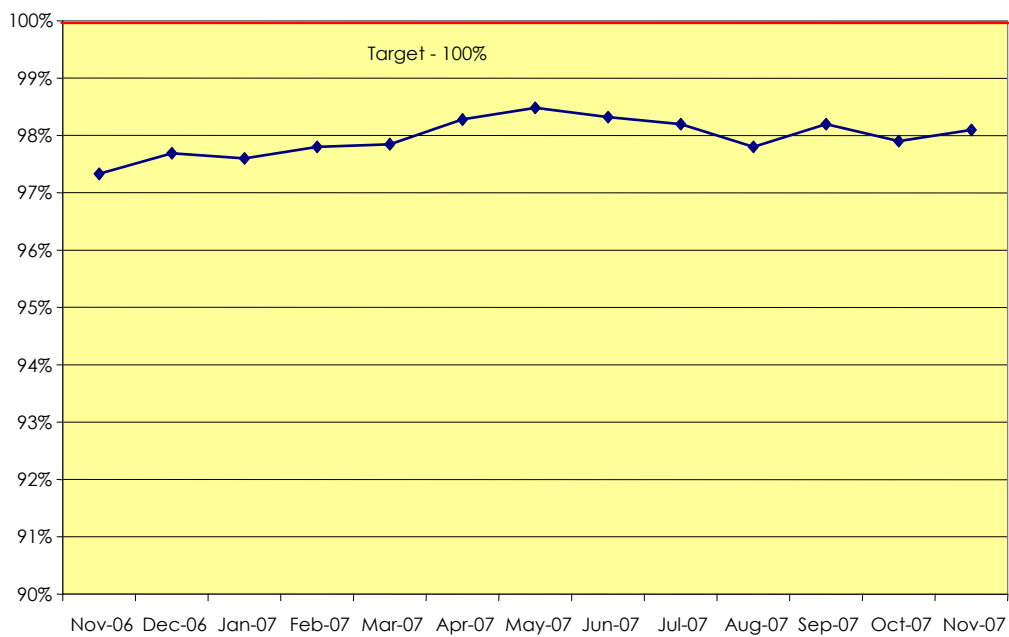
% of estates rated as excellent or good by ESMs



12.7 Gas Servicing

The year-to-date figure is 98.1% of properties with valid gas certificate. There are 75 non compliant cases with the contractor and 234 cases with tenancy management. (A case is referred to Housing management when the gas contractor has problems gaining access.)

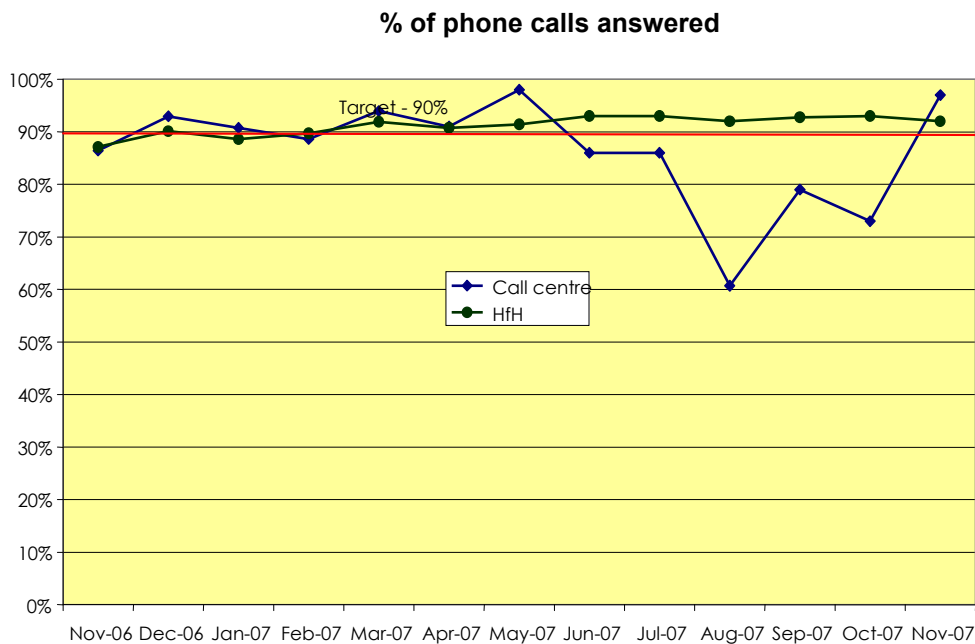
Percentage of homes with a valid gas certificate



13. Local Performance indicators

13.1 Customer contact

In November, Customer Services achieved and exceeded their targets on all indicators. HfH continued to perform well by achieving all customer access targets despite the highest number of calls in any month this year.



13.2 Complaints and Member Enquiries

In November, Stage 1 & 2 complaints were above target, while responses to members' enquiries were below target for the month and the year-to-date. This fall in response has been due to the split in client and contractor roles within Building Services and lack of clarity over who was responsible for answering enquiries. This has now been clarified and an improvement is expected in December.

Ref	Customer Contact	06/07 outturn	Target	Oct	Nov	Direction of travel	YTD	YTD RAG
CA10	% stage 1 complaints answered within timescale	70.0%	80%	88%	82%	↓	84%	Green
CA12	% stage 2 complaints answered within timescale	74.0%	80%	78%	86%	↑	78%	Amber
CA14	% members' enquiries answered within timescale	70.0%	90%	87%	84%	↓	87%	Amber

Summary

Number of complaints and Members Enquiries answered each month:

Feedback Statistics 2007/08	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD
Complaints Stage 0	3	14	18	44	30	19	31	66	225
Complaints Stage 1	83	89	71	102	125	66	121	113	770
Complaints Stage 2	9	17	7	11	16	10	9	7	86
Members Enquiries	68	83	84	97	86	77	87	107	689



13.3 Invoice Payment

In November invoice payment achieved target for the first time this year scoring 95% against a target of 92%. Year-to-date performance remains below target at 81%.

13.4 Tenancy Management

Performance on all ASB indicators fell in November, despite an improvement between September and October. Performance fell in November due to Team Leader sickness. Cover has now been provided to ensure performance supervision. The number of new cases at 40 for the month was the third highest for the year.

The number of welcome visits completed in 6 weeks was the best for the year so far in November. 83.6% of visits were completed in November against a target of 90%. The year-to-date figure is 92.7% against at target of 99%.

Ref	Tenancy management	06/07 outturn	Target	Oct	Nov	Direction of travel	YTD	YTD RAG
TM07	% of welcome visits completed		99%	85.0%	87.3%		92.7%	Red
TM08	% of welcome visits completed within 6 weeks of new tenancy	39.0%	90%	68.9%	83.6%		75.8%	Red

Numbers of welcome visits due and completed:

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD
Total due	84	38	29	84	31	64	61	55	463
Completed	76	36	28	75	25	47	52	48	429
Within 6 weeks	62	27	20	67	21	43	42	46	351

14. Finance

14.1 Revenue

Overall, the revenue report shows an underspend of £45,000 for the HRA as a whole across the year. This is made up as follows:

Company Budget	Underspend	£490,000
Managed Budget	Underspend	£897,000
Retained Budget	Overspend	£1,342,000

The forecast underspend on the company budget is largely due to additional savings being identified in Building services.

The forecast underspend on the managed budgets incorporates:

- Additional rent and service charge income of £1.599m,
- Forecast increase in provision for bad debt of £0.382m
- Budget pressures of £0.320m

The forecast overspend on the retained accounts incorporates:

- Budget pressures of £0.394m mostly due to lower than budgeted Hostel income
- An increase in Management Fee payments, other adjustments relating to the way the HRA was set up when the ALMO was established and inter HRA account transfers of £0.948m.

14.2 Capital

The report shows a forecast under spend against the currently approved capital budget of £2.707m mainly resulting from slippage of the external decoration programme into 2008/09 and delays to the Saltram Close scheme which is dependant upon the sale of the site before it can proceed.

The resources required to be carried forward to 2008/09 to cover the deferred planned preventative maintenance (external decorations) and Saltram Close projects amount to £3.293m. Therefore there is effectively £0.586m over programming still to be managed out through under spends or slippage not yet identified.

15. Residents Top 10

- 15.1 At the Residents' Consultative Forum on the 31st October, residents agreed their top 10 performance indicators. From January 2008, these indicators will be published monthly on Homes for Haringey's website and from April two to three indicators will be explored in more depth in each edition of Homes Zone.

Indicator	Target	This month	Compared to last month	Year to date	YTD RAG
Overall percentage of estates graded excellent or good by Estate Service Managers	95%	99.1%	Up	97.3%	Green
Percentage of grounds maintained graded as excellent or good by Estate Service Managers	98%	98.1%	Up	96.3%	Amber
Percentage of repairs completed within target number of days	95%	85.5%	Up	87.3%	Red
Average number of days taken to complete non urgent repairs	11	16.7	Same	16.2	Red
Percentage of residents satisfied with how the repair was carried out	95%	95%	Up	92%	Amber
Percentage of lift repairs completed within target	95%	96%	Down	95%	Green
Average time to re-let an empty property in calendar days	27	53	Up	43	Red
Percentage of rent collected	97.5%	97.24%	Up	97.24%	Amber
Percentage of customers seen within 15 minutes at the customer service centres	70%	75%	Up	69%	Amber
Number of new anti-social behaviour cases in month	Info	29	Down	380	

16. Business Plan 2007/08

16.1 HfH has developed 17 key projects from their business plan. Fifteen of the projects are on target with the remaining two just below target but the slippage can be managed.

17. Five Year Capital programme

17.1 HfH and the Council have had two meetings with CLG to discuss Decent Homes funding.

In the meantime, HfH has developed proposals for the HRA capital programme in light of expected Decent Homes funding over the next five years. Depending on the outcome of the meetings with the CLG, these proposals will be further developed and a 1 year programme included in Councils capital programme as part of the Councils budgeting process for 2008/09.

18 Conclusion

- 18.1 Performance on rent arrears, Estate Services, telephone answering, customer services,, invoices paid, aids and adaptations and Stage 1 & 2 complaints have performed well in the period.
- 18.2 Gas servicing, some repair indicators and welcome visits, although performing below target, have improved during the period.
- 18.3 Overall, voids turnaround time is not achieving target, but this issue is being addressed by the recently formed Voids Improvement Group, with improvements expected in February 2008. Other areas for improvement are certain repairs indicators and managing Anti Social Behaviour cases.