

# Cabinet (Performance Management) Panel

18 September 2017

**Time** 5.00 pm **Public Meeting?** YES **Type of meeting** Executive  
**Venue** Training Room - Ground Floor - Civic Centre, St Peter's Square, Wolverhampton  
WV1 1SH

## Membership

**Chair** Cllr Milkinderpal Jaspal (Lab)

### Labour

Cllr Peter Bilson  
Cllr Claire Darke  
Cllr Steve Evans  
Cllr Val Gibson  
Cllr Andrew Johnson  
Cllr Roger Lawrence  
Cllr John Reynolds  
Cllr Sandra Samuels OBE  
Cllr Paul Sweet

Quorum for this meeting is two Councillors.

## Information for the Public

If you have any queries about this meeting, please contact the Democratic Services team:

**Contact** Dereck Francis  
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Copies of other agendas and reports are available from:

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Some items are discussed in private because of their confidential or commercial nature. These reports are not available to the public.

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# Agenda

## Part 1 – items open to the press and public

*Item No.*    *Title*

### MEETINGS BUSINESS ITEMS

- 1            **Apologies for absence**
- 2            **Declarations of interests**
- 3            **Minutes of the previous meeting - 12 June 2017** (Pages 3 - 6)  
[For approval]
- 4            **Matters arising**  
[To consider any matters arising from the minutes of the previous meeting]

### DECISION ITEMS (AMBER - DELEGATED TO CABINET (PERFORMANCE MANAGEMENT PANEL)

- 5            **Housing Managing Agents Performance Monitoring Report - Quarter One April - June 2017** (Pages 7 - 30)  
[To review and comment on the quarterly performance monitoring report]
- 6            **Corporate Plan Performance Monitoring Update**  
[To receive an update] [**Report to follow**]
- 7            **Exclusion of the press and public**  
[To pass the following resolution:

That in accordance with Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following items of business as they involve the likely disclosure of exempt information on the grounds shown below]

### PART 2 - EXEMPT ITEMS, MEETING CLOSED TO THE PRESS ANDS PUBLIC

- 8            **Information Governance Performance Report - Quarter 1 2017/18** (Pages 31 - 36)  
[To receive and comment on the quarter one performance]
- Information relating to the financial or business affairs of any particular person (including the authority holding that information) and information relating to action taken or to be taken in connection with the prosecution, investigation or prosecution of crime. Para (3) and (7)

## Meeting of the Cabinet (Performance Management) Panel Minutes - 12 June 2017

### Attendance

#### Members of the Cabinet (Performance Management) Panel

Cllr Milkinderpal Jaspal (Chair)  
Cllr Peter Bilson  
Cllr Claire Darke  
Cllr Val Gibson  
Cllr Andrew Johnson  
Cllr Roger Lawrence  
Cllr John Reynolds  
Cllr Sandra Samuels OBE  
Cllr Paul Sweet

#### Employees

Dereck Francis	Democratic Services Officer
Keith Ireland	Managing Director
Helena Kucharczyk	Business Intelligence Manager
Martyn Sargeant	Head of Democratic Services

### Part 1 – items open to the press and public

*Item No. Title*

- 1 Apologies for absence**  
An apology for absence submitted on behalf of Councillor Steve Evans.
- 2 Declarations of interests**  
No declarations of interests were made.
- 3 Minutes of the previous meeting - 27 February 2017**  
Resolved:  
That the minutes of the previous meeting held on 27 February 2017 be approved as a correct record and signed by the Chair.
- 4 Matters arising**  
There were no matters arising from the minutes of the previous meeting.

5 **Information Governance Performance Report - Quarter Four 2016/17**

Martyn Sargeant, Head of Democratic Services presented the performance monitoring report on Information Governance for quarter four (January to March 2017). The report showed sustained high performance by the Council in its response to Freedom of Information/ Environmental Information (FOI) and Subject Access Requests (SARs) received. The Head of Service highlighted that in the last three years the Council had progressed to become one of the best performing Councils for its Information Governance function. The service would strive to improve on this. Issues relating to process improvements to help the IG team manage a lot of the work electronically were being explored.

The Head of Democratic Services also reported that the IG team was meeting with Wolverhampton Homes about supporting their information governance function. At the request of the West Midlands Combined Authority, the IG team would also be supporting them in their Information Governance Audit.

Resolved:

1. That the Information Governance performance figures for 2016/17 for Freedom of Information/Environmental Information requests and Subject Access requests be noted.
2. That the year on year performance figures for both regimes be noted.

6 **Housing Managing Agents Performance Monitoring Report - Quarter Four 2016/17**

Cllr Peter Bilson presented the report on quarter four performance of Wolverhampton Homes (WH) and the Tenant Management Organisations (TMOs) management and maintenance of council owned properties. He reported that the Monitoring Group had considered the performance monitoring report at its meeting last week and endorsed the performance at quarter four and the development plan.

Cllr Andrew Johnson requested an update on the performance of Dovecotes Tenant Management Board in relation to the percentage of tenants in seven weeks rent arrears.

Resolved:

1. That the performance of the housing management agents for quarter four 2016/17 be noted.
2. That an update on the actions taken to manage the performance of Dovecotes Tenant Management Board in relation to the percentage of tenants in seven weeks rent arrears be submitted to the next meeting.

7 **Outcome Based Accountability and Outcome Based Budgeting Update**

Helena Kucharczyk, Insight and Performance Manager presented the report on progress made in implementing the Council's approach to outcome-based accountability and outcome-based budgeting.

With reference to the example cited in the report to test the methodology for outcome-based accountability and outcome-based budgeting (i.e. Corporate Communications) it was questioned, in terms of an invest to save scheme, whether the approach would provide the Council with information on the cost effectiveness of the Communications Team relative to an outside agency (i.e. costs relative to the

outcome). The Insight and Performance Manager confirmed the next phase in the development of the approach was to develop a cost calculator linked to outcomes. Keith Ireland, Managing Director added that the approach would provide members with an indication of what the Council would obtain for its internal resource and how its funds were being deployed. Through the Qlikview application managers would have automatic access to data which would free up the Insight and Performance Manager and her team to focus on higher level data analysis.

Resolved:

1. That the progress to date on the continuing implementation of the outcome-based corporate performance framework be noted.
2. That a workshop on the outcome-based corporate performance framework be arranged for the Panel with Dr Tony Munton.

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# Cabinet (Performance Management) Panel

18 September 2017

<b>Report title</b>	Housing Managing Agents Performance Monitoring Report – Quarter One April 2017 to June 2017	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Peter Bilson City Assets and Housing	
<b>Key decision</b>	No	
<b>In forward plan</b>	No	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Lesley Roberts, Strategic Director – City Housing	
<b>Originating service</b>	Housing	
<b>Accountable employee(s)</b>	Kane Wilkinson- Knowles	Housing Strategy and Development Support Officer – Housing Strategy – Housing Services 01902 557993 Kane.Wilkinson- Knowles@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	N/A	

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## Recommendations for action or decision:

The Cabinet (Performance Management) Panel is recommended to:

1. Review and comment on the performance of the housing management agents for Quarter One 2017-18 and any areas for improvement.

## 1.0 Purpose

- 1.1 The primary purpose of this report is to provide Councillors with an evaluation of the performance of Wolverhampton Homes and the Tenant Management Organisations (TMOs) in managing and maintaining Council owned dwellings during the 2017-18 financial year.

## 2.0 Background

- 1.1 This report assists in clarifying and highlighting areas of performance; in particular, where performance data suggests that intervention or revised working may be required or has been undertaken.
- 1.2 This report illustrates performance from quarter one 2016-17 to quarter one 2017-18 inclusively to allow comparison over the year.
- 1.3 The performance for each of the managing agents is grouped under three headings:
- a) Rents management
  - b) Repairs management
  - c) Voids and allocations
- 1.4 Wolverhampton Homes additionally reports on Business Planning, satisfaction with the handling and outcome of the Anti-Social Behaviour (ASB) process, Customer Care and Estate Services. Stock Investment indicators were previously monitored; however, these were related to the Decent Homes Programme which ended in 2016/17.
- 1.5 Tables indicate both the direction in which performance needs to move for improvement, and performance trends between the current and the previous quarter.
- 1.6 Additionally, performance is categorised as:
- a) GREEN – where performance is in target and:
    - (i) Was in target the previous quarter, or
    - (ii) Was marked as Amber in the previous quarter.
  - b) AMBER – where performance is:
    - (i) Off target this quarter and was marked as Green in the previous quarter, or
    - (ii) In target this quarter and was marked as Red in the previous quarter.
  - c) RED – where performance is off target and,
    - (i) Was marked as Amber in the previous quarter, or
    - (ii) Was marked as Red in the previous quarter, or
    - (iii) Gives clear cause for concern

The left-hand column of the table will show G, A, R or where there is no data available, ND.



## **1.7 Governance**

- 1.7.1 The Housing Strategy Team continues to monitor the governance of the housing management organisations.
- 1.7.2 The Service Manager - Housing Strategy and Development is invited to attend Wolverhampton Homes' board meetings as an observer. Wolverhampton Homes' board, committee and other minutes and papers are available on request to Council employees.
- 1.7.3 The TMOs provide agendas, minutes and other documents from their regular meetings. Housing Services employees have observed TMO board and committee meetings where resources have permitted.

## **3.0 Progress for Wolverhampton Homes**

- 3.1 This section gives an outline of Wolverhampton Homes' performance for quarter one 2017-18. Performance details are available in Appendix 1a and 1b.
- 3.2 Wolverhampton Homes manages 20,234 properties on behalf of City of Wolverhampton Council. Generally, good performance has been maintained in the first quarter of the year and remains good overall. Of the 19 indicators included in this report;
- performance for fifteen of the nineteen are within target,
  - four of the nineteen indicators are outside of the target but within acceptable tolerance,
  - a quarter-on-quarter comparison is unavailable for one measure due to it being a new indicator for 2017-18.

### **3.3 Anti-Social Behaviour**

- 3.3.1 Performance for tenant satisfaction with the anti-social behaviour service remains well in target. As the number of complaints and therefore telephone surveys carried out can vary greatly from month to month, small numbers of tenant dissatisfaction with the service can have a large impact on performance.

### **3.4 Business Planning**

- 3.4.1 Performance for 'average days lost through employee illness' is within target and continues to be very good, with the number of days lost at its lowest since quarter three of 2015-16.

### **3.5 Customer Care**

- 3.5.1 Wolverhampton Homes' Digital First Campaign aims to encourage tenants to utilise on-line facilities for making contact and reporting issues, in turn allowing officer time to be put to better use, for example, engaging with vulnerable tenants.
- 3.5.2 Performance is very good for all four indicators in the first quarter of 2017-18; all are within target, and three have improved in comparison to both the previous quarter and the previous year.

- 3.5.3 The 'percentage of calls answered' indicator is a new indicator adopted for 2017-18 and so there is no previous comparable information, however performance is currently 10.80% above the target of 85%. There were 17,835 fewer calls to Home Direct in quarter one of 2017-18 in comparison to the same period last year, which could be due in part to the increase in the reporting of online repairs and web-chat requests.
- 3.5.4 The 'percentage of calls abandoned' has reduced dramatically from the last quarter by 8.5%, and is firmly within the 15% target. The percentage of total calls abandoned has reduced by 82.44% in comparison to the same period in 2016-17. The telephony system has been changed, after consultation with tenants, to allow a caller to wait for an answer rather than having the call disconnected after five minutes. This was originally designed to encourage people to call back at less busy times.
- 3.5.5 Performance for 'complaints responded to within timescales' has improved by 7.38% in comparison to the same period last year, and is within target.
- 3.5.6 The indicator 'percentage of member enquiries responded to within 14 calendar days' is also performing very well, with an improvement of 5.65% in comparison to the same period last year, and being well over the 92% target.

### 3.6 **Health and Safety**

- 3.6.1 Performance for the indicator 'percentage of valid Landlord Gas and Safety Certificates for tenanted properties' is good, and strong performance has been maintained from previous periods.
- 3.6.2 In cases where Wolverhampton Homes are unable to gain access to a property to carry out appropriate gas safety checks and servicing, a stringent procedure is followed. The tenant will be written to by Wolverhampton Homes' contractor, Dodd Group, who will arrange an initial appointment date for their engineer to carry out the gas safety check. The tenant will be able to rearrange the appointment, but if they miss three appointments, refuse entry on three occasions or Wolverhampton Homes are unable to get in touch with the tenant after several attempts, they can apply for a County Court Injunction. If this is granted, then Wolverhampton Homes have the right to enter a tenant's home and disconnect their gas supply. The tenant may then also be asked to cover the court costs.
- 3.6.3 Results for fire safety inspections carried out in low and medium rise blocks has been at 100%, well within target, since at quarter four of 2012-13. Results for fire safety inspections carried out in high rise blocks has been maintained at 100%, firmly within target, since at least the beginning of the 2011-12 financial year.
- 3.6.4 Fire safety assessments continue to be carried out daily in all tower blocks.

### 3.7 **Rents Management**

- 3.7.1 Changes in Housing Benefit brought about by Welfare Reform have had an impact on resources for Wolverhampton Homes. Some staffing resources have been diverted to

respond to the needs of tenants and the organisation, including income/arrears collection and the provision of money and debt advice for example undertaking detailed financial assessments. Partnerships have also been developed, most notably with the CAB and Refugee and Migrant Centre, providing specialist advice and information which is tailored to meet the needs of individual households.

- 3.7.2 Performance for rents management was mixed in the first quarter of 2017-18, meeting two of the four targets. Two indicators have weakened in comparison to the previous quarter and the same period last year, however, performance for 'percentage of tenants evicted as a result of rent arrears' has improved in comparison to both periods.
- 3.7.3 Performance for 'percentage of rent collected' and 'percentage of rent arrears of current tenants as a proportion of rent roll' remains within the top quartile of benchmarked housing organisations.
- 3.7.4 Performance for two of the four rent indicators has weakened since the previous quarter. 'Tenants with more than seven weeks' arrears' and 'rent arrears of current tenants as a proportion of rent roll' are outside of target due to the increasingly challenging climate, but within the range of acceptable tolerance.
- 3.7.5 Performance for 'tenants evicted for rent arrears' has improved both from the previous quarter and the previous year, with 14 evictions carried out in the first quarter. Wolverhampton Homes continues to advise and support tenants identified as having difficulty in maintaining their tenancy, and the process of eviction is only taken when all other options have been exhausted.

### **3.8 Repairs Management**

- 3.8.1 Repairs performance was good in the first quarter, with both indicators in target.
- 3.8.2 Performance for the 'responsive repairs for which an appointment was made/kept' has weakened by 0.25% in comparison to the previous quarter, but has improved by 0.04% compared to last year.
- 3.8.3 Performance for 'total response repairs completed within target' has improved by 0.97% since the last quarter, but has weakened by 0.17% compared to the previous year.
- 3.8.4 Since April 2016, the repairs service has been delivered through AM and PM slots, rather than through the two-hour time slots.

### **3.9 Voids and Allocations**

- 3.9.1 Performance for voids and allocations was mostly good in the first quarter of 2017-18, with three indicators within target, and two outside of target but within the acceptable tolerance.
- 3.9.2 Performance has weakened for four of the five indicators in comparison to the last quarter. The 'average time taken to re-let standard voids' has increased by three days since quarter four of 2016-17, pushing performance from Green to Amber. This is

because voids that have to have Asbestos work carried out are now moved into the Major void indicator which has meant a reduction in the number of Standard voids. As the numbers are so low, it means that just one or two voids that are overtime can have a detrimental effect on the overall figure. The 'average number of management voids' for which WH holds Council Tax Liability has increased by 10.62 since quarter four of 2016-17, also pushing the indicator from Green to Amber.

- 3.9.3 The 'percentage of tenancy offers accepted first time' remains within the 80% target. This indicator has been on target for a full 3 years.
- 3.9.4 The 'percentage of rent lost through empty property' has improved by 0.01% since the previous quarter, and remains within the target of 94%.
- 3.9.5 In comparison to the previous year, three indicators have improved or maintained performance, and two have weakened.
- 3.9.6 Throughout the first quarter of 2017-18 Wolverhampton Homes process for allocating properties has been monitored using a random sample of cases. No issues were flagged and adherence to the Council's allocations policy was demonstrated.

### 3.10 **Discontinued Indicators**

#### 3.10.1 **Stock Investment**

- a) Stock Investment indicators have been removed from the 2017-18 performance monitoring suite due to the end of the Decent Homes Programme in 2016-17. This heading will no longer appear in monitoring reports.

### 4.0 **Progress for Bushbury Hill Estate Management Board (EMB)**

- 4.1 This section gives an outline of Bushbury Hill EMB's performance for Quarter One 2017-18. Performance details are available in Appendix 2.
- 4.2 Bushbury Hill EMB manages 828 properties on behalf of City of Wolverhampton Council. Generally, performance has been good this quarter, with all eight indicators within target. Six have improved or maintained performance when compared to the previous quarter, and five have improved when compared to the previous year.

#### 4.3 **Rents Management**

- 4.3.1 Performance for rents management was good in the first quarter of 2017-18, with targets for all three indicators being met. Two have improved or been maintained in comparison to the previous quarter, and one in comparison to the previous year. One indicator has weakened in comparison to the previous quarter, and two in comparison to the same period last year.
- 4.3.2 Previous and continued efforts by BHEMB to focus on collections, Direct Debits and providing literature on debts to reduce the 'percentage of tenants with more than seven weeks (gross) rent arrears' has helped to further improve performance from 1.70% at the

end of 2016-17, to 1.64% in the first quarter of 2017-18. This also marks an improvement of 0.10% from the first quarter of 2016-17.

- 4.3.3 Two tenants were evicted due to rent arrears during the first quarter of 2016-17. This matches the two evictions that took place in the last quarter of 2016-17, and the single eviction in the same period last year.
- 4.3.4 Performance for 'arrears as a percentage of rent roll' has weakened by 0.54% in comparison to the previous quarter, and by 0.02% in comparison to the same period last year.

#### 4.4 **Repairs**

- 4.4.1 Bushbury Hill EMB delivers its repairs service to tenants through a contract with Wrekin Housing Trust and offers tenants a 'same day' repairs service. The methodology the Council uses to measure repairs performance cannot measure this service. As the focus on repairs services shifts to customer convenience rather than government timescales, Bushbury Hill EMB has developed a suite of repairs indicators that will enable it to measure its performance.
- 4.4.2 Performance for repairs is excellent with all indicators above target. All three measures have improved in comparison to both the previous quarter, and the same period last year.
- 4.4.3 The 'percentage of repairs attended within time' is performing at its strongest, with 99.52% of repairs being attended to within timescales. This is an improvement of 2.32% over the previous quarter, and 2.97% over the same period last year.
- 4.4.4 Performance for the 'percentage of rapid response repairs attended on the same day' is at its strongest position within the last year at 99.30%. This is an improvement of 0.67% over the previous highest result during the first quarter of last year.
- 4.5 'Repairs completed on the same day' is performing very well at 86.92%. This is an improvement of 2.99% from the previous quarter, and 3.62% from the same period last year.

#### 4.6 **Voids and Allocations**

- 4.6.1 The TMO operates a local lettings plan and its own choice-based lettings scheme - Bushbury Choose Your Home. The Housing Strategy team is currently monitoring the processes and indications suggest that it is run in accordance with the allocations policy.
- 4.6.2 Performance for voids and allocations has been excellent this quarter. The 'average time to re-let housing' has dropped considerably by 14.58 days compared to the previous quarter, and by 9.20 days in comparison to the same period last year. This is due to several major works voids that had taken a significant amount of time to repair, but were let very quickly once works had completed.

4.6.3 'Void loss as a percentage of rent roll' performance has weakened by 0.02% in comparison to the same period last year, but is well within target. A comparison to the previous quarter would be misleading, as the result for the previous period is the cumulative performance for 2016-17.

4.6.4 During quarter one of 2017-18 the TMO's process for allocating properties has been monitored using a random sample of cases. No issues were flagged and the TMO demonstrated good practise and adherence to the Councils allocations policy.

#### **4.7 General Governance**

4.7.1 General Governance of Bushbury Hill EMB is good. There is a strong active board with clear leadership from the chair. Officers support the board and strive to improve and widen the services provided to tenants. For example, through its relationship with Wrekin Housing Trust, BHEMB offers money advice to tenants. The EMB also operate life skills and getting ready for tenancy training courses from its offices.

4.7.2 As recommended in the Governance Review, Bushbury Hill EMB has adopted a Risk Register which will be monitored quarterly to mitigate against risks to the organisation. During quarter two fire safety will be reviewed and added to the risk register. Bushbury Hill EMB is working with the Council, corporate Health and Safety and Wolverhampton Homes to review fire safety processes.

#### **5.0 Progress for Dovecotes Tenant Management Organisation (TMO)**

5.1 This section gives an outline of Dovecotes TMO's performance for quarter one 2017-18. Performance details are available in Appendix 3.

5.2 Dovecotes TMO manages 805 properties on behalf of City of Wolverhampton Council. Performance for Q1 2017-18 is generally good with all ten indicators within target. In comparison to the previous quarter, two indicators show improving performance, while eight have weakened. However, six indicators have improved since the same period last year, and four have weakened.

#### **5.3 Rents**

5.3.1 Performance for rents management was generally good in the Q1 2017-18, with all targets met.

5.3.2 The 'percentage of tenants with more than seven weeks of rent arrears' has improved slightly but is only just within target at 5.24%, against a target of 5.25%. This marks an increase of 0.26% against the previous quarter, but an improvement of 0.44% against the same period last year. The TMO continues to refer tenants who are in receipt of Universal Credit (currently at 17 tenants, which is the largest proportion amongst the TMOs) to Wolverhampton Homes' Money Smart scheme to assist with tenancy sustainment. The TMO is making efforts to begin closely monitoring the numbers of tenants in rent arrears and developing a more proactive approach to dealing with arrears

and debts. New IT equipment has been ordered for TMO staff, which will encourage more in-depth one-to-one sessions with tenants.

5.3.3 Performance for 'arrears as a percentage of rent roll' has weakened by 0.33% in comparison to the previous quarter, but has improved by 0.09% in comparison to the same period last year. This indicator remains within the target of 3%.

5.3.4 Two tenants were evicted due to rent arrears in the first quarter of 2017-18.

5.3.5 In June 2017, a Risk Register was developed for Dovecotes TMO to assess the level of risk around rent collection and how this is being mitigated. The Council has put an action plan in place to improve performance in rent collection and this is being monitored monthly.

#### 5.4 **Repairs**

5.4.1 Performance for repairs is good, with all indicators in target. Three measures have improved since the previous quarter, and the same three have also increased when compared to the first quarter of 2016-17. Performance for two measures has weakened slightly in comparison to the first quarter of 2016-17 and the previous quarter, but are still well within target.

5.4.2 Performance for the 'percentage of urgent repairs completed within government time limits' is at 100% for the first quarter, with all urgent repairs completed on time.

5.4.3 The 'average time taken to complete non-urgent repairs' has increased by 0.22 days in comparison to the previous quarter, but has improved by 0.61 days in comparison to the same period last year.

5.4.4 The 'percentage of responsive repairs for which an appointment was made and kept' has increased by 0.46% in comparison to the previous quarter, and 0.05% compared to the same period last year.

5.4.5 Performance for the 'percentage of emergency repairs completed on time' has weakened by 0.69% in comparison to the previous year, but has improved by 2.17% in comparison to the same period last year.

5.4.6 The 'percentage of routine repairs completed on time' has increased by 0.26% against the previous quarter, and by 0.97% against the same period last year.

#### 5.5 **Voids and Allocations**

5.5.1 Performance for voids and allocations has weakened this quarter, however both the levels of void loss and the 'average re-let time housing' are within target.

- 5.5.2 The performance for 'void loss as a percentage of rent roll' has declined significantly, with a 0.70% increase from the previous quarter, and a 0.37% increase on the same period last year. However, the indicator remains well within the 2% target.
- 5.5.3 During Q1 2017-18 the TMO's process for allocating properties has been monitored using a random sample of cases. No issues were flagged and the TMO demonstrated good practise and adherence to the Councils allocations policy.
- 5.5.4 The 'average time to re-let housing' has increased by 2.37 days in comparison to the previous quarter, but has improved by 12.34 days in comparison to the same period last year.

## 5.6 Governance

- 5.7 The TMO has engaged with a consultant from Open Communities Ltd to develop a new training plan and deliver bespoke training sessions where appropriate.
- 5.8 In July, an Organisation and Staff Review was carried out by a HR Consultant, from which the TMO have received written feedback for their consideration.
- 5.9 An Action Plan has also been developed for the TMO to monitor rent arrears performance, as well as other issues such as Welfare Reform preparation and ASB complaints. The Action Plan is kept updated by the Housing Strategy team, and is monitored monthly. The TMO have attended a Universal Credit training with DWP in preparation for December's UC Rollout, and have also ordered leaflets designed to inform tenants about how to mitigate rent arrears and debts. The TMO will also signpost tenants accordingly to other available schemes and services. Dovecotes, along with the other TMO's, will be undertaking a day of ASB training on the 12<sup>th</sup> October.
- 5.10 During quarter two fire safety will be reviewed and added to the risk register. Dovecotes TMO is working with the Council, corporate Health and Safety and Wolverhampton Homes to review fire safety processes.

## 6.0 Progress for New Park Village Tenant Management Co-operative (TMC)

- 6.1 This section gives an outline of New Park Village TMC's performance for Q1 2017-18. Performance details are available in Appendix 4.
- 6.2 New Park Village TMC manages 295 properties on behalf of City of Wolverhampton Council. Performance is good overall this quarter with all nine indicators in target. In comparison to the previous quarter, two indicators have improved, three have maintained performance, and four have weakened but are still firmly within target. When compared to the previous year, eight have improved or maintained performance, with one weakening.



### 6.3 Rents

- 6.3.1 All indicators for quarter one of 2017-18 are within target.
- 6.3.2 'Tenants with more than seven weeks (gross) rent arrears' has improved by 0.77% from the previous quarter and 1.58% from the previous year, and performance remains well within the 6% target.
- 6.3.3 'Percentage of tenants evicted as a result of rent arrears' has decreased, with no tenants being evicted due to rent arrears in quarter one.
- 6.3.4 'Arrears as a percentage of the rent roll' has worsened by 0.61% when compared to the previous quarter, but has improved by 0.07% when compared to the previous year. Performance remains within the 3% target.
- 6.3.5 New Park Village continue to monitor the impact of Universal Credit on rent arrears and are very active with informing residents of Discretionary Housing Payments (DHP) and their renewal, as well as assessing the financial situations of new and existing tenants.

### 6.4 Repairs

- 6.4.1 Performance for quarter one is excellent following further improvement, with all four indicators on target compared to three in the previous quarter, and two in the quarter before that. All four indicators have either maintained or improved on performance from quarter one of 2016-17. On average, the number of repairs has been falling in recent months. This could be down to a combination of NPV's relatively small stock size, and a relatively mild spring season.
- 6.4.2 All 'urgent repairs completed within government time limits' were completed on time, with performance maintained at 100% against the previous period and the same period last year. NPV continue to inspect at least 10% of all reported urgent repairs after they have been actioned.
- 6.4.3 Performance for 'average time taken (calendar days) to complete non-urgent repairs' has now been maintained for six consecutive quarters at one day, consistently below the target of five days.
- 6.4.4 'Percentage of emergency repairs completed on time' is above target, with all emergency repairs being completed within timescales.
- 6.4.5 'Percentage of routine repairs completed on time' is now above target, having improved by 5.00% from the previous quarter after not meeting the 97% target. All 46 reported routine repairs were completed on time.

## **6.5 Voids and Allocations**

- 6.5.1 New Park Village has reported difficulties in letting some of the properties on the estate, due to the size of the third bedroom. This has on a number of occasions, led to tenancy offers being declined and in some cases to tenants leaving the estate and entering the private rented market.
- 6.5.2 Performance for voids and allocations has been good this quarter, with both indicators within target.
- 6.5.3 'Average time to re-let housing' has weakened by 4.95 days since the previous quarter, but has improved by 6.88 days since the same period last year, and remains well within the 35-day target. The continued success in re-lets highlights NPV's efforts to improve the allocation process, including faster advertisements and giving prospective tenants 24 hours to provide identification, in line with Wolverhampton Homes' allocations process.
- 6.5.4 Performance for 'Void loss as a percentage of rent roll' has worsened by 1.09% in comparison to the last quarter, and 0.94% when compared to the previous year. However, performance remains well within the 2.50% target.
- 6.5.5 During Q1 2017-18 the TMO's process for allocating properties has been monitored using a random sample of cases. No issues were flagged and the TMO demonstrated good practice and adherence to the Council's allocations policy.

## **6.6 Governance**

- 6.6.1 Governance at New Park Village TMC appears good, with the Board receiving monthly updates on all areas of performance in the form of a Management Report. The board are free to request information for inclusion with the report as they wish.
- 6.6.2 As recommended in the Governance Review, New Park Village TMC adopted a Risk Register in May 2017 to mitigate risks to the organisation. During quarter two, fire safety will be reviewed and added to the risk register. New Park Village is working with the Council, corporate Health and Safety and Wolverhampton Homes to review fire safety processes.

## **7.0 Progress for Springfield Horseshoe Housing Management Co-operative (HMC)**

- 7.1 This section gives an outline of Springfield Horseshoe HMC's performance for 2016-17. Performance details are available in Appendix 5.
- 7.2 Springfield Horseshoe HMC manages 263 properties on behalf of City of Wolverhampton Council. Performance has been very good this quarter, with all nine indicators in target. Seven have improved or been maintained performance this quarter, and eight have improved or been maintained when compared to the same quarter last year.

### 7.3 Rents Management

- 7.3.1 Performance for rents management was good in the first quarter of 2017-18, with all indicators well within target, two improving or maintained compared to the previous quarter, and all three improving or maintained compared to the same period last year.
- 7.3.2 Performance for 'tenants with more than seven weeks (gross) rent arrears' has further improved by 0.27% from the last quarter, and by 2.73% from the previous year. Performance for this indicator is at its strongest when compared to the last year.
- 7.3.3 There were no evictions due to rent arrears in the first quarter of 2017-18.
- 7.3.4 Performance for 'arrears as a percentage of rent roll' has weakened by 0.25% when compared to the previous quarter, but shows a marked improvement of 0.56% when compared to the same quarter last year.
- 7.3.5 Springfield Horseshoe is pursuing arrears cases to encourage tenants to seek advice and assistance where necessary. Continued improvements in this area are sought to ensure further performance with target.

### 7.4 Repairs

- 7.4.1 Performance for repairs remains excellent with all indicators in target and all performance maintained at very high levels throughout 2016-17, and into the first quarter of 2017-18. All repairs are being completed within timescales, with non-urgent repairs being completed within one day on average.

### 7.5 Voids and Allocations

- 7.5.1 Performance for voids and allocations has been good this quarter, with both indicators well within target.
- 7.5.2 Performance for 'void loss as a percentage of rent roll' has weakened by 0.33% when compared to the previous quarter and by 0.29% when compared to the same quarter last year. However, the indicator remains firmly within target.
- 7.5.3 The 'average time to re-let housing' has improved by 9.33 days in comparison to the previous quarter, and by 15.33 days in comparison to the same quarter last year.
- 7.5.4 During the first quarter of 2017-18 the TMO's process for allocating properties has been monitored using a random sample of cases. No issues were flagged and the TMO demonstrated good practise and adherence to the Councils allocations policy.

### 7.6 Governance

- 7.6.1 As recommended in the Governance Review, Springfield Horseshoe HMC adopted a Risk Register in May 2017 to mitigate risks to the organisation.

7.6.2 During quarter two fire safety will be reviewed and added to the risk register. Springfield Horseshoe TMC is working with the Council, corporate Health and Safety and Wolverhampton Homes to review fire safety processes.

## **8.0 Re-negotiation of Tenant Management Organisation Management Agreements**

8.1 Each of the TMOs has now completed their internal approval process for adoption of the new Management Agreement.

8.2 Each of the TMOs has completed a Governance Review.

8.3 The Council has worked with each of the TMOs to develop a Risk Register, as recommended by the Governance Reviews. All TMO's have now formally adopted their Risk Registers which are monitored quarterly.

8.4 The performance monitoring framework will be reviewed and updated as part of the new Management Agreement, at which stage the Council and TMOs will sign the agreement.

## **9.0 Financial implications**

9.1 The performance of the managing agent, and in particular Wolverhampton Homes, impacts on the Council's Housing Revenue Account Business Plan. The financial impact is reflected in the quarterly financial monitoring of the HRA which is included as part of the quarterly corporate budget monitoring reports to Cabinet (Resources) Panel.  
[JM/24052017/F]

## **10.0 Legal implications**

10.1 The services provided by the managing agents relates to the discharge of the Council's duties to its tenants. Failure to undertake relevant repairs to housing stock within a reasonable time following notice to the Council of disrepair can result in a tenant commencing proceedings in the civil courts against the Council for breach of repairing obligations under S11 of the Landlord and Tenant Act 1985.  
[TS/30082017/W]

## **11.0 Equalities implications**

11.1 There are no direct equality implications arising from this report, however the delivery of housing management services has an impact on the accessibility of housing for residents in the city.

## **12.0 Environmental implications**

12.1 There are no direct environmental implications arising from this report, however the proper management of the Council's housing stock including investment to repair and improve properties considerably enhances the built environment.

### **13.0 Human resources implications**

13.1 This report has no human resources implications.

### **14.0 Corporate landlord implications**

14.1 This report relates to the performance of the housing management agents and council housing stock and therefore has no corporate landlord implications.

### **15.0 Schedule of background papers**

#### **Appendix 1a:**

Wolverhampton Homes – 2017-18 Quarter One Performance (by category)

#### **Appendix 1b:**

Wolverhampton Homes – 2017-18 Quarter One Performance (by Rag Rating)

#### **Appendix 2:**

Bushbury Hill EMB – 2017-18 Quarter One Performance (by category)

#### **Appendix 3:**

Dovecotes TMO – 2017-18 Quarter One Performance (by category)

#### **Appendix 4:**

New Park Village TMC – 2017-18 Quarter One Performance (by category)

#### **Appendix 5:**

Springfield Horseshoe HMC – 2017-18 Quarter One Performance (by category)

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Appendix 1a Wolverhampton Homes (by category)		Good is	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Q1 17/18	17/18 to date	Target Profile or Annual	Comment	Trend Q-O-Q	Trend Y-O-Y
<b>Anti-social Behaviour</b>												
<b>G</b>	% satisfied with the way their ASB complaint was dealt with	<b>H</b>	97.03%	98.55%	98.65%	100.0%	<b>98.90%</b>	<b>98.90%</b>	<b>97.00%</b>	Performance is above target and higher than Q1 last year.	-	+
<b>G</b>	% satisfied with the outcome of their ASB complaint	<b>H</b>	96.04%	97.10%	98.65%	99.39%	<b>98.34%</b>	<b>98.34%</b>	<b>96.00%</b>	Performance is above target and higher than Q1 last year.	-	+
<b>Business Planning</b>												
<b>G</b>	Average days lost through sickness	<b>L</b>	6.86	7.10	6.42	6.50	<b>5.72</b>	<b>5.72</b>	<b>6.50%</b>	Performance is above target and shows an overall improving trend.	+	+
<b>Customer Care</b>												
<b>Page 22</b>	Homes Direct - % of calls answered (new for 17/18)	<b>H</b>	N/A	N/A	N/A	N/A	<b>95.80%</b>	<b>95.80%</b>	<b>85.00%</b>	There is no comparable information from the previous year. However, performance is on target.	<b>N/A</b>	<b>N/A</b>
	Homes Direct - % of calls abandoned	<b>L</b>	16.50%	19.30%	19.40%	12.70%	<b>4.20%</b>	<b>4.20%</b>	<b>15.00%</b>	Performance is on target and shows a great improvement over last year.	+	+
	% of complaints responded to within timescales	<b>H</b>	87.27%	86.21%	94.67%	93.02%	<b>94.65%</b>	<b>94.65%</b>	<b>92.00%</b>	Performance has improved year-on-year and is on target.	+	+
	% of member enquiries responded to within 14 calendar days	<b>H</b>	92.99%	91.76%	93.75%	97.55%	<b>98.64%</b>	<b>98.64%</b>	<b>92.00%</b>	Performance has improved year-on-year and is on target.	+	+
<b>Health and Safety</b>												
<b>G</b>	% of valid Landlord Gas and Safety Certificate for tenanted properties	<b>H</b>	99.99%	99.98%	99.98%	100.0%	<b>99.99%</b>	<b>99.99%</b>	<b>99.60%</b>	Performance has maintained since last year and is on target.	-	=
<b>Rent Management</b>												
<b>G</b>	% of rent collected	<b>H</b>	96.83%	97.08%	97.67%	98.17%	<b>96.48%</b>	<b>96.48%</b>	<b>96.41%</b>	Performance has weakened year-on-year, but the profiled target for the end of quarter one has been met.	-	-

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<b>A</b>	Tenants with more than 7 weeks rent arrears as a % of all tenants	<b>L</b>	1.90%	2.20%	2.40%	2.49%	<b>2.59%</b>	<b>2.59%</b>	<b>2.50%</b>	Performance has weakened year-on-year and is below target.	-	-
<b>G</b>	% of tenants evicted as a result of rent arrears	<b>L</b>	0.12%	0.23%	0.36%	0.51%	<b>0.07%</b>	<b>0.07%</b>	<b>0.50%</b>	Performance has improved year-on-year and is within target.	+	+
<b>A</b>	% rent arrears of current tenants as a proportion of rent roll	<b>L</b>	1.46%	1.75%	1.57%	1.18%	<b>1.67%</b>	<b>1.67%</b>	<b>1.20%</b>	Performance has weakened year-on-year and is below target.	-	-
<b>Repairs</b>												
<b>G</b>	% of responsive repairs for which an appointment was made/kept	<b>H</b>	96.06%	96.13%	95.47%	96.35%	<b>96.10%</b>	<b>96.10%</b>	<b>95.00%</b>	Performance has improved year-on-year and is above target.	-	+
<b>G</b>	% total response repairs completed within target	<b>H</b>	98.23%	97.35%	96.98%	97.09%	<b>98.06%</b>	<b>98.06%</b>	<b>98.00%</b>	Performance has weakened year-on-year but is on target.	+	-
<b>Voids and Allocations</b>												
<b>A</b>	Average time taken to re-let minor works voids (days)	<b>L</b>	21	19	17	18	<b>21</b>	<b>21</b>	<b>20</b>	Performance has been maintained from last year and is slightly out of target.	-	=
<b>G</b>	Average re-let time major works (days)	<b>L</b>	9	8	8	7	<b>9</b>	<b>9</b>	<b>10</b>	Performance has been maintained from last year and is on target.	-	=
<b>G</b>	% of tenancy offers accepted first time	<b>H</b>	84.04%	84.69%	85.13%	85.25%	<b>81.54%</b>	<b>81.54%</b>	<b>80.00%</b>	Performance has weakened year-on-year but is within target.	-	-
<b>G</b>	% rent lost through empty property	<b>L</b>	0.92%	0.88%	0.81%	0.79%	<b>0.78%</b>	<b>0.78%</b>	<b>0.94%</b>	Performance has improved year-on-year and is within target.	+	+
<b>A</b>	Council Tax Liability - Average number of management voids	<b>L</b>	109.92	109.92	81.00	106.69	<b>117.31</b>	<b>117.31</b>	<b>110.00</b>	Performance has weakened year-on-year but is within target.	-	-

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Appendix 1b Wolverhampton Homes (by RAG)	Good is	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Q1 17/18	17/18 to date	Target Profile or Annual	Comment	Trend Q-O-Q	Trend Y-O-Y
<b>Anti-social Behaviour (Green)</b>											
% satisfied with the way their ASB complaint was dealt with	H	97.03%	98.55%	98.65%	100.0%	<b>98.90%</b>	<b>98.90%</b>	<b>97.00%</b>	Performance is above target and higher than Q1 last year.	-	+
% satisfied with the outcome of their ASB complaint	H	96.04%	97.10%	98.65%	99.39%	<b>98.34%</b>	<b>98.34%</b>	<b>96.00%</b>	Performance is above target and higher than Q1 last year.	-	+
<b>Business Planning (Green)</b>											
Average days lost through sickness	L	6.86	7.10	6.42	6.50	<b>5.72</b>	<b>5.72</b>	<b>6.50%</b>	Performance is above target and shows an overall improving trend.	+	+
<b>Customer Care (Green)</b>											
Homes Direct - % of calls answered (new for 17/18)	H	N/A	N/A	N/A	N/A	<b>95.80%</b>	<b>95.80%</b>	<b>85.00%</b>	There is no comparable information from the previous year. However, performance is on target.	N/A	N/A
Homes Direct - % of calls abandoned	L	16.50%	19.30%	19.40%	12.70%	<b>4.20%</b>	<b>4.20%</b>	<b>15.00%</b>	Performance is on target and shows a great improvement over last year.	+	+
% of complaints responded to within timescales	H	87.27%	86.21%	94.67%	93.02%	<b>94.65%</b>	<b>94.65%</b>	<b>92.00%</b>	Performance has improved year-on-year and is on target.	+	+
% of member enquiries responded to within 14 calendar days	H	92.99%	91.76%	93.75%	97.55%	<b>98.64%</b>	<b>98.64%</b>	<b>92.00%</b>	Performance has improved year-on-year and is on target.	+	+
<b>Health and Safety (Green)</b>											
% of valid Landlord Gas and Safety Certificate for tenanted properties	H	99.99%	99.98%	99.98%	100.0%	<b>99.99%</b>	<b>99.99%</b>	<b>99.60%</b>	Performance has maintained since last year and is on target.	-	=
<b>Rent Management (Green)</b>											
% of rent collected	H	96.83%	97.08%	97.67%	98.17%	<b>96.48%</b>	<b>96.48%</b>	<b>96.41%</b>	Performance has weakened year-on-year, but the profiled target for the end of quarter one has been met.	-	-



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% of tenants evicted as a result of rent arrears	L	0.12%	0.23%	0.36%	0.51%	<b>0.07%</b>	<b>0.07%</b>	<b>0.50%</b>	Performance has improved year-on-year and is within target.	+	+
<b>Repairs (Green)</b>											
% of responsive repairs for which an appointment was made/kept	H	96.06%	96.13%	95.47%	96.35%	<b>96.10%</b>	<b>96.10%</b>	<b>95.00%</b>	Performance has improved year-on-year and is above target.	-	+
% total response repairs completed within target	H	98.23%	97.35%	96.98%	97.09%	<b>98.06%</b>	<b>98.06%</b>	<b>98.00%</b>	Performance has weakened year-on-year but is on target.	+	-
<b>Voids and Allocations (Green)</b>											
Average re-let time major works (days)	L	9	8	8	7	<b>9</b>	<b>9</b>	<b>10</b>	Performance has been maintained from last year and is on target.	-	=
% of tenancy offers accepted first time	H	84.04%	84.69%	85.13%	85.25%	<b>81.54%</b>	<b>81.54%</b>	<b>80.00%</b>	Performance has weakened year-on-year but is within target.	-	-
% rent lost through empty property	L	0.92%	0.88%	0.81%	0.79%	<b>0.78%</b>	<b>0.78%</b>	<b>0.94%</b>	Performance has improved year-on-year and is within target.	+	+
<b>Repairs Management (Amber)</b>											
Tenants with more than 7 weeks rent arrears as a % of all tenants	L	1.90%	2.20%	2.40%	2.49%	<b>2.59%</b>	<b>2.59%</b>	<b>2.50%</b>	Performance has weakened year-on-year and is below target.	-	-
% rent arrears of current tenants as a proportion of rent roll	L	1.46%	1.75%	1.57%	1.18%	<b>1.67%</b>	<b>1.67%</b>	<b>1.20%</b>	Performance has weakened year-on-year and is below target.	-	-
<b>Voids and Allocations (Amber)</b>											
Average time taken to re-let minor works voids (days)	L	21	19	17	18	<b>21</b>	<b>21</b>	<b>20</b>	Performance has been maintained from last year and is slightly out of target.	-	=
Council Tax Liability - Average number of management voids	L	109.92	109.92	81.00	106.69	<b>117.31</b>	<b>117.31</b>	<b>110.00</b>	Performance has weakened year-on-year but is within target.	-	-

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Appendix 2 Bushbury Hill EMB (by category)	Good is	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Q1 17/18	17/18 to date	Target Profile or Annual	Comment	Trend Q-O-Q
<b>Rent Management</b>										
% tenants with more than seven weeks (gross) rent arrears	L	1.74%	2.14%	2.16%	1.70%	<b>1.64%</b>	<b>1.64%</b>	<b>2.50%</b>	Performance has improved year-on-year and is within target.	+
% of tenants evicted as a result of rent arrears	L	0.12%	0.24%	0.12%	0.24%	<b>0.24%</b>	<b>0.24%</b>	<b>1.00%</b>	Performance has declined year-on-year but within target.	=
Arrears as % of rent roll (cumulative)	L	1.50%	1.67%	1.55%	0.98%	<b>1.52%</b>	<b>1.52%</b>	<b>1.75%</b>	Performance has declined year-on-year but within target.	-
<b>Repairs</b>										
% Repairs attended within time (WHT & WH)	H	96.55%	96.37%	98.39%	97.20%	<b>99.52%</b>	<b>99.52%</b>	<b>95.00%</b>	Performance has improved year-on-year and is within target.	+
% Rapid Response Repairs attended same day (WHT only)	H	98.63%	97.96%	97.88%	97.93%	<b>99.30%</b>	<b>99.30%</b>	<b>97.00%</b>	Performance has improved year-on-year and is within target.	+
% Rapid Response completed same day (WHT only)	H	83.30%	82.64%	87.03%	83.93%	<b>86.92%</b>	<b>86.92%</b>	<b>80.00%</b>	Performance has improved year-on-year and is within target.	+
<b>Voids and Allocations</b>										
Void Loss as a % of rent roll	L	0.14%	0.18%	0.11%	0.14%	<b>0.16%</b>	<b>0.16%</b>	<b>1.00%</b>	Performance has declined year-on-year but remains well within target.	-
Average time to re-let housing	L	23.33	29.00	20.78	28.71	<b>14.13</b>	<b>14.13</b>	<b>35 days</b>	Performance has improved year-on-year and is within target.	+

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Appendix 3 Dovecotes TMO (by category)	Good is	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Q1 17/18	17/18 to date	Target Profile or Annual	Comment	Trend Q-O-Q
<b>Rent Management</b>										
% tenants with more than seven weeks (gross) rent arrears	L	5.68%	6.29%	6.63%	4.98%	5.24%	5.24%	5.25%	Performance has improved year-on-year, and is just within target.	-
% of tenants evicted as a result of rent arrears	L	0.12%	0.37%	0.00%	0.12%	0.25%	0.25%	1.50%	Performance has declined year-on-year	-
Arrears as % of rent roll (cumulative)	L	2.89%	3.13%	3.12%	2.47%	2.80%	2.80%	3.00%	Performance has improved year-on-year and is within target.	-
<b>Repairs</b>										
% of urgent repairs completed within government time limits (Right to Repair)	H	97.67%	100.0%	98.95%	99.18%	100.0%	100.0%	96.00%	Performance has improved year-on-year and is within target.	+
Average time taken (calendar days) to complete non-urgent repairs	L	5.97	6.16	6.45	6.36	6.58	6.58	9 days	Performance has declined year-on-year but is within target.	-
% of responsive repairs for which an appointment was made and kept	H	97.29%	97.71%	97.46%	96.88%	97.34%	97.34%	90.00%	Performance has improved year-on-year and is within target.	+
% of emergency repairs completed on time	H	94.44%	98.00%	96.88%	97.30%	96.61%	96.61%	96.00%	Performance has improved year-on-year and is within target.	-
% of routine repairs completed on time	H	99.53%	98.25%	99.32%	98.82%	98.56%	98.56%	96.00%	Performance has declined year-on-year but is within target.	-
<b>Voids and Allocations</b>										
Void loss as a % of rent roll	L	0.41%	0.22%	0.17%	0.08%	0.78%	0.78%	2.00%	Performance has declined year-on-year but is within target.	-
Average time to re-let housing	L	30.91	29.31	27.85	16.20	18.57	18.57	30 days	Performance has improved year-on-year and is within target.	-

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Appendix 4 New Park Village TMC (by category)	Good is	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Q1 17/18	17/18 to date	Target Profile or Annual	Comment	Trend Q-O-Q
<b>Rent Management</b>										
% tenants with more than seven weeks (gross) rent arrears	L	3.97%	2.55%	3.20%	1.69%	<b>2.39%</b>	<b>2.39%</b>	<b>6.00%</b>	Performance has improved year-on-year and is within target.	-
% of tenants evicted as a result of rent arrears	L	0.00%	0.34%	0.00%	0.00%	<b>0.00%</b>	<b>0.00%</b>	<b>3.00%</b>	Performance remains the same year-on-year and is within target.	=
Arrears as % of rent roll	L	2.37%	2.11%	2.18%	1.69%	<b>2.30%</b>	<b>2.30%</b>	<b>3.00%</b>	Performance has improved year-on-year and is within target.	-
<b>Repairs</b>										
% of urgent repairs completed within government time limits (Right to Repair)	H	100.0%	100.0%	96.00%	100.0%	<b>100.0%</b>	<b>100.0%</b>	<b>97.00%</b>	Performance has improved year-on-year and is within target.	+
Average time taken (calendar days) to complete non-urgent repairs	L	1.00	1.00	1.00	1.00	<b>1.00</b>	<b>1.00</b>	<b>5 days</b>	Performance has remained the same year-on-year and is within target.	=
% of emergency repairs completed on time	H	98.00%	98.00%	95.00%	95.00%	<b>100.0%</b>	<b>100.0%</b>	<b>97.00%</b>	Performance has improved year-on-year and is within target.	+
% of routine repairs completed on time	H	97.00%	97.00%	100.0%	95.00%	<b>100.0%</b>	<b>100.0%</b>	<b>97.00%</b>	Performance has improved year-on-year and is within target.	+
<b>Voids and Allocations</b>										
Void Loss as a % of rent roll	L	0.18%	0.23%	0.17%	0.03%	<b>1.12%</b>	<b>1.12%</b>	<b>2.50%</b>	Performance has declined year-on-year but is within target.	-
Average time to re-let housing	L	21.88	19.83	19.40	10.05	<b>15.00</b>	<b>15.00</b>	<b>35 days</b>	Performance has improved year-on-year and is within target.	-

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<b>Appendix 5 Springfield Horseshoe (by category)</b>	<b>Good is</b>	<b>Q1 16/17</b>	<b>Q2 16/17</b>	<b>Q3 16/17</b>	<b>Q4 16/17</b>	<b>Q1 17/18</b>	<b>17/18 to date</b>	<b>Target Profile or Annual</b>	<b>Comment</b>	<b>Trend Q-O-Q</b>
<b>Rent Management</b>										
% tenants with more than seven weeks (gross) rent arrears	<b>L</b>	5.47%	5.20%	4.45%	3.01%	<b>2.74%</b>	<b>2.74%</b>	<b>5.00%</b>	Performance has improved year-on-year and is within target.	<b>+</b>
% of tenants evicted as a result of rent arrears	<b>L</b>	0.00%	0.00%	0.00%	0.00%	<b>0.00%</b>	<b>0.00%</b>	<b>2.00%</b>	Performance has remained the same year-on-year and is within target.	<b>=</b>
Arrears as % of rent roll	<b>L</b>	2.44%	2.18%	1.94%	1.63%	<b>1.88%</b>	<b>1.88%</b>	<b>3.00%</b>	Performance has improved year-on-year and is within target.	<b>-</b>
<b>Repairs</b>										
% of urgent repairs completed within government time limits (Right to Repair)	<b>H</b>	100.0%	100.0%	100.0%	100.0%	<b>100.0%</b>	<b>100.0%</b>	<b>98.00%</b>	Performance has remained the same year-on-year and is within target.	<b>=</b>
Average time taken (calendar days) to complete non-urgent repairs	<b>L</b>	1.00	1.00	1.00	1.00	<b>1.00</b>	<b>1.00</b>	<b>2 days</b>	Performance has remained the same year-on-year and is within target.	<b>=</b>
% of emergency repairs completed on time	<b>H</b>	100.0%	100.0%	100.0%	100.0%	<b>100.0%</b>	<b>100.0%</b>	<b>98.00%</b>	Performance has remained the same year-on-year and is within target.	<b>=</b>
% of routine repairs completed on time	<b>H</b>	100.0%	100.0%	100.0%	100.0%	<b>100.0%</b>	<b>100.0%</b>	<b>98.00%</b>	Performance has remained the same year-on-year and is within target.	<b>=</b>
<b>Voids and Allocations</b>										
Void Loss as a % of rent roll	<b>L</b>	0.13%	0.04%	0.07%	0.09%	<b>0.42%</b>	<b>0.42%</b>	<b>2.00%</b>	Performance has declined year-on-year but is within target.	<b>-</b>
Average time to re-let housing	<b>L</b>	20.00	16.33	7.33	14.00	<b>4.67</b>	<b>4.67</b>	<b>32 days</b>	Performance has improved year-on-year and is within target.	<b>+</b>

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