

Cabinet (Performance Management) Panel

4 December 2017

Report title	Housing Managing Agents Performance Monitoring Report – Quarter Two July 2017 to September 2017	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Peter Bilson City Assets and Housing	
Key decision	No	
In forward plan	No	
Wards affected	All	
Accountable director	Lesley Roberts, Strategic Director – City Housing	
Originating service	Housing	
Accountable employee(s)	Jenny Lewington	Service Lead, Housing Strategy – Housing Services
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Report to be/has been considered by	N/A	

Recommendation(s) 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 Two 2017-2018 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 2017-2018 financial year.

2.0 Background

- 1.1 This report assists in clarifying and highlighting areas of performance; where performance data suggests that intervention or revised working may be required or has been undertaken.
- 1.2 This report illustrates performance from Quarter Two 2016-2017 to Quarter Two 2017-2018 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 2016-2017.
- 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.

Governance

- 1.7 The Housing Strategy Team continues to monitor the governance of the housing management organisations.
- 1.8 The Service Lead - Housing Strategy 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.
- 1.9 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.
- 1.10 An annual review of the TMOs is conducted and this includes a review of governance, the next review is scheduled for April 2018.

3.0 Progress for Wolverhampton Homes

- 3.1 This section gives an outline of Wolverhampton Homes' performance for Quarter Two 2017-2018. 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 second quarter of the year and remains good overall. Of the 22 indicators included in this report;
 - performance for seventeen of the twenty-two are within target,
 - five of the twenty-two indicators are outside of the target; three are within acceptable tolerance and two are outside of target and tolerance.

Anti-Social Behaviour

- 3.3 Performance for tenant satisfaction with the anti-social behaviour service has dropped slightly below target to 96.95%. This is due to three people stating dissatisfaction as WH were unable to meet these customers' expectations.
- 3.4 The percentage of customers satisfied with the outcome of their ASB complaint has reduced by 1.39% from quarter one to 96.95% in quarter two, remaining within target.

Business Planning

- 3.5 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.

Customer Care

- 3.6 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.

- 3.7 Performance is very good for all four indicators in the second quarter of 2017-2018; all are within target, and two have improved in comparison to both the previous quarter.
- 3.8 The 'percentage of calls answered' indicator was a new indicator adopted for 2017-2018 and so prior to quarter one there was no previous comparable information. In quarter one performance was 83.40%, this has weakened slightly to 82.50% in quarter two, but remains well above the target of 55.00%. Performance demonstrates a significant improvement since changes were made to the call waiting system in October 2016.
- 3.9 The 'percentage of calls abandoned' has reduced dramatically from 2016-2017, and is firmly within the 15% target. Performance is in target at 3.50%. 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.
- 3.10 Performance for 'complaints responded to within timescales' in quarter two is 92.63% and is on target.
- 3.11 The indicator 'percentage of member enquiries responded to within 14 calendar days' is also performing very well, with an improvement of 5.22% in comparison to the same period last year, and over the 92% target.

Health and Safety

- 3.12 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 2012-2013. 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 2011-2012 financial year.
- 3.13 Fire safety assessments continue to be carried out daily in all tower blocks.

Rents Management

- 3.14 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.
- 3.15 Performance for rents management was good in the second quarter of 2017-2018, meeting three of the four targets. One indicator has weakened in comparison to the previous quarter, one has been maintained and two have improved.
- 3.16 Performance for 'percentage of rent collected' has improved in quarter two, compared to quarter one and remains within target.

- 3.17 'Percentage of rent arrears of current tenants as a proportion of rent roll' remains within the top quartile of benchmarked housing organisations.
- 3.18 Performance for 'Tenants with more than seven weeks' arrears' is outside of target due to the increasingly challenging climate, issues include; welfare reform, court entry limits, levels of unemployment, and pay and benefit constraints.
- 3.19 Performance for 'rent arrears of current tenants as a proportion of rent roll' is on target again in quarter two despite challenges in rent collection.
- 3.20 Performance for 'tenants evicted for rent arrears' has increased from quarter one to quarter two, but remains within target. 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.

Repairs Management

- 3.21 Repairs performance was good in the second quarter, with all three indicators being in target.
- 3.22 Performance for the 'responsive repairs for which an appointment was made/kept' has weakened by 0.20% in comparison to the previous quarter, but remains within target.
- 3.23 Performance for 'total response repairs completed within target' has improved by 0.55% since the last quarter and by 1.26% compared to the previous year.
- 3.24 Performance for 'percentages of valid gas certificates for tenanted properties' is above target at 99.00% in quarter two.

Voids and Allocations

- 3.25 Performance for voids and allocations was mostly good in the second quarter of 2017-2018, with two indicators within target, two outside of target but within the acceptable tolerance and one off target.
- 3.26 Performance for the 'average time taken to re-let standard voids' has remained the same from quarter one to quarter two. Performance is slightly below target. New online pre-tenancy, and revised asbestos removal processes are hoped to have a positive effect in quarter three.
- 3.27 Performance for the 'average time taken to re-let major works voids' has weakened slightly from quarter one to quarter two. Performance is slightly below target. New online pre-tenancy, and revised asbestos removal processes are hoped to have a positive effect in quarter three.
- 3.28 The 'percentage of tenancy offers accepted first time' remains within the 80% target. This indicator has been on target for a full three years.

- 3.29 The 'percentage of rent lost through empty property' remains within target.
- 3.30 Throughout the second quarter of 2017-2018 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.

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 Two 2017-2018. Performance details are available in Appendix 2.
- 4.2 Bushbury Hill EMB manages 826 properties on behalf of City of Wolverhampton Council. Performance has been good this quarter, with all eight indicators within target. Six have improved when compared to the previous quarter, and six have improved when compared to the previous year.

Rents Management

- 4.3 Performance for rents management was good in the second quarter of 2017-2018, with targets for all three indicators being met. Two have improved in comparison to the previous quarter, and two in comparison to the previous year. One indicator has weakened in comparison to the previous quarter, and one in comparison to the same period last year.
- 4.4 BHEMB continue to focus on rent collections, Direct Debits and providing literature on debts to reduce the 'percentage of tenants with more than seven weeks (gross) rent arrears'. The performance for quarter 2 is 1.94%, a weakened performance compared to quarter 1. However, this is well within the 2.5% target and is an improvement on the same quarter in 2016-2017. Please note that the Q1 figure has been corrected in this Q2 report.
- 4.5 No tenants were evicted due to rent arrears during the second quarter of 2017-2018.
- 4.6 Performance for 'arrears as a percentage of rent roll' has weakened by 0.16% in comparison to the previous quarter, and by 0.01% in comparison to the same period last year.
- 4.7 The full roll out of Universal Credit in Wolverhampton takes place in December 2017. This is likely to have an effect on income collection and rent arrear. The EMB continues to prepare for this change to the benefits system.
- 4.8 In terms of preparing for the roll-out of Universal Credit:
 - a) BHEMB have identified a budget of £45,000 for 2017-202018 to provide s Universal Support Package to tenants. This includes support to maximise their income, provide information support and advice, improve tenant's financial inclusion, promote digital inclusion and provide routes into training and employment.

b) The TMO is ensuring staff are prepared for the roll out of Universal Credit:

- Ongoing staff training is being provided; dedicated officers will work specifically on income management and rent collection.
- Board members have been briefed and received training.
- Communications Strategy has been developed to include information for tenants (leaflets and social media). These have included specific advice, for example the need for photographic ID and where to get help.
- A dedicated computer has been provided in reception for tenants to use to access UC (with support 1:1 support if necessary).

c) The TMO has established a number of programmes to support tenants:

- Benefit Changes Programme - A team of trained volunteers and 2 staff mentors have undertaken the benefits changes programme. This programme provides support to people to enable them to 'self-assess' their benefits situation whilst providing them with necessary information on what to do next. The volunteers are available at local community hubs to provide peer to peer support and mentoring
- Digital Inclusion – Group sessions are running at the Low Hill Community Centre "Cyber Room" to facilitate larger numbers and provide a greater service, and additional one to one sessions are delivered at 118 Dickinson Avenue. A series of sessions tailored to the individual needs of customers, but will cover all the things people will need to know to help them access services confidently.
- Employability Programme – the course aims to help and support people of all abilities to find their next job, career or training opportunity.
- Two jobs clubs in the area.
- Financial inclusion & benefits advice - BHEMB and Big Local have invested match funding into a European funded Black Country wide programme called RAISE (Raising Aspirations, Inspiring social Enterprise. This match funding has bought in 2 members of staff to work locally (supplied by Access 2 Business) who provide support at several community bases in the area including our Info Hub, Low Hill Community Centre and Big Venture Centre. This provides 1:1 support for advice and practical assistance with benefit advice / applications.

d) BHEMB are also working in partnership with;

- Wolverhampton Credit Union to engage with the local community and publicise Universal Credit. This partnership is particularly targeting vulnerable tenants to try and reduce the incidence of high interest / pay day loans and door step lenders.
- Citizens Advice Bureaux to provide drop in sessions at the local community centre, appointments at BHEMB's info hub one day a week and further appointment where a need is identified.

Repairs

4.9 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.

- 4.10 Performance for repairs is excellent with all indicators above target. Two of the three measures have improved in comparison to both the previous quarter, and all three have improved in comparison to the same period last year.
- 4.11 The 'percentage of repairs attended within time' is performing at its strongest, with 99.67% of repairs being attended to within timescales. This is an improvement of 0.15% over the previous quarter, and 0.30% over the same period last year.
- 4.12 Performance for the 'percentage of rapid response repairs attended on the same day' has weakened slightly this quarter, to 98.76%, down by 0.54% from the previous quarter. This remains above target.
- 4.13 'Repairs completed on the same day' is performing at its highest level in over 12 months, at 87.79%. This is an improvement of 0.87% from the previous quarter, and 5.15% from the same period last year.

Health and Safety

- 4.14 Bushbury Hill EMB have worked with the Councils Health and Safety Team to develop a Fire Safety Policy, this includes clear lines of responsibility.
- 4.15 The Corporate Health and Safety Team have conducted a site visit to BHEMB to provide a 'critical friend' review of policies and practices, and training has been offered to Board Members.
- 4.16 BHEMB will be subject to a formal Health and Safety audit by the Corporate Health and Safety Team in 2018-2019.

Voids and Allocations

- 4.17 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.
- 4.18 Performance for voids and allocations has been excellent this quarter. The 'average time to re-let housing' has dropped again from quarter one by a further 0.23 days. Quarter one and quarter two continue to show significantly better performance than the same two quarters in the previous year.
- 4.19 'Void loss as a percentage of rent roll' performance has improved by 0.26% in comparison to the previous quarter and remains well within target. Please note that the Q1 figure has been corrected in this Q2 report.

- 4.20 During quarter two of 2017-2018 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 Council's allocations policy.

General Governance

- 4.21 General Governance of Bushbury Hill EMB is good. Officers support the board and strive to improve and widen the services provided to tenants.
- 4.22 During quarter two BHEMB provided a copy of their finalised financial account for 2016-2017. The Councils Finance and Legal departments have reviewed these and no concerns have been raised.
- 4.23 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.
- 4.24 A formal review of the risk register will be reported in quarter three.

5.0 Progress for Dovecotes Tenant Management Organisation (TMO)

- 5.1 This section gives an outline of Dovecotes TMO's performance for quarter two 2017-2018. Performance details are available in Appendix 3.
- 5.2 Dovecotes TMO manages 805 properties on behalf of City of Wolverhampton Council. Performance for Q2 2017-18 is mixed. Compared to the previous quarter, performance in relation to repairs, voids and allocations is good, with all seven related indicators within target. However, performance in relation to rent management remains a challenge, this quarter two of the three related indicators are outside of target.
- 5.3 In comparison to the same quarter in the previous year, five indicators show improving performance, four have weakened and one has been maintained.

Rents

- 5.4 Performance for rents management has weakened in quarter two 2017-2018, with two indicators outside of targets.
- 5.5 In relation to the 'percentage of tenants with more than seven weeks of rent arrears', performance in quarter two has weakened to 5.76%, outside of the 5.0% target. Although this is an improvement against the same quarter in 2016-2017 which was 6.29%.

This indicator was raised by Councillors following the quarter four 2016-2017 report as a concern. Following this the Council developed an improvement plan with the TMO. Actions were identified with the intention of improving rent collections. Following this,

performance did improve in quarter one of 2017-2018 to 5.24%, although this was still outside of target.

The Council is monitoring TMO performance and continuing to monitoring ongoing service improvements against the improvement plan. The TMO is making efforts to 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 and the TMO are looking to set up access to IT for tenants within the housing office.

- 5.6 Performance for 'arrears as a percentage of rent roll' has weakened by 0.40% in comparison to the previous quarter, increasing from 2.80% in quarter one to 3.20% in quarter two. This quarter's performance is also weaker than the same quarter in 2016-2017. Performance is outside of target, and as per the points raised in the previous point remains a concern to the Council and subject to actions within the improvement plan.
- 5.7 No tenants were evicted due to rent arrears in the second quarter of 2017-2018. This is an improvement on the previous quarter and the same quarter in the previous year.
- 5.8 The full roll out of Universal Credit in Wolverhampton takes place in December 2017. This is likely to have an effect on income collection and rent arrears. The TMO continues to prepare for this change to the benefits system.
- 5.9 In terms of Universal Credit,
 - a. Staff and Board members have received extensive training.
 - b. A hardship fund of £15,000 has been set for 2017-2018 for those claiming universal credit and the TMO intend to review this level of funding as more universal credit applicants are identified.
 - c. Universal credit, fuel poverty and employment is discussed at pre-tenancy interviews and on the tenancy commencement date and during home visits and interviews regarding rent arrears.
 - d. An additional Housing Assistant has been employed to provide assistance to Housing Officers with their focus on income management and Universal Credit.
 - e. Residents can access information online through new IT equipment during interviews and home visits, including facilitating Universal Credit and Housing Benefit claims and applications to Homes in the City.
 - f. Information and advice on Universal Credit is communicatee to tenants in newsletters and at the AGM.
 - g. Dovecotes TMO are signposting tenants to outside agencies:

- All new claimants of universal credit are given a work coach with the Money Smart Team.
 - Tenants are sign posted to National Debt line and CAB.
 - Tenants are sign posted to local job clubs which are also advertised in the office and social media.
 - Referrals made to food bank and Donated animal food in connection with Morrison's supermarket.
 - Tenants are sign posted to Pendeford Library for free internet access.
- h. Future service improvements are planned, including:
- Computer/training room to be created at the Housing Office if needed.
 - Considering the feasibility of hosting Citizens Advice Bureau surgeries.
 - Working with Wolverhampton Homes to promote mutual exchanges.
- 5.10 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. This continues to be a challenge for the TMO and the Council is providing guidance on how service could be improved.

Repairs

- 5.11 Performance for repairs is good, with all indicators in target. Three measures have improved since the previous quarter, and two of these have also increased when compared to the second quarter of 2016-2017. Performance for one of the measures has weakened slightly in comparison to the previous quarter and the second quarter of 2016-2017, but are still well within target.
- 5.12 Performance for the 'percentage of urgent repairs completed within government time limits' is at 100% for the second quarter, with all urgent repairs completed on time.
- 5.13 The 'average time taken to complete non-urgent repairs' has improved by 0.77 days in comparison to the previous quarter and remains within target.
- 5.14 The 'percentage of responsive repairs for which an appointment was made and kept' has weakened by 1.75% in comparison to the previous quarter, however remains within target.
- 5.15 Performance for the 'percentage of emergency repairs completed on time' has weakened by 0.76% in comparison to the previous quarter, but remains within target.
- 5.16 The 'percentage of routine repairs completed on time' has increased by 0.50% against the previous quarter, and by 0.81% against the same period last year.

Health and Safety

- 5.17 Dovecotes TMO have worked with the Councils Health and Safety Team to develop a Fire Safety Policy, this includes clear lines of responsibility. The policy is currently drafted, with a final version expected to be approved by the end of November.
- 5.18 The Corporate Health and Safety Team have conducted a site visit to Dovecotes to provide a 'critical friend' review of policies and practices, and training has been offered to Board Members.
- 5.19 Dovecotes TMO will be subject to a formal Health and Safety audit by the Corporate Health and Safety Team in 2018-2019.

Voids and Allocations

- 5.20 Performance for voids and allocations is good this quarter, with both the levels of void loss and the 'average re-let time housing' within target.
- 5.21 The performance for 'void loss as a percentage of rent roll' remains at 0.78% in quarter two, the same as quarter one. This is well within target, but has weakened from 0.22% in the same quarter in 2016-2017.
- 5.22 During Q1 2017-2018 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.
- 5.23 The 'average time to re-let housing' has increased by 0.06 days in comparison to the previous quarter, but over ten days in comparison to the same period last year.

Governance

- 5.24 In July, an Organisation and Staff Review was carried out by a HR Consultant and provided to the Board. Unfortunately, the Board was unable to accept the report or its recommendations. Moving forward the Board have not retained the services of a consultant and are looking to seek advice and support through the Council's HR department.
- 5.25 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.
- 5.26 The TMO was issues with an Improvement Plan in September 2017 as they failed to conduct the Annual General Meeting in accordance with the terms of the Management Agreement. As a result, an EGM was organised, which included a successful continuation vote.

5.27 A formal review of the risk register will be reported in quarter three.

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 Quarter Two 2017-18. Performance details are available in Appendix 4.

6.2 New Park Village TMC manages 293 properties on behalf of City of Wolverhampton Council. Performance is good overall this quarter with eight out of the nine indicators in target. In comparison to the previous quarter, one indicator has improved, four have weakened and four have been maintained. Of the four indicators, which have weakened, three are within target. When compared to the previous year, seven have weakened and two have been improved.

Rents

6.3 All three rent indicators for quarter two of 2017-2018 are within target.

6.4 'Tenants with more than seven weeks (gross) rent arrears' has weakened by 2.39% from the previous quarter and 2.23% from the previous year. Whilst performance has weakened, it remains within the 6% target.

6.5 'Percentage of tenants evicted because of rent arrears' has decreased, with no tenants being evicted due to rent arrears in quarter two.

6.6 'Arrears as a percentage of the rent roll' has worsened by 0.28% when compared to the previous quarter and weakened by 0.47% when compared to the previous year. Performance remains within the 3% target.

6.7 The full roll out of Universal Credit in Wolverhampton takes place in December 2017. This is likely to have an effect on income collection and rent arrear. The TMO continues to prepare for this change to the benefits system.

6.8 In terms of preparing for the roll-out of Universal Credit:

- a. NPV have a have nominated an Officer to develop expert knowledge and provide a single point of contact to tenants.
- b. Officers have received training in Universal Credit.
- c. NPV is liaising with DWP on a regular basis and attending meetings with DWP and the Council's Benefits Team.
- d. Board members have received training and are receiving monthly Board Reports to ensure they understand the implications of the new system.
- e. NPV have produced leaflets advising tenants of Universal Credit, the claim process and how to seek further advice. Tenants are also informed about Universal Credit via Facebook and the Website. Communication includes signposting to CAB and local benefits advice services.
- f. The Income Recovery Team is operating a proactive service; contacting tenants in advance of Universal Credit roll-out and regularly when rent payments are due. NPV

are finding this to be a successful way to engage tenants, providing a personal service, through phone calls and home visits. Tenants have responded well to the opportunity to learn about Universal Credit and their responsibilities; the importance of paying their rent promptly, reducing the likelihood of arrears forming.

- g. NPV are planning to form a support team, one not only well versed in Universal Credit, but also able to provide customers with comprehensive advice about budgeting, managing debt and accessing free-banking with the use of CAB software purchased by the TMC.
- h. Ellerton House has its own computer suite which is available for use free of charge to tenants and residents during office hours, along with a PC in the interview room to ensure that everyone can access the services they require via the internet.
- i. A weekly job club is run at Ellerton House in partnership with Job Change and Holy Trinity Church, to assist people to find employment and offers one-to-one support. The support can include; help with CV and cover letter creation, Universal Job Match support, interview techniques, basic IT skills, food safety and CSCS card training and free DBS checks to everyone with a job offer.

Repairs

- 6.9 Performance for quarter one is good, with all three of the four indicators on target. One of the indicators has weakened and three have been maintained compared to the last quarter. Three have weakened and one has improved compared to the same quarter last year. Notably, performance for the 'percentage of routine repairs completed on time' has fallen from 100% in quarter one, to 95% in quarter two, bringing performance outside of target.
- 6.10 All 'urgent repairs completed within government time limits' were completed on time, with performance maintained at 100% against the previous quarter and improved from 98% in the same quarter last year. NPV continue to inspect at least 10% of all reported urgent repairs after they have been actioned.
- 6.11 Performance for 'average time taken (calendar days) to complete non-urgent repairs' has now been maintained for seven consecutive quarters at one day, consistently below the target of five days.
- 6.12 'Percentage of emergency repairs completed on time' is above target, with all emergency repairs being completed within timescales.
- 6.13 'Percentage of routine repairs completed on time' has fallen below the target of 97% to 95%.

Health and Safety

- 6.14 New Park Village have worked with the Councils Health and Safety Team to develop a Fire Safety Policy, this includes clear lines of responsibility. The policy is currently drafted, with a final version expected to be approved by the end of November.

- 6.15 The Corporate Health and Safety Team have conducted a site visit to NPV to provide a 'critical friend' review of policies and practices, and training has been offered to Board Members.
- 6.16 NPV will be subject to a formal Health and Safety audit by the Corporate Health and Safety Team in 2018-2019.

Voids and Allocations

- 6.17 Performance for voids and allocations has been good this quarter, with both indicators within target.
- 6.18 'Average time to re-let housing' has weakened significantly by 17.0 days to 32.0 days since the previous quarter. This was due to an extended void period for one property which needed to be re-classified on Northgate. Performance remains within the 35-day target.
- 6.19 Performance for 'Void loss as a percentage of rent roll' has improved by 0.3% to 0.82% in comparison to the last quarter. Performance remains well within the 2.50% target.

Governance

- 6.20 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.
- 6.21 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.
- 6.22 A formal review of the risk register will be reported in quarter three.

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 Q2 of 2017-2018. Performance details are available in Appendix 5.
- 7.2 Springfield Horseshoe HMC manages 261 properties on behalf of City of Wolverhampton Council. Performance has been very good this quarter, with all nine indicators in target. Four have weakened and five have been maintained when compared to the previous quarter.

Rents Management

- 7.3 Performance for rents management was good in the second quarter of 2017-2018, with all indicators well within target; two have weakened and all one has been maintained compared to the previous quarter. Compared to the same quarter last year, two indicators have improved and one has been maintained.
- 7.4 Performance for 'tenants with more than seven weeks (gross) rent arrears has weakened from quarter one to 3.07%. the performance in quarter one, at 2.74%, was the strongest in over a year. The quarter two performance (3.07%) is much improved from the same quarter in the previous year (5.20%) and comfortably below the 5.0% target.
- 7.5 There were no evictions due to rent arrears in the second quarter of 2017-2018.
- 7.6 Performance for 'arrears as a percentage of rent roll' has weakened by 0.20% when compared to the previous quarter, but shows an improvement of 0.10% when compared to the same quarter last year.
- 7.7 The full roll out of Universal Credit in Wolverhampton takes place in December 2017. This is likely to have an effect on income collection and rent arrear. The TMO continues to prepare for this change to the benefits system.
- 7.8 **In terms of preparing for the roll-out of Universal Credit:**
- a. Springfield Horseshoe have employed a dedicated officer to support tenants transitioning to and applying for Universal Credit.
 - b. Staff attend relevant training to ensure their knowledge is up to date and they are able to support tenants effectively.
 - c. The TMO are in the process of purchasing IT equipment to set up an IT area for tenants to use in the TMO office. This will provide IT and internet access for tenants where they can sit privately to apply for Universal Credit and seek the support of staff if needed.

Repairs

- 7.9 Performance for repairs remains excellent with all indicators in target and all performance maintained at very high levels throughout 2016-17, and in both the first and second quarters of 2017-2018. All repairs are being completed within timescales, with non-urgent repairs being completed within one day on average.

Health and Safety

- 7.10 Springfield Horseshoe have worked with the Councils Health and Safety Team to develop a Fire Safety Policy, this includes clear lines of responsibility. The policy is currently drafted, with a final version expected to be approved by the end of November.

- 7.11 The Corporate Health and Safety Team have conducted a site visit to Springfield Horseshoe to provide a 'critical friend' review of policies and practices, and training has been offered to Board Members.
- 7.12 Springfield Horseshoe will be subject to a formal Health and Safety audit by the Corporate Health and Safety Team in 2018-2019.

Voids and Allocations

- 7.13 Performance for voids and allocations has been good this quarter, with both indicators well within target.
- 7.14 Performance for 'void loss as a percentage of rent roll' has weakened by 0.18% when compared to the previous quarter and by 0.54% when compared to the same quarter last year. However, the indicator remains firmly within target.
- 7.15 The 'average time to re-let housing' has weakened by 9.33 days in comparison to the previous quarter, but has improved by 2.33 days in comparison to the same quarter last year.
- 7.16 During the second quarter of 2017-2018 the process for allocating properties within Springfield Horseshoe 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.

Governance

- 7.17 As recommended in the Governance Review, Springfield Horseshoe HMC adopted a Risk Register in May 2017 to mitigate risks to the organisation.
- 7.18 During quarter two fire safety has been reviewed and added to the risk register.
- 7.19 A formal review of the risk register will be reported in quarter three.

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 has been reviewed and updated as part of the new Management Agreement, at which stage the Council and TMOs will sign the agreement.
- 8.5 The Councils corporate insurance section has provided updated clauses in relation to insurance and compensation procedures.
- 8.6 The Council and Wolverhampton Homes have worked with the TMOs to update the repairs schedules which set out retained and delegated repair responsibilities.
- 8.7 It is anticipated that the new Management Agreements will be adopted by January 2017.

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/21112017/D]

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.
[RB/22112017P]

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 – 2017-2018 Quarter Two Performance (by category)

Appendix 1b:

Wolverhampton Homes – 2017-2018 Quarter Two Performance (by Rag Rating)

Appendix 2:

Bushbury Hill EMB – 2017-2018 Quarter Two Performance (by category)

Appendix 3:

Dovecotes TMO – 2017-2018 Quarter Two Performance (by category)

Appendix 4:

New Park Village TMC – 2017-2018 Quarter Two Performance (by category)

Appendix 5:

Springfield Horseshoe HMC – 2017-2018 Quarter Two Performance (by category)

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Appendix 1a Wolverhampton Homes category		by	Good is	Q2 16/17	Q3 16/17	Q4 16/17	EOY 16/17	Q1 17/18	Q2 17/18	Target Profile Or Annual	Comment	Trend Q-O- Q
Anti-social behaviour												
A	% satisfied with the way their ASB complaint was dealt with		H	98.55	98.65	100.00	98.73	98.90	96.95	97.00	Performance has dropped very slightly below target. 3 people stated dissatisfaction as WH were unable to meet the customers' expectations.	-
G	% satisfied with the outcome of their ASB complaint		H	97.10	98.65	99.39	98.00	98.34	96.95	96.00	Performance is on target.	-
Business planning												
G	Average days lost through illness		L	7.10	6.42	6.50	6.50	5.72	6.40	6.50	Performance is on target	-
Customer care												
G	Homes Direct - % of customers answered within 80 seconds (New for 2017 / 2018)		H	N/A	N/A	N/A	N/A	83.40	82.50	55.00	Performance is on target. A significant improvement has been made since changes were made to call waiting in October last year.	-
G	Homes Direct - % of calls abandoned		L	19.30	19.40	12.70	17.20	4.20	3.50	20.00	Performance is on target. A significant reduction of abandoned calls has been made since changes were made to call waiting in October last year.	+
G	Councillor enquiries responded to in 14 days		H	91.76	93.75	97.55	94.31	98.64	96.98	95.00	Performance is on target	+
G	Complaints responded to in target timescales - %		H	86.21	94.67	93.02	90.48	94.65	92.63	92.00	Performance is on target	-

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Estate services											
G	% of fire safety inspections completed on low rise & medium rise blocks (concierge)	H	100.00	100.00	100.00	100.00	100.00	100.00	99.00	Performance is on target.	=
G	% of fire safety inspections completed on high rise blocks (concierge)	H	100.00	100.00	100.00	100.00	100.00	100.00	99.00	Performance is on target.	=
Rent management											
G	Rent collected as a percentage of rent owed	H	97.08	97.67	98.17	98.17	96.48	96.88	96.75	Performance is on target	+
R	Tenants with more than 7 weeks arrears as a percentage of all tenants	L	2.20	2.40	2.49	2.49	2.59	2.85	2.50	Performance is off target. Issues include welfare reform, court entry limits, levels of unemployment, pay and benefit constraints.	-
G	% of Tenants evicted for rent arrears as a percentage of all tenants	L	0.23	0.36	0.51	0.51	0.07	0.20	0.25	Performance is on target	=
G	Rent arrears of current tenants as a % of the rent roll (WH only)	L	1.75	1.57	1.18	1.18	1.67	1.90	1.90	Performance is on target	+
Repairs											
G	% of responsive repairs for which an appointment was made & kept	H	96.13	95.47	96.35	95.99	96.10	95.90	95.00	Performance is on target	-
G	% of valid gas certificates for tenanted properties	H	99.98	99.98	100.00	100.00	99.99	99.99	99.60	Performance is on target	=
G	% total response repairs completed within target	H	97.35	96.98	97.09	97.28	98.06	98.61	98.00	Performance is on target	+
Stock investment											
G	% progress (by Value) with the delivery of capital projects	+/- 5%	24.26	23.47	22.25	93.89 (Target 95%)	20.92	22.57	23.75	Performance is on target	+

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Voids and allocations											
A	Average time taken to re-let standard voids	L	19	17	18	19	21	21	20.00	Performance is slightly below target. New online pre-tenancy, and revised asbestos removal processes are hoped to have a positive effect in Quarter 3.	-
A	Average time taken to re-let major works voids	L	8	8	7	8	9	11	10.00	Performance is slightly below target. New online pre-tenancy, and revised asbestos removal processes are hoped to have a positive effect in Quarter 3.	-
G	% of tenancy offers accepted first time	H	84.69	85.13	85.25	84.74	81.54	83.33	80.00	Performance is on target	+
G	% Rent lost through properties being vacant	L	0.88	0.81	0.79	0.79	0.78	0.84	0.94	Performance is on target	-
R	Council Tax Liability - Average number of management voids	L	109.92	81.00	106.69	101.88	117.31	137.04	120.00	Performance is off target. A revised asbestos removal process is hoped to have a positive impact in quarter 3.	-

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Appendix 1a Wolverhampton Homes by category		Good is	Q2 16/17	Q3 16/17	Q4 16/17	EOY 16/17	Q1 17/18	Q2 17/18	Target Profile Or Annual	Comment	Trend Q-O- Q
Anti-social behaviour											
G	% satisfied with the outcome of their ASB complaint	H	97.10	98.65	99.39	98.00	98.34	96.95	96.00	Performance is on target.	-
Business planning											
G	Average days lost through illness	L	7.10	6.42	6.50	6.50	5.72	6.40	6.50	Performance is on target	-
Customer care											
G	Homes Direct - % of customers answered within 80 seconds (New for 2017 / 2018)	H	N/A	N/A	N/A	N/A	83.40	82.50	55.00	Performance is on target. A significant improvement has been made since changes were made to call waiting in October last year.	-
G	Homes Direct - % of calls abandoned	L	19.30	19.40	12.70	17.20	4.20	3.50	20.00	Performance is on target. A significant reduction of abandoned calls has been made since changes were made to call waiting in October last year.	+
G	Councillor enquiries responded to in 14 days	H	91.76	93.75	97.55	94.31	98.64	96.98	95.00	Performance is on target	+
G	Complaints responded to in target timescales - %	H	86.21	94.67	93.02	90.48	94.65	92.63	92.00	Performance is on target	-
Estate services											
G	% of fire safety inspections completed on low rise & medium rise blocks (concierge)	H	100.00	100.00	100.00	100.00	100.00	100.00	99.00	Performance is on target.	=
G	% of fire safety inspections completed on high rise blocks (concierge)	H	100.00	100.00	100.00	100.00	100.00	100.00	99.00	Performance is on target.	=

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Rent management											
G	Rent collected as a percentage of rent owed	H	97.08	97.67	98.17	98.17	96.48	96.88	96.75	Performance is on target	+
G	% of Tenants evicted for rent arrears as a percentage of all tenants	L	0.23	0.36	0.51	0.51	0.07	0.20	0.25	Performance is on target	=
G	Rent arrears of current tenants as a % of the rent roll (WH only)	L	1.75	1.57	1.18	1.18	1.67	1.90	1.90	Performance is on target	+
Repairs											
G	% of responsive repairs for which an appointment was made & kept	H	96.13	95.47	96.35	95.99	96.10	95.90	95.00	Performance is on target	-
G	% of valid gas certificates for tenanted properties	H	99.98	99.98	100.00	100.00	99.99	99.99	99.60	Performance is on target	=
G	% total response repairs completed within target	H	97.35	96.98	97.09	97.28	98.06	98.61	98.00	Performance is on target	+
Stock investment											
G	% progress (by Value) with the delivery of capital projects	+/- 5%	24.26	23.47	22.25	93.89 (Target 95%)	20.92	22.57	23.75	Performance is on target	+
Voids and allocations											
G	% of tenancy offers accepted first time	H	84.69	85.13	85.25	84.74	81.54	83.33	80.00	Performance is on target	+
G	% Rent lost through properties being vacant	L	0.88	0.81	0.79	0.79	0.78	0.84	0.94	Performance is on target	-
Anti-social behaviour											
A	% satisfied with the way their ASB complaint was dealt with	H	98.55	98.65	100.00	98.73	98.90	96.95	97.00	Performance has dropped very slightly below target. 3 people stated dissatisfaction as WH were unable to meet the customers' expectations.	-

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A	Average time taken to re-let standard voids	L	19	17	18	19	21	21	20.00	Performance is slightly below target. New online pre-tenancy, and revised asbestos removal processes are hoped to have a positive effect in Quarter 3.	-
A	Average time taken to re-let major works voids	L	8	8	7	8	9	11	10.00	Performance is slightly below target. New online pre-tenancy, and revised asbestos removal processes are hoped to have a positive effect in Quarter 3.	-
Rent management											
R	Tenants with more than 7 weeks' arrears as a percentage of all tenants	L	2.20	2.40	2.49	2.49	2.59	2.85	2.50	Performance is off target. Issues include welfare reform, court entry limits, levels of unemployment, pay and benefit constraints.	-
Voids and allocations											
R	Council Tax Liability - Average number of management voids	L	109.92	81.00	106.69	101.88	117.31	137.04	120.00	Performance is off target. A revised asbestos removal process is hoped to have a positive impact in quarter 3.	-

Appendix 2 - Bushbury Hill Estate Management Board											
RAG	Measure	Aim	Annual Target	Q2 16/17	Q3 16/17	Q4 16/17	Q4 16/17 YTD	Q1 17/18	Q2 17/18	Comment	Trend Q-O-Q
Rent Management											
	% tenants with more than seven weeks (gross) rent arrears (quarter figure)	L	2.50%	2.14%	2.16%	1.70%	2.02%	1.64%	1.94%	Performance has weakened from Q1 to Q2, but is in target.	+
	% of tenants evicted as a result of rent arrears	L	1.00%	0.24%	0.12%	0.24%	0.74%	0.24%	0.00%	No evictions this quarter, cumulative performance to-date is within target.	-
	Arrears as % of rent roll (cumulative)	L	1.75%	1.67%	1.55%	0.98%	0.98%	1.52%	1.68%	Performance has weakened from Q1 to Q2, but remains in target.	+
Repairs											
	% Repairs attended within time (WHT & WH)	H	95.00%	96.37%	98.39%	97.20%	97.13%	99.52%	99.67%	Performance from Q1 to Q2 has improved and is above target.	+
	% Rapid Response Repairs attended same day (WHT only)	H	97.00%	97.96%	97.88%	97.93%	98.10%	99.30%	98.76%	Performance has weakened from Q1 to Q2, but remains in target.	-

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	% Rapid Response completed same day (WHT only)	H	80.00%	82.64%	87.03%	83.93%	84.23%	86.92%	87.79%	Performance from Q1 to Q2 has improved and is above target.	+
Voids and Allocations											
	Void Loss as a % of rent roll (quarter figure)	L	1.00%	0.18%	0.11%	0.14%	0.57%	0.60%	0.34%	Performance from Q1 to Q2 has improved and is within target.	+
	Average time to re-let housing	L	35 days	29.00	20.78	28.71	25.42	14.13	13.90	Performance from Q1 to Q2 has improved and is within target.	+

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Appendix 3 - Dovecotes Tenant Management Organisation											
RAG	Measure	Aim	Annual Target	Q2 16/17	Q3 16/17	Q4 16/17	Q4 16/17 YTD	Q1 17/18	Q2 17/18	Comment	Trend Q-O-Q
Rent management											
	% tenants with more than seven weeks (gross) rent arrears (quarter figure)	L	5.25%	6.29%	6.63%	4.98%	6.15%	5.24%	5.76%	Performance from Q1 to Q2 has weakened and is outside of the target figure.	-
	% of tenants evicted as a result of rent arrears	L	1.50%	0.37%	0.00%	0.12%	0.62%	0.25%	0.00%	No evictions this quarter, cumulative performance to-date is within target.	+
	Arrears as % of rent roll (cumulative)	L	3.00%	3.13%	3.12%	2.47%	2.47%	2.80%	3.20%	Performance from Q1 to Q2 has weakened and is outside of the target figure.	-
Repairs											
	% of urgent repairs completed within government time limits (Right to Repair)	H	96.00%	100.00%	98.95%	99.18%	98.97%	100.00%	100.00%	Q1 and Q2 both show performance at 100%; above the target.	=
	Average time taken (calendar days) to complete non-urgent repairs	L	9 days	6.16	6.45	6.36	6.25	6.58	5.81	Performance from Q1 to Q2 has improved and is within target.	+
	% of responsive repairs for which an appointment was made and kept	H	90.00%	97.71%	97.46%	96.88%	97.30%	97.34%	95.59%	Performance from Q1 to Q2 has weakened , but is within target.	-
	% of emergency repairs completed on time	H	96.00%	98.00%	96.88%	97.30%	96.54%	96.61%	97.37%	Performance from Q1 to Q2 has improved and is within target.	+
	% of routine repairs completed on time	H	96.00%	98.25%	99.32%	98.82%	98.98%	98.56%	99.06%	Performance from Q1 to Q2 has improved and is within target.	+

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Voids and Allocations											
	Void Loss as a % of rent roll (quarter figure)	L	2.00%	0.22%	0.17%	0.08%	0.88%	0.78%	0.78%	Performance from Q1 to Q2 has been maintained and is within target.	=
	Average time to re-let housing	L	30 days	29.31	27.85	16.20	28.43	18.57	18.63	Performance from Q1 to Q2 has improved and is within target.	+

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Appendix 4 - New Park Village Tenant Management Co-operative											
RAG	Measure	Aim	17/18 Target	Q2 16/17	Q3 16/17	Q4 16/17	Q4 16/17 YTD	Q1 17/18	Q2 17/18	Comment	Trend Q-O-Q
Rent Management											
	% tenants with more than seven weeks (gross) rent arrears (quarter figure)	L	6.00%	2.55%	3.20%	1.69%	3.16%	2.39%	4.78%	Performance from Q1 to Q2 has weakened, but remains within target.	-
	% of tenants evicted as a result of rent arrears	L	3.00%	0.34%	0.00%	0.00%	0.34%	0.00%	0.00%	No tenants evicted in Q1 or Q2; remaining within target.	=
	Arrears as % of rent roll	L	3.00%	2.11%	2.18%	1.69%	1.69%	2.30%	2.58%	Performance from Q1 to Q2 has weakened but remains within target.	-
Repairs											
	% of urgent repairs completed within government time limits (Right to Repair)	H	97.00%	100.00%	96.00%	100.00%	99.11%	100.00%	100.00%	Performance has been maintained at 100% for Q1 and Q2, within target.	=
	Average time taken (calendar days) to complete non-urgent repairs	L	5 days	1.00	1.00	1.00	1.00	1.00	1.00	Performance has been maintained at 1 day for Q1 and Q2, within target	=
	% of emergency repairs completed on time	H	97.00%	98.00%	95.00%	95.00%	96.87%	100.00%	100.00%	Performance has been maintained at 100% for Q1 and Q2, within target.	=
	% of routine repairs completed on time	H	97.00%	97.00%	100.00%	95.00%	97.05%	100.00%	95.00%	Performance from Q1 to Q2 has weakened and has fallen outside of target.	-

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Voids and Allocations											
	Void Loss as a % of rent roll (quarter figure)	L	2.50%	0.23%	0.17%	0.03%	0.61%	1.12%	0.82%	Performance from Q1 to Q2 has improved and remains within target.	+
	Average time to re-let housing	L	35 days	19.83	19.40	10.05	19.67	15.00	32.00	Performance from Q1 to Q2 has weakened, due to one property re-let. Performance remains within target.	-

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Appendix 5 - Springfield Horseshoe Housing Management Co-operative											
RAG	Measure	Aim	Annual Target	Q2 16/17	Q3 16/17	Q4 16/17	Q4 16/17 YTD	Q1 17/18	Q2 17/18	Comment	Trend Q-O-Q
Rents management											
	% tenants with more than seven weeks (gross) rent arrears (quarter figure)	L	5.00%	5.20%	4.45%	3.01%	4.90%	2.74%	3.07%	Performance from Q1 to Q2 has weakened, but remains within target.	-
	% of tenants evicted as a result of rent arrears	L	2.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	No evictions this quarter, performance maintained well within target.	=
	Arrears as % of rent roll	L	3.00%	2.18%	1.94%	1.63%	1.63%	1.88%	2.08%	Performance from Q1 to Q2 has weakened, but remains within target.	-
Repairs											
	% of urgent repairs completed within government time limits (Right to Repair)	H	98.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	Performance from Q1 to Q2 has been maintained and is within target.	=
	Average time taken (calendar days) to complete non-urgent repairs	L	2 days	1.00	1.00	1.00	1.00	1.00	1.00	Performance from Q1 to Q2 has been maintained and is within target.	=

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	% of emergency repairs completed on time	H	98.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	Performance from Q1 to Q2 has been maintained and is within target.	=
	% of routine repairs completed on time	H	98.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	Performance from Q1 to Q2 has been maintained and is within target.	=
Voids and Allocations												
	Void Loss as a % of rent roll (quarter figure)	L	2.00%	0.04%	0.07%	0.09%	0.33%	0.42%	0.60%		Performance from Q1 to Q2 has weakened, but remains within target.	-
	Average time to re-let housing	L	32 days	16.33	7.33	14.00	15.00	4.67	14.00		Performance from Q1 to Q2 has weakened, but remains within target.	-