

# Cabinet (Performance Management) Panel

5 March 2018

|  |   |   |
|--|---|---|
| <b>Report title</b>                            | Housing Managing Agents Performance Monitoring Report – Quarter Three October 2017 to December 2017 |   |
| <b>Decision designation</b>                    | AMBER   |   |
| <b>Cabinet member with lead responsibility</b> | Councillor Peter Bilson<br>City Assets and Housing  |   |
| <b>Key decision</b>                            | No  |   |
| <b>In forward plan</b>                         | No  |   |
| <b>Wards affected</b>                          | All   |   |
| <b>Accountable director</b>                    | Kate Martin, Housing  |   |
| <b>Originating service</b>                     | Housing   |   |
| <b>Accountable employee(s)</b>                 | Melissa Green   | Housing Strategy and Development<br>Support Officer – Housing Services<br>01902 554758<br>Melissa.Green3@wolverhampton.gov.uk |
|  | Tel   |   |
|  | Email   |   |
| <b>Report to be/has been considered by</b>     | N/A   |   |

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## Recommendation for decision:

The Cabinet (Performance Management) Panel is recommended to:

1. Review and comment on the performance of the housing management agents for quarter three 2017-2018 and any areas for improvement.

## 1.0 Purpose

- 1.1 The primary purpose of this report is to provide 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

- 2.1 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.
- 2.2 This report illustrates performance from quarter three 2016-2017 to quarter three 2017-2018 inclusively to allow comparison over the year.
- 2.3 The performance for each of the managing agents is grouped under three headings:
- a) Rents management
  - b) Repairs management
  - c) Voids and allocations
- 2.4 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.
- 2.5 Tables indicate both the direction in which performance needs to move for improvement, and performance trends between the current and the previous quarter.
- 2.6 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**

- 2.7 The Housing Strategy Team continues to monitor the governance of the housing management organisations.
- 2.8 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.
- 2.9 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.
- 2.10 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 three 2017-2018. Performance details are available in Appendix 1a and 1b.
- 3.2 Wolverhampton Homes manages 20,106 properties on behalf of City of Wolverhampton Council. Generally, good performance has been maintained in the third quarter of the year and remains good overall. Of the 22 indicators included in this report;
- performance for sixteen of the twenty-two are within target,
  - four 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 increased to 97.71%.
- 3.4 The percentage of customers satisfied with the outcome of their ASB complaint has risen by 0.76% from quarter two to 97.71% in quarter three, it is on target.

## **Business Planning**

- 3.5 Performance for 'average days lost through employee illness' continues to be very good and has dropped slightly, however performance has still shown some improvement in December.

## **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 third quarter of 2017-2018; all are on target, with two having a weakened performance. However, two indicators have improved in comparison to both previous quarters.
- 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 76.70% in quarter three, but remains well above the target of 55.00%. Performance has continued to demonstrate 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 20% target. Performance is in target at 5.20%. 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 three is 93.29% and is on target.
- 3.11 The indicator 'percentage of member enquiries responded to within 14 calendar days' is also performing very well, currently at 93.29% which is above target level of 92%.

### **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 by the responsible concierge service, employed by Wolverhampton Homes for 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 third quarter of 2017-2018, meeting two of the four targets. One indicator has weakened in comparison to the previous quarter.

- 3.16 Performance for 'percentage of rent collected' on target, despite challenges in rent collection.
- 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. However benchmarking data collated from Housing Quality Network for 2017 suggests the average value for ALMO's is 3.61%. It is 3.31% for all organisation types. One indicator has remained on target and one other is slightly off target, however there has been a significant reduction in arrears.
- 3.19 Performance for 'rent arrears of current tenants as a proportion of rent roll' is just below target in quarter but only by 0.01% despite challenges in rent collection.
- 3.20 Performance for 'tenants evicted for rent arrears' even though there has been an increase from previous quarter two, it still remains within target. There has been a reduction from the previous quarter year. 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 third 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 0.23% in comparison to the previous quarter, but remains within target.
- 3.23 Performance for 'total response repairs completed within target' has reduced slightly from the previous quarter at 98.24%, it is still above target.
- 3.24 Performance for 'percentages of valid gas certificates for tenanted properties' is above target at 99.99% in quarter three.

### **Voids and Allocations**

- 3.25 Performance for voids and allocations was mostly good in the third 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 two to quarter three. Performance is slightly below target; the expected improvement has been married by a yearly high number of voids received during December 2017 and days lost due to Bank Holidays. New online pre-tenancy, and revised asbestos removal processes are hoped to have a positive effect.

- 3.27 Performance for the 'average time taken to re-let major works voids' has weakened slightly from quarter two to quarter three. Performance is slightly below target. New online pre-tenancy, and revised asbestos removal processes are hoped to have a positive effect.
- 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. Compared to previous quarter there has been an increase of 0.05%.
- 3.30 Throughout the third 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 three 2017-2018. Performance details are available in Appendix two.
- 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. Four have improved when compared to the previous quarter, and three have improved when compared to the previous year.

#### **Rents Management**

- 4.3 Performance for rents management was good in the third quarter of 2017-2018, with targets for all three indicators being met. Slight decrease from previous quarter, but still within target.
- 4.4 Bushbury Hill EMB 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 three is 1.86%, an improved performance compared to quarter two. This is well within the 2.50% target and is an improvement on the same quarter in 2016-2017.
- 4.5 Two tenants were evicted due to rent arrears during quarter three compared to quarter two where no tenants were evicted.
- 4.6 Performance for 'arrears as a percentage of rent roll' has remained the same at 1.68% since quarter two, and there has been an increase of 0.13% in comparison to the same period last year.
- 4.7 The full roll out of Universal Credit in Wolverhampton took 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.

## Repairs

- 4.8 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.
- 4.9 Performance for repairs is excellent with all indicators above target. One of the three measures has improved in comparison to both the previous quarter, and one has improved in comparison to the same period last year.
- 4.10 The 'percentage of repairs attended within time' is performing above target, at 97.76% of repairs being attended to within timescales.
- 4.11 Performance for the 'percentage of rapid response repairs attended on the same day' has weakened slightly this quarter, to 97.84%, down by 0.92% from the previous quarter. This remains above target.
- 4.12 'Repairs completed on the same day' is performing again at its highest level in over 12 months, at 91.18%. This is an improvement of 3.9% from the previous quarter, and up by 4.15% from the same period last year.

## Health and Safety

- 4.13 Bushbury Hill EMB have worked with the Councils Health and Safety Team to develop a Fire Safety Policy, this includes clear lines of responsibility.
- 4.14 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.
- 4.15 Bushbury Hill EMB will be subject to a formal Health and Safety audit by the Corporate Health and Safety Team in 2018-2019.

## Voids and Allocations

- 4.16 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.
- 4.17 Performance for voids and allocations has been excellent this quarter. The 'average time to re-let housing' has dropped but is higher than the previous quarter. Quarter one to quarter three continue to show significantly better performance than the same two quarters in the previous year.
- 4.18 'Void loss as a percentage of rent roll' performance has improved by 0.16% in comparison to the quarter in the previous year and remains within target.

## **General Governance**

- 4.19 General Governance of Bushbury Hill EMB is good. Officers support the board and strive to improve and widen the services provided to tenants.
- 4.20 During quarter two Bushbury Hill EMB provided a copy of their finalised financial account for 2016-2017. The Council's Finance and Legal departments have reviewed these and no concerns have been raised.
- 4.21 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 was 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 three 2017-2018. Performance details are available in Appendix 3.
- 5.2 Dovecotes TMO manages 802 properties on behalf of City of Wolverhampton Council. Performance for quarter three 2017-2018 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, for quarter three, two of the three related indicators are outside of target.
- 5.3 In comparison to the same quarter in the previous year, two indicators have showed improvement performance, six have weakened and two has been maintained.

## **Rents**

- 5.4 Performance for rents management has weakened in quarter three 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 three has weakened to 5.30%, outside of the 5.25% target, although this is an improvement against the same quarter in 2016-2017 which was 6.63%. Compared to the previous quarter, there has been an improvement of 0.46%.
- 5.6 The Council is monitoring TMO performance and continuing to monitor 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.
- 5.7 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.

- 5.8 Performance for 'tenants evicted for rent arrears has increased the from previous quarter by 0.03%, but remains in target.
- 5.9 The full roll out of Universal Credit in Wolverhampton took 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.
- 5.10 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 remained above target when compared to the third quarter of 2016-2017. Performance for three of the measures has weakened slightly in comparison to the previous quarter and the third quarter of 2016-2017, but are still well within target.
- 5.12 Performance for the 'percentage of urgent repairs completed within government time limits' reduced to 94.44% for the third quarter. This is below the required target of 96%.
- 5.13 The 'average time taken to complete non-urgent repairs' has weakened by 1.30 days in comparison to the previous quarter, but remains above the required target.
- 5.14 The 'percentage of responsive repairs for which an appointment was made and kept' has weakened by 1.29% 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 0.15% in comparison to the previous quarter, but remains within target.
- 5.16 The 'percentage of routine repairs completed on time' has increased by 0.08% against the previous quarter, and by 0.26% 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.

- 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 is good this quarter, with re-let properties performance weakening slightly but is within target level.
- 5.21 The performance for 'void loss as a percentage of rent roll' increased to 0.79% in quarter three, which is 0.01% increase from the previous quarter. This is well within target, but has weakened by 0.62% when compared to the same quarter in 2016-2017.
- 5.22 The 'average time to re-let housing' has increased by 11 days in comparison to the previous quarter, in comparison to the same period last year by 0.85%.

### **Governance**

- 5.23 Dovecotes TMO have entered into a Service Level Agreement with Wolverhampton City Council Human Resources Department, who will provide Human Resources support on Dovecotes behalf.
- 5.24 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.
- 5.25 The TMO was issued 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.

## **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 Three 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 nine out of the nine indicators in target. In comparison to the previous quarter, two indicators have improved, four have weakened and four have been maintained. Of the three indicators, which have weakened, all three are within target. When compared to the previous year, five have weakened and four have been improved or remained the same.

## Rents

- 6.3 All three rent indicators for quarter three of 2017-2018 are within target.
- 6.4 'Tenants with more than seven weeks (gross) rent arrears' has weakened by 1.32% from the previous quarter and 0.26% 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 remained at the same level since quarter one, with no tenants being evicted due to rent arrears in quarter three.
- 6.6 'Arrears as a percentage of the rent roll' has improved by 0.37% when compared to the previous quarter and weakened by 0.03% when compared to the previous year. Performance remains within the 3% target.
- 6.7 The full roll out of Universal Credit in Wolverhampton took 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.

## Repairs

- 6.8 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. Two have weakened and one has improved, with two indicators improving 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 94% in quarter two, bringing performance outside of target.
- 6.9 All 'urgent repairs completed within government time limits' were completed on time, with performance maintained at 100% against the previous quarter and improved from 96% in the same quarter last year. NPV continue to inspect at least 10% of all reported urgent repairs after they have been actioned.
- 6.10 Performance for 'average time taken (calendar days) to complete non-urgent repairs' has dropped slightly to 1.5 days, compared to the previous quarter, it is still below the target of five days.
- 6.11 'Percentage of emergency repairs completed on time' is above target, with all emergency repairs being completed within timescales. Performance for this indicator has been maintained at 100% since quarter one.
- 6.12 'Percentage of routine repairs completed on time' has fallen below the target of 97% to 94%.

## **Health and Safety**

- 6.13 New Park Village (NPV) has worked with the Council's Health and Safety Team to develop a Fire Safety Policy, this includes clear lines of responsibility.
- 6.14 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.
- 6.15 NPV will be subject to a formal Health and Safety audit by the Corporate Health and Safety Team in 2018-2019.

## **Voids and Allocations**

- 6.16 Performance for voids and allocations has been good this quarter, with both indicators within target.
- 6.17 'Average time to re-let housing' has improved significantly to 14.80 days since the previous quarter.
- 6.18 Performance for 'Void loss as a percentage of rent roll' has weakened by 0.1% to 0.83% in comparison to the last quarter. Performance remains well within the 2.50% target.

## **Governance**

- 6.19 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.
- 6.20 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 was reviewed and added to the risk register. During Quarter three New Park Village completed their Fire Safety Policies and are currently working on Legionella, Asbestos and Gas.

## **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 quarter three of 2017-2018. Performance details are available in Appendix 5.
- 7.2 Springfield Horseshoe HMC manages 259 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 third quarter of 2017-2018, with all indicators well within target. Compared to the same quarter last year, four indicators have improved and five has been maintained.
- 7.4 Performance for 'tenants with more than seven weeks (gross) rent arrears has weakened from quarter two has improved to 2.59%. The quarter three performance (2.59%) is much improved from the same quarter in the previous year (4.45%) and comfortably below the 5.0% target.
- 7.5 There were no evictions due to rent arrears in the third quarter of 2017-2018.
- 7.6 Performance for 'arrears as a percentage of rent roll' has improved by 0.01% when compared to the previous quarter, but compared to previous quarter last year there has been an increase of 0.13%.
- 7.7 The full roll out of Universal Credit in Wolverhampton took 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.

## **Repairs**

- 7.8 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 second and third 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**

- 7.9 Springfield Horseshoe HMC have worked with the Councils Health and Safety Team to develop a Fire Safety Policy, which includes clear lines of responsibility.
- 7.10 The Corporate Health and Safety Team have conducted a site visit to Springfield Horseshoe HMC to provide a 'critical friend' review of policies and practices, and training has been offered to Board Members.
- 7.11 Springfield Horseshoe HMC will be subject to a formal Health and Safety audit by the Corporate Health and Safety Team in 2018-2019.

## **Voids and Allocations**

- 7.12 Performance for voids and allocations has been good this quarter, with both indicators well within target.

- 7.13 Performance for 'void loss as a percentage of rent roll' has improved by 0.01% when compared to the previous quarter and increased by 0.52% when compared to the same quarter last year. However, the indicator remains firmly within target.
- 7.14 The 'average time to re-let housing' has weakened by 3.5 days in comparison to the previous quarter, but has weakened to 3.17 days in comparison to the same quarter last year.
- 7.15 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**

- 7.16 As recommended in the Governance Review, Springfield Horseshoe HMC adopted a Risk Register in May 2017 to mitigate risks to the organisation.
- 7.17 During quarter two fire safety has been reviewed and added to the risk register.

### **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 Council's 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 fully adopted by March 2018.

## **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 (HRA) 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/16022018/B]

## **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.  
[RB16022018/Q]

## **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**

- 15.1 **None**

## **16.0 Appendices**

- 16.1 **Appendix 1a:**  
Wolverhampton Homes – 2017-2018 Quarter Three Performance (by category)

**Appendix 1b:**

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

**Appendix 2:**

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

**Appendix 3:**

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

**Appendix 4:**

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

**Appendix 5:**

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

This report is PUBLIC  
[NOT PROTECTIVELY MARKED]

| <b>Appendix 1a<br/>Wolverhampton Homes<br/>by category</b> |   | <b>Good<br/>is</b> | <b>Q3<br/>16/17</b> | <b>Q4<br/>16/17</b> | <b>EOY<br/>16/17</b> | <b>Q1<br/>17/18</b> | <b>Q2<br/>17/18</b> | <b>Q3<br/>17/18</b> | <b>Target<br/>Profile<br/>Or<br/>Annual</b> | <b>Comment</b>   | <b>Trend<br/>Q-O-<br/>Q</b> |
|--|---|--------------------|---------------------|---------------------|----------------------|---------------------|---------------------|---------------------|---|--|-----------------------------|
| <b>Anti-social behaviour</b>                               |   |                    |                     |                     |                      |                     |                     |                     |   |  |                             |
| <b>G</b>   | % satisfied with the way their ASB complaint was dealt with                     | <b>H</b>           | 98.65               | 100.00              | 98.73                | 98.90               | 96.95               | 97.71               | <b>97.00</b>                                | Performance has improved year on year and is on target.  | <b>+</b>                    |
| <b>G</b>   | % satisfied with the outcome of their ASB complaint                             | <b>H</b>           | 98.65               | 99.39               | 98.00                | 98.34               | 96.95               | 97.71               | <b>96.00</b>                                | Performance has improved year on year and is on target.  | <b>+</b>                    |
| <b>Business planning</b>                                   |   |                    |                     |                     |                      |                     |                     |                     |   |  |                             |
| <b>A</b>   | Average days lost through illness   | <b>L</b>           | 6.42                | 6.50                | 6.50                 | 5.72                | 6.40                | 6.74                | <b>6.50</b>                                 | Performance has weakened year on year and is off target, however performance has shown improvement in December 2017. | <b>-</b>                    |
| <b>Customer care</b>                                       |   |                    |                     |                     |                      |                     |                     |                     |   |  |                             |
| <b>G</b>   | Homes Direct - % of customers answered within 80 seconds +(New for 2017 / 2018) | <b>H</b>           | N/A                 | N/A                 | N/A                  | 83.40               | 82.50               | 76.70               | <b>55.00</b>                                | Performance is on target.  | <b>-</b>                    |
| <b>G</b>   | Homes Direct - % of calls abandoned   | <b>L</b>           | 19.40               | 12.70               | 17.20                | 4.20                | 3.50                | 5.20                | <b>20.00</b>                                | Performance has improved year on year and is on target.  | <b>+</b>                    |
| <b>G</b>   | Councillor enquiries responded to in 14 days                                    | <b>H</b>           | 93.75               | 97.55               | 94.31                | 98.64               | 96.98               | 96.02               | <b>95.00</b>                                | Performance has improved year on year and is on target.  | <b>+</b>                    |
| <b>G</b>   | Complaints responded to in target timescales - %                                | <b>H</b>           | 94.67               | 93.02               | 90.48                | 94.65               | 92.63               | 93.29               | <b>92.00</b>                                | Performance has improved year on year and is on target.  | <b>+</b>                    |

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| <b>Estate services/Health and Safety</b> |   |          |        |        |        |        |        |        |              |   |   |
|--|---|----------|--------|--------|--------|--------|--------|--------|--------------|---|---|
| <b>G</b>                                 | % of fire safety inspections completed on low rise & medium rise blocks (concierge) | <b>H</b> | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | <b>99.00</b> | Performance has been maintained and is on target.   | = |
| <b>G</b>                                 | % of fire safety inspections completed on high rise blocks (concierge)              | <b>H</b> | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | <b>99.00</b> | Performance has been maintained and is on target.   | = |
| <b>Rent management</b>                   |   |          |        |        |        |        |        |        |              |   |   |
| <b>G</b>                                 | Rent collected as a percentage of rent owed   | <b>H</b> | 97.67  | 98.17  | 98.17  | 96.48  | 96.88  | 97.70  | <b>96.75</b> | Performance has improved year on year and is on target.   | + |
| <b>R</b>                                 | Tenants with more than 7 weeks arrears as a percentage of all tenants               | <b>L</b> | 2.40   | 2.49   | 2.49   | 2.59   | 2.85   | 2.93   | <b>2.50</b>  | Performance has weakened year in year and is off target. Benchmarking from HQN for 2017 suggests that the average value for ALMO's who monitor this indicator is 3.61%. | - |
| <b>G</b>                                 | % of Tenants evicted for rent arrears as a percentage of all tenants                | <b>L</b> | 0.36   | 0.51   | 0.51   | 0.07   | 0.20   | 0.28   | <b>0.37</b>  | Performance has improved year on year and is on target.   | + |
| <b>A</b>                                 | Rent arrears of current tenants as a % of the rent roll (WH only)                   | <b>L</b> | 1.57   | 1.18   | 1.18   | 1.67   | 1.90   | 1.58   | <b>1.52</b>  | Performance has weakened year in year and is off target.  | - |
| <b>Repairs</b>                           |   |          |        |        |        |        |        |        |              |   |   |
| <b>G</b>                                 | % of responsive repairs for which an appointment was made & kept                    | <b>H</b> | 95.47  | 96.35  | 95.99  | 96.10  | 95.90  | 95.67  | <b>95.00</b> | Performance has improved year on year and is on target.   | + |
| <b>G</b>                                 | % of valid gas certificates for tenanted properties                                 | <b>H</b> | 99.98  | 100.00 | 100.00 | 99.99  | 99.99  | 99.99  | <b>99.60</b> | Performance has improved year on year and is on target.   | + |
| <b>G</b>                                 | % total response repairs completed within target                                    | <b>H</b> | 96.98  | 97.09  | 97.28  | 98.06  | 98.61  | 98.24  | <b>98.00</b> | Performance has improved year on year and is on target.   | + |

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| <b>Stock investment</b>      |   |               |       |        |                    |        |        |        |               |   |   |
|------------------------------|---|---------------|-------|--------|--------------------|--------|--------|--------|---------------|---|---|
| <b>G</b>                     | % progress (by Value) with the delivery of capital projects | <b>+/- 5%</b> | 71.64 | 93.89  | 93.89 (Target 95%) | 20.92  | 43.49  | 66.90  | <b>71.25</b>  | Performance is on target.   | - |
| <b>Voids and allocations</b> |   |               |       |        |                    |        |        |        |               |   |   |
| <b>A</b>                     | Average time taken to re-let standard voids                 | <b>L</b>      | 17    | 18     | 19                 | 21     | 21     | 21     | <b>20.00</b>  | Performance has been maintained and is off the target.  | = |
| <b>A</b>                     | Average time taken to re-let major works voids              | <b>L</b>      | 8     | 7      | 8                  | 9      | 11     | 12     | <b>10.00</b>  | Performance has weakened year on year and is off target.  | - |
| <b>G</b>                     | % of tenancy offers accepted first time                     | <b>H</b>      | 85.13 | 85.25  | 84.74              | 81.54  | 83.33  | 86.17  | <b>80.00</b>  | Performance has improved year on year and is on target.   | + |
| <b>G</b>                     | % Rent lost through properties being vacant                 | <b>L</b>      | 0.81  | 0.79   | 0.79               | 0.78   | 0.84   | 0.89   | <b>0.94</b>   | Performance has improved year on year and is on target.   | + |
| <b>R</b>                     | Council Tax Liability - Average number of management voids  | <b>L</b>      | 81.00 | 106.69 | 101.88             | 117.31 | 137.04 | 145.90 | <b>120.00</b> | Performance has weakened year on year and is off target. December's performance shows signs of improvement (a reduction of 4.5 voids) | - |

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| <b>Appendix 1b<br/>Wolverhampton Homes<br/>by RAG Rating</b> |   | <b>Good<br/>is</b> | <b>Q3<br/>16/17</b> | <b>Q4<br/>16/17</b> | <b>EOY<br/>16/17</b> | <b>Q1<br/>17/18</b> | <b>Q2<br/>17/18</b> | <b>Q3<br/>17/18</b> | <b>Target<br/>Profile<br/>Or<br/>Annual</b> | <b>Comment</b>  | <b>Trend<br/>Q-O-<br/>Q</b> |
|--|---|--------------------|---------------------|---------------------|----------------------|---------------------|---------------------|---------------------|---|---|-----------------------------|
| <b>Anti-social behaviour</b>                                 |   |                    |                     |                     |                      |                     |                     |                     |   |   |                             |
| <b>G</b>   | % satisfied with the way their ASB complaint was dealt with                         | <b>H</b>           | 98.65               | 100.00              | 98.73                | 98.90               | 96.95               | 97.71               | <b>97.00</b>                                | Performance has improved year on year and is on target. | <b>+</b>                    |
| <b>G</b>   | % satisfied with the outcome of their ASB complaint                                 | <b>H</b>           | 98.65               | 99.39               | 98.00                | 98.34               | 96.95               | 97.71               | <b>96.00</b>                                | Performance has improved year on year and is on target. | <b>+</b>                    |
| <b>Customer care</b>   |   |                    |                     |                     |                      |                     |                     |                     |   |   |                             |
| <b>G</b>   | Homes Direct - % of customers answered within 80 seconds (New for 2017 / 2018)      | <b>H</b>           | N/A                 | N/A                 | N/A                  | 83.40               | 82.50               | 76.70               | <b>55.00</b>                                | Performance has improved year on year and is on target. | <b>+</b>                    |
| <b>G</b>   | Homes Direct - % of calls abandoned   | <b>L</b>           | 19.40               | 12.70               | 17.20                | 4.20                | 3.50                | 5.20                | <b>20.00</b>                                | Performance has improved year on year and is on target. | <b>+</b>                    |
| <b>G</b>   | Councillor enquiries responded to in 14 days  | <b>H</b>           | 93.75               | 97.55               | 94.31                | 98.64               | 96.98               | 96.02               | <b>95.00</b>                                | Performance has improved year on year and is on target. | <b>+</b>                    |
| <b>G</b>   | Complaints responded to in target timescales - %                                    | <b>H</b>           | 94.67               | 93.02               | 90.48                | 94.65               | 92.63               | 93.29               | <b>92.00</b>                                | Performance has improved year on year and is on target. | <b>+</b>                    |
| <b>Estate services</b>                                       |   |                    |                     |                     |                      |                     |                     |                     |   |   |                             |
| <b>G</b>   | % of fire safety inspections completed on low rise & medium rise blocks (concierge) | <b>H</b>           | 100.00              | 100.00              | 100.00               | 100.00              | 100.00              | 100.00              | <b>99.00</b>                                | Performance has been maintained and is on target.       | <b>=</b>                    |
| <b>G</b>   | % of fire safety inspections completed on high rise blocks (concierge)              | <b>H</b>           | 100.00              | 100.00              | 100.00               | 100.00              | 100.00              | 100.00              | <b>99.00</b>                                | Performance has been maintained and is on target.       | <b>=</b>                    |

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| <b>Rent management</b>       |  |               |       |        |                    |       |       |       |              |   |          |
|------------------------------|--|---------------|-------|--------|--------------------|-------|-------|-------|--------------|---|----------|
| <b>G</b>                     | Rent collected as a percentage of rent owed                          | <b>H</b>      | 97.67 | 98.17  | 98.17              | 96.48 | 96.88 | 97.70 | <b>96.75</b> | Performance has improved year on year and is on target. | <b>+</b> |
| <b>G</b>                     | % of Tenants evicted for rent arrears as a percentage of all tenants | <b>L</b>      | 0.36  | 0.51   | 0.51               | 0.07  | 0.20  | 0.28  | <b>0.37</b>  | Performance has improved but is within on target.       | <b>=</b> |
| <b>Repairs</b>               |  |               |       |        |                    |       |       |       |              |   |          |
| <b>G</b>                     | % of responsive repairs for which an appointment was made & kept     | <b>H</b>      | 95.47 | 96.35  | 95.99              | 96.10 | 95.90 | 95.67 | <b>95.00</b> | Performance has improved year on year and is on target. | <b>+</b> |
| <b>G</b>                     | % of valid gas certificates for tenanted properties                  | <b>H</b>      | 99.98 | 100.00 | 100.00             | 99.99 | 99.99 | 99.99 | <b>99.60</b> | Performance has improved but is within on target.       | <b>=</b> |
| <b>G</b>                     | % total response repairs completed within target                     | <b>H</b>      | 96.98 | 97.09  | 97.28              | 98.06 | 98.61 | 98.24 | <b>98.00</b> | Performance has improved but is in on target.           | <b>-</b> |
| <b>Stock investment</b>      |  |               |       |        |                    |       |       |       |              |   |          |
| <b>G</b>                     | % progress (by Value) with the delivery of capital projects          | <b>+/- 5%</b> | 71.64 | 93.89  | 93.89 (Target 95%) | 20.92 | 43.49 | 66.90 | <b>71.25</b> | Performance is on target.                               | <b>-</b> |
| <b>Voids and allocations</b> |  |               |       |        |                    |       |       |       |              |   |          |
| <b>G</b>                     | % of tenancy offers accepted first time                              | <b>H</b>      | 85.13 | 85.25  | 84.74              | 81.54 | 83.33 | 86.17 | <b>80.00</b> | Performance has improved year on year and is on target. | <b>+</b> |
| <b>G</b>                     | % Rent lost through properties being vacant                          | <b>L</b>      | 0.81  | 0.79   | 0.79               | 0.78  | 0.84  | 0.89  | <b>0.94</b>  | Performance has improved year on year and is on target. | <b>+</b> |
| <b>Business Planning</b>     |  |               |       |        |                    |       |       |       |              |   |          |
| <b>A</b>                     | Average days lost through illness                                    | <b>L</b>      | 6.42  | 6.50   | 6.50               | 5.72  | 6.40  | 6.74  | <b>6.50</b>  | Performance weakened year on year and is off target     | <b>-</b> |

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| Rent management       |   |   |       |        |        |        |        |        |        |   |   |
|-----------------------|---|---|-------|--------|--------|--------|--------|--------|--------|---|---|
| A                     | Rent arrears of current tenants as a % of the rent roll (WH only)     | L | 1.57  | 1.18   | 1.18   | 1.67   | 1.90   | 1.58   | 1.52   | Performance weakened year on year and is off target   | - |
| Voids and allocations |   |   |       |        |        |        |        |        |        |   |   |
| A                     | Average time taken to re-let standard voids                           | L | 17    | 18     | 19     | 21     | 21     | 21     | 20.00  | Performance has been maintained and is off target.  | = |
| A                     | Average time taken to re-let major works voids                        | L | 8     | 7      | 8      | 10     | 11     | 13     | 10.00  | Performance has weakened year on year and is off target   | - |
| Rent management       |   |   |       |        |        |        |        |        |        |   |   |
| R                     | Tenants with more than 7 weeks arrears as a percentage of all tenants | L | 2.40  | 2.49   | 2.49   | 2.59   | 2.85   | 2.93   | 2.50   | Performance has weakened year on year and is off target. However, the target was expected to be challenging. Benchmarking from HQN for 2017 suggests that the average value for ALMO's who monitor this indicator is 3.61%. It is 3.31% for all organisation types. | - |
| Voids and allocations |   |   |       |        |        |        |        |        |        |   |   |
| R                     | Council Tax Liability - Average number of management voids            | L | 81.00 | 106.69 | 101.88 | 117.31 | 137.04 | 145.90 | 120.00 | Performance is off target. This has been impacted upon by the asbestos removal issues which have now been resolved. December's performance shows signs of improvement (a reduction of 4.5 voids)  | - |

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**Appendix 2 - Bushbury Hill Estate Management Board**

| Appendix 2 - Bushbury Hill Estate Management Board |  |          |                |          |          |              |          |          |               |   |             |
|--|--|----------|----------------|----------|----------|--------------|----------|----------|---------------|---|-------------|
| RAG  | Measure  | Aim      | Annual Target  | Q3 16/17 | Q4 16/17 | Q4 16/17 YTD | Q1 17/18 | Q2 17/18 | Q3 17/18      | Comment   | Trend Q2-Q3 |
| <b>Rent Management</b>                             |  |          |                |          |          |              |          |          |               |   |             |
| <b>G</b>   | % tenants with more than seven weeks (gross) rent arrears (quarter figure) | <b>L</b> | <b>2.50%</b>   | 2.16%    | 1.70%    | 2.02%        | 1.64%    | 1.94%    | <b>1.86%</b>  | Performance has remained within the target level, between Q2 and Q3.      | <b>+</b>    |
| <b>G</b>   | % of tenants evicted as a result of rent arrears                           | <b>L</b> | <b>1.00%</b>   | 0.12%    | 0.24%    | 0.74%        | 0.24%    | 0.00%    | <b>0.24%</b>  | Performance has weakened from Q2 to Q3, but remains within target         | <b>-</b>    |
| <b>G</b>   | Arrears as % of rent roll (cumulative)                                     | <b>L</b> | <b>1.75%</b>   | 1.55%    | 0.98%    | 0.98%        | 1.52%    | 1.68%    | <b>1.68%</b>  | Performance has remained the same from Q2 to Q3, it remains within target | <b>=</b>    |
| <b>Repairs</b>                                     |  |          |                |          |          |              |          |          |               |   |             |
| <b>G</b>   | % Repairs attended within time (WHT & WH)                                  | <b>H</b> | <b>95.00%</b>  | 98.39%   | 97.20%   | 97.13%       | 99.52%   | 99.67%   | <b>97.76%</b> | Performance between Q2 to Q3 has weakened but is above target.            | <b>-</b>    |
| <b>G</b>   | % Rapid Response Repairs <b>attended</b> same day (WHT only)               | <b>H</b> | <b>97.00%</b>  | 97.88%   | 97.93%   | 98.10%       | 99.30%   | 98.76%   | <b>97.84%</b> | Performance has weakened from Q2 to Q3, but remains within target         | <b>-</b>    |
| <b>G</b>   | % Rapid Response <b>completed</b> same day (WHT only)                      | <b>H</b> | <b>80.00%</b>  | 87.03%   | 83.93%   | 84.23%       | 86.92%   | 87.79%   | <b>91.18%</b> | Performance from Q2 to Q3 has improved and remains within target.         | <b>+</b>    |
| <b>Voids and Allocations</b>                       |  |          |                |          |          |              |          |          |               |   |             |
| <b>G</b>   | Void Loss as a % of rent roll (quarter figure)                             | <b>L</b> | <b>1.00%</b>   | 0.11%    | 0.14%    | 0.57%        | 0.60%    | 0.34%    | <b>0.27%</b>  | Performance has improved from Q2 to Q3, but remains within target         | <b>+</b>    |
| <b>G</b>   | Average time to re-let housing   | <b>L</b> | <b>35 days</b> | 20.78    | 28.71    | 25.42        | 14.13    | 13.90    | <b>17.00</b>  | Performance from Q2 to Q3 has weakened and remains within target.         | <b>-</b>    |

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**Appendix 3 - Dovecotes Tenant Management Organisation**

| Appendix 3 - Dovecotes Tenant Management Organisation |   |     |               |          |          |              |          |          |          |  |             |
|---|---|-----|---------------|----------|----------|--------------|----------|----------|----------|--|-------------|
| RAG   | Measure   | Aim | Annual Target | Q3 16/17 | Q4 16/17 | Q4 16/17 YTD | Q1 17/18 | Q2 17/18 | Q3 17/18 | Comment  | Trend Q2-Q3 |
| <b>Rent management</b>                                |   |     |               |          |          |              |          |          |          |  |             |
| R   | % tenants with more than seven weeks (gross) rent arrears (quarter figure)    | L   | 5.25%         | 6.63%    | 4.98%    | 6.15%        | 5.24%    | 5.76%    | 5.30%    | Performance from Q2 to Q3 has improved slightly from the previous quarter. But is outside the target figure. | -           |
| G   | % of tenants evicted as a result of rent arrears                              | L   | 1.50%         | 0.00%    | 0.12%    | 0.62%        | 0.25%    | 0.00%    | 0.03%    | Performance from Q2 to Q3 weakened, but remains within target.   | -           |
| A   | Arrears as % of rent roll (cumulative)  | L   | 3.00%         | 3.12%    | 2.47%    | 2.47%        | 2.80%    | 3.20%    | 3.30%    | Performance from Q2 to Q3 has weakened and is outside of the target figure.                                  | -           |
| <b>Repairs</b>  |   |     |               |          |          |              |          |          |          |  |             |
| A   | % of urgent repairs completed within government time limits (Right to Repair) | H   | 96.00%        | 98.95%   | 99.18%   | 98.97%       | 100.00%  | 100.00%  | 94.44%   | Performance from Q2 to Q3 has weakened and is outside of the target figure.                                  | -           |
| G   | Average time taken (calendar days) to complete non-urgent repairs             | L   | 9 days        | 6.45     | 6.36     | 6.25         | 6.58     | 5.81     | 7.11     | Performance from Q2 to Q3 weakened, but remains within target.   | -           |
| G   | % of responsive repairs for which an appointment was made and kept            | H   | 90.00%        | 97.46%   | 96.88%   | 97.30%       | 97.34%   | 95.59%   | 94.30%   | Performance from Q2 to Q3 has weakened but is within target.   | -           |
| G   | % of emergency repairs completed on time                                      | H   | 96.00%        | 96.88%   | 97.30%   | 96.54%       | 96.61%   | 97.37%   | 97.22%   | Performance from Q2 to Q3 has weakened, but remains within target  | -           |
| G   | % of routine repairs completed on time  | H   | 96.00%        | 99.32%   | 98.82%   | 98.98%       | 98.56%   | 99.50%   | 99.58%   | Performance from Q2 to Q3 has improved from previous quarter and remains above target.                       | +           |
| <b>Voids and Allocations</b>                          |   |     |               |          |          |              |          |          |          |  |             |
| G   | Void Loss as a % of rent roll (quarter figure)                                | L   | 2.00%         | 0.17%    | 0.08%    | 0.88%        | 0.78%    | 0.78%    | 0.79%    | Performance from Q2 to Q3 has decreased from previous quarter and is above target.                           | -           |
| G   | Average time to re-let housing  | L   | 30 days       | 27.85    | 16.20    | 28.43        | 18.57    | 16.94    | 28.70    | Performance from Q2 to Q3 has weakened but remains within target.  | -           |

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#### Appendix 4 - New Park Village Tenant Management Co-operative

| Appendix 4 - New Park Village Tenant Management Co-operative |   |          |                |          |          |              |          |          |                |   |             |
|--|---|----------|----------------|----------|----------|--------------|----------|----------|----------------|---|-------------|
| RAG  | Measure   | Aim      | 17/18 Target   | Q3 16/17 | Q4 16/17 | Q4 16/17 YTD | Q1 17/18 | Q2 17/18 | Q3 17/18       | Comment   | Trend Q2-Q3 |
| <b>Rent Management</b>                                       |   |          |                |          |          |              |          |          |                |   |             |
| <b>G</b>   | % tenants with more than seven weeks (gross) rent arrears (quarter figure)    | <b>L</b> | <b>6.00%</b>   | 3.20%    | 1.69%    | 3.16%        | 2.39%    | 4.78%    | <b>3.46%</b>   | Performance from Q2 to Q3 has improved, it remains within target                            | <b>+</b>    |
| <b>G</b>   | % of tenants evicted as a result of rent arrears                              | <b>L</b> | <b>3.00%</b>   | 0.00%    | 0.00%    | 0.34%        | 0.00%    | 0.00%    | <b>0.00%</b>   | No evictions this quarter, performance has been maintained well within target.              | <b>=</b>    |
| <b>G</b>   | Arrears as % of rent roll   | <b>L</b> | <b>3.00%</b>   | 2.18%    | 1.69%    | 1.69%        | 2.30%    | 2.58%    | <b>2.21%</b>   | Performance from Q2 to Q3 has improved, it remains within target                            | <b>+</b>    |
| <b>Repairs</b>   |   |          |                |          |          |              |          |          |                |   |             |
| <b>G</b>   | % of urgent repairs completed within government time limits (Right to Repair) | <b>H</b> | <b>97.00%</b>  | 96.00%   | 100.00%  | 99.11%       | 100.00%  | 100.00%  | <b>100.00%</b> | Performance from Q2 to Q3 has been maintained and is within target.                         | <b>=</b>    |
| <b>G</b>   | Average time taken (calendar days) to complete non-urgent repairs             | <b>L</b> | <b>5 days</b>  | 1.00     | 1.00     | 1.00         | 1.00     | 1.00     | <b>1.50</b>    | Performance from Q2 to Q3 has weakened, but remains within target                           | <b>-</b>    |
| <b>G</b>   | % of emergency repairs completed on time                                      | <b>H</b> | <b>97.00%</b>  | 95.00%   | 95.00%   | 96.87%       | 100.00%  | 100.00%  | <b>100.00%</b> | Performance from Q2 to Q3 has been maintained and is within target.                         | <b>=</b>    |
| <b>AM</b>  | % of routine repairs completed on time  | <b>H</b> | <b>97.00%</b>  | 100.00%  | 95.00%   | 97.05%       | 100.00%  | 95.00%   | <b>94.00%</b>  | Drop in performance due to 3 repairs during the quarter not being carried out within 5 days | <b>-</b>    |
| <b>Voids and Allocations</b>                                 |   |          |                |          |          |              |          |          |                |   |             |
| <b>G</b>   | Void Loss as a % of rent roll (quarter figure)                                | <b>L</b> | <b>2.50%</b>   | 0.17%    | 0.03%    | 0.61%        | 1.12%    | 0.82%    | <b>0.83%</b>   | Performance from Q2 to Q3 has weakened, but remains within target                           | <b>-</b>    |
| <b>G</b>   | Average time to re-let housing  | <b>L</b> | <b>35 days</b> | 19.40    | 10.05    | 19.67        | 15.00    | 32.00    | <b>14.80</b>   | Performance from Q2 to Q3 has improved, it remains within target                            | <b>+</b>    |

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**Appendix 5 - Springfield Horseshoe Housing Management Co-operative**

| Appendix 5 - Springfield Horseshoe Housing Management Co-operative |   |     |                |          |          |              |          |          |                |   |             |
|--|---|-----|----------------|----------|----------|--------------|----------|----------|----------------|---|-------------|
| RAG  | Measure   | Aim | Annual Target  | Q3 16/17 | Q4 16/17 | Q4 16/17 YTD | Q1 17/18 | Q2 17/18 | Q3 17/18       | Comment   | Trend Q2-Q3 |
| <b>Rents management</b>  |   |     |                |          |          |              |          |          |                |   |             |
| <b>G</b>   | % tenants with more than seven weeks (gross) rent arrears (quarter figure)    | L   | <b>5.00%</b>   | 4.45%    | 3.01%    | 4.90%        | 2.74%    | 3.07%    | <b>2.59%</b>   | Performance from Q2 to Q3 has improved, but remains within target     | <b>+</b>    |
| <b>G</b>   | % of tenants evicted as a result of rent arrears                              | L   | <b>2.00%</b>   | 0.00%    | 0.00%    | 0.00%        | 0.00%    | 0.00%    | <b>0.00%</b>   | No evictions this quarter, performance maintained well within target. | <b>=</b>    |
| <b>G</b>   | Arrears as % of rent roll   | L   | <b>3.00%</b>   | 1.94%    | 1.63%    | 1.63%        | 1.88%    | 2.08%    | <b>2.07%</b>   | Performance from Q2 to Q3 has improved, remains within target         | <b>+</b>    |
| <b>Repairs</b>   |   |     |                |          |          |              |          |          |                |   |             |
| <b>G</b>   | % of urgent repairs completed within government time limits (Right to Repair) | H   | <b>98.00%</b>  | 100.00%  | 100.00%  | 100.00%      | 100.00%  | 100.00%  | <b>100.00%</b> | Performance from Q2 to Q3 has been maintained and is within target.   | <b>=</b>    |
| <b>G</b>   | Average time taken (calendar days) to complete non-urgent repairs             | L   | <b>2 days</b>  | 1.00     | 1.00     | 1.00         | 1.00     | 1.00     | <b>1.00</b>    | Performance from Q2 to Q3 has been maintained and is within target.   | <b>=</b>    |
| <b>G</b>   | % of emergency repairs completed on time                                      | H   | <b>98.00%</b>  | 100.00%  | 100.00%  | 100.00%      | 100.00%  | 100.00%  | <b>100.00%</b> | Performance from Q2 to Q3 has been maintained and is within target.   | <b>=</b>    |
| <b>G</b>   | % of routine repairs completed on time  | H   | <b>98.00%</b>  | 100.00%  | 100.00%  | 100.00%      | 100.00%  | 100.00%  | <b>100.00%</b> | Performance from Q2 to Q3 has been maintained and is within target.   | <b>=</b>    |
| <b>Voids and Allocations</b>                                       |   |     |                |          |          |              |          |          |                |   |             |
| <b>G</b>   | Void Loss as a % of rent roll (quarter figure)                                | L   | <b>2.00%</b>   | 0.07%    | 0.09%    | 0.33%        | 0.42%    | 0.60%    | <b>0.59%</b>   | Performance from Q2 to Q3 has improved and is within target           | <b>+</b>    |
| <b>G</b>   | Average time to re-let housing  | L   | <b>32 days</b> | 7.33     | 14.00    | 15.00        | 4.67     | 14.00    | <b>10.5</b>    | Performance from Q2 to Q3 has improved and is within target           | <b>+</b>    |