



The Gateshead Housing Company Board of Directors

Thursday 12 November 2009 at 10am
To be held in the Board Room, Keelman House, Fifth Avenue
Business Park, Fifth Avenue, Team Valley Trading Estate,
Gateshead, Tyne and Wear

Agenda

Item	Business
1.	Apologies for Absence
	<u>ITEMS FOR DECISION</u>
2.	Election of Chair and Deputy Chair
3.	Minutes (Pages 3-14) To approve as a correct record the minutes of the last meeting of the Board held on 24 September 2009
4.	Matters Arising
5.	Committee Membership (Pages 15-17) Report of Chief Executive
6.	Governance Implementation Plan 2010 (Pages 18-27) Report of Director of Finance
7.	Audit Commission Inspection Recommendations – Progress Update (Pages 28-35) Report of Chief Executive
8.	Management Orders (Pages 36-39) Report of Director of Finance

Contact: Stuart Gibson Tel: (0191) 433 5308 Date: 6 November 2009

Item	Business
	<u>ITEMS FOR INFORMATION</u>
9.	Performance – Second Quarter 2009/10 (Pages 40-72) Report of Chief Executive
10.	Corporate Health Performance – Second Quarter 2009/10 (Pages 73-84) Report of Chief Executive
11.	Management Accounts – September 2009 (Pages 85-95) Report of Director of Finance
11a.	Option Appraisal of Sheltered Housing Scheme Report of Director of Housing Management
12.	Feedback from Outside Bodies and Events
13.	Items for Future Agendas
14.	Date and Time of Next Meeting The next meeting of the Board will be held on Thursday 21 January 2010 at 10am in the Board Room at Keelman House, Fifth Avenue Business Park, Fifth Avenue, Team Valley Trading Estate, Gateshead
15.	Exclusion of the Press and Public The Board may wish to exclude the press and public during consideration of the remaining business in accordance with the categories 4, 5 and 6 of the company’s Access to Information Rules.



BOARD OF DIRECTORS

24 September 2009

PRESENT:

Directors

Barbara Dennis (Chair)
Richard Armitage
Robert Buckley
Allan Curry
Stan Dawson
Kathryn Ferdinand
Paul Foy
John Hamilton
Valerie Hodge
Peter Mole
Joachim Moussounda Mouanda
Bill Patterson
Jim Willis

Advisers

Bill Fullen	Chief Executive
Jon Mallen-Beadle	Director of Finance
Neil Bouch	Director of Housing Management
Paul Proud	Acting Director of Property and Technical Services
Stuart Gibson	Company Administrator

Apologies for Absence

Pauline Dillon
Sara Woolley

53 MINUTES

The minutes of the last Board Meeting held on 9 July 2009 were approved as a correct record and signed by the Chair, subject to the following amendment to resolution (vi) of Minute 31 – Board Appraisals 2009: -

“That Officers investigate good practice in other ALMOs regarding the removal of directors from office and proposals be presented to Human Resources Committee.”

54 MATTERS ARISING

(a) Board Appraisals 2009

The Chair of the Board has begun carrying out individual appraisals of each director.

(b) Local Lettings Plans – Emmaville / West Acres, East Acres and Deneside Blaydon

The Council has been recommended to approve the continuation of the Local Lettings Plans.

55 COMMITTEE STRUCTURE

The current committee structure was introduced in September 2006 following a review of the structure that had been in place since the company's inception. The 2006 review reduced the Board meeting cycle to two-monthly and reduced the number of committees from seven to four with a quarterly meeting cycle. The four committees at that time were Performance, Human Resources, Value for Money & Audit and Diversity & Access.

The current committees have been very effective in focusing the company's work on priority areas (linked to the KLOE's and inspection). However, the current structure has been in place for three years and the focus on inspection is no longer required (however, the company will need to be in a constant state of readiness as short notice inspections are rolled out). Furthermore, the Tenant Services Authority is currently consulting on a new regulatory framework and as a company will need to consider how best we address the developing standards. One of the strengths of the company's approach to governance has been the ability to change to meet the emerging key issues and to be aligned with the objectives of the company.

The strategic objectives within the business plan have been agreed and it is essential that the Board/committee structure is an integral part of this. Rather than attempting to 'fit' within the existing structure therefore, it is suggested that the committee structure is modernised in order to assist in the realisation of the company's objectives.

An analysis of the balance between decision and information items during 2008/9 was submitted. In addition, 38% of committee reports for decision are referred to the Board for approval. These tend to be Strategy and Policy reports. A more logical approach might be for the Board to receive these reports for decision and then the delivery of any actions flowing from these policies/strategies is monitored as part of the committees' work programme.

In order to support the work of the management team, there is a need to refocus the work of the Board and committees to concentrate effort on where it can have the greatest impact and harness the expertise of board members in a more effective manner.

The development of the board members website provides an opportunity to move the emphasis of the governance framework to one which has earlier input into key decisions. Information items could be posted on the website and thus allow committees and the Board to concentrate on supporting the management team more effectively.

The company faces significant challenges in the next five years. Details of some of the key issues for the company were reported.

In order to give greater focus to these issues, the Business Plan has been developed around three Broad areas: - Customers (Service, Access and Quality); Assets (New build, Repairs, Future Investment) And Resources (Human and Financial).

Clearly the committee structure should be consistent with this business configuration. Whilst the Board/committees need to be involved in this agenda, there is a need to work differently and for the Board to concentrate on these bigger issues and support the Chief Executive and Management Team in delivering this agenda.

It is proposed that in future there should be three committees based on the three broad business areas, meeting on a quarterly basis: -

- Customers and Communities
- Asset Management
- Resources and Audit

Discussions between the Chief Executive and the Chair have identified areas of work that could be dealt with differently for example, performance monitoring is discussed in depth at Performance Committee and then discussed again at the Board. Conversely, there is a significant gap where customer service and repairs service delivery are not adequately considered.

Having considered these issues, details of proposed areas of business that the committees should cover were reported.

Current committee membership comprises six board members per committee, with the quorum being set at one-third of members. This can create a situation where decisions can be made by two board members. It is proposed therefore to expand membership of each committee to eight. Thus the quorum would increase to three.

The opportunity has also been taken to review and update the terms of reference of the committees. The existing terms of reference were adopted at the time of the 2006 review and have essentially remained unchanged since the company was set up. The proposed terms of reference were submitted.

In this model, governance and major policy issues would be dealt with by the Board. Similarly, overall quarterly performance indicator results would be considered by the Board.

It is suggested that the Board continues to meet on its current two monthly cycle.

In order to give the Board opportunity to discuss key issues, it is proposed that appropriate time is set aside for the Board to discuss these issues without the necessity for a formal report. In addition, the ability to hold a single issue meeting as necessary on those months where there is not a formal Board Meeting should be maintained. This approach would allow the Board to have a significant impact prior to a formal report being submitted at a subsequent Board meeting.

There is a need to address the way in which the Board handles strategic employees and Board remuneration issues. A review of senior management salaries has not taken place since before the appointment of the Director of Finance. It is perhaps necessary to consider setting up an Executive Overview Committee. It is suggested that this committee should comprise of the Chair of committees, the Chair and Deputy Chair of the Board. The committee should meet twice or possibly three times a year. Once to consider whether and how to review the market and once to consider specifically the setting of the Chief Executive's salary in the light of organisational performance at the year end. This could also include consideration of the remuneration of other strategic employees and Board Members allowances.

Aligning the work of the Board with the company objectives can help to manage strategic risks more effectively. At some stage shortly there will be a need to consider how the company intends facilitating formal tenant scrutiny in line with the aspirations of the Tenant Services Authority. A report on this matter will be submitted to the Board in due course.

- RESOLVED –
- (i) That the establishment of the new committee structure be approved.
 - (ii) That the terms of reference for the committees be approved.
 - (iii) That the new arrangements be introduced immediately after the 2009 Annual General Meeting.

56 BUSINESS PLAN 2009-13 – FOLLOW-UP CONSULTATION

The Board, at its meeting on 12 May 2009, approved the Business Plan 2009/13, subject to further consultation with those groups involved during its production and the Council being given the opportunity for final comment. At the same meeting the Board also endorsed the Delivery Plan 2009/10, subject to approval by the Council.

All customers and employees who took part in the consultation process were recontacted to advise them that the Board had

approved the Business Plan and to show them how their input had actually made a difference to the final version. They were all invited to make further comment.

Their feedback confirmed that they were happy the changes made to the Business Plan had taken into account what they had said. The Council has also indicated their satisfaction with the Business Plan as approved by Board and following minor amendments (none of which are substantive). Gateshead Council's Cabinet has approved the Business Plan.

Similarly, the Delivery Plan 2009/10 has been approved by Cabinet. There were a number of minor amendments made as a result of discussion with Council officers, again none were substantive.

- RESOLVED – (i) That the information be noted.
- (ii) That final approval be given to the Business Plan 2009/13 and the Delivery Plan 2009/10.

57 REFORM OF COUNCIL HOUSING FINANCE – CONSULTATION PAPER

The Minister for Housing and Planning has issued a consultation paper seeking views on his proposal to dismantle the Housing Revenue Account Subsidy system and replace it with a devolved system of funding which will enable better long term planning. The paper sets out the steps required to do so, together with the timescales on which changes can be made. 17 consultation questions are included in the paper and responses are required by 27 October 2009.

The consultation is the result of detailed investigation into the operation of the Council housing finance system. It has drawn extensively on the input from a variety of organisations and individuals and has been underpinned by a strong evidence base.

An executive summary and the company's response to the consultation questions were submitted.

- RESOLVED – (i) That the response to the consultation questions be approved.
- (ii) That there be a focused discussion on the Reform of Council Housing Finance at the next Board Meeting.

58 THE HOUSING AND REGENERATION ACT 2008 (REGISTRATION OF LOCAL AUTHORITIES) ORDER 2009: CONSULTATION

On 7 August 2009, the Department for Communities and Local Government (CLG) launched a consultation exercise seeking

views on the Government's proposals on a draft order to allow the Tenant Services Authority to register and therefore regulate local authority providers of social housing. Responses to the consultation paper must be submitted by 30 October 2009.

A summary of the consultation document and a proposed response to a series of 10 questions posed by the CLG were submitted.

- RESOLVED – (i) That the information be noted.
- (ii) That the proposed response to CLG be approved.

59 BUILDING A NEW REGULATORY FRAMEWORK – A TENANT SERVICES AUTHORITY DISCUSSION PAPER

On 9 June 2009, the Tenant Services Authority (TSA) launched a discussion paper that sets out their early thinking on how regulation of social housing might work from April 2010 when their new powers are expected to come into force. The discussion paper invited responses to be submitted to the TSA by 8 September 2009.

The Board approved, at its meeting on 9 July 2009, the Chief Executive to act with delegated authority to respond to the discussion paper following consultation with the Chair in advance of the deadline and for a further report to be brought setting out the company's response.

The formal response was sent to the TSA on 26 August 2009, details of which were submitted.

- RESOLVED – (i) That the information be noted.
- (ii) That the formal company response made by the Chief Executive following consultation with the Chair under delegated powers be approved.

60 LOCAL STANDARDS PILOT – A TENANT SERVICES AUTHORITY INITIATIVE TO INVOLVE LANDLORDS IN DEVELOPING AND SHAPING THE NEW REGULATORY FRAMEWORK

In July 2009, the Tenant Services Authority (TSA) invited landlords to work with them to develop and shape the co regulatory approach and the new regulatory framework. Expressions of interest to take part in the Local Standards pilot were invited from landlords by 5 August 2009.

The TSA is looking to establish local standards by April 2010. These local standards will support improvements in performance and be developed jointly with tenants.

Successful pilots will be asked to record, monitor and regularly feedback progress to the TSA including providing interim reports in December 2009 and March 2010 with local standards in place by April 2010. A final report later in 2010 is also expected setting out the details of the impact of agreeing local standards and how the work can be replicated.

The TSA is looking at these pilots to identify ways of grading performance that will best enable comparison across landlords. The TSA is also interested in the role external accreditation can play in assessing a landlord's performance.

All pilot projects must have agreed standards in place by April 2010 and the TSA will ensure that the experiences of the pilots are shared across the sector and best practice is easily replicable.

The company submitted a bid on 5 August 2009. The outcome of the bidding process was announced on 9 September 2009. There were nearly 200 applications for the Pilot and whilst the company's bid was unsuccessful, it is being held on shortlist and should further funding become available it will be contacted in the future.

- RESOLVED – (i) That it be noted that the company is held on a shortlist for the TSA Local Standards Pilot.
- (ii) That an update be received at a future meeting on the development and progress of the TSA's development of local standards.

61 TRANSFER OF ACCOUNTS – FORMER TENANTS' ARREARS

Periodically, the Council transfers former tenants' arrears considered irrecoverable into a debtors account. This entails setting off an amount against the bad debts provision held in the Housing Revenue Account.

The last transfer was effected in March 2009 and amounted to £181,951 owed by 195 former tenants.

During this financial year, the sum of £75,016 has been recovered from former tenants, including £15,924 relating to previously transferred accounts which have been reinstated for recovery purposes.

Using the agreed criteria, it is proposed that 173 cases totalling £196,473 in value should be recommended for transfer.

In 2008/09, 200 cases considered unrecoverable through the internal recovery team and totalling £429,407 were passed to Rossendales Collect Ltd. Rossendales managed to collect £11,031 in 2008/09 and a further £6,233 so far this year from these cases.

Rossendale's fees varied depending on whether they made contact via letter, telephone or visit – but on average were paid 28% of the sum collected. The company has now renegotiated a flat rate of 22%

regardless of their contact method. As a result, the company will be passing more cases regarded unrecoverable or uneconomic to pursue internally as a further stage before being considered for transfer to a debtors account.

RESOLVED – That Gateshead Council be recommended to transfer £196,473 of former tenants' arrears into a debtors account.

62 EVALUATION OF LOCAL LETTINGS PLAN – REGENT COURT, GATESHEAD

The Local Lettings Plan (LLP) at Regent Court has been in operation since May 2008 using the following criteria: -

- New tenancies in Regent Court will be advertised to applicants over the age of 40.
- Existing council tenants within Regent Court who are aged under 40 will be eligible to respond to adverts and seek a transfer within Regent Court subject to their compliance with tenancy conditions.
- In addition it is proposed that properties in the block that have had the benefit of disabled adaptations will not be subject to an age restriction and will be advertised under the HomeChoice scheme to applicants with a medical need.
- The benefits of the Care Call service will be actively promoted to new and existing tenants.
- Once implemented the LLP be subject to a 12-month review undertaken with the involvement of customers and partners.

The impact of the LLP during the first 12 months of its operation has been evaluated. Since its operation, levels of anti-social behaviour have reduced, there has been maintained sustainability and reduced turnover of tenancies, maintained buoyant demand for properties in Regent Court, the provision of dedicated town centre properties for people aged 40 plus and tenants are able to access the Council's Care Line and mobile sheltered scheme officer service.

The introduction of the LLP has helped maintain the long term sustainability of Regent Court and reduced the risk of void loss. Void levels remain very low, there are currently two empty properties in the block, one of which has been allocated and the other is undergoing repair works.

RESOLVED – That the information be noted and the continuation of the Local Lettings Plan at Regent Court be recommended to the Council.

63 DIVERSITY AND ACCESS COMMITTEE

The minutes of the meeting of Diversity and Access Committee held on 29 July 2009 were submitted.

RESOLVED – That the recommendations contained in the minutes be approved.

64 PERFORMANCE COMMITTEE

The minutes of the meeting of Performance Committee held on 16 September 2009 were submitted.

RESOLVED – (i) That the recommendations contained in the minutes be approved.

(ii) That the Board receive a progress report at its next meeting on discussions with the Council regarding the replacement of windows under decent homes.

65 HUMAN RESOURCES COMMITTEE

The minutes of the meeting of Human Resources Committee held on 16 September 2009 were submitted.

RESOLVED – That the recommendations contained in the minutes be approved, subject to the following amendments to the Equal Opportunities and Whistleblowing Policies: -

Equal Opportunities Policy

- Reference to Confidential Reporting Code in the Complaints Procedure is replaced by “Whistleblowing Policy”.

Whistleblowing Policy

- All references to Whistleblowing are consistent throughout the policy (refer to as Whistleblowing and not Whistle blowing).
- Minor amendment within Untrue Allegations section which should read “Employees must not seek personal gain”.

66 BOARD MEETINGS 2010

Proposed Board meeting dates for the calendar year 2010 were submitted.

RESOLVED – That the following schedule of Board Meetings be approved: -

All to begin at 10am
Thursday 21 January 2010
Thursday 11 March 2010
Thursday 13 May 2010
Thursday 8 July 2010
Thursday 23 September 2010
Thursday 11 November 2010.

67 FIRE SAFETY IN MULTI STOREY BLOCKS

On 3 July 2009 at Lakanal House in Camberwell, London, six people lost their lives as a result of a fire. This has raised concerns about fire safety in multi storey properties especially following improvement works. The interim finding of the investigations into the fire was submitted.

The Board was advised of procedures in relation to fire safety in multi storey blocks.

In 2005, The company set up a joint Working Group with the Tyne and Wear Fire Brigade (TWFB). Meetings were held monthly to plan and review fire prevention measures, policies and procedures to increase resident safety and mitigate the ignition and spread of fires.

The fire safety order 2005 has placed the responsibility on the building owner/occupier to assess the fire risk and implement an action plan based on the severity of the risk.

The company carries out annual fire safety inspections of the multi storey blocks along with testing wet and dry risers, fire doors and fire appliances.

In 2005, the company gave all residents fire safety notices with advice on the stay put policy agreed with TWFB. Following the incident at Lakanal House, the company has published and distributed an up to date leaflet reinforcing this advice. A copy of this was tabled.

A joint working agreement was developed in 2008 to formalise this partnership.

In 2008, the company and the TWFB carried out full fire safety audits of multi storey flats and developed an action plan to rectify any building defects and improve the fire rating in communal areas.

The company is part way through upgrading door entry systems to multi storey flats which includes dual smoke and heat alarms. Alarms are linked to the concierge service or to the security control room at Local Environmental Services. In addition, smoke alarms have been installed in communal areas covering bin stores, corridors, fire stairs, plant rooms and lift rooms.

The company is carrying out decent homes improvement works to multi story flats which includes replacing building elements that contain

passive fire protection such as asbestos panels. The company has worked with TWFB to ensure the replacement elements not only maintain the fire protection but where possible improve it.

RESOLVED – That the information be noted.

68 PETITIONS UPDATE

The Board received an update on progress with petitions received since the protocol for the handling of petitions was agreed.

RESOLVED – (i) That the information be noted.

(ii) That Officers involved in dealing with the concerns over the playing field development bordering Dennison and Gilliland and Oliver Crescent be congratulated on their outstanding work.

69 OUTSTANDING ISSUES

The Board was informed of outstanding issues it has requested a further report on.

RESOLVED – That the information be noted.

70 FEEDBACK FROM OUTSIDE BODIES AND EVENTS

RESOLVED – That the Board's appreciation be passed onto officers involved in responding to various consultation documents referred to earlier in these minutes.

71 ITEMS FOR FUTURE AGENDAS

RESOLVED – That a report be submitted to the first meeting of Resources and Audit Committee on the Office of Fair Trading's report on collusion in the construction industry.

72 DATE AND TIME OF NEXT MEETING

The next Board Meeting will be held on Thursday 12 November 2009 at 10am in the Board Room, Keelman House, Fifth Avenue Business Park, Fifth Avenue, Team Valley Trading Estate, Gateshead.

73 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED – That the press and public be excluded from the meeting during consideration of the remaining business in accordance with the indicated categories of the company's Access to Information Rules.

74 MINUTES (Categories 1, 4 and 6)

The minutes of the Board Meeting held on 9 July 2009 were approved as a correct record and signed by the Chair, subject to Robert Buckley and Pauline Dillon's names being removed from the list of those also present.

75 HUMAN RESOURCES COMMITTEE (Categories 1, 4 and 7)

The minutes of the meeting of Human Resources Committee held on 16 September 2009 were submitted.

RESOLVED – That the minutes be noted.

76 INAUGURAL MEETING OF KEELMAN HOMES

The minutes of the inaugural meeting of Keelman Homes held on 9 September 2009 were submitted.

RESOLVED – That the minutes be noted.

77 EMPLOYEE FORUM

The minutes of the meeting of the Employee Forum held on 6 August 2009 were submitted.

RESOLVED – That the minutes be noted.

Report to the Board

12 November 2009



Title: Committee Membership

Report of: Chief Executive

Purpose of Report

1. To seek Board approval of committee membership under the new committee structure.

Background

2. The Board agreed, at its meeting on 24 September 2009, the establishment of three committees based on the three broad business areas meeting on a quarterly basis.
 - Customers and Communities
 - Asset Management
 - Resources and Audit
3. The Board agreed that the membership of each committee be increased to eight and the quorum increase to three.
4. The Board also agreed the establishment of an Executive Overview Committee to handle strategic employee and Board remuneration issues. This will comprise of the Chair and Deputy Chair of the Board and committees Chairs.

Membership of Committees

5. Every Director has been consulted on their preferred committee(s). The proposed membership is attached at the Appendix to this report. Every Director has been appointed to their first choice committee.
6. A number of Directors have been appointed onto two committees. Directors only appointed to one committee were consulted and in agreement.
7. In order to appropriately balance each committee between each of the three constituencies, the membership has been increased to nine on two of the committees.

Link to values

8. This report relates to the company value of being positive and responsive – constantly striving to achieve excellence.

Impact on tenants

9. Improved committee reporting arrangements will enhance and support service delivery that tenants receive.

Risk Management Implications

10. Aligning the work of the Board with the company objectives can help to manage strategic risks more effectively.

Financial Implications

11. There are no financial implications arising from this report.

Equalities and Diversity Implications

12. The timing and format of meetings will aim to ensure that all Directors can contribute effectively.

Value for Money implications

13. There are no value for money implications arising from this report.

Consultation carried out

14. Every Director has been consulted on their preferred committee.

Recommendations

15. The Board is recommended to
 - approve the committee membership;
 - review the membership and the committees' effectiveness after one year of operation.



The Gateshead Housing Company

Working with Gateshead Council

COMMITTEE MEMBERSHIP

Customers and Communities

Robert Buckley
Joachim Mouanda
Bill Patterson
Jim Willis
Valerie Hodge
Kathryn Ferdinand
Pauline Dillon
Paul Foy
John Hamilton

Assets

Peter Mole
Pauline Dillon
Kathryn Ferdinand
Robert Buckley
Jim Willis
Bill Patterson
Allan Curry
Sara Woolley
Stan Dawson

Resources and Audit

John Hamilton
Peter Mole
Stan Dawson
Joachim Mouanda
Richard Armitage
Allan Curry
Sara Woolley
Paul Foy



Report to the Board

12 November 2009

Title: Governance Improvement Plan 2010

Report of: Director of Finance

Purpose of Report

1. To agree a Governance Implementation Plan 2010, which has been produced following assessment of a Governance Review Matrix issued by the Board Development Agency (BDA).

Background

2. The BDA has produced a Governance Review Matrix. The purpose of the matrix is to assess how well an organisation is performing in governance and to assist in the development of a Governance Implementation Plan.
3. The Matrix is split into the following eight requirements: -
 - Vision, values and purpose
 - Goals setting and performance monitoring
 - Governance structures and processes
 - Policy development
 - Internal audit and scrutiny (probity and accountability)
 - Personal people and membership
 - Support services
 - Meeting community leadership standards.
4. Each requirement is split into a number of sections and a series of questions. The BDA scores the organisation from excellent to poor for each of the sections and then gives an overall score in governance. The results can then be used to inform the development of a Governance Improvement Plan to bridge the gaps and try to achieve excellence.
5. The Company Administrator has completed the Matrix and the company has been assessed as achieving best practice. A Governance Improvement Plan has been produced and it is proposed that this be used to inform the 2010 Governance Review. The Plan is attached at the Appendix to this report.
6. The Matrix will be reassessed following implementation of the actions identified in the Plan.

Link to Values

7. This report is in line with the following values of the company: -
- Being honest, accountable and transparent
 - Being a listening and learning organisation.

Financial Implications

8. There are no financial implications directly arising from this report.

Impact on tenants

9. An effective Board will have a positive impact on tenants.

Risk Management Implications

10. Board capability has been identified as a strategic risk with a high impact. The successful implementation of the Governance Implementation Plan will reduce the risk.

Equalities and Diversity Implications

11. Specific actions around equality and diversity have been identified in the Governance Improvement Plan.

Value for Money Implications

12. Actions have been identified in the Governance Improvement Plan to assess whether the company offers value for money in areas of governance.

Consultation carried out

13. The BDA has assessed the Governance Review Matrix and scored the company as providing best practice in governance. It will be necessary to research best practice in other organisations when implementing some of the actions identified in the Governance Improvement Plan.

Recommendations

14. It is recommended that
- the Governance Implementation Plan 2010 be approved;
 - the Plan be used to inform the 2010 Governance Review;
 - the Plan be monitored by Resources and Audit Committee.

Governance Improvement Plan 2010

Service Area Priority		Intended Outcome		CMT Lead	Business Plan Objective
Succession Planning		To ensure that when Board Members step down, a suitable pool of replacements is in place		Jon Mallen-Beadle	Resources
Action	Frequency	Lead Officer	Target date for Implementation	Comment	
Produce Board Succession Plan / Recruitment and Renewal Policy	Review Annually	Stuart Gibson	February 2010	Report to January 2010 Board Meeting	
Publish Plan on company website	Annual	Stuart Gibson	February 2010		
Make better use of Board Skills Audit	-	Stuart Gibson	July 2010		
Use skills audit to assess who serves on what committee	Annual	Stuart Gibson	November 2010	Report to November 2010 Board reviewing committee membership	
Set targets for recruitment of Board Members from under-represented groups	Annual	Stuart Gibson	April 2010	Currently baseline year	
Carry out series of 'outreach' events to publicise the work of the company and how to become a Board Member	-	Stuart Gibson	December 2010		

Service Area Priority		Intended Outcome		CMT Lead	Business Plan Objective
Board Appraisal and Development		To identify future collective and individual development needs of the Board and give feedback on performance		Jon Mallen-Beadle	Resources
Action	Frequency	Lead Officer	Target date for Implementation	Comment	
Consider introduction of 360 degree appraisals from 2010	Annual	Stuart Gibson	September 2010	Report to January 2010 Board Meeting	
Carry out adhoc observation exercises to show that the Board is a true sounding Board with an operational focus	Annual	Stuart Gibson	September 2010	Results to be linked to 2010 Board appraisal process	
Carry out adhoc observation exercises to show that the Board is 'team aware' and understands team roles	Annual	Stuart Gibson	September 2010	Results to linked to 2010 Board appraisal process	
Research cost benefits of offering coaching to individual Board Members	-	Stuart Gibson	June 2010		
Use training audit periodically to test effectiveness of development activity	-	Stuart Gibson	December 2010	Make better use of evaluating Board training events	
Carry out impact assessment of induction process	-	Stuart Gibson	-	Mini-appraisal of new Board Members by Chair after six months in position	

Service Area Priority		Intended Outcome		CMT Lead	Business Plan Objective
Resident Scrutiny		To provide a “critical friend” challenge by an independent panel of residents to the Board		Jon Mallen-Beadle	Customers
Action	Frequency	Lead Officer	Target date for Implementation	Comment	
Consider the establishment of a Resident Scrutiny Panel	To be agreed if established	Stuart Gibson	December 2010	Report to Board following introduction of TSA Governance Standards	

Service Area Priority		Intended Outcome		CMT Lead	Business Plan Objective
Declaring Interests at Board and Committee Meetings		To ensure no Board Member is using their position to obtain a personal or business gain		Jon Mallen-Beadle	Resources
Action	Frequency	Lead Officer	Target date for Implementation	Comment	
Declarations of interest be declared at the beginning of every Board and committee meeting	Every Board and Committee meeting	Stuart Gibson	With immediate effect	Standing item at start of all future Board and committee agendas	

Service Area Priority		Intended Outcome		CMT Lead	Business Plan Objective
Agenda Setting		To be able to plan agendas more effectively		Jon Mallen-Beadle	Resources
Action	Frequency	Lead Officer	Target date for Implementation	Comment	
Annual plan of meetings with themed subject matters programmed in	Annual	Stuart Gibson	January 2010		

Service Area Priority		Intended Outcome		CMT Lead	Business Plan Objective
Agenda Setting		To be able to plan agendas more effectively		Jon Mallen-Beadle	Resources
Action	Frequency	Lead Officer	Target date for Implementation	Comment	
Chairs to drive and set agendas with help from Chief Executive	Every Board and committee meeting	Stuart Gibson	January 2010	Board and committee agendas to be agreed with Board and committee chairs prior to distribution	

Service Area Priority		Intended Outcome		CMT Lead	Business Plan Objective
Payment of Board Members		To carry out the annual review of payment of Board Members to ensure it is still appropriate / Board Members remunerated at correct levels		Bill Fullen	Resources
Action	Frequency	Lead Officer	Target date for Implementation	Comment	
Carry out review of payment of Board Members	Annual	Jon Mallen-Beadle	December 2010	Independent Remuneration Panel be requested to undertake review next year	

Service Area Priority		Intended Outcome		CMT Lead	Business Plan Objective
Audit Committee		To ensure all committee members understand their role on the Audit Committee		Jon Mallen-Beadle	Resources
Action	Frequency	Lead Officer	Target date for Implementation	Comment	
Annual training on the role of the Audit Committee (Resources and Audit) with a brief to encourage continuous improvement	Annual	Stuart Gibson	February 2010	To be carried out by external provider late 2009 / early 2010	
Review of effectiveness of Audit Committee (Resources and Audit) and publish results	Annual	Stuart Gibson	July 2010	To be carried out by External Auditors	
Annual Audit Plan to be driven by Business Plan	Annual	Stuart Gibson	April 2010		

Service Area Priority		Intended Outcome		CMT Lead	Business Plan Objective
E-Governance		To make better use of the electronic technology available		Jon Mallen-Beadle	Customers; Resources
Action	Frequency	Lead Officer	Target date for Implementation	Comment	
Consider options for the introduction of E-Governance	Annual	Stuart Gibson	October 2010		

Service Area Priority		Intended Outcome		CMT Lead	Business Plan Objective
Scheme of Delegations		To ensure that delegations are distributed at appropriate levels within the organisation		Jon Mallen-Beadle	Resources
Action	Frequency	Lead Officer	Target date for Implementation	Comment	
Annual review of Scheme of Delegations	Annual	Stuart Gibson	November 2010		
Scheme of Delegations to be published annually	Annual	Stuart Gibson	December 2009	Publish Governance Handbook on company website	

Service Area Priority		Intended Outcome		CMT Lead	Business Plan Objective
Raising Board Profile		Raising the profile of the Board within the company		Jon Mallen-Beadle	Resources
Action	Frequency	Lead Officer	Target date for Implementation	Comment	
Programme of activities to enable productive contact between the Board and employees		Stuart Gibson / Louise Taylor	May 2010		

Service Area Priority		Intended Outcome		CMT Lead	Business Plan Objective
Review of Board Structure		To have a Board that is fit for the future		Jon Mallen-Beadle	Resources
Action	Frequency	Lead Officer	Target date for Implementation	Comment	
Carry out analysis of whether Chief Executive and other officers should be Board Members	-	Stuart Gibson	December 2010		

Service Area Priority		Intended Outcome		CMT Lead	Business Plan Objective
Review of Board Structure		To have a Board that is fit for the future		Jon Mallen-Beadle	Resources
Action	Frequency	Lead Officer	Target date for Implementation	Comment	
Review of Board and committee structure	Annual	Stuart Gibson	December 2010	Review to see how “new” Board/committee structure is working	

Service Area Priority		Intended Outcome		CMT Lead	Business Plan Objective
Price of Governance		To determine whether governance is providing value for money		Jon Mallen-Beadle	Resources
Action	Frequency	Lead Officer	Target date for Implementation	Comment	
Calculate the price of governance and whether it provides value for money	Annual	Stuart Gibson	April 2010		

Service Area Priority		Intended Outcome		CMT Lead	Business Plan Objective
Governance Reviews		To improve performance in governance within the company		Jon Mallen-Beadle	Resources
Action	Frequency	Lead Officer	Target date for Implementation	Comment	
Governance to be reviewed annually	Annual	Stuart Gibson	August 2010		
Review Governance Improvement Plan annually	Annual	Stuart Gibson	November 2010	Quarterly progress reports to Board	

Service Area Priority		Intended Outcome		CMT Lead	Business Plan Objective
Governance Reviews		To improve performance in governance within the company		Jon Mallen-Beadle	Resources
Action	Frequency	Lead Officer	Target date for Implementation	Comment	
Publish Governance Improvement Plan	Annual	Stuart Gibson	November 2010		

Report to Board

12 November 2009



Title: Audit Commission Inspection Recommendations – Progress Update

Report of: Chief Executive

Purpose of Report

1. To update the Board of the company's progress in responding to the five formal recommendations made by the Audit Commission's Housing Inspectorate in their report of February 2009 following their on-site inspection between 17 and 28 November 2008.

Background

2. At its meeting on 12 May 2009 the Board noted the company's formal response to the inspection report and recommendations that had been sent to the Audit Commission on 8 April 2009. That response also included a progress report against each of the recommendations, three of which were due for delivery by May 2009 and the remaining two by September 2009.
3. The five recommendations were as follows: -
 - R1 – Improve access to services by ensuring customers can report repairs by telephone quickly and efficiently. To be implemented by May 2009.
 - R2 – Maintain high environmental standards by ensuring customers and neighbours keep their gardens tidy and clear of bulky waste and rubbish. To be implemented by May 2009.
 - R3 – Improve income from tenants by collecting a greater proportion of the rent arrears owed by former tenants; identifying and adopting good practices to reduce the numbers of tenants leaving property owing rent and improving the level of arrears collected from those who do. To be implemented by September 2009.
 - R4 – Improve the provision of information to customers by setting challenging standards and responding quickly to customers who complain, acknowledging the complaint where an immediate response cannot be made and keeping customers up-to-date with progress; measuring customer satisfaction with services in all service areas using the information to improve services and providing feedback; measuring performance achieved against agreed service standards in all areas

and providing regular reports to customers, the Board and managers. To be implemented by May 2009.

- R5 – Ensure decisions are taken on the future of low demand sheltered housing schemes by ensuring the Council has the necessary information it needs on current and potential future demand, on the condition of stock and the cost to bring it up to a sustainable level; considering alternative options and models fully; setting clear dates when decisions will be taken by. To be implemented by September 2009.

Summary

4. All five of the inspection recommendations were due to be implemented by September 2009 and a summary of progress made and outcomes achieved against each recommendation is set out in the attached appendix to this report.
5. Of the three recommendations due for delivery by May 2009, (Recommendations 1, 2 and 4), recommendations 1 and 2 are felt to be fully delivered although further ongoing improvements are continually being sought. The issues around recommendation 4 have changed since the Audit Commission made the recommendation in February 2009 as a result of the emergence of the Tenant Services Authority (TSA) as proposed regulator for ALMOs and it now requires a more radical review than was originally envisaged. That work is ongoing with much of the recommendation having been delivered but more yet to complete.
6. The remaining two recommendations, due for delivery by September 2009, (Recommendations 3 and 5) are essentially complete as far as is possible. Recommendation 5 relies in part on the Council for full completion. Neither is yet able to demonstrate a great deal by way of outcomes although there are some promising early signs of improvement performance regarding Recommendation 3.

Link to values

7. This report is in line with the following values of the company:
 - Being a listening and learning organisation
 - Being honest, accountable and transparent
 - Being motivated, trained and committed
 - Being customer focused, innovative and professional
 - Being caring and respecting
 - Embracing equality
 - A commitment to all our employees

Impact on tenants

8. Learning from the inspection process and implementation of the recommendations will ensure that future service improvements are customer focussed.

Risk Management Implications

9. Failure to sustain service improvements had previously been identified as a strategic risk with medium probability and high impact. Delivering against the

recommendations contained in the Audit Commission inspection report will help manage that risk.

Financial Implications

10. There are no financial implications arising directly from this report.

Equality and Diversity Implications

11. There are no equality or diversity implications arising directly from this report.

Value for Money implications

12. There are no value for money implications arising directly from this report.

Consultation carried out

13. No additional consultation was necessary in preparing this report update. The final delivery of Recommendation 5 will require separate consultation.

Recommendation

14. The Board is asked to note this report.

**The Gateshead Housing Company
Audit Commission Inspection Recommendations
October 2009 Update**

R1 – Improve access to services by ensuring customers can report repairs by telephone quickly and efficiently. To be implemented by May 2009.

There are two main outcomes required from this recommendation:

- Reducing the waiting time for customers to access the repairs service
- Increased levels of customer satisfaction

Following inspection, interim management arrangements were put in place, including a third Supervisor and an additional six Customer Services Assistant posts were introduced. All temporary posts initially scoped for a six-month contract have also been made permanent. Improved use of comfort messages and telephony options were introduced to ensure customers knew their expected length of wait and they were also given the opportunity to leave a message that would be responded to within two hours.

Staff training has been improved and call monitoring introduced. Regular customer contact days have been introduced to monitor and reduce avoidable contact which in turn frees up employees to better respond to repair reports from customers.

A number of other enhancements to day to day procedures have also been implemented including minimum staffing levels, seating arrangements, a contingency 'bank' of staff for peak periods and partnership and team meetings to share best practice and key messages.

The percentage of calls answered has increased from 59% in April 2008 to 95.68% by October 2009 with the average time taken to answer customer calls falling from 8 minutes 4 seconds in April 2008 to 23 seconds by October 2009. Overall satisfaction with the repairs service has increased from 93.34% in April 2008 to 97.06% by October 2009.

R2 – Maintain high environmental standards by ensuring customers and neighbours keep their gardens tidy and clear of bulky waste and rubbish. To be implemented by May 2009.

There is one main outcome required from this recommendation:

- By making services more accessible and responsive, people will be able to take more pride in their neighbourhood and feel safer

The company has reviewed its approach to overgrown gardens and bulky waste and has worked with the Council to re-examine the responsiveness of the bulky waste service. We have improved our publicity and information on

the website about bulky waste services and customers can now also report issues on line as well as through the more conventional channels.

Management of casework regarding unsatisfactory gardens has been improved through the development of updated procedures that now include managing bulky waste in other tenures as well as for the properties we manage. Quality checks on the management of gardens/bulky waste cases are now carried out as part of our Performance Management Framework system that proactively checks to ensure that service delivery remains at a high standard and that reported cases are being progressed appropriately.

The company's garden scheme capacity has been increased to 900 for 2009/10. In partnership with the Council we have successfully operated the annual garden competition and the winners have been notified to all customers through our October tenants' newsletter.

R3 – Improve income from tenants by collecting a greater proportion of the rent arrears owed by former tenants; identifying and adopting good practices to reduce the numbers of tenants leaving property owing rent and improving the level of arrears collected from those who do. To be implemented by September 2009.

There are two main outcomes required from this recommendation:

- Reducing the amount of former tenant arrears created by tenants leaving properties owing rent
- Recovering a greater proportion from those tenants that do leave with arrears

The first desired outcome relates more to the management of current tenants, which we had already been prioritising, but now with a specific focus on those tenants who give notice to terminate. Our performance has continued to improve with ongoing reductions in levels of current rent arrears and reductions in the amount of debt left at tenancy termination.

Comparing the end of September 2009 with September 2008:

- Current rent arrears have reduced by £507,875 to £2,072,490
- 8,353 tenants have some level of arrears (40% of tenants) compared to 10,717 the previous year (50% of tenants)
- Despite an increase in terminations this year, new former tenant arrears created by tenancy terminations has reduced from £377,684 to £299,116
- The average amount of new former tenant debt has reduced from £432 to £330.

The second outcome is specifically about former tenants. To implement this part of the recommendation we have expanded the specialist Former Tenant Team with the addition of three new posts. The additional employees joined the team in August, and the team now consists of:

- Former Tenant Manager (new post)
- Former Tenant Legal Recovery Officer
- 3 x Former Tenant Officers (including 2 x new posts)

In 2008/09 around £178,000 was collected from former tenants. Anticipating the increase in staffing resources, a collection target of £240,000 was set at the beginning of 2009/10 in expectation that the expanded team would deliver increased collections in Quarters 3 and 4.

Collections in Quarters 1 and 2 of this year are in line with the profiled target and stand at £82,284. By October the expanded team had begun to demonstrate the anticipated improvements in performance.

- In Quarter 1, weekly collection levels averaged £3,017 which had increased to £3,311 by Quarter 2
- In October, with the new team all fully trained, weekly collections averaged £6,624, taking the total collected to date up to £108,780

The annual target will be achieved if this performance can be sustained for the rest of the year.

R 4 – Improve the provision of information to customers by setting challenging standards and responding quickly to customers who complain, acknowledging the complaint where an immediate response cannot be made and keeping customers up-to-date with progress; measuring customer satisfaction with services in all service areas using the information to improve services and providing feedback; measuring performance achieved against agreed service standards in all areas and providing regular reports to customers, the Board and managers. To be implemented by May 2009.

There are three main outcomes required from this recommendation:

- Setting challenging standards for dealing with complaints
- Measuring customer satisfaction in all services and providing feedback
- Measuring performance against service standards in all areas and providing feedback to the board, managers and customers

We introduced a more challenging target of 10 days in April 2009 which reduced the previous target by half and are now in line with industry standards. We developed a new complaints procedure and recording system and provided training for all members of staff in that new system. Performance against targets is proactively managed with new reports available to monitor compliance for all key stages. The average time now taken to respond to complaints is between five and six days. Future

developments include the consideration of CRM to record and monitor complaints to further increase efficiency and outcomes for customers.

Our Annual Survey of tenants and leaseholders, together with service specific surveys, meant that we were already able to measure customer satisfaction in almost all of our key service areas including;

- Estate Management
- Rent and Income
- Customer Involvement
- Lettings and Voids
- Furnished Tenancies
- Older Persons
- Responsive Repairs
- NRT/ASB
- Customer Services
- Caretaking, Concierge and Cleaning Services
- Leasehold Services
- Decent Homes Service
- Complaints
- Gas Servicing (Including Solid Fuel)

Although we provide feedback to customers via the tenants' newsletter and on the company website, we are currently undertaking a full review of our current methods for capturing, measuring and reporting customer satisfaction that will seek to avoid customer overload and unnecessary capture yet aim to incorporate pinch-point measurement where appropriate. We will also review the use of our website and Intranet to make sure that performance and outcomes are more widely available to both customers and employees.

Although the company does have a suite of measurable service standards for most areas of service, performance reporting against those service standards is not as broad or consistent as it needs to be and perhaps doesn't include all of the key issues that tenants see as priorities. In addition, if the Tenant Services Authority (TSA) does indeed begin to regulate ALMOs from April 2010, we need to ensure that each potential area of service likely to be selected for Short Notice Inspection has a number of key service standards and key performance indicators that we can collect and report against. In addition there will be further requirements from National and Local Standards that the TSA intends to make provision for.

We are currently carrying out a full review of our existing approach to service standards that will include a formalised response mechanism to Board, Managers and Customers. This goes well beyond the requirements of the inspection recommendation which, at the time it was written, didn't address future TSA requirements which even now are still subject to consultation by the regulator.

R5 - Ensure decisions are taken on the future of low demand sheltered housing schemes by ensuring the Council has the necessary information it needs on current and potential future demand, on the condition of stock and the cost to bring it up to a sustainable level; considering alternative options and models fully; setting clear dates when decisions will be taken by. To be implemented by September 2009.

There are three main outcomes required from this recommendation:

- Difficult decisions will be able to be taken in the light of available options
- There will be clarity around future proposals
- Investment decisions can be taken

In partnership with Gateshead Council a forward plan has been developed for sheltered schemes based on demand, condition and the cost to bring them up to a sustainable level. The Council's Cabinet recommended that this should be taken forward in two separate phases.

Consultation for Phase one is now complete and included undertaking a consultation exercise and developing a communication plan for tenants, their families, advocates and carers. Cabinet recommended that Decent Homes work be completed at one of the schemes and an option appraisal should be carried for the remaining schemes in phase one. A separate report regarding this is to be presented to Board for consideration and, subject to that, further consultation with tenants may be necessary.

Consultation on phase two of the programme will begin in January 2010.

Report to the Board

November 2009



Title: Management Orders

Report of: Chief Executive

Purpose of Report

1. To seek approval to undertake the management of private rented stock under Gateshead Council's duties and powers to make Management Orders.

Background

2. Management Orders were introduced by the Housing Act 2004. They provide Local Authorities with the ability to manage private rented stock in exceptional circumstances where the authority determines that a private landlord is unable to manage property effectively.
3. The Housing Act 2004 introduced two types of orders:
 - Interim Management Orders (IMO's) or
 - Final Management Orders (FMO's)
4. An IMO transfers the management of a residential property to the Local Authority for a period of up to 12 months. The IMO allows the Local Authority to carry out the landlord function including collecting rent, undertaking property repairs and ensuring the tenancy is maintained to an acceptable standard.
5. Under an IMO the Local Authority must pay the relevant landlord any surplus income over expenditure accrued during the period the IMO is in force.
6. The Local Authority must implement an IMO in areas where Private Landlord Licensing is in place and the current landlord does not have a licence and either:
 - there is no reasonable prospect of the landlord obtaining a licence; or
 - the health and safety and welfare of the occupants need to be protected
7. Gateshead Council currently operates a selective landlord licensing scheme in the Sunderland Road area of the borough. In addition, ministerial approval has been granted to introduce a similar scheme in the Chopwell River Streets area, effective from 11 January 2010.

8. A FMO cannot be made unless immediately beforehand an IMO or another FMO was in force. A FMO lasts for a maximum of five years.
9. The Housing Act 2004 allows a Local Authority to contract out the housing management function under the duties and powers of IMO's and FMO's.

Summary

10. Currently, Gateshead Council has not identified any properties that they wish to exercise their duties and powers under IMO's or FMO's.
11. However, Gateshead Council has asked us to consider undertaking the landlord function on their behalf in circumstances where IMO's or FMO's would be required.
12. Work has commenced to develop the management arrangements with the Council in the event that they have a need to exercise their duties and powers under IMO's or FMO's.
13. A summary of the functions we would undertake under any IMO would be as follows:
 - General tenancy management
 - Managing the tenancy agreement
 - Receiving rental and service charge payments from tenants and passing these onto the Council
 - Arranging repairs and gas servicing
 - Managing any void property period
 - Visiting tenants in their home

Links to Values

14. This report links to the following company values :-
 - Being a listening and learning organisation
 - Being customer focused, innovative and professional

Impact on Tenants

15. There is no impact for existing tenants arising from this report.

Risk Management Implications

16. We have identified one employee to coordinate the work in the event that the Council seek to implement an IMO and ask us to undertake the management. This will ensure that the risks regarding the management of the IMO are minimised.
17. A property management agreement would need to be in place between the Council and the company to cover the management of the IMO. This agreement will be the subject of discussions with the Council's Legal Services in order to minimise the risks to the company associated with entering into this new area of

operation. The agreement will also need to satisfy the Council regarding the level of service to be provided by us when managing any IMO.

18. Discussions are underway with the Council to develop a property management agreement in the event that they have a need to use their duties and powers under IMO's.

Financial Implications

19. A property management fee for TGHC will be negotiated at the time of entering into any IMO agreement with Gateshead Council.
20. The property management agreement will enable repair and other costs associated with the management of the IMO to be recovered from the rental income or by the Council placing a charge on the property. The property management fee will include a fee to cover our own costs plus an agreement that any expenditure including repair costs are recoverable together with a 10% levy to cover our administration costs
21. The property management fee and other income due to TGHC will be reviewed by mutual agreement at the end of any IMO.

Value for Money Implications

22. The delivery of management services to IMO properties will be undertaken within existing resources.
23. The successful delivery of this project will allow us to develop new service models for the business as well as extending opportunities to generate additional income.

Equality and Diversity

24. There are no Equality and Diversity implications associated with this report.

Consultation

25. Consultation with the Council has been carried out on the development of this new venture including a discussion on the draft property management agreement which seeks to minimise the risks identified for both the company and the Council.

Recommendations

26. It is recommended that

- the request from the Council that TGHC provide tenancy management services to private rented properties in the event that the Council decide to make use of its duties and powers under IMO's and FMO's is approved;
- the Chief Executive is given delegated authority in conjunction with the Chair to approve the management of private rented stock on behalf of Gateshead Council (for a fee to be agreed) using Management Orders should the opportunity arise.



Report to Board

12 November 2009

Title: Performance – Second Quarter 2009/10

Report of: Chief Executive

Purpose of Report

1. To inform the Board of the Second Quarter 2009/10 performance results.

Background

2. The Appendix contains the table of results. The results are colour coded comparing performance against 2009/10 targets and 2008/09 year-end performance. The table also includes performance trends and where applicable quartile positions, calculated by the Audit Commission comparing performance with Metropolitan authorities and quartile positions calculated by HouseMark comparing performance with ALMOs. CPA lower and upper thresholds are also shown.

Summary

3. Compared to targets for the year performance has improved in a number of important areas.
4. At the end of the second quarter:
 - 19 indicators are traffic lighted green and are achieving their annual targets.
 - Four indicators are traffic lighted amber and were not on target. However performance has improved compared to 2008/09.
 - One indicator is traffic lighted red and is not on target and performance has fallen compared to 2008/09.
 - Nine indicators are not traffic lighted because 2009/10 is their baseline year or because they will be reported later in the year.
5. 19 indicators are currently achieving their quarterly/annual target:
 - BVPI 66 a) - % of rent collected
 - BVPI 66d) - % of tenants evicted as a result of rent arrears
 - BVPI 212 - Average time taken to re-let local authority housing
 - M1 - Rent arrears of current tenants as a proportion of the authorities rent roll
 - M2 - % Rent lost through properties being empty
 - M3 b - % completion of safety checks on solid fuel appliances

- M4 - % of tenants satisfied with the repairs service
 - M6 - Former tenant arrears as a % of rent roll
 - M7 - Former tenant arrears transferred to a sundry debtors account
 - M9 - Satisfaction with investment programme
 - M10 - % of emergency repairs carried out within timescale
 - M11 - % of urgent repairs completed within timescale
 - M12 - % of routine repairs completed within timescale
 - New M13 - % total repairs completed within target
 - M16 - Proportion of expenditure on emergency and urgent repairs compared to non-urgent repairs
 - M21 - Service charge income collected
 - M22 - Major works income collected
 - Local G25 - % of repair appointments made and kept
 - H4 - Urgent repairs completed within Government timescales
6. Four indicators did not achieve their target however performance has improved compared to 2008/09:
- BVPI66 b) - % tenants with over 7 weeks gross arrears
 - BVPI 66c) - % of secure tenants in arrears that have had a NOSP served
 - BVPI 63 - Energy efficiency of dwellings
 - H5 - Average days to complete non-urgent repairs
7. One indicator is traffic lighted red:
- M3a - % of properties with a current annual gas service.
8. Nine indicators were not traffic lighted as 2009/10 is a baseline year or they will be reported later in the year or the following year (STATUS survey):
- NI 158 - % of non-decent council homes
 - BVPI 184b - Change in non-decent stock over the year
 - M14 - Average end to end repair time
 - M15 - % repairs completed right first time
 - M18 - % satisfied with the way ASB complaint was dealt with
 - M19 - % satisfied with the outcome of the ASB complaint
 - M20 - % of ABS cases resolved
 - NI 160 - satisfaction with landlord services
 - BVPI 75 - satisfaction with the opportunities for participation
9. The analysis therefore indicates that performance relating to 23 out of the 24 performance indicators that can be traffic lighted is on target or improving.
- Link to values**
10. This report is aligned to the following company values: -
- Being honest, accountable and transparent
 - Being customer focused, innovative and professional

Impact on tenants

11. Company performance has an impact on the quality of services we provide to customers.

Risk Management Implications

12. Performance improvement is a priority for the company and we are required to report performance as part of the Management Agreement with the Council.

Financial Implications

13. There are no implications arising from this report.

Equality and Diversity Implications

14. There are no implications arising from this report.

Value for Money implications

15. Performance against target provides an indication of value for money.

Consultation carried out

16. There was no consultation carried out relating to this report.

Recommendations

17. The Board is recommended to:
 - note the performance information included in this report;
 - make comments on areas of performance where improvement is considered to be a requirement.



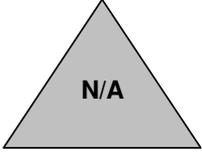
TGHC Performance Summary April - September 2009/10

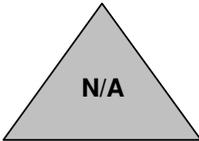
Services	On Target	Improved	Not on Target	Not yet measurable
Repairs	8	1		2
Decent Homes	1			2
Lettings & Voids	2			
Rent	5	2		
Gas Servicing	1		1	
Energy Efficiency		1		
NRT				3
Leasehold	2			
Satisfaction				2
Total - August	19	4	1	9

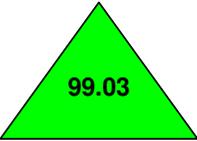
How we compare with others:

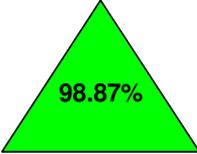
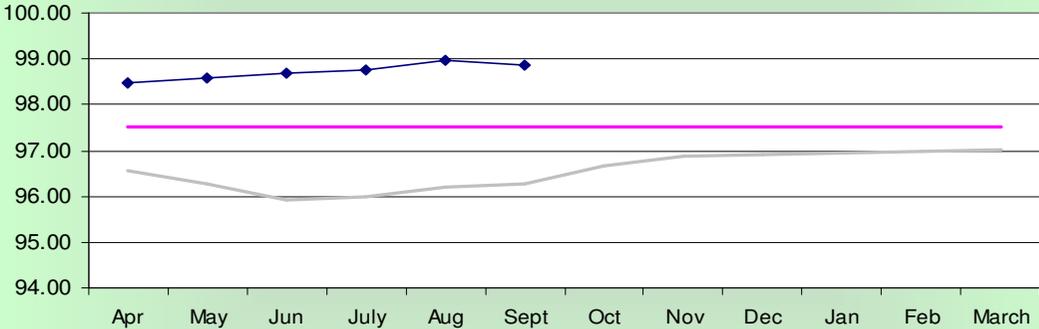
	Audit Commission		HouseMark		CPA		
	Q1	Q2	Q1	Q2	Q1	Q2	
Top Quartile	1		5	4	Upper	2	2
Quartile 2	3	5	3	4	Middle	3	3
Quartile 3	0		5	7	Lower	0	
Bottom Quartile	1		2	1			

TGHC Performance Against Second Quarter 2009/10

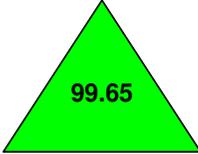
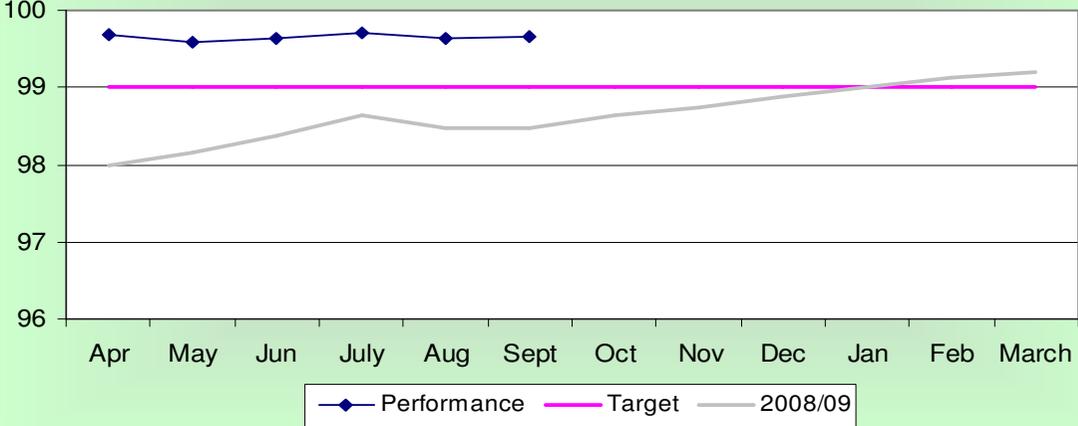
Traffic Light Key				Trend Key: indicates the number of months performance has improved, deteriorated or remained unchanged		
Achieving Target 	Not on target but improved on 08/09 	Not on target & worse than 08/09 	Information not yet available 	Improving 	Unchanged 	Deteriorating 
BV Indicator Quartiles – Current Performance compared to 2007/08 Audit Commission / Most recent HouseMark Quartiles						
Top Quartile 	Quartile 2 	Quartile 3 	Bottom Quartile 			
Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s
Decent Homes						
New NI 158: % of non-decent council homes	2008/09 13.72% 2007/08 24.63% 2006/07 36.09%	7.11%	 N/A	N/A		At the start of the year 2,945 properties were non-decent compared to total stock of 21,471. During the year we plan to make 1,418 non-decent properties decent. Taking into account stock reduction it is projected that we will have approximately 1,513 non-decent at the end of the year against a projected year-end stock figure of 21,271. So far this year 448 non-decent properties have been made decent. HouseMark 2008/09 Quartiles Top 5.26 Median 16 Bottom 40.54 CPA Upper 16% Lower 47% Targets 2009/10 7.11% 2010/11 2.44% 2011/12 0.0%

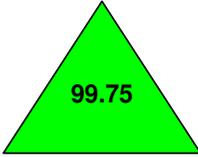
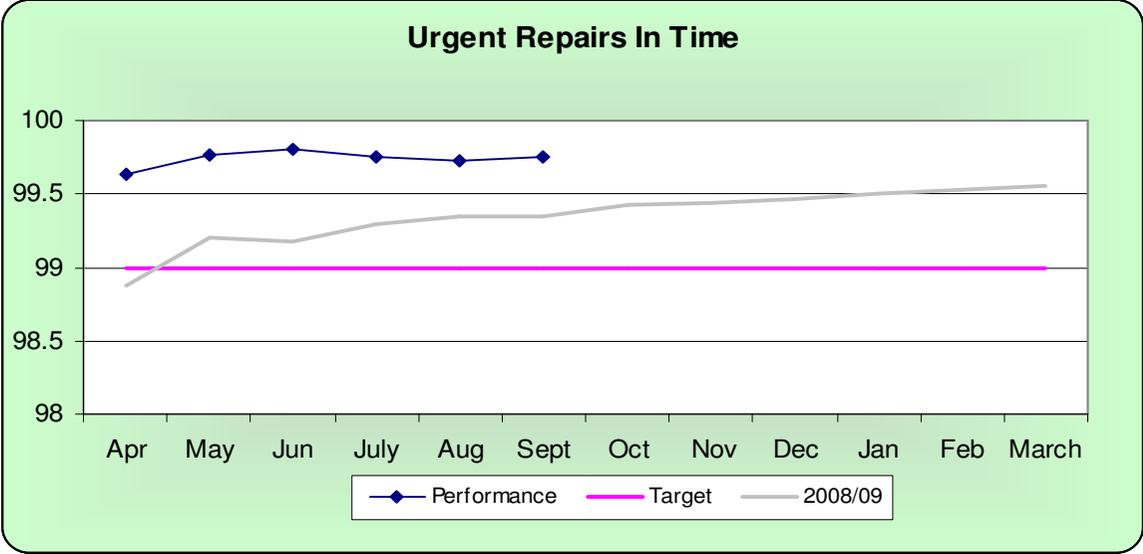
Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s
Decent Homes						
Old BVPI 184b: % change in non-decent stock over year	2008/09 30.19% 2007/08 22.20 % 2006/07 32.81 %	49%	 N/A			<p>At the start of the year 2,945 properties were non-decent. So far this year 448 of these have been made decent.</p> <p>Comparison Audit Commission 2007/08 Quartiles Top 29.7 Median 22.1 Bottom 12.6</p> <p>HouseMark 2008/09 Quartiles Top 34.85 Median 22.60 Bottom 11.20</p> <p>CPA Upper 23.8%-100% Lower 3.5%</p> <p>Targets 2009/10 49% 2010/11 66% 2011/12 100%</p>

Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s																				
Decent Homes																										
M9- Satisfaction with investment programme	2008/09 97.22 2007/08 8.13 2006/07 8	97.50%	 99.03	N/A	N/A	<p>Performance improved compared to the first quarter (98.9%). We had anticipated that reduction to scope of works would cause a decrease in satisfaction but it appears that this may not be the case. Lower levels of disruption are having a beneficial impact overall.</p> <p>Targets 2009/10 97.5% 2010/11 97.75% 2011/12 98%</p>																				
<div data-bbox="282 539 1424 1091" data-label="Figure"> <table border="1"> <caption>% Satisfaction with Investment Programme</caption> <thead> <tr> <th>Quarter</th> <th>Performance</th> <th>Target</th> <th>2008/09</th> </tr> </thead> <tbody> <tr> <td>April-June</td> <td>98.9</td> <td>97.5</td> <td>89.0</td> </tr> <tr> <td>April-Sep</td> <td>99.0</td> <td>97.5</td> <td>95.5</td> </tr> <tr> <td>April-Dec</td> <td>99.0</td> <td>97.5</td> <td>97.0</td> </tr> <tr> <td>April-March</td> <td>99.0</td> <td>97.5</td> <td>97.5</td> </tr> </tbody> </table> </div>							Quarter	Performance	Target	2008/09	April-June	98.9	97.5	89.0	April-Sep	99.0	97.5	95.5	April-Dec	99.0	97.5	97.0	April-March	99.0	97.5	97.5
Quarter	Performance	Target	2008/09																							
April-June	98.9	97.5	89.0																							
April-Sep	99.0	97.5	95.5																							
April-Dec	99.0	97.5	97.0																							
April-March	99.0	97.5	97.5																							

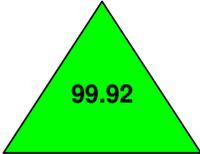
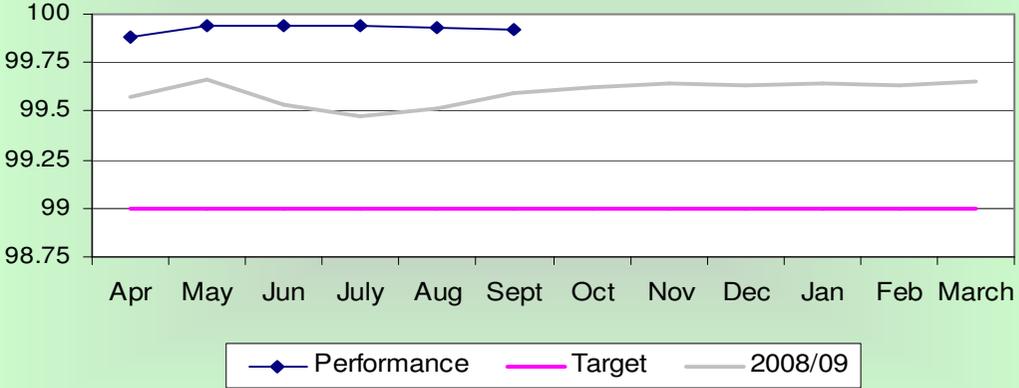
Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s																																																				
Repairs																																																										
Local G25 (CBS7) % Of repair appointments made and kept	2008/09 97.02% 2007/08 90.95% 2006/07 80.20%	97.5%	 98.87%	N/A		Performance has improved compared to the first quarter (98.69%), it is within target with 17,899 appointments possible, 17,747 were made of which 17,697 were kept.																																																				
<div style="border: 1px solid black; padding: 10px; background-color: #e0ffe0;"> <p style="text-align: center;">% Repair Appointments Made and Kept</p>  <table border="1" style="margin-top: 10px; width: 100%; border-collapse: collapse;"> <caption>Approximate Data from Chart</caption> <thead> <tr> <th>Month</th> <th>Performance (%)</th> <th>Target (%)</th> <th>2008/09 (%)</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>98.5</td><td>97.5</td><td>96.5</td></tr> <tr><td>May</td><td>98.6</td><td>97.5</td><td>96.0</td></tr> <tr><td>Jun</td><td>98.7</td><td>97.5</td><td>96.0</td></tr> <tr><td>July</td><td>98.8</td><td>97.5</td><td>96.1</td></tr> <tr><td>Aug</td><td>98.9</td><td>97.5</td><td>96.2</td></tr> <tr><td>Sept</td><td>98.8</td><td>97.5</td><td>96.3</td></tr> <tr><td>Oct</td><td>-</td><td>97.5</td><td>96.7</td></tr> <tr><td>Nov</td><td>-</td><td>97.5</td><td>96.9</td></tr> <tr><td>Dec</td><td>-</td><td>97.5</td><td>96.9</td></tr> <tr><td>Jan</td><td>-</td><td>97.5</td><td>96.9</td></tr> <tr><td>Feb</td><td>-</td><td>97.5</td><td>96.9</td></tr> <tr><td>March</td><td>-</td><td>97.5</td><td>96.9</td></tr> </tbody> </table> </div>							Month	Performance (%)	Target (%)	2008/09 (%)	Apr	98.5	97.5	96.5	May	98.6	97.5	96.0	Jun	98.7	97.5	96.0	July	98.8	97.5	96.1	Aug	98.9	97.5	96.2	Sept	98.8	97.5	96.3	Oct	-	97.5	96.7	Nov	-	97.5	96.9	Dec	-	97.5	96.9	Jan	-	97.5	96.9	Feb	-	97.5	96.9	March	-	97.5	96.9
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<p>Comparison HouseMark Quarter 1 2009/10 Top 98.64% Median 96.68% Bottom 93.28%</p> <p>Targets 2009/10 97.5% 2010/11 98.1% 2011/12 99%</p>																																																										



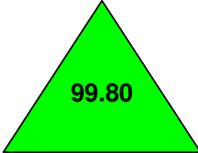
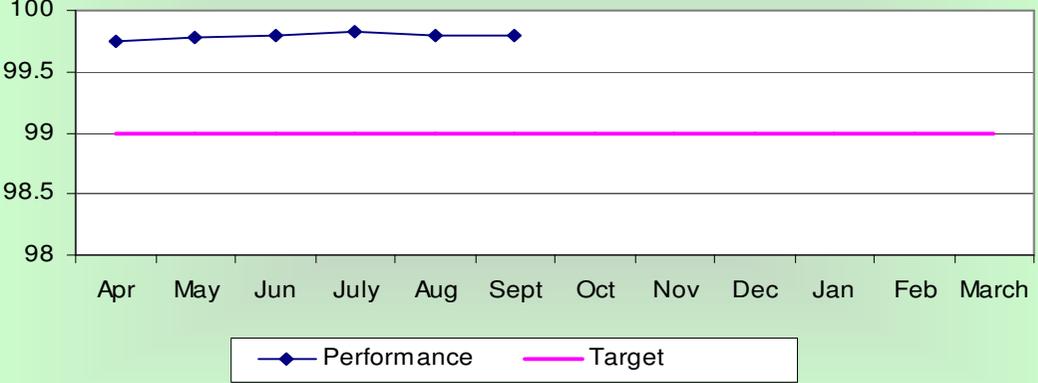
Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s
Repairs						
M10 - % of emergency repairs completed within timescale	2008/09 99.20% 2007/08 97.74% 2006/07 94.6%	99-100%	 99.65	N/A		<p>Performance has improved compared to the first quarter (99.64%) and continues to achieve the annual target. 5,687 orders raised and 5,667 completed within timescale. This is also an improvement on 08/09 first quarter performance of 98.37% and year end.</p> <p>Comparison HouseMark Quarter 1 2009/10 Top 99.74% Median 98.60% Bottom 96.50%</p> <p>Targets 2009/10 99-100% 2010/11 99%-100% 2011/12 99%-100%</p>
<div style="display: flex; align-items: center;"> <div style="margin-right: 10px;">  </div> <div style="border: 1px solid black; padding: 10px; background-color: #e0f2f1;"> <p style="text-align: center;">Emergency Repairs In Time</p>  <p style="text-align: center;"> ◆ Performance — Target — 2008/09 </p> </div> </div>						

Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s																																																				
Repairs																																																										
M11 - % of urgent repairs completed within timescale.	2008/09 99.55% 2007/08 98.52% 2006/07 96.98%	99-100%	 99.75	N/A		Performance has fallen compared to the first quarter (99.80%) but still well within the target range. 7,669 orders raised and 7,650 completed within timescale.																																																				
<div style="border: 1px solid black; padding: 10px; background-color: #e0f0e0;"> <p style="text-align: center;">Urgent Repairs In Time</p>  <table border="1" style="margin-top: 10px; width: 100%; border-collapse: collapse;"> <caption>Urgent Repairs In Time - Data Points</caption> <thead> <tr> <th>Month</th> <th>Performance (%)</th> <th>Target (%)</th> <th>2008/09 (%)</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>99.6</td><td>99.0</td><td>98.9</td></tr> <tr><td>May</td><td>99.7</td><td>99.0</td><td>99.2</td></tr> <tr><td>Jun</td><td>99.8</td><td>99.0</td><td>99.2</td></tr> <tr><td>July</td><td>99.7</td><td>99.0</td><td>99.3</td></tr> <tr><td>Aug</td><td>99.7</td><td>99.0</td><td>99.3</td></tr> <tr><td>Sept</td><td>99.7</td><td>99.0</td><td>99.4</td></tr> <tr><td>Oct</td><td></td><td>99.0</td><td>99.4</td></tr> <tr><td>Nov</td><td></td><td>99.0</td><td>99.4</td></tr> <tr><td>Dec</td><td></td><td>99.0</td><td>99.4</td></tr> <tr><td>Jan</td><td></td><td>99.0</td><td>99.4</td></tr> <tr><td>Feb</td><td></td><td>99.0</td><td>99.4</td></tr> <tr><td>March</td><td></td><td>99.0</td><td>99.5</td></tr> </tbody> </table> </div>							Month	Performance (%)	Target (%)	2008/09 (%)	Apr	99.6	99.0	98.9	May	99.7	99.0	99.2	Jun	99.8	99.0	99.2	July	99.7	99.0	99.3	Aug	99.7	99.0	99.3	Sept	99.7	99.0	99.4	Oct		99.0	99.4	Nov		99.0	99.4	Dec		99.0	99.4	Jan		99.0	99.4	Feb		99.0	99.4	March		99.0	99.5
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<p>Comparison HouseMark Quarter 1 2009/10 Top 99.25% Median 98.01% Bottom 95.20%</p> <p>Targets 2009/10 99-100% 2010/11 99-100% 2011/12 99-100%</p> <p>CPA Upper 97% Lower 88%</p>																																																										



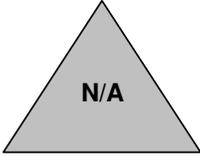
Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s																																																				
Repairs																																																										
M12 - % of routine repairs completed within timescales.	2008/09 99.65% 2007/08 97.64% 2006/07 95.7%	99-100%	 99.92	N/A		Performance has fallen slightly compared to the first quarter (99.94%). However it is achieving the annual target with 10,443 orders raised and 10,435 completed within timescale.																																																				
<div data-bbox="311 523 1451 1078" data-label="Figure"> <p style="text-align: center;">Routine Repairs In Time</p>  <table border="1"> <caption>Routine Repairs In Time Data</caption> <thead> <tr> <th>Month</th> <th>Performance (%)</th> <th>Target (%)</th> <th>2008/09 (%)</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>99.85</td><td>99.00</td><td>99.55</td></tr> <tr><td>May</td><td>99.90</td><td>99.00</td><td>99.65</td></tr> <tr><td>Jun</td><td>99.90</td><td>99.00</td><td>99.50</td></tr> <tr><td>July</td><td>99.90</td><td>99.00</td><td>99.45</td></tr> <tr><td>Aug</td><td>99.90</td><td>99.00</td><td>99.50</td></tr> <tr><td>Sept</td><td>99.85</td><td>99.00</td><td>99.60</td></tr> <tr><td>Oct</td><td></td><td>99.00</td><td>99.60</td></tr> <tr><td>Nov</td><td></td><td>99.00</td><td>99.65</td></tr> <tr><td>Dec</td><td></td><td>99.00</td><td>99.60</td></tr> <tr><td>Jan</td><td></td><td>99.00</td><td>99.60</td></tr> <tr><td>Feb</td><td></td><td>99.00</td><td>99.60</td></tr> <tr><td>March</td><td></td><td>99.00</td><td>99.65</td></tr> </tbody> </table> </div>							Month	Performance (%)	Target (%)	2008/09 (%)	Apr	99.85	99.00	99.55	May	99.90	99.00	99.65	Jun	99.90	99.00	99.50	July	99.90	99.00	99.45	Aug	99.90	99.00	99.50	Sept	99.85	99.00	99.60	Oct		99.00	99.60	Nov		99.00	99.65	Dec		99.00	99.60	Jan		99.00	99.60	Feb		99.00	99.60	March		99.00	99.65
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<div data-bbox="1518 592 1937 786" data-label="Text"> <p>Comparison HouseMark Quarter 1 2009/10 Top 98.74% Median 96.44% Bottom 94%</p> <p>Targets 2009/10 99%-100% 2010/11 99%-100% 2011/12 99%-100%</p> </div>																																																										

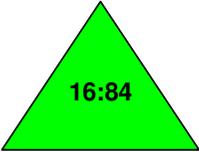


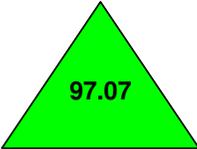
Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s																																							
Repairs																																													
New M13- % total repairs completed within target.	New	99-100%	 99.80	N/A		<p>Performance has achieved the annual target and is same as the first quarter result. This indicator includes 23,799 emergency same day, emergency, urgent and routine orders, with 23,752 completed within target.</p> <p>Comparison HouseMark Quarter 1 2009/10 Top 98.89% Median 97.80% Bottom 95.49%</p> <p>Targets 2009/10 99%-100% 2010/11 99%-100% 2011/12 99%-100%</p>																																							
<div data-bbox="315 534 1456 1088" data-label="Figure"> <p style="text-align: center;">Total Repairs Completed within Target</p>  <table border="1"> <caption>Data for Total Repairs Completed within Target</caption> <thead> <tr> <th>Month</th> <th>Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>99.7</td><td>99.0</td></tr> <tr><td>May</td><td>99.7</td><td>99.0</td></tr> <tr><td>Jun</td><td>99.7</td><td>99.0</td></tr> <tr><td>July</td><td>99.8</td><td>99.0</td></tr> <tr><td>Aug</td><td>99.7</td><td>99.0</td></tr> <tr><td>Sept</td><td>99.7</td><td>99.0</td></tr> <tr><td>Oct</td><td></td><td>99.0</td></tr> <tr><td>Nov</td><td></td><td>99.0</td></tr> <tr><td>Dec</td><td></td><td>99.0</td></tr> <tr><td>Jan</td><td></td><td>99.0</td></tr> <tr><td>Feb</td><td></td><td>99.0</td></tr> <tr><td>March</td><td></td><td>99.0</td></tr> </tbody> </table> </div>							Month	Performance (%)	Target (%)	Apr	99.7	99.0	May	99.7	99.0	Jun	99.7	99.0	July	99.8	99.0	Aug	99.7	99.0	Sept	99.7	99.0	Oct		99.0	Nov		99.0	Dec		99.0	Jan		99.0	Feb		99.0	March		99.0
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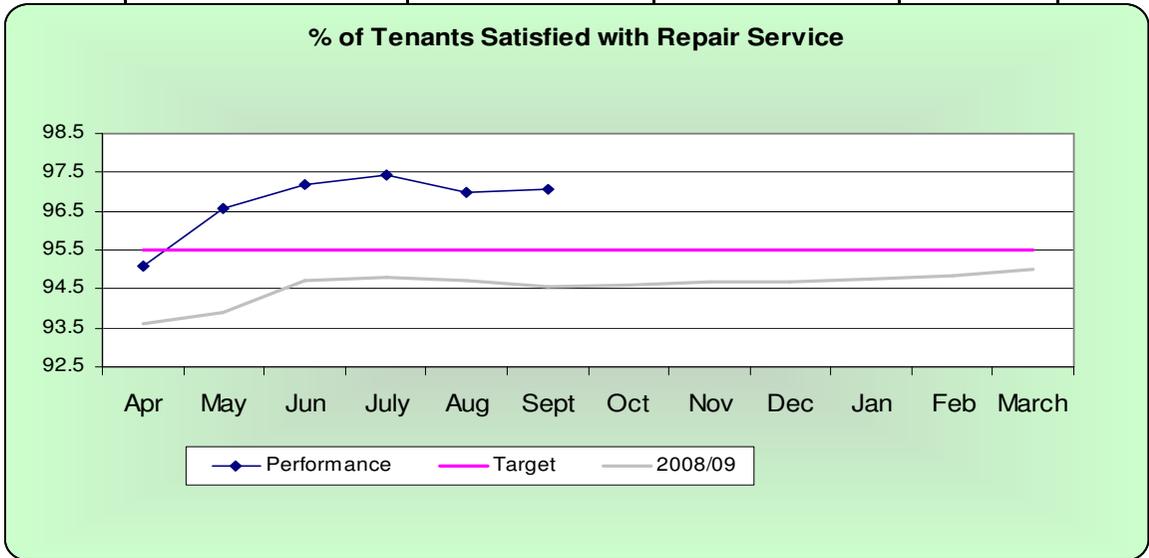


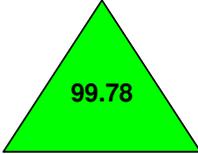
Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s
Repairs						
New M14- %Average end to end repair time	New	Baseline	10.3 days	N/A	N/A	30,324 orders raised in the first six months of the year and carried out in 312,655 calender days giving an average end to end repair time of 10.31days.
						Targets Baseline

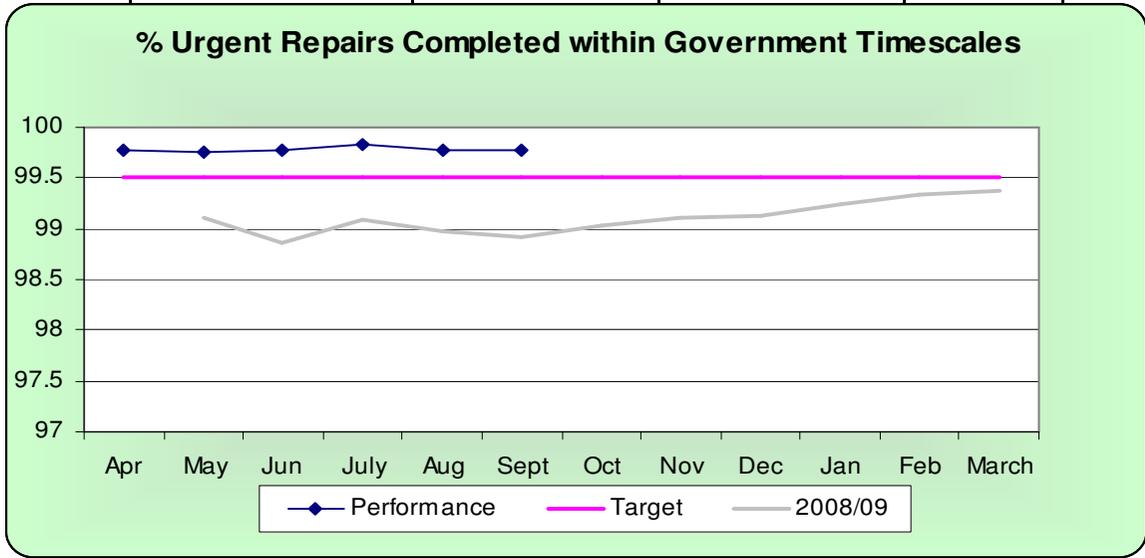
Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s
Repairs						
New M15- % repair completed right first time	New	Baseline		N/A	N/A	Under development and will be reported at Quarter 3.
						Targets Baseline

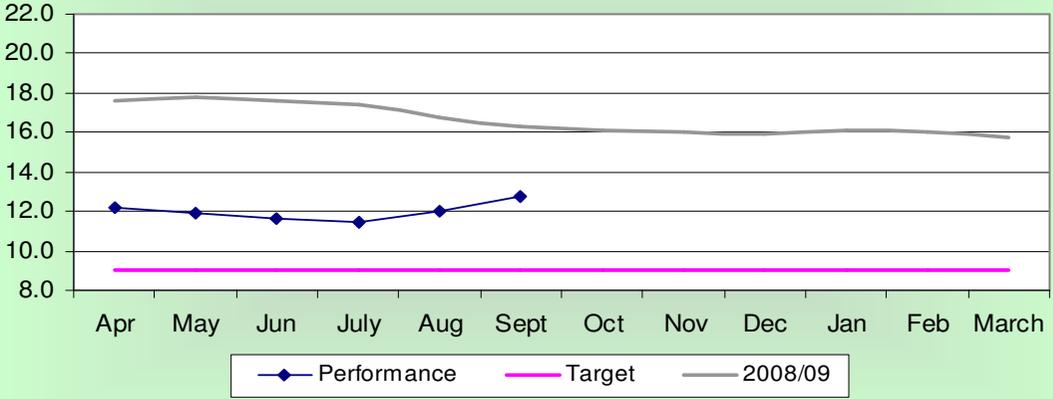
Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s
Repairs						
M16 - Proportion of expenditure on emergency and urgent repairs to HRA dwellings, compared to non-urgent repairs expenditure	2008/09 13:87 2007/08 37:63 2006/07 39:61	30:70	 16:84	NA	2	<p>Performance has improved compared to the first quarter (17:83). Performance is currently within the annual target. The target relating to this indicator is the housing inspectorate good practice target that no more than 30% of repairs should be emergency or urgent.</p> <p>Comparison HouseMark 2008/09 Year End Top 14.63 : 85:37, Median 25.18 : 74.82 Bottom 34.78 : 65.22</p> <p>Targets 2009/10 30:70 2010/11 30:70 2011/12 30:70</p>

Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s
Repairs						
M4 - % of tenants satisfied with the repair service	2008/09 95.02% 2007/08 93.34% 2006/07 94.9%	95.5-100%	 97.07	N/A	N/A	The second quarter satisfaction result is slightly lower than the first quarter (97.19%). The team will continue to undertake a large number of surveys. Targets 2009/10 95.5%-100% 2010/11 96-100% 2011/12 97-100%



Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s
Repairs						
CPA H4 (CBS80) - % Urgent repairs completed within Government timescales	2008/09 99.38% 2007/08 96.82% 2006/07 95.76%	99.5-100%	 99.78	N/A	N/A	Performance is the same as the first quarter and is achieving the annual target. 7,429 orders raised and 7,413 completed within timescale. CPA Upper 97% Lower 88% Targets 2009/10 99.5%-100% 2010/11 99.5%-100% 2011/12 99.5%-100%

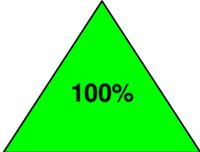
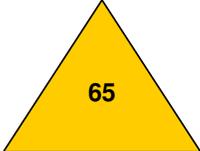


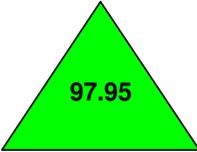
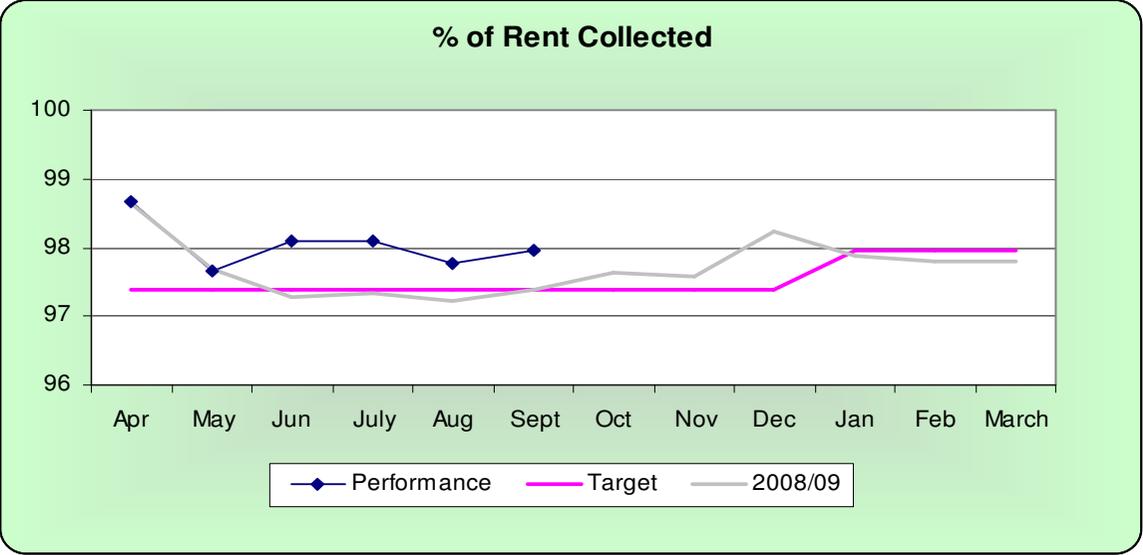
Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s																																																				
Repairs																																																										
CPA H5 (CBS81) - Average days to complete non-urgent repairs	2008/09 15.79 days 2007/08 12 days 2006/07 13.96	9 days	 12.77	N/A		<p>Performance has deteriorated compared to the first quarter (11.64 days). We are working with MFS to identify the reason for the drop in performance and to identify potential improvements that can be made to get performance back on track.</p> <p>Comparison HouseMark Quarter 1 2009/10 Top 6.72 days Median 8 days Bottom 10.83 days</p> <p>CPA Upper 11days Lower 24 days</p> <p>Targets 2009/10 9 days 2010/11 9 days 2011/12 8 days</p>																																																				
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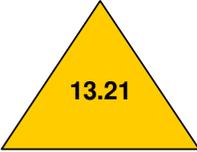
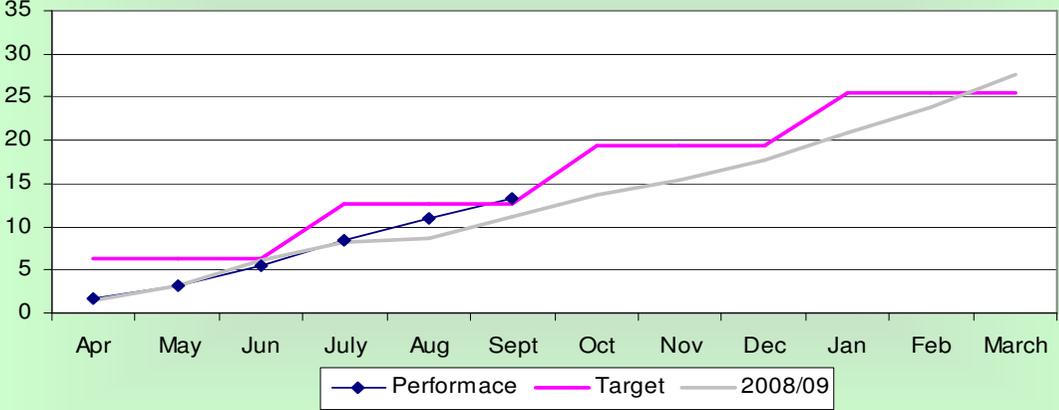
Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s																																																				
Gas Servicing																																																										
M3a - % of properties with a current annual gas service	2008/09 99.53% 2007/08 99.35% 2006/07 99.34%	100%	<div style="background-color: red; color: white; width: 50px; height: 50px; margin: 0 auto; transform: rotate(180deg); display: flex; align-items: center; justify-content: center;"> 99.36 </div>	N/A	N/A	<p>Performance is similar to the first quarter result (99.32%). 18,941 properties require an annual gas service and all of the properties have been visited before the service date expired. 122 properties have not been serviced and action is ongoing to gain access to the properties. For example 3 court warrants have been issued to gain access. Longest overdue period in relation to the properties that have not been serviced is 47days.</p> <p style="text-align: right;">Target 100%</p>																																																				
<div style="border: 1px solid black; padding: 10px; background-color: #e0f0e0;"> <p style="text-align: center;">% of Properties with a Gas Service</p> <table border="1" style="margin-top: 10px; width: 100%; border-collapse: collapse;"> <caption>Estimated Data for % of Properties with a Gas Service</caption> <thead> <tr> <th>Month</th> <th>Performance (%)</th> <th>Target (%)</th> <th>2008/09 (%)</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>99.50</td><td>100.0</td><td>99.35</td></tr> <tr><td>May</td><td>99.55</td><td>100.0</td><td>99.30</td></tr> <tr><td>Jun</td><td>99.32</td><td>100.0</td><td>99.20</td></tr> <tr><td>July</td><td>99.45</td><td>100.0</td><td>99.18</td></tr> <tr><td>Aug</td><td>99.40</td><td>100.0</td><td>99.22</td></tr> <tr><td>Sept</td><td>99.35</td><td>100.0</td><td>99.35</td></tr> <tr><td>Oct</td><td>99.38</td><td>100.0</td><td>99.38</td></tr> <tr><td>Nov</td><td>99.42</td><td>100.0</td><td>99.50</td></tr> <tr><td>Dec</td><td>99.45</td><td>100.0</td><td>99.48</td></tr> <tr><td>Jan</td><td>99.38</td><td>100.0</td><td>99.38</td></tr> <tr><td>Feb</td><td>99.48</td><td>100.0</td><td>99.48</td></tr> <tr><td>March</td><td>99.52</td><td>100.0</td><td>99.52</td></tr> </tbody> </table> </div>							Month	Performance (%)	Target (%)	2008/09 (%)	Apr	99.50	100.0	99.35	May	99.55	100.0	99.30	Jun	99.32	100.0	99.20	July	99.45	100.0	99.18	Aug	99.40	100.0	99.22	Sept	99.35	100.0	99.35	Oct	99.38	100.0	99.38	Nov	99.42	100.0	99.50	Dec	99.45	100.0	99.48	Jan	99.38	100.0	99.38	Feb	99.48	100.0	99.48	March	99.52	100.0	99.52
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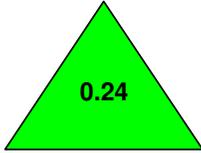
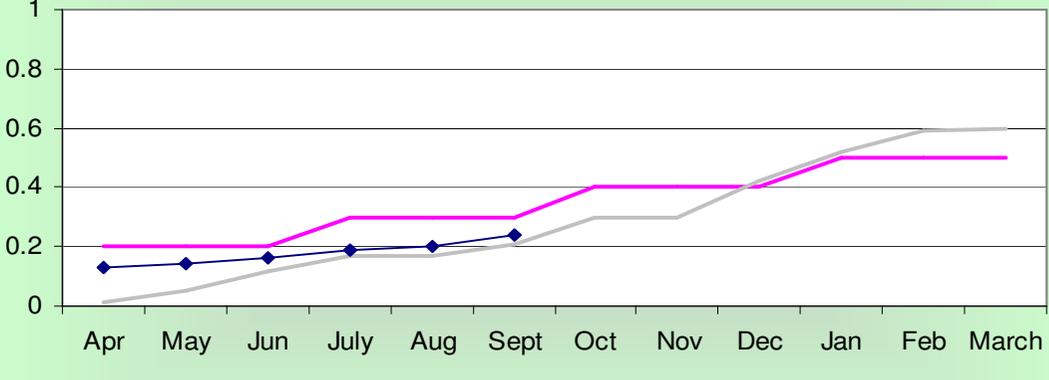


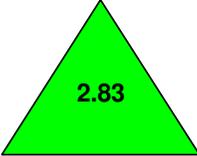
Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s
Gas Servicing						
M3b - % completion of safety checks on solid fuel appliances	100%	100%	 100%	N/A	N/A	43 properties require an annual solid fuel safety check and all properties have received one. Target 100%
Old BVPI 63: Energy Efficiency: average 'SAP' rating of dwellings	2008/09 72 (64.5 using 2005 Methodology) 2007/08 69.1 2006/07 60	73- 66 (Based on new methodology)	 65	N/A		Performance at the end of second quarter is 65.3 and has improved by 0.3 compared to the first quarter. A SAP rating of 65 indicates that the property has a good level of thermal installation. The level will improve as more properties undergo energy efficiency works as part of the decent homes package. This will mean lower energy bills for our customers. For example, cavity wall insulation on average can save a customer approximately £140 per year in reduced fuel bills. HouseMark Quarter 1 2009/10 Quartiles will be available at the end of second quarter. Targets 2009/10 66 2010/11 66.5 2011/12 67

Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s
Rent & Income						
Old BVPI 66a: % of rent collected	2008/09 97.79% 2007/08 97.34% 2006/07 96.92%	Q1: 97.40% Q2: 97.40% Q3: 97.40% Q4: 97.95%	 97.95			<p>At the end of quarter 2 the result for 66a was 97.95% of rent collected (Over half a percent up on this point last year), with arrears on current accounts reducing to £2,072,490. This brings arrears back in to line with how they stood at the beginning of the year and in comparing this with trends from previous years would suggest that we will surpass target by year end, particularly as a significant reduction in arrears is forecast during the 2 debit free weeks at Christmas.</p> <p>Comparison Audit Commission 2007/08 Quartiles Top 98.3 Median 97.7 Bottom 96.7</p> <p>HouseMark Quarter 4 - 2008/09 Top 98.48% Median 97.89% Bottom 97.33%</p> <p>CPA Upper 98.20 Lower 96.18</p> <p>Targets 2009/10 97.95% 2010/11 98.15% 2011/12 98.30%</p>
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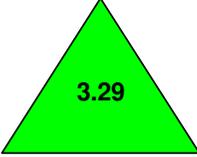
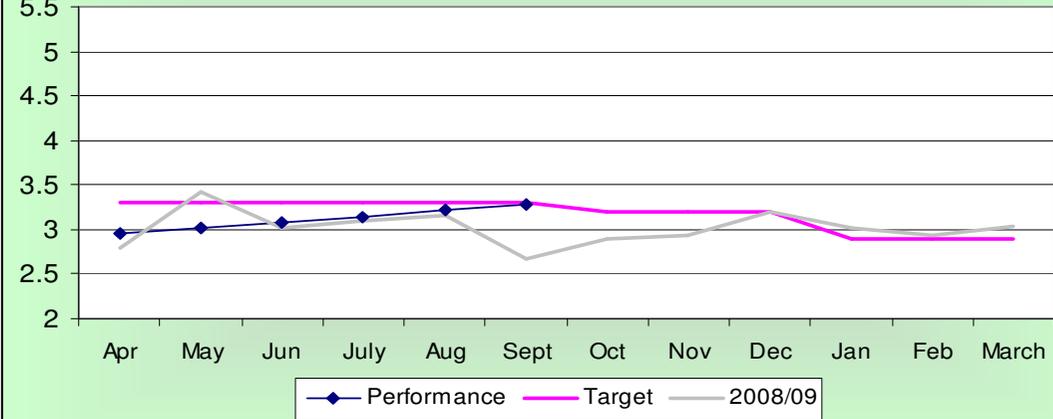
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Old BVPI 66b - % of tenants with over 7 weeks gross arrears	2008/09 6.85%	5.5%	5.61	2	3	At the end of Quarter 2 the average number of tenants with more than 7 weeks arrears was 1,184, (a reduction of 337 on the same period last year). The non-debit weeks at Christmas and New Year usually see the number of cases reduce and on this basis we should achieve year end target.																																																				
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<p>Comparison</p> <p>Audit Commission 2007/08 Quartiles Top 3.2 Median 5.8 Bottom 7.9</p> <p>HouseMark Quarter 1 2009/10 Top 3.79% Median 5.30% Bottom 6.27%</p> <p>Targets 2009/10 5.5%, 2010/11 5.1%, 2011/12 4.7%</p>																																																										

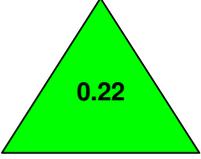
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Old BVPI 66c % of secure tenants in arrears that have had a NOSP served	2008/09 27.54%	Q1: 6.35%	 13.21	 2	 3	<p>At the end of September 1,324 notices had been served against 10,022 secure tenants in arrears. This is slightly up compared to the same period last year, but monitoring over the next six months (and the expected reduction in arrears) will ensure that the target is not exceeded.</p> <p>Comparison Audit Commission 2007/08 Quartiles Top 22.3 Median 28.7 Bottom 36.7</p> <p>HouseMark Year-end 2008/09 Top 16.70 Median 23.10 Bottom 29.41</p> <p>Targets 2009/10 25.5% 2010/11 23.5% 2011/12 22.0%</p>																																																				
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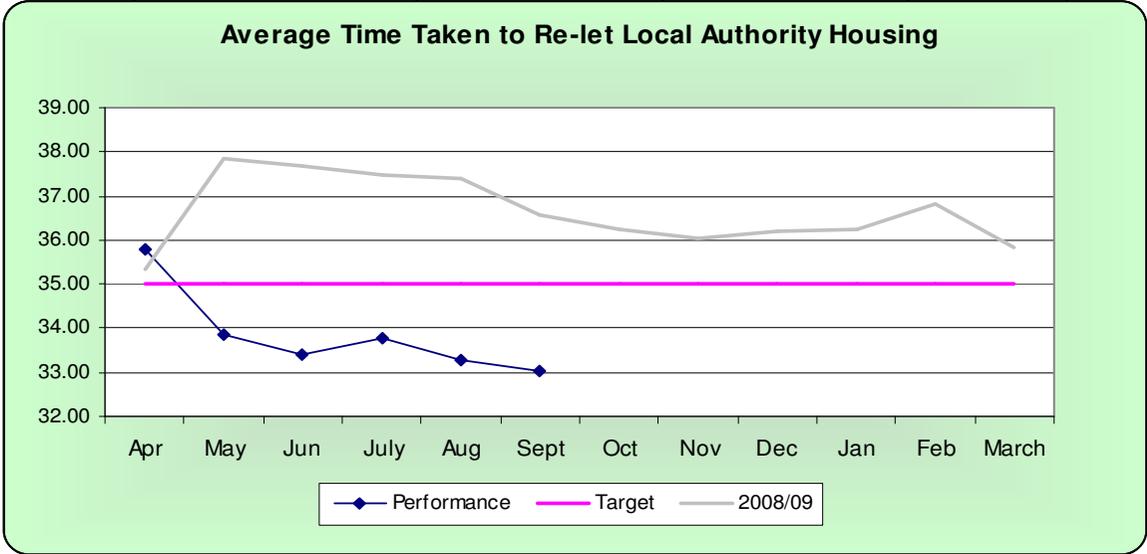
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Old BVPI 66d- % of tenants evicted as a result of rent arrears	2008/09 0.6% 2007/08 0.50% 2006/07 0.31%	Q1: 0.2% Q2: 0.3% Q3: 0.4% Q4: 0.5%	 0.24	 2 (Based on year-end projection)	 3	<p>50 evictions for rent arrears had taken place by the end of September (of which 7 were during the month.) Trend has slowed considerably and performance is within target range. Referral protocols with Housing Options are being revisited to further reduce evictions by arranging earlier intervention.</p> <p>Audit Commission 2007/08 Quartiles Top 0.3 Median 0.5 Bottom 0.6</p> <p>HouseMark Year-end 2008/09 Top 0.25 Median 0.33 Bottom 0.50</p> <p>Targets 2009/10 0.5% 2010/11 0.49% 2011/12 0.48%</p>																																																				
<div data-bbox="264 528 1406 1082" data-label="Figure"> <p>% of Tenants Evicted As a Result of Rent Arrears</p>  <table border="1"> <caption>Estimated Data for % of Tenants Evicted As a Result of Rent Arrears</caption> <thead> <tr> <th>Month</th> <th>Performance</th> <th>Target</th> <th>2008/09</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>0.12</td><td>0.20</td><td>0.02</td></tr> <tr><td>May</td><td>0.13</td><td>0.20</td><td>0.05</td></tr> <tr><td>Jun</td><td>0.15</td><td>0.20</td><td>0.10</td></tr> <tr><td>July</td><td>0.18</td><td>0.30</td><td>0.15</td></tr> <tr><td>Aug</td><td>0.19</td><td>0.30</td><td>0.18</td></tr> <tr><td>Sept</td><td>0.22</td><td>0.30</td><td>0.22</td></tr> <tr><td>Oct</td><td>0.25</td><td>0.40</td><td>0.30</td></tr> <tr><td>Nov</td><td>0.25</td><td>0.40</td><td>0.30</td></tr> <tr><td>Dec</td><td>0.35</td><td>0.40</td><td>0.45</td></tr> <tr><td>Jan</td><td>0.45</td><td>0.50</td><td>0.55</td></tr> <tr><td>Feb</td><td>0.50</td><td>0.50</td><td>0.60</td></tr> <tr><td>March</td><td>0.50</td><td>0.50</td><td>0.60</td></tr> </tbody> </table> </div>							Month	Performance	Target	2008/09	Apr	0.12	0.20	0.02	May	0.13	0.20	0.05	Jun	0.15	0.20	0.10	July	0.18	0.30	0.15	Aug	0.19	0.30	0.18	Sept	0.22	0.30	0.22	Oct	0.25	0.40	0.30	Nov	0.25	0.40	0.30	Dec	0.35	0.40	0.45	Jan	0.45	0.50	0.55	Feb	0.50	0.50	0.60	March	0.50	0.50	0.60
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M1 - Rent arrears of current tenants as a % of the authority's rent roll	2008/09 3.00% 2007/08 3.60% 2006/07 4.19%	Q1: 3.25% Q2: 3.25% Q3: 3.25% Q4: 2.8%	 2.83	N/A		<p>Arrears at the end of September had reduced to £2,072,490. The rent reduction has now been implemented so the rent roll forecast has changed slightly to reflect this. Performance on this indicator is encouraging and is expected to stay within target range. The arrears figure for September is our best ever at the half year point and shows a reduction of £507,875 on the same point last year.</p> <p>Comparison HouseMark Quarter 1 - 2009/10 Top 1.93% Median 2.58% Bottom 3.38%</p> <p>Targets 2009/10 2.8% 2010/11 2.6% 2011/12 2.4%</p>																																																				
<div data-bbox="302 574 1444 1125" data-label="Figure"> <p>Rent Arrears of Tenants as a % of the Authority's Rent Roll</p> <table border="1"> <caption>Estimated Data from Chart</caption> <thead> <tr> <th>Month</th> <th>Performance (%)</th> <th>Target (%)</th> <th>2008/09 (%)</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>2.85</td><td>3.25</td><td>3.35</td></tr> <tr><td>May</td><td>2.90</td><td>3.25</td><td>3.45</td></tr> <tr><td>Jun</td><td>2.80</td><td>3.25</td><td>3.50</td></tr> <tr><td>July</td><td>2.75</td><td>3.25</td><td>3.55</td></tr> <tr><td>Aug</td><td>2.90</td><td>3.25</td><td>3.65</td></tr> <tr><td>Sept</td><td>2.85</td><td>3.25</td><td>3.55</td></tr> <tr><td>Oct</td><td></td><td>3.25</td><td>3.45</td></tr> <tr><td>Nov</td><td></td><td>3.25</td><td>3.50</td></tr> <tr><td>Dec</td><td></td><td>3.25</td><td>3.15</td></tr> <tr><td>Jan</td><td></td><td>2.80</td><td>3.10</td></tr> <tr><td>Feb</td><td></td><td>2.80</td><td>3.05</td></tr> <tr><td>March</td><td></td><td>2.80</td><td>3.00</td></tr> </tbody> </table> </div>							Month	Performance (%)	Target (%)	2008/09 (%)	Apr	2.85	3.25	3.35	May	2.90	3.25	3.45	Jun	2.80	3.25	3.50	July	2.75	3.25	3.55	Aug	2.90	3.25	3.65	Sept	2.85	3.25	3.55	Oct		3.25	3.45	Nov		3.25	3.50	Dec		3.25	3.15	Jan		2.80	3.10	Feb		2.80	3.05	March		2.80	3.00
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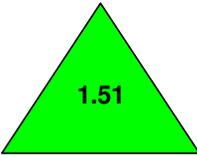
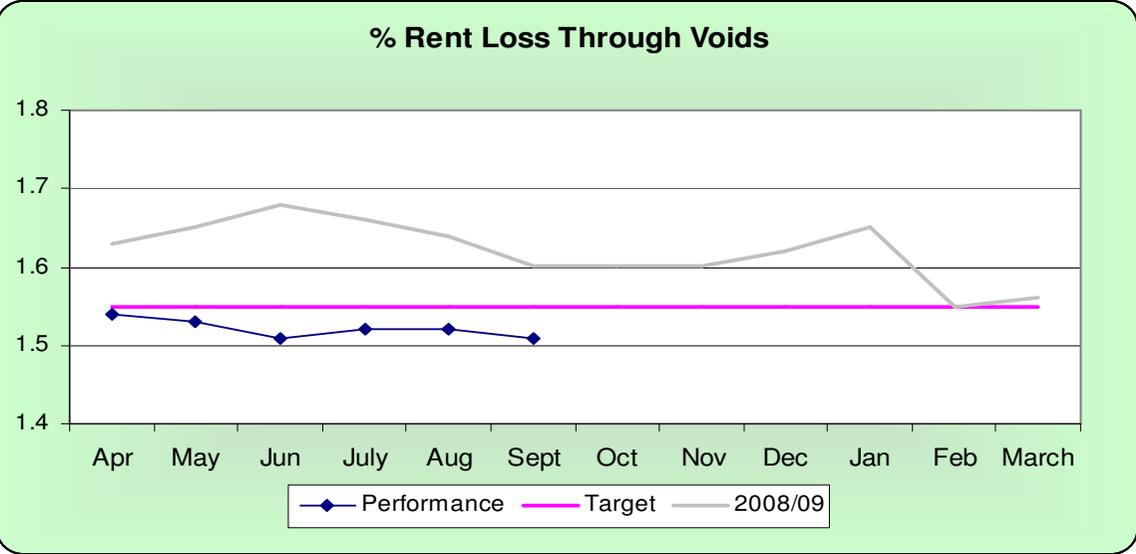


Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s																																																				
Rent & Income																																																										
M6 - Former tenant arrears as a % of rent roll	2008/09 3.03% 2007/08 2.94% 2006/07 5.16%	Q1: 3.30% Q2: 3.30% Q3: 3.20% Q4: 2.90%	 3.29	N/A		<p>At end of Qtr 2, FT arrears are £2,211,536 (after allowing for first write off) and the rent roll is £73,171,356. Overall performance is on target at Qtr 2, FT arrears are likely to have increased outside of target by end of Qtr 3. This is because we have been unable to propose an appropriate level of write-off within the current criteria. In particular - having to hold uncollectable debt for six years is problematic, and not consistent with other authorities. We will need to propose a larger write-off to the council based on wider criteria in Qtr 4. Positively, average levels of new FT arrears have reduced from £432 last year to £330. A total of £82,284 has been collected so far, which is in line with our profile for the year. With the additional team resources now in place, and with careful management of performance we expect to further increase the rate of collection in the next six months.</p> <p>Comparison HouseMark Quarter 1 2009/10 Top 1.27% Median 1.88% Bottom 2.77% Targets 2009/10 2.9% 2010/11 2.65% 2011/12 2.35%</p>																																																				
<div style="display: flex; align-items: center;"> <div style="margin-right: 20px;">  </div> <div style="border: 1px solid black; padding: 10px; background-color: #e0f2f1;"> <p style="text-align: center;">Former Tenant Arrears As a % of Rent Roll</p>  <table border="1" style="margin-top: 10px; width: 100%; border-collapse: collapse;"> <caption>Former Tenant Arrears As a % of Rent Roll - Data Points</caption> <thead> <tr> <th>Month</th> <th>Performance (%)</th> <th>Target (%)</th> <th>2008/09 (%)</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>2.9</td><td>3.3</td><td>2.8</td></tr> <tr><td>May</td><td>3.0</td><td>3.3</td><td>3.4</td></tr> <tr><td>Jun</td><td>3.1</td><td>3.3</td><td>3.1</td></tr> <tr><td>July</td><td>3.2</td><td>3.3</td><td>3.1</td></tr> <tr><td>Aug</td><td>3.3</td><td>3.3</td><td>3.1</td></tr> <tr><td>Sept</td><td>3.3</td><td>3.3</td><td>2.7</td></tr> <tr><td>Oct</td><td>3.2</td><td>3.3</td><td>2.9</td></tr> <tr><td>Nov</td><td>3.2</td><td>3.3</td><td>2.9</td></tr> <tr><td>Dec</td><td>3.2</td><td>3.3</td><td>3.2</td></tr> <tr><td>Jan</td><td>2.9</td><td>3.3</td><td>3.0</td></tr> <tr><td>Feb</td><td>2.9</td><td>3.3</td><td>3.0</td></tr> <tr><td>March</td><td>2.9</td><td>3.3</td><td>3.0</td></tr> </tbody> </table> </div> </div>							Month	Performance (%)	Target (%)	2008/09 (%)	Apr	2.9	3.3	2.8	May	3.0	3.3	3.4	Jun	3.1	3.3	3.1	July	3.2	3.3	3.1	Aug	3.3	3.3	3.1	Sept	3.3	3.3	2.7	Oct	3.2	3.3	2.9	Nov	3.2	3.3	2.9	Dec	3.2	3.3	3.2	Jan	2.9	3.3	3.0	Feb	2.9	3.3	3.0	March	2.9	3.3	3.0
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Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s
Rent & Income						
M7 – Former tenant arrears transferred to a sundry debtors account	2008/09 0.67% 2007/08 2.84% 2006/07 1.00	0.79%	 0.22	N/A		<p>Board agreed in September to propose to the council a write-off of £196,473, based on the existing criteria. With £32,287 having been written 'back on', the net result is well below the level of write off needed to achieve overall FT performance (M6). This is because the existing criteria are restrictive and require debt to be held for 6 years. This is not in line with good practice and with other authorities. There will be one further write-off proposed in Qtr 4, and we will need to recommend a larger write off of uncollectable debt based on wider criteria.</p> <p>Comparison HouseMark Quarter 1 2009/10 Top 0% Median 0.05% Bottom 0.28%</p> <p>Targets 2009/10 0.79% 2010/11 0.78% 2011/12 0.77%</p>

Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s
Lettings						
Old BVPI 212: Average time taken to re-let local authority housing	2008/09 35.81 days 2007/08 38.47 days 2006/07 42.31 days	35	 33.05			Performance is in target at 33.05 days, an improvement of 3.52 days compared to same period last year. Improvements were made on either side of the Ready to Let point. Void to RTL stands at 15.45 days (down from 18.76 days) and RTL to Let stands at 17.6
Average Time Taken to Re-let Local Authority Housing						
						
Comparison Audit Commission 2007/08 Quartiles Top 32 Median 38 Bottom 55 HouseMark Quarter 1 2009/10 Top 24.98 Median 28 Bottom 36.93 CPA Upper 31.35 Lower 54.10 Targets 2009/10 35 2010/11 34 2011/12 33						

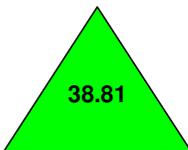


Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s																																																				
Lettings																																																										
M2 - % Rent lost through local authority properties being empty	2008/09 1.56% 2007/08 2.01% 2006/07 1.84%	1.55%	 1.51	N/A		<p>Void rent loss at the end of the half year period stands in target at 1.51% (an improvement of 0.09% YTD. 1.51% is equal to £522,398 which is a saving of £38,549 in comparison to the YTD figure. At the end of September there were 286 void properties, of that 63 are held. There are a higher number of held properties in comparison to last year but this is due to level of options appraisals currently being undertaken.</p> <p>Comparison HouseMark Quarter 1 2009/10 Top 1.07% Median 1.47% Bottom 1.98%</p> <p>Targets 2009/10 1.55% 2010/11 1.52% 2011/12 1.50%</p>																																																				
<div style="border: 1px solid black; padding: 10px; background-color: #e0f0e0;"> <p style="text-align: center;">% Rent Loss Through Voids</p>  <table border="1" style="margin-top: 10px; width: 100%; border-collapse: collapse;"> <caption>Data for % Rent Loss Through Voids Chart</caption> <thead> <tr> <th>Month</th> <th>Performance (%)</th> <th>Target (%)</th> <th>2008/09 (%)</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>1.54</td><td>1.55</td><td>1.63</td></tr> <tr><td>May</td><td>1.53</td><td>1.55</td><td>1.66</td></tr> <tr><td>Jun</td><td>1.51</td><td>1.55</td><td>1.68</td></tr> <tr><td>July</td><td>1.52</td><td>1.55</td><td>1.65</td></tr> <tr><td>Aug</td><td>1.52</td><td>1.55</td><td>1.64</td></tr> <tr><td>Sept</td><td>1.51</td><td>1.55</td><td>1.60</td></tr> <tr><td>Oct</td><td></td><td>1.55</td><td>1.60</td></tr> <tr><td>Nov</td><td></td><td>1.55</td><td>1.60</td></tr> <tr><td>Dec</td><td></td><td>1.55</td><td>1.62</td></tr> <tr><td>Jan</td><td></td><td>1.55</td><td>1.65</td></tr> <tr><td>Feb</td><td></td><td>1.55</td><td>1.55</td></tr> <tr><td>March</td><td></td><td>1.55</td><td>1.56</td></tr> </tbody> </table> </div>							Month	Performance (%)	Target (%)	2008/09 (%)	Apr	1.54	1.55	1.63	May	1.53	1.55	1.66	Jun	1.51	1.55	1.68	July	1.52	1.55	1.65	Aug	1.52	1.55	1.64	Sept	1.51	1.55	1.60	Oct		1.55	1.60	Nov		1.55	1.60	Dec		1.55	1.62	Jan		1.55	1.65	Feb		1.55	1.55	March		1.55	1.56
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Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s
Neighbourhood Relations						
New M18: % satisfied with the way that their ASB complaint was dealt with	New	Baseline	73%	N/A	N/A	<p>During this period 64 surveys were returned, of these 47 were satisfied with the way their complaint was dealt with. The improvement in the figures from last quarter are due to a change in the way surveys are carried out. All surveys are now carried out by telephone.</p> <p>Targets Baseline</p>
New M19 - % satisfied with the outcome of their ASB complaint	New	Baseline	75%	N/A	N/A	<p>During this period 64 surveys were returned, of these 48 were satisfied with the outcome for their ASB complaint. The improvement in the figures from last quarter is due to a change in the way surveys are carried out. All surveys are now carried out by telephone.</p> <p>Targets Baseline</p>

Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s
Neighbourhood Relations						
New M20 - % of ASB cases resolved	New	Baseline	86%	N/A	N/A	<p>Of the 905 cases closed during this period 780 (86%) were resolved. All cases are deemed resolved unless they are closed for one of the following reasons: Duplicate, Terminated (Perpetrator or Complainant), Flit (Perpetrator or Complainant) or referred to other agency.</p> <p>Comparison HouseMark Quarter 1 - 2009/10 Top 89% Median 75% Bottom 54.09%</p>

Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s
Leasehold						
M21 - Service Charge income - % of income collected against debit raised.	2008/09 98.03%	98.25%	 52.90	N/A	N/A	Total collectable income in 2009/10 (Quarter 2) £323,811. Total income collected at the end of Quarter 2 is £171,292. Performance is on target with 56% of leaseholders paying service charges by direct debit an increase of 3.1% since year-end 2008/09 and 1.8% since June 2009. Targets 2009/10 98.25% 2010/11 98.5% 2011/12 98.75%
M22 - Major works income - % of income collected against debit raised	2008/09 78.61%	79%	 38.81	N/A	N/A	Total collectable income in 2009/10 (Quarter 2) £190,455. Total income collected at end of Quarter 2 £73,906. Collection rates slightly lower than target. To improve performance we will increase outbound telephone calls to customers and promote the financial assistance packages available to support payment. Targets 2009/10 79% 2010/11 79.5% 2011/12 80%

Performance Indicator	Performance History	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comment & Corrective Action/s
Tenant Satisfaction						
New NI 160 (OldBVPI74): Local Authority tenants' satisfaction with landlord services	2008/09 77.9% (2006/07) 76%	79%	93.48% Annual Survey Result			Next STATUS Survey 2010/11 - The result of our Annual survey indicates that overall satisfaction with landlord services is 93.48%. However, the surveys are not compatible as the annual survey is calculated differently to STATUS. Comparison Audit Commission 2007/08 Quartiles Top 79.2% Median 76.5% Bottom 73.3% HouseMark 2008/09 Quartiles Top 80.07% Median 77.11% Bottom 74.10% Future Targets 2010/11 82% CPA (Including deprivation adjustment) Upper 92.50 Lower 84.10
Old BVPI75: % of tenants satisfied with opportunities for participation in management and decision making	2008/09 60.9% 2006/07 65%	66%	93.79% Annual Survey Result			Next STATUS Survey 2010/11 - The result of our Annual survey indicates that overall satisfaction with opportunities for participation is 93.79%. However, the surveys are not compatible as the annual survey is calculated differently to STATUS. Comparison Audit Commission 2007/08 Quartiles Top 69% Median 65% Bottom 62% HouseMark 2008/09 Quartiles Top 66% Median 60.90% Bottom 55% Future Targets 2010/11 68% CPA (Including deprivation adjustment) Upper 77.50 Lower 68.20



Report to Board

12 November 2009

Title: Corporate Health Performance – Second Quarter 2009/10

Report of: Chief Executive

Purpose of Report

1. To inform the Board of the First Quarter 2009/10 Corporate Health performance results.

Background

2. The Appendix contains the table of results. The results are colour coded comparing performance against 2009/10 targets and 2008/09 year-end performance. The table also includes some quartile positions, calculated by the Audit Commission comparing performance with Metropolitan authorities and quartile positions calculated by HouseMark comparing performance with other ALMOs.

Summary

3. At the end of the first quarter:
 - 10 indicators are traffic lighted green and are achieving their annual targets.
 - One indicator is traffic lighted amber and is not on target. However performance has improved compared to 2008/09.
 - Three indicators are traffic lighted red and are not on target and performance has fallen compared to 2008/09.
 - Six indicators are not yet measurable.

Link to values

4. Each of the targets will provide an indication as to how the company is performing against the corporate values: -
 - Being a listening and learning organization.
 - Being honest, accountable and transparent.
 - Being motivated, trained and committed.
 - Being customer focused, innovative and professional.
 - Being caring and respectful
 - Embracing equality

- A commitment to all our employees. .

Impact on tenants

5. Performance of the company has an impact on the quality of services we provide to customers.

Risk Management Implications

6. Performance improvement is a priority for the company and we are required to report performance as part of the Management Agreement.

Financial Implications

7. There are no implications arising from this report.

Equality and Diversity Implications

8. A number of corporate health indicators monitor equality and diversity performance. The indicators were introduced specifically to monitor our progress towards embracing equalities both as a provider of services and as an employer.

Value for Money implications

9. There are no implications arising from this report.

Consultation carried out

10. There was no consultation carried out relating to this report.

Recommendations

11. The Board is recommended to
 - note the performance information included in this report;
 - make comments on areas of performance where improvement is considered to be a requirement.



TGHC Corporate Health Performance Summary - Second Quarter 2009/10

Performance against target	Year-end	Quarter 1	Quarter 2
Achieving Target	9	10	10
Not on Target but improved on year-end 2008/09	1	1	1
Not on Target and worse than 2008/09	1	2	3
Not yet measurable/baseline year	1	7	6

Corporate Health Indicators – Performance Against Target - Quarter 2 2009/10

Traffic Light Key

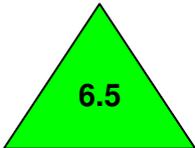
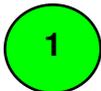
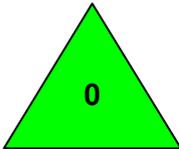
Trend Key (Compared to previous quarter and indicating the number of quarters Performance has improved, deteriorated or remained unchanged)

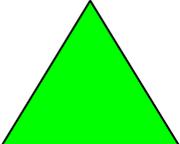
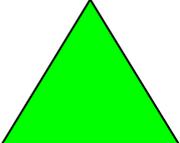
Achieving Target ▲	Not on target but improved on 08/09 ▲	Not on target & worse than 08/09 ▼	Improving ▲	Unchanged ↔	Deteriorating ▼
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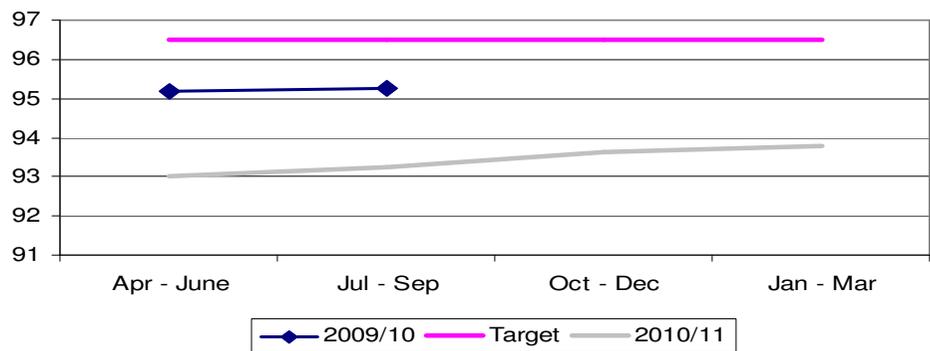
BV Indicator Quartiles Audit Commission 2006/07 / HouseMark Quartiles (Un-audited):

1 Top Quartile	2 Quartile 2	3 Quartile 3	4 Bottom Quartile
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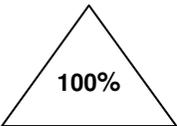
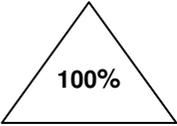
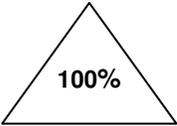
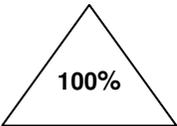
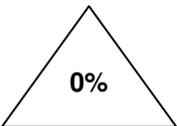
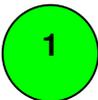
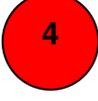
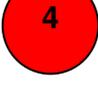
Performance Indicator	Performance 2008/09	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comments and Corrective Action/s																				
CH1 – The percentage of those making a complaint satisfied with the handling of the complaint	56.45	58%	53.57	N/A	N/A	213 survey questionnaires were posted to customers who made a stage 2 complaint. 31 responses were received (14.55% response rate) 28 respondents answered the question and 15 said that they were satisfied. Performance has improved compared to the first quarter (43.75%) but is still based on a low response rate.																				
<p style="text-align: center;">Satisfaction with complaint handling</p> <table border="1"> <caption>Satisfaction with complaint handling Data</caption> <thead> <tr> <th>Quarter</th> <th>2009/10 Performance</th> <th>Target</th> <th>2008/09 Performance</th> </tr> </thead> <tbody> <tr> <td>Apr - June</td> <td>43.75%</td> <td>58%</td> <td>65%</td> </tr> <tr> <td>Jul - Sep</td> <td>53.57%</td> <td>58%</td> <td>58%</td> </tr> <tr> <td>Oct - Dec</td> <td>-</td> <td>58%</td> <td>52%</td> </tr> <tr> <td>Jan - Mar</td> <td>-</td> <td>58%</td> <td>56%</td> </tr> </tbody> </table>							Quarter	2009/10 Performance	Target	2008/09 Performance	Apr - June	43.75%	58%	65%	Jul - Sep	53.57%	58%	58%	Oct - Dec	-	58%	52%	Jan - Mar	-	58%	56%
Quarter	2009/10 Performance	Target	2008/09 Performance																							
Apr - June	43.75%	58%	65%																							
Jul - Sep	53.57%	58%	58%																							
Oct - Dec	-	58%	52%																							
Jan - Mar	-	58%	56%																							

Performance Indicator	Performance 2008/09	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comments and Corrective Action/s
New CH2 - Average time to respond to complaints (days)	New	10 days	 6.5	N/A	 1	219 stage 2 complaints were finalised during the period and of these 190 were responded to within the 10 day target. Overall performance against the 10 day target has been good, with an average response time of 6.5 days. HouseMark Quartiles Top 7.86 Median 8.60 Lower 9.70
New CH3: % of tenants who felt staff were able to deal with their problem (STATUS)	75% (2008/09 Survey)	N/A	Next STATUS survey 2010/11	N/A	Not available at the moment	The 2008/09 STATUS survey identified that 75% respondents said that staff were able to deal with their problem and 16% said that they were unable to do so. In our own annual survey 2009 we asked "when you contacted us was your query resolved?" 80.68% of respondents said yes the query was resolved. 12.71% said no.
New CH4: Average response times to calls (in seconds)	New	Baseline	12.38 seconds	N/A	 2	107,744 calls were received and 1,333,595 seconds to answer them. This report relates to all offices and excludes the repair reporting centre at the moment from quarter 3 the repair centre will be included in this report. Currently performance is HouseMark quartile 2. HouseMark Quartiles Top 9.55 Median 16.00 Lower 38.50
CH5 - The number of complaints to an ombudsman classified as Maladministration	0	0	 0	N/A	N/A	During 2009/10 to date, the company has received three complaints from the Local Government Ombudsman. Two of these resulted in no or insufficient evidence of maladministration and the other one was a local settlement. In addition, the Ombudsman has made a decision on three complaints received in 2008/09. One of these resulted no or insufficient evidence of maladministration and the other two were local settlements.

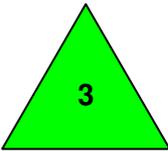
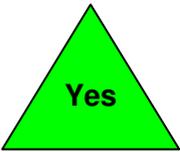
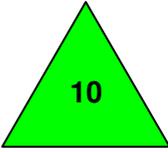
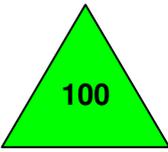
Performance Indicator	Performance 2008/09	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comments and Corrective Action/s
New CH6: % of inbound calls to organisation answered	New	Baseline	92.92% (repair reporting centre) 75.02% (offices) 80.14% (overall)	N/A		<p>This is a new performance report and the results have only recently been made available. 194,082 inbound calls were received during the first six months this year and 155,530 calls were answered. Incoming calls that were answered by an employee were analysed. Voicemail and internal transfers are excluded from the calculation in line with the HouseMark definition. The report covers all offices and the repair reporting centre.</p> <p>Performance in relation to the repair reporting centre is good with 92.92% of calls answered. The result in relation to offices is 75.02% giving an overall result of 80.14% The reasons for poorer performance at offices will be investigated and improvements will be identified to improve performance.</p> <p>HouseMark Quartiles Top - 96.83% Median 93.50 Lower 88.72%</p>
New CH7: Equality Framework for Local Government	Achieving	Work Towards Excellence		N/A	N/A	During 2009/10 the Company will work towards the achievement of excellence in 2010/11.
New CH8: Have you achieved the customer excellence standard? Full, partial or no	New	Work Towards Full		N/A	N/A	During 2009/10 the Company will carry out work towards the achievement of the standard to achieve the standard in 2010/11.

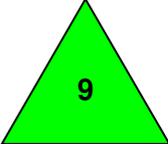
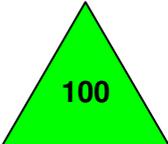
Performance Indicator	Performance 2008/09	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comments and Corrective Action/s																				
CH9 - The % invoices for commercial goods and services, which were paid by the company within 30 days of such invoices being received by the authority.	93.79%	96.5%	 95.27	 (Current) Top 95%. Median 91%. Bottom 86%	N/A	Performance in the second quarter is an improvement on the first quarter (95.17%) and on the same period last year (93.62%), however we are just short of the annual target. To improve performance we will closely monitor the processing of invoices to identify potential delays.																				
<p>Invoices paid in target time</p>  <table border="1" style="margin: 10px auto;"> <caption>Data for Invoices paid in target time chart</caption> <thead> <tr> <th>Quarter</th> <th>2009/10</th> <th>Target</th> <th>2010/11</th> </tr> </thead> <tbody> <tr> <td>Apr - June</td> <td>95.17%</td> <td>96.5%</td> <td>93.0%</td> </tr> <tr> <td>Jul - Sep</td> <td>95.27%</td> <td>96.5%</td> <td>~93.2%</td> </tr> <tr> <td>Oct - Dec</td> <td>-</td> <td>96.5%</td> <td>~93.5%</td> </tr> <tr> <td>Jan - Mar</td> <td>-</td> <td>96.5%</td> <td>93.8%</td> </tr> </tbody> </table>							Quarter	2009/10	Target	2010/11	Apr - June	95.17%	96.5%	93.0%	Jul - Sep	95.27%	96.5%	~93.2%	Oct - Dec	-	96.5%	~93.5%	Jan - Mar	-	96.5%	93.8%
Quarter	2009/10	Target	2010/11																							
Apr - June	95.17%	96.5%	93.0%																							
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Oct - Dec	-	96.5%	~93.5%																							
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Performance Indicator	Performance 2008/09	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comments and Corrective Action/s																				
CH10 - The number of working days lost due to sickness absence.	11.6	10	5.88	3 (2007/08) Top 10.28 Median 10.95 Bottom 11.78	2 (2007/08) Top 10.15 Median 11.70 Bottom 13.71	Absence has increased by 0.61 days on the same period last year, however in the month of September there was a slight reduction of 0.88 days. We have focussed our efforts to maximise attendance and have introduced early intervention meetings at 4 weeks with an HR advisor and case working with occupational health. Monthly meetings will, be held with all Directors from November to look at ways to maximise attendance as well as other related HR elements for example work life balance.																				
<p style="text-align: center;">Average days sickness</p> <table border="1"> <caption>Average days sickness Data</caption> <thead> <tr> <th>Period</th> <th>2009/10</th> <th>Target</th> <th>2008/09</th> </tr> </thead> <tbody> <tr> <td>Apr - June</td> <td>3.0</td> <td>2.8</td> <td>3.0</td> </tr> <tr> <td>Jul - Sep</td> <td>6.0</td> <td>5.8</td> <td>6.0</td> </tr> <tr> <td>Oct - Dec</td> <td>8.0</td> <td>7.8</td> <td>8.0</td> </tr> <tr> <td>Jan - Mar</td> <td>10.0</td> <td>10.0</td> <td>11.5</td> </tr> </tbody> </table>							Period	2009/10	Target	2008/09	Apr - June	3.0	2.8	3.0	Jul - Sep	6.0	5.8	6.0	Oct - Dec	8.0	7.8	8.0	Jan - Mar	10.0	10.0	11.5
Period	2009/10	Target	2008/09																							
Apr - June	3.0	2.8	3.0																							
Jul - Sep	6.0	5.8	6.0																							
Oct - Dec	8.0	7.8	8.0																							
Jan - Mar	10.0	10.0	11.5																							

Performance Indicator	Performance 2008/09	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comments and Corrective Action/s
New CH11: % of customers on who the landlord has diversity information (by all equality strands)	New	Baseline	     	N/A	 Age  Gender  Disability  Ethnicity  Sexuality  Religion/ Belief	<p>This new indicator measures information held by the Company relating to the following diversity strands: age, gender, ethnicity, disability, sexuality and religion or belief. The Company have collected 100% information in relation to age, gender, ethnicity and disability. However in relation to sexuality and religion and belief the customer profile form has recently been redesigned to capture this information.</p> <p>HouseMark Quartiles Age – Top 98.7% Median 95.94% Lower 84.30% Gender – Top 100% Median 99.96% Lower 99.30% Ethnicity – Top 89.19% Median 82.05% Lower 76.22% Disability – Top 70.08% Median 51.43% Lower 22.23% Sexuality – Top 34.30% Median 14% Lower 1.12% Religion/Belief – Top 52.70% Median 35.40% Lower 9.61%</p>

Performance Indicator	Performance 2008/09	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comments and Corrective Action/s
New CH12: % of employees satisfied with their employer	New	Baseline	N/A	N/A	Not available at the moment	No results available at the moment. Survey will be carried out later in the year.
New CH14: Avoidable contact: The proportion of customer contact that is of low or no value to the customer	New	Baseline	10.61%	N/A	Not available at the moment	Performance against this indicator is collected using information received during our 'Contact days' when customer contact is recorded by all services. The result is based on 15,058 contacts of which 1,597 were classified as avoidable.
CH15 - The % of company employees declaring that they meet the Disability Discrimination Act 1995 disability definition	24	24.5%	 18.04	N/A	N/A	The results of the disability survey indicate that 18.14% of the employees who responded to the survey have a disability. If we count all employees and assume employees who did not respond don't have a disability then the result would be 10.31%. The work placement scheme continues to offer placements to those with a disability.

Performance Indicator	Performance 2008/09	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comments and Corrective Action/s
CH16 - % of company employees from ethnic communities	3%	3%	 3 (11 of 417 employees)	 3 (Current) Top 7.6% Median 3.3% Bottom 1.4%	N/A	11 employees out of 417 employees are from an ethnic community (2.64% to two decimal places). The result broadly reflects our customer profile which shows that 2.91% of customers are from an ethnic community.
CH19 - Does the company follow the Commission for Racial Equality's code of practice in rented housing and follow the Good Practice Standards for social landlords on tackling harassment included in the Code of Practice for Social Landlords	Yes	Yes	 Yes	N/A	N/A	We do comply with the code of guidance and the good practice standards for tackling harassment. The evidence logs will be updated during the year with additional information as it becomes available to support compliance with the code.
CH20 - The number of racial incidents reported	32	Increase	 10	N/A	N/A	During the half year 10 racial incident cases were opened which is an improvement compared to the same period last year (9). Incidents are generally underreported so an increase shows a willingness of victims to come forward to report this hate crime.
CH21 - The percentage of racial incidents that resulted in further action	100%	100%	 100	N/A	N/A	All of the cases resulted in further action being taken against the perpetrators.

Performance Indicator	Performance 2008/09	Target 2009/10	Performance 2009/10	AC Quartile Position	HM Quartile Position	Comments and Corrective Action/s	Performan 2008/09
CH22; The number of other hate crime incidents reported	New	Baseline		N/A	N/A	This indicator measures other hate crime. 4 cases were homophobic, 3 cases related to religion and 2 related to disability.	
CH23: The percentage of hate crime incidents that resulted in further action	New	100%		N/A	N/A	All of the cases resulted in further action being taken against the perpetrators.	



Report to Board
12 November 2009

Title: Management Accounts – September 2009

Report of: Director of Finance

Purpose of Report

1. To provide the Board with an update on the management accounts for the 6 month period to 30 September 2009.

Background

2. The Accounts Team produces monthly management accounts which detail the actual charges for the month, the year to date charges and the budget year to date. This shows the variance and the forecasted budget. This report has been included in the Appendix to this report.
3. The Board agreed a budget for 2009/10 at its meeting on 12 March 2009.

Management Accounts

4. The Management Accounts to the end of September 2009 are included within the Appendix to this report. The Management Accounts include the income and expenditure in relation to both revenue and repairs up to the end of September 2009.

Link to values

5. This report is in line with the following values of the company :-
 - Being honest, accountable and transparent
 - Being motivated trained, and committed across the company

Impact on tenants

6. Whilst this report does not impact on tenants directly, appropriate financial monitoring and control will ensure efficiencies are maximised and redirected to services that directly impact on tenants.

Risk Management Implications

7. Regular and accurate monitoring will ensure that the strategic risk within the business plan (Insufficient available financial resources) is effectively controlled.

Financial Implications

8. The financial implications are contained within the report and appendices.

Equality and Diversity Implications

9. There are no equality or diversity implications arising from this report.

Value for Money implications

10. Regular financial monitoring and control will ensure efficiencies are maximised and then utilised in the most appropriate manner.

Consultation carried out

11. None directly for this report.

Recommendation

12. The Board is asked to note the report.

**The Gateshead Housing Company
Management Accounts – September 2009**

Revenue and Repairs Executive Summary

1. The management accounts for the first six months are included below:

	YTD Actual £'000	YTD Budget £'000	YTD Variance £'000	Annual Budget £'000	Forecast £'000
Management Fee					
Income	8,962	8,962	0	17,923	17,923
Employee Costs	6,000	5,973	(27)	11,947	11,947
Overhead Costs	2,954	2,989	35	5,976	5,976
Surplus/(Deficit)	8	0	8	0	0
Repairs Fee					
Repairs Management Fee	10,188	8,829	1,359	17,659	17,659
Capitalisation	2,412	2,500	(88)	5,000	5,000
Repairs Costs	12,600	11,329	(1,271)	22,659	22,659
Surplus/(Deficit)	0	0	0	0	0

2. The first 6 months of the year show an underspend of £8,000. This is a positive start to the financial year and shows that the Company continues to maintain good financial management.
3. Income for the first 6 months is in line with expectations and is expected to come in on target.
4. Salary costs are largely on target. The overspend of £27,000 is mainly due to additional staff being required to cover maternity and long term sickness for front line posts, as well as additional staff to cover the brought forward decent homes works.
5. Overhead costs are underspent at this time; however, this is not expected to come in under budget with additional costs in relation to CRM expected to ensure that overhead costs come in on budget or slightly overbudget.
6. We continue to generate efficiencies and savings where possible to reinvest in our services and we continue to follow prudential financial management.
7. Repairs are currently over budget for the year to date, however, we are forecasting that the repairs amounts will match the increased income agreed with the Council. Increased spend is due to painting costs and relets where spend appears to have been higher than anticipated in the early months.

Income

	YTD Actual £'000	YTD Budget £'000	YTD Variance £'000	Annual Budget £'000
INCOME				
Management Fee	7,208	7,208	0	14,415
Officer Costs Actual	1,529	1,529	0	3,058
External Funding	50	50	0	100
Performance Fee	175	175	0	350
Total Income	8,962	8,962	0	17,923

8. Income is on budget for the year. We currently expect income to come in on budget and will be monitoring this closely during the year.

Staff Costs

9. Staff Costs are broken down as follows:

	YTD Actual £'000	YTD Budget £'000	YTD Variance £'000	Annual Budget £'000
Employee Costs				
Housing Management	1,576	1,568	(8)	3,136
Business Support	371	366	(5)	732
Property & Technical Services	1,414	1,411	(3)	2,822
Finance & ICT	894	894	0	1,788
HQ Sub Total	4,254	4,239	(16)	8,478
Area Costs	1,745	1,734	(11)	3,469
Total Employee Costs	6,000	5,973	(27)	11,947

10. Staff costs show a small overspend to date. This is due mainly to front line services being backfilled and an additional member of staff in Decent Homes to cover the brought forward schemes.
11. To date we have spent £47,000 on agency staff (this has been due to the accelerated decent homes work), the first six months of last year we spent £243,000 on agency staff. However, this has been partly offset in the month end figures due to a number of vacant posts.
12. This situation continues to be monitored closely and work is ongoing to determine a more sustainable course of action including maintaining pools of staff.

Overhead Costs

	YTD Actual £'000	YTD Budget £'000	YTD Variance £'000	Annual Budget £'000
Overhead Costs				
HQ Total	2,366	2,358	(8)	4,715
Area Costs	588	631	43	1,261
Total Overhead Costs	2,954	2,989	35	5,976

13. Overhead costs are underspent at this time; however, they are expected to come in on budget at the year end or slightly in excess of budget. This is due mainly to the increased ICT costs associated with the CRM project. An analysis of overhead spend against budget for the last 3 years is included within Appendix 1.
14. Budget holders are now more accountable for their budgets enabling them to review their spend in more detail and overhead spend is monitored in detail by the Finance Section to ensure that these costs are controlled as much as possible. It should be noted that not all costs can be controlled especially in relation to utility costs and insurance claims.

Repairs Summary

15. An analysis of the repairs costs is provided below. An analysis of the repairs costs shows that the main overspends are in relation to relets and painting costs. These are areas where the costs have been higher at the start of the programme.

	YTD Budget £000's	YTD Actual £000's	Variance £000's	Budget £000's	Forecast £000's
REPAIRS					
Fixed Costs (Contractors' Preliminaries)	1,600	1,666	(66)	3,200	3,200
Responsive	5,708	4,685	1,023	11,050	10,389
Relets	2,500	3,460	(960)	5,000	6,000
Cyclical Repairs	250	258	(8)	500	500
Water Hygiene Testing	75	59	16	150	150
Painting	570	1,722	(1,152)	1,139	1,800
Gas Servicing	513	464	49	1,025	1,025
Electrical Circuit Testing	25	46	(21)	50	50
Solid Fuel Testing	5	10	(5)	10	10
Lift Maintenance	68	35	33	135	135
Security	75	74	1	150	150
Environmental Works	100	97	3	200	200
Energy Performance Certificates	25	27	(2)	50	50
	11,514	12,602	(1,088)	22,659	23,659
Repair Management Fee Income	8,829	10,188	(1,359)	17,659	18,659
Capitalisation	2,500	2,412	88	5,000	5,000
Income Total	11,329	12,600	(1,271)	22,659	23,659
REPAIRS TOTAL	-	-	-	-	-

Responsive Repairs

16. For the first six months of the current year, the average cost per job for responsive repairs is £96.53 – this compares favourably to the average repair cost in September 2008 which was £122.84. This has been achieved by changing the way in which we manage variances to ensure we can demonstrate value for money with all proposed variances.

Painting

17. The painting programme is front loaded as most works are carried out within the summer months; therefore, most of the painting costs have been received. There is not expected to be any additional spend on the painting scheme over the winter months. The additional costs of the painting programme have been covered by the reduced responsive repairs costs.

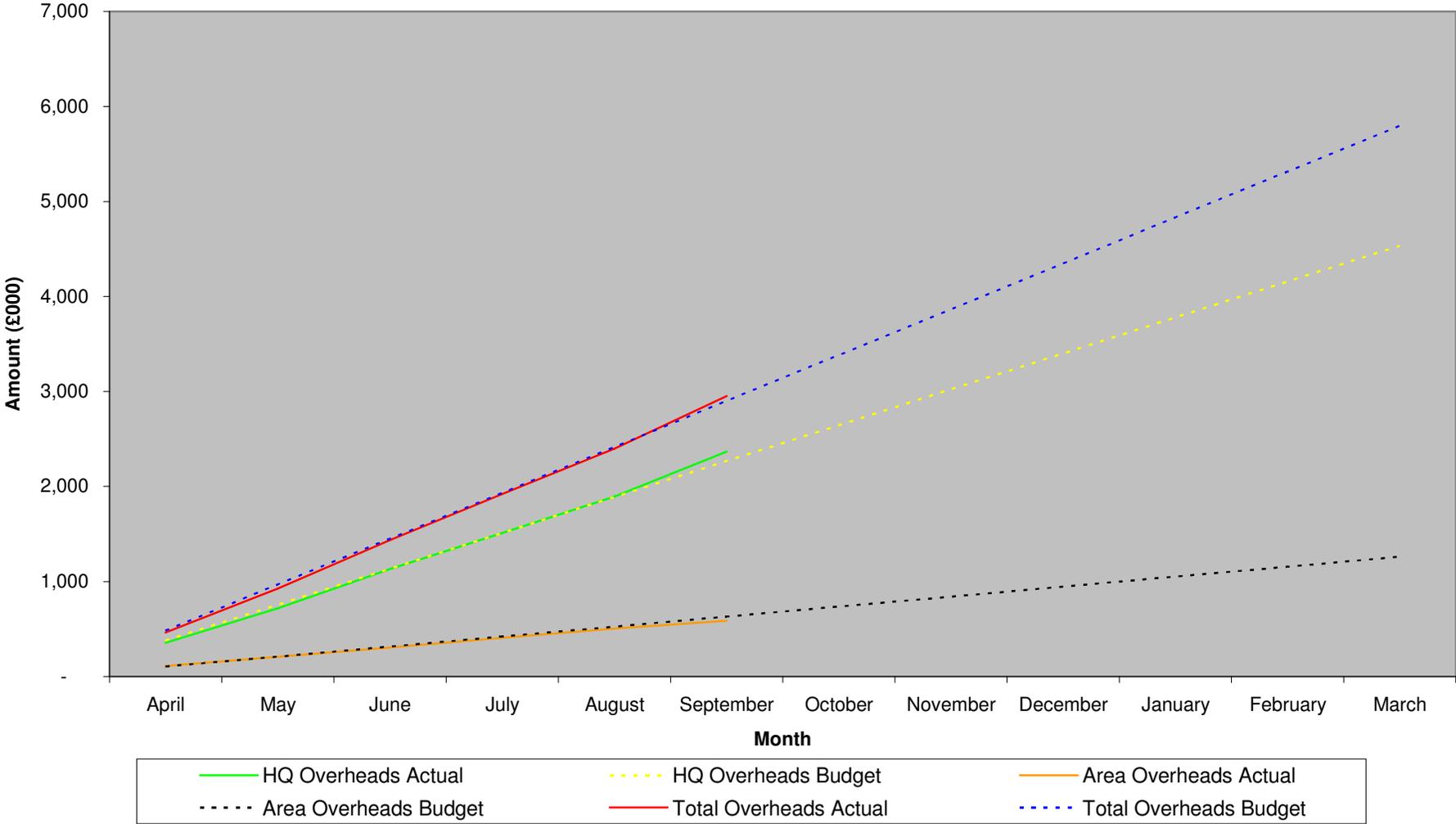
Relets

18. Relet expenditure has increased due to an increased number of relets. A significant amount of work has been carried out in partnership with Morrison's which has resulted in new charges for voids work being agreed. The fixed costs for category 1 and 2 voids have fallen by 36.54% and 11.24% respectively.
19. The new charges started in October and these are expected to keep costs down for the last 6 months.
20. We have met with the Council to consider relets, specifically due to the increased number of relets and the impact on homelessness. The Council have agreed to fund the increase in relets this year to assist in the prevention of homelessness. We are expecting the additional cost this year to be £1m higher than initially budgeted for, and the Council have set aside up to £1.2 million to cover these costs within the HRA.
21. An analysis of the type of responsive repairs year to date is included in Appendix 2 and a comparison of responsive repairs costs and number of jobs in 2009/10 to prior years is included within Appendix 3.

Detailed Management Accounts

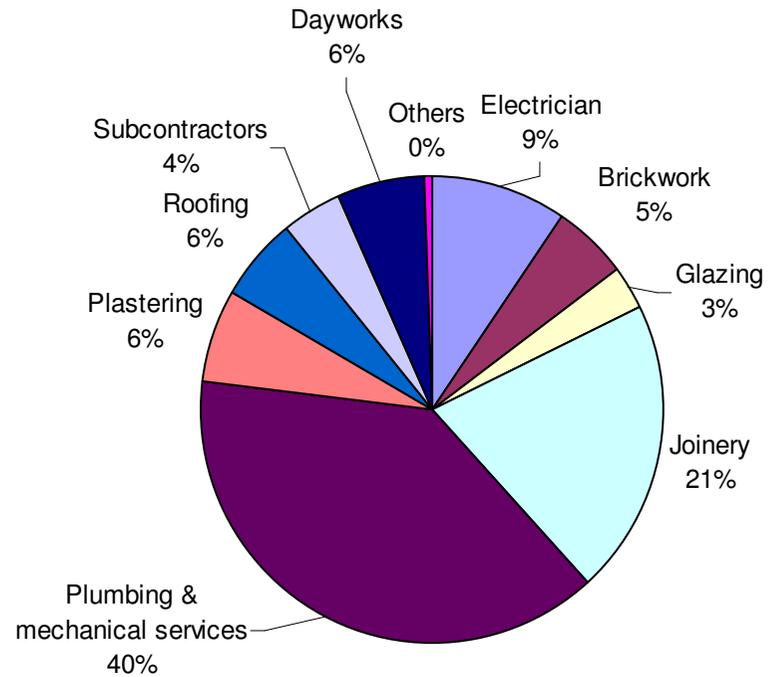
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Area Costs	588	631	43	1,261
Total Overhead Costs	2,954	2,989	35	5,976
Management Surplus/(Deficit)	8	0	8	0

TGHC Overheads Budget 2009/10



Appendix 2

Morrisons invoiced Repairs by trade for the period April 2009 - September 2009



Trade	2008/09 (6 months)	2009/10 (YTD)
Electrician	318,985	276,455
Brickwork	190,936	154,287
Glazing	93,682	94,609
Joinery	972,186	603,256
Plumbing & mechanical services	1,326,388	1,134,161
Plastering	253,449	182,064
Roofing	266,403	171,682
Subcontractors	348,374	124,293
Dayworks	323,318	183,754
Others	11,648	13,848
TOTAL	4,105,368	2,938,408

Comparison of Responsive Repairs to Previous Years

