

NOTTINGHAM CITY HOMES

PERFORMANCE & REGULATORY
COMMITTEE

30 OCTOBER 2007

REPORT OF THE HEAD OF PERFORMANCE & BEST VALUE

COMPANY PERFORMANCE REPORT 1st APRIL 2007 TO 30th SEPTEMBER 2007 (QUARTER TWO 2007- 08)

1 SUMMARY

- 1.1 The purpose of this report is to advise the Performance & Regulatory Committee of the Company's performance for the half year period to 30th September 2007 against national Best Value and primary local performance indicators and planned activity contained within the Foundation Plan.

2 RECOMMENDATIONS

- 2.1 It is recommended that members of the Performance & Regulatory Committee:

- Note and comment upon the Company's performance to 30th September 2007 with regards to planned activity contained within the Foundation Plan;
- Note and comment upon the Company's performance to 30th September 2007 with regards to Best Value and local primary performance indicators; and,
- Consider remedial action proposed to address any issues of poor performance.

3 PROGRESS AGAINST THE FOUNDATION PLAN

- 3.1 Following extensive consultation with tenants, front line staff, managers, partners and Board Members during February and March 2007 the Company developed a short term Foundation Plan to **focus** the Company's resources and activities on the six key areas of service improvement that were identified in the consultation process as being critical for all key stakeholders. These are:

- Customer focus
- Improving the quality of repairs
- Vacant property management
- Estate services
- Tenant participation
- Rent collection
- Company culture and team building

3.2 The Foundation Plan was launched in April 2007 and to 30th September 2007 and sections 3.3 to 3.9 of this report outline the actions delivered against the Plan.

3.3 **Customer Focus**

- Implemented a revised complaints and compliments policy supported by a specialist Customer Relations Team
- Achieved accreditation to the Telecare Service Association Code of Practice at Nottingham on Call
- Established a dedicated team for leaseholder management
- Installed notice boards in all blocks of flats and sheltered schemes to display information on the caretaking service, local housing office, fire safety, telephone/contact lists etc
- Implemented a 'back to basics' campaign to ensure that front line staff are:
 - Wearing badges and identifying themselves to customers
 - Answering telephones in a standard way and within target times
 - Following a standard script, to help staff answer the telephone in an agreed style, including publicising it on a monthly basis in Team Briefing
 - Not passing customers on but dealing with the query themselves
 - Getting back in contact with customers when promised
 - Producing quality letters
 - Using policies, procedure guides and systems
- Implemented localised telephone call handling arrangements with a specific focus on Technical Services, Allocations, Sheltered Housing, Nottingham on Call, St. Anns, Hyson Green, Central Rents Team, Aspley and Bulwell offices
- Established and commenced implementation of an agreed minimum standards 'template' for office reception areas
- Communicated the feedback from the first Policy Consultation Events in 'News from NCH'
- Established a project team to implement ISO 9001:2000 compliant procedures across the organisation which will form part of the wider performance management framework and quality assurance systems.
- Reorganised our governance arrangements with a majority representation of tenants on the Strategic Board
- Completed the 2007 STATUS survey of tenants with a view to this being an annual activity.

Key areas for focus now include:

- Implementing ISO 9001:2000 across the Company
- Implementing a telephone survey of all complainants to determine qualitative satisfaction levels
- The integration of all customer surveys and other means of assessing customer feedback through a Vision Management Systems framework co-ordinated through an integrated programme
- Improving performance against the key performance indicators highlighted in section 4 of this report

3.4 **Improving the Quality of Repairs**

- Developed a draft Asset Management Strategy including a Decent Homes Investment Plan and a revised Repairs & Maintenance Strategy
- Implemented a 10% post inspection assessment service
- Established a process which identifies reasons for not completing repairs on first visit
- Expanded the appointment system to include **ALL** routine repairs
- Publicised planned maintenance programme and activities on Internet and Intranet (including area repairs programmes)
- Established monthly joint Decent Homes surgeries with partners
- Established and implemented an appointments process for post inspection of responsive repairs
- Developed a company wide revised Procurement Strategy
- A revised performance management framework was introduced in April 2007 that provides clear monitoring procedures, performance measures and targets for the aids and adaptations services

Key areas for focus now include:

- Agree the draft Asset Management Strategy and the Decent Homes Investment Plan and obtain joint approval from the City Council and the Company's Strategic Board
- Complete the tendering exercise for the repairs and maintenance contract
- Improving performance against the key performance indicators highlighted in section 4 of this report

3.5 **Vacant Property Management**

- Established a specialist team under a single management structure integrating waiting list management, CBL administration, allocations, vacant property management, technical assessment, voids cleansing and minor voids repairs teams.
- Revised the performance management framework and targets
- Completed a review of the lettable standard in consultation with customers and developed three pilot properties to the standard which will also act as a training platform for staff
- Completed a customer satisfaction survey of lettings service
- Developed an allocations marketing strategy

Key areas for focus now include:

- Finalising the lettable standard
- Finalising a new void standard which will set standards for the way we monitor and maintain the exterior of properties whilst they are empty.
- Finalising a new Tenant Information Pack and Welcome Pack
- Improving performance against the key performance indicators highlighted in section 4 of this report

3.6 **Estate Services**

- Established specialist area based teams with clear focus on estate services
- Re-launched a comprehensive Estate Inspection programme to include wider range of partners and tenants
- Developed and introduced complainant action plans for victims of ASB.
- Commenced a programme of inspections of communal areas for the identification of repairs and maintenance
- Commenced the appointment of a specialist manager for caretaking and cleaning service and reorganise service within single structure
- Implemented a programme of quarterly neighbourhood clean up campaigns
- Introduced quarterly estate assessments driven by our Tenant Services Inspection Team. In June 2007 22 out of 36 estates were assessed to be of a 0 or 1 star standard and a significant programme of works in partnership with the City Council and other agencies has commenced to ensure that by March 2008 all are of a minimum 2 star standard.

Key areas for focus now include:

- Finalising a new Estate Standard, working protocols and a review of the Service Level Agreements that affect the Public Realm following the pilot projects completed to improve standards on estates.
- Completing a review of the Caretaking Service and appointing to a new post of Estates and Caretaking Services Manager which has recently been advertised.
- Good partnership working continues in relation to anti-social behaviour, and we are currently working to develop a unified computerised ASB reporting system.
- Re-establishing Area Panels
- Implementing the targets that have been set for estate management staff regarding the completion of visits; the handling of complaints and member enquiries; estate maintenance and ASB management.
- Improving performance against the key performance indicators highlighted in section 4 of this report

3.7 **Tenant Participation**

- Launched a new citywide Tenant Compact during national tenants week
- Re-launched the new Tenant Participation Framework and completed appointments to panels and committees

3.7 **Tenant Participation (continued)**

- Implemented monthly tenant news letters with an area focus
- Developed a Tenants and Residents Editorial Board (TREB) to oversee and advise on all publications/ website developments/ policies/ literature
- Appointed a Tenant & Leasehold Involvement Manager
- Increased tenant involvement in scrutiny and inspection and mystery shopping

Key areas for focus now include:

- Embedding and improving the effectiveness of the new Tenant Participation Framework and structures

3.8 **Rent Collection**

- Completed the reorganisation of the service under a single specialist structure
- Implemented a joint working protocol with the City Council's Housing Benefits service
- Revised the performance management framework and targets

Key areas for focus now include:

- Continuing the development of positive working relationships between the new Financial Inclusion Officers and the Voids and Lettings Team to ensure that all new tenants have been contacted and offered help to enable them to maximise their income to avoid early arrears
- Continuing the development of positive contacts with external agencies to ensure that debt advice is joined up and not duplicated.
- Extending the opening hours of the Rents Call Centre in order to make more contacts with people who work during the day.
- Embedding the new Leaseholder Team's work with the Leaseholder Forum to develop the aims of the service, service standards and a new Leaseholder Newsletter.

3.9 **Company Culture and Team Building**

- Developing a ten year strategy with a clear long term vision supported by a refreshed set of values
- Improved the leadership of the organisation at a senior management level with significant appointments to the posts of Director of Housing Operations, Director of Finance & Performance, Head of Strategy & Partnerships, Head of Learning & Development, Head of Asset Management and Head of ICT
- Re-launched a revised PDR & 1:1 policy, procedures and monitoring and quality assurance framework
- Implemented a comprehensive six month culture change programme supported by a specialist external organisation
- Completed the first Foundation Plan phase of staff re-organisations and restructures around priority services

3.9 Company Culture and Team Building (continued)

Key areas for focus now include:

- Finalising the longer term Company restructure following the Mock Inspection and budget preparations in order to develop structures that are fit for purpose to deliver 2 stars at the Inspection in 2008.
- Underpinning the structure with new ISO 9001:2000 compliant procedures and working practices which ensure consistency in service delivery across all the different offices and teams.
- Completing the delivery of the comprehensive six month culture change programme supported by a specialist external organisation
- Significantly increasing attendance through the reduction of sickness absence. A specialist member of staff has been appointed within the Human Resources Team to support managers in delivering this.

4 KEY PERFORMANCE OUTCOMES 1st APRIL 2007 TO 30th SEPTEMBER 2007

4.1 ACCESS & CUSTOMER CARE

Telephone Call Handling

The percentage of calls answered within the Repairs Call Centre

Month	2006-07	April	May	June	July	Aug	Sept
Performance		95.5%	95.2%	89.0%	93.0%	95.7%	96.13%
Cumulative	96.17%	95.5%	95.3%	93.1%	93.1%	93.6%	93.97%
Target	95%	96.0%	96.0%	96.0%	96.0%	96.0%	96.0%
Volumes		19,511	19,605	20,329	21,887	19,864	19,555
Cumulative	249,315	19,511	39,116	59,445	81,332	101,196	120,751

4.2 The percentage of calls answered within the Rents Call Centre

Month	2006-07	April	May	June	July	Aug	Sept
Performance		91.9%	92.7%	91.9%	94.5%	89.3%	93.47%
Cumulative	95.21%	91.9%	92.3%	92.2%	92.7%	92.0%	92.22%
Target	97.0%	97.0%	97.0%	97.0%	97.0%	97.0%	97.0%
Volumes		4,348	4,544	4,300	4,281	4,720	3,877
Cumulative	48,142	4,348	8,892	13,192	17,473	22,193	26,070

4.3 Note

With the exception of the Repairs and Rents Call Centres the Company's telephone call handling monitoring system (Tiger) is provided via NTL and the City Council. It is a free service for which we are not charged.

Effectively, apart from a two month period towards the end of 2006 the system has not been working since April 2006. On the last set of figures available it is estimated that across the Company we handle in excess of 1 million calls per year but we have no statistical evidence of how well we perform for the remainder of the Company

This is clearly a critical gap and despite undoubted ongoing efforts by both NTL and the City Council it is not currently possible to predict when or even if the situation will be rectified.

Remedial Action

This gap in information is not sustainable and is therefore a business critical issue for which a potential alternative means of monitoring performance outside of the current option is being pursued as a matter of some urgency by the Company's Head of ICT in consultation with the City Council.

4.4 **Customer Complaints**

Volumes

Total Number of Complaints Received (Stage One)	1,209
Total Number of Complaints to Stage Two Appeal	75
Total Number of Complaints to Stage Three Appeal	3

Of the three cases that have been to Stage Three Appeal to date, Strategic Board members have upheld the complainants appeal on two occasions. On one occasion because the complaint had been unjustly handled and on the second occasion because new information came to light as part of the appeal process that affected the decision.

4.5 Complaints by Type

Service	Number of Complaints	Proportion of all Complaints
Repairs & Maintenance	975	80.6%
Tenancy & Estate Management	118	9.8%
Customer Service	63	5.2%
Voids and Allocations	33	2.7%
Rents	19	1.6%
Human Resources	1	0.1%
Total	1,209	100%

The heading of customer service used in the first six months of the financial year has now been deleted as a separate category and these complaints will be re-categorised against the service for which customer care was an issue for the complainant.

Complaints Response Rates

87 complaints made to the Company in September were received after the 16th September 2007 and as a consequence the deadline for a response was after the period close date of 30th September 2007.

In effect therefore of the 1,209 complaints received between 1st April 2007 and 30th September 2007 1,122 should have been responded.

The number of complaints received and the percentage responded to within 10 working days

Month	2006-07	April	May	June	July	Aug	Sept
Performance		61%	54%	54%	49%	44%	58%
Cumulative	59%*	61%	56%	55%	53%	51%	52%
Target	97.0%	97.0%	97.0%	97.0%	97.0%	97.0%	97.0%
Volumes		62	155	234	252	223	196
Cumulative	759	62	217	451	703	926	1,122

Note

* The target time for responding to complaints in 2006-07 was 14 working days. This was reduced to 10 working days in 2007-08

4.6 Complaints Compensation Payments Made

Service	Number of Compensation Payments	Number by Local Government Ombudsman Instruction	Total Value
Repairs & Maintenance	78	6	£6,927
Tenancy Management	6	0	£15,574
Allocations & Voids	3	1	£4,550
Rents	1	0	£25
Total	88	7	£27,076

The payments above include 3 significant single payments of:

- £14,000 compensatory payment as advised by legal services in respect of the unauthorised clearance of possessions from a property
- £2,450 compensatory payment from Local Government Ombudsman finding of maladministration in respect of vacant property management and allocations in June 2005
- £2,000 3Cs Appeals Panel compensatory payment award in respect of vacant property management and allocations
- Excluding these cases the average compensatory payment award to date has been £101.

Reasons for Compensatory Payments

Repairs & Maintenance		
Sub-category	Number of compensatory payments	Percentage of repairs compensatory awards
Delay to repair	29	38%
Quality of work	19	24%
Failed appointment	10	13%
Staff attitude	5	7%
Damage caused prior to repair	4	5%
Damage caused during repair	4	5%
Misdiagnosis of work	3	4%
Damage to vehicles	2	2%
Decent Homes	1	1%
Temporary rehousing whilst repairs carried out	1	1%

4.6 Reasons for Compensatory Payments (continued)

Allocations & Voids		
Sub-category	Number of compensatory payments	Percentage of allocations compensatory awards
Condition of property	2	66%
Delay to property being ready to let	1	33%
Tenancy Management		
Sub-category	Number of compensatory payments	Percentage of tenancy management compensatory awards
Unauthorised clearance of possessions	3	50%
Incorrect recharging	1	16%
Accidental damage to possessions in reception area	1	16%
Delay in utility service provision	1	16%
Rents		
Sub-category	Number of compensatory payments	Percentage of rents compensatory awards
Incorrect application of rent charge	1	100%

4.7 Compliments Volumes

The focus of the first six months has been managing complaints within the new 3Cs service and it is considered that the recording of comments and compliments has taken a secondary focus and as a consequence volumes are understated. The majority of compliments have subsequently been recorded since the service changes were implemented on 20th August 2007.

Outcome	Number	Percentage
Property Services	34	43%
Estate Management	33	42%
Sheltered Housing	7	9%
Rents	3	4%
Customer Relations Team	1	1%
Nottingham on Call	1	1%
Total	79	100%

4.8 Local Government Ombudsman Enquiries

Service	Number	Percentage
Repairs & Maintenance	11	38%
Tenancy Management	7	25%
Voids & Allocations	6	21%
Rents	2	7%
Other	2	7%
Total	28	100%

The volume of complaints made by customers to the Local Government Ombudsman during the first six months of the financial year remains relatively high when compared nationally. There have however, been two significant performance improvements/changes in 2007-08:

- The Local Government Ombudsman is satisfied that the 3Cs policy and procedure is sufficiently rigorous and as a consequence where relevant will refer all complaints received to us prior to undertaking any investigation. As a consequence 50% of enquiries made o the LGO have been determined as premature
- The average number of days taken to respond to a LGO enquiry has reduced from 44 days to 30 days against a year end target of less than 28 days.

Outcome	Number	Percentage
Premature Complaint	14	50%
Local Settlement	4	14%
Still Live	4	14%
Ombudsman's Discretion	3	12%
No/Insufficient Evidence	1	5%
Redirected to NCC	1	5%
Maladministration	0	0%
Total	28	100%

4.10 **HOUSING INCOME MANAGEMENT (continued)**

The number of Local Authority tenants with more than seven weeks of (gross) rent arrears as a percentage of the total number of council tenants (BV 066b)

Month	2006-07	April	May	June	July	Aug	Sept
Cumulative	10.6%	10.1%	10.2%	10.2%	10.3%	10.3%	10.3%
Target	10.0%	8.5%	8.5%	8.5%	8.5%	8.5%	8.5%
Volumes	3,063	2,912	2,927	2,940	2,976	2,845	2,965

The percentage of Local Authority tenants in arrears who have had Notices Seeking Possession (NSP's) served (BV 066c)

Month	2006-07	April	May	June	July	Aug	Sept
Performance	22.92%	22.8%	22.2%	22.0%	21.8%	20.8%	21.3%
Target	24%	19%	19%	19%	19%	19%	19%
Volumes	2,659	2,697	2,643	2,614	2,596	2,453	2,502

The percentage of Local Authority tenants evicted as a result of rent arrears (BV 066d)

Month	2006-07	April	May	June	July	Aug	Sept
Cumulative	1.28%	1.20%	1.17%	1.15%	1.09%	1.10%	1.11%
Target	1.20%	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%
Volumes	370	344	337	331	313	315	318

Local Authority rent collection and rent arrears:- In-year collection figure

Month	2006-07	April	May	June	July	Aug	Sept
Cumulative	99.66%	98.3%	97.7%	98.3%	98.4%	99.6%	99.2%
Target	101.8%	101.8%	101.8%	101.8%	101.8%	101.8%	101.8%

4.11 **VACANT PROPERTY MANAGEMENT**

The average time in days taken to re-let Local Authority Housing (BV 212)

Month	2006-07	April	May	June	July	Aug	Sept
Performance		76.6	66.3	77.9	68.2	74.6	70.0
Cumulative	72.3	76.6	72.1	73.9	72.2	72.6	72.2
Target	37.0	45.0	45.0	45.0	45.0	45.0	45.0
Volumes Let		281	217	213	297	211	219
Cumulative	3,281	281	498	711	1,008	1,219	1,438

4.11 **VACANT PROPERTY MANAGEMENT (continued)**

Rent loss against properties vacant

Month	2006-07	April	May	June	July	Aug	Sept
Performance	3.3%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Target	3.1%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%
Value (£)	2,633m	206,226	371,684	538,189	745,342	863,887	1,023m

The proportion and number of lettable vacant properties

Month	2006-07	April	May	June	July	Aug	Sept
Percentage	2.16%	2.1%	2.1%	2.1%	1.95	1.9%	1.9%
Target	2.00%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%
Volume	638	619	613	618	565	553	545
Target	None	500	500	500	500	500	500
6 months+	173	179	167	158	144	138	136
Target	None	50	50	50	50	50	50

The percentage of new tenants satisfied with the overall service

Month	2006-07	April	May	June	July	Aug	Sept
Percentage		91.8%	91.9%	92.4%	86.8%	92.3%	90.1%
Cumulative	88.68%	91.8%	91.9%	92.0%	91.5%	91.6%	91.4%
Target	90%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
Responses		73	62	92	68	52	71
Cumulative	1,422	73	135	227	295	347	418

The percentage of new tenants satisfied with condition of their new home

Month	2006-07	April	May	June	July	Aug	Sept
Percentage		94.0%	85.5%	86.0%	79.75	84.3%	88.7%
Cumulative	62%	94.05	89.5%	88.0%	85.8%	85.5%	86.1%
Target	90%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
Responses		47	47	74	55	43	63
Cumulative	1,447	47	94	168	223	266	329

4.12 **ALLOCATIONS & LETTINGS**

The average length of time taken to register an application on the Housing Register

Month	2006-07	April	May	June	July	Aug	Sept
No. of days		23.3	41.5	31.2	37.7	33.0	30.8
Cumulative	15.7	23.3	29.8	30.2	32.9	32.9	32.5
Target	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Volumes		610	338	378	747	735	772
Cumulative	5,977	610	948	1,326	2,073	2,808	3,580

The average number of offers taken to let each property

Month	2006-07	April	May	June	July	Aug	Sept
Number		2.0	2.0	1.8	1.8	2.0	2.2
Cumulative	2.29	2.0	2.0	1.9	1.9	1.9	2.0
Target	1.5	1.2	1.2	1.2	1.2	1.2	1.2
Volumes		274	208	204	287	208	214
Cumulative	3,114	274	482	686	973	1,181	1,395

The percentage of properties let that were accepted on their first offer

Month	2006-07	April	May	June	July	Aug	Sept
Percentage		55.1%	55.3%	57.8%	56.8%	56.0%	48.8%
Cumulative	49.3%	55.1%	55.2%	55.9%	56.2%	56.1%	55.0%
Target	65%	75%	75%	75%	75%	75%	75%
Volumes		152	131	118	163	117	105
Cumulative	1,516	152	283	401	564	681	786

4.13 **STOCK INVESTMENT & ASSET MANAGEMENT**

Responsive Repairs

The percentage of responsive repairs (excluding emergencies) for which an appointment was both made and kept

Month	2006-07	April	May	June	July	Aug	Sept
Percentage		96.28%	95.36%	95.84%	94.78%	92.33%	93.24%
Cumulative	96.67%	96.28%	95.79%	95.81%	95.50%	94.80%	94.54%
Target	98%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%
Volumes		4,612	5,239	5,802	6,588	6,044	5,766
Cumulative	63,178	4,612	9,851	15,653	22,241	28,285	34,051

4.13 **STOCK INVESTMENT & ASSET MANAGEMENT (continued)**

The percentage of all responsive repairs completed on target

Month	2006-07	April	May	June	July	Aug	Sept
Percentage		95.7%	95.5%	94.81%	93.51%	94.585	95.92%
Cumulative	96.3%	95.7%	95.6%	95.31%	94.82%	94.78%	94.95%
Target	95%	97.8%	97.8%	97.8%	97.8%	97.8%	97.8%
Volumes		7,729	8,662	9,155	9,319	8,464	8,108
Cumulative	115,068	7,729	16,391	25,546	34,865	43,329	51,437

The percentage of emergency repairs (urgent) completed on target

Month	2006-07	April	May	June	July	Aug	Sept
Percentage		96.96%	94.70%	94.625	93.97%	94.54%	96.12%
Cumulative	97.13%	96.96%	95.84%	95.38%	95.00%	94.91%	95.11%
Target	98%	98%	98%	98%	98%	98%	98%
Volumes		2,521	2,431	2,954	2,853	2,492	2,598
Cumulative	35,277	2,521	4,952	7,906	10,759	13,251	15,849

The percentage of routine repairs (urgent) completed on target

Month	2006-07	April	May	June	July	Aug	Sept
Percentage		95.11%	95.82%	94.90%	93.30%	94.60%	95.84%
Cumulative	95.93%	95.11%	95.49%	95.28%	94.75%	94.72%	94.89%
Target	94%	97%	97%	97%	97%	97%	97%
Volumes		5,208	6,231	6,201	6,466	5,972	5,510
Cumulative	79,791	5,208	11,439	17,640	24,106	30,078	35,588

The percentage of customers indicating that they were satisfied with the responsive repairs service

Month	2006-07	April	May	June	July	Aug	Sept
Percentage		94.97%	93.10%	93.96%	88.02%	90.98%	*
Cumulative	89.3%	94.97%	94.04%	94.015	92.57%	92.26%	*
Target	93.5%	90%	90%	90%	90%	90%	90%
Volumes		510	499	482	441	464	*
Cumulative	5,527	510	1,009	1,491	1,932	2,396	*

Note

* Customers who had a repair completed in September are surveyed during October

4.14 **STOCK INVESTMENT & ASSET MANAGEMENT (continued)**

Gas Maintenance

The total and percentage of properties which are either within possession of a valid annual gas servicing certificate or that are capped

Month	2006-07	April	May	June	July	Aug	Sept
Performance		100%	99.99%	99.98%	99.98%	99.97%	99.88%
Cumulative	99.99%	100%	100%	99.99%	99.99%	99.99%	99.97%
Target	100%	100%	100%	100%	100%	100%	100%
Volumes serviced		1,620	2,220	2,831	3,061	2,735	2,104
Cumulative	23,450	1,620	3,840	6,671	9,732	12,467	14,571
Volume not serviced	1	0	1	4	5	8	29
Volume capped	655	38	41	48	78	66	79

4.15 **Decent Homes**

The proportion and number of homes that are non decent

Month	2006-07	April	May	June	July	Aug	Sept
Percentage	34.41%	33.85%	33.12%	32.18%	32.14%	32.10%	31.46%
Target	32.57%	30.61%	30.61%	30.61%	30.61%	30.61%	30.61%
Volumes	10,188	10,014	9,791	9,503	9,481	9,456	9,250

The number of homes made decent each month through the Decent Homes programme

Month	2006-07	April	May	June	July	Aug	Sept
Number		174	223	288	22	25	206
Cumulative	914	174	397	685	707	732	938
Target		103	103	103	103	103	103
Cumulative	1,422	103	206	309	412	515	618

4.15 **STOCK INVESTMENT & ASSET MANAGEMENT (continued)**

The percentage of customers indicating that they were satisfied with the Decent Homes service

Month	2006-07	April	May	June	July	Aug	Sept
Percentage		80.53%	48.39%	91.67%	81.08%	75.00%	*
Cumulative	84.51%	80.53%	73.61%	76.19%	77.07%	76.82%	*
Target	80.0%	90%	90%	90%	90%	90%	90%
Volumes		113	31	24	37	28	*
Cumulative	523	113	144	168	205	233	*

Note

* Customers who had their decent homes work completed in September are surveyed during October

4.16 **TENANCY & ESTATE MANAGEMENT**

Tenancy Management

Total number of reported cases of racial harassment

Month	2006-07	April	May	June	July	Aug	Sept
New Cases	75	1	2	2	7	5	4
Cases Closed	76	1	0	1	1	4	0
Live cases	20	20	22	23	29	30	34

Total number of reported cases of other harassment

Month	2006-07	April	May	June	July	Aug	Sept
New Cases	37	3	2	0	0	2	1
Cases Closed	43	0	0	0	0	0	2
Live cases	7	10	12	12	12	14	13

Total number of reported cases of domestic violence

Month	2006-07	April	May	June	July	Aug	Sept
New Cases	113	4	5	2	6	2	6
Cases Closed	126	2	9	4	0	2	8
Live cases	46	48	44	42	48	48	46

4.16 **TENANCY & ESTATE MANAGEMENT(continued)**

Total number of reported cases of anti-social behaviour

Month	2006-07	April	May	June	July	Aug	Sept
New Cases	964	51	70	71	54	31	46
Cases Closed	1,008	26	59	81	29	35	83
Live cases	483	508	519	509	534	530	493

4.17 **Estate Management**

In June 2007 the Company introduced quarterly estate assessments driven by our Tenant Services Inspection Team. Assessments are undertaken for each main housing estate in the city and judgements made in respect of the following criteria:

- The standard of grounds maintenance
- The standard of external caretaking
- The standard of internal caretaking
- The condition and cleanliness of play areas
- Evidence of abandoned vehicles
- Communal repairs
- Evidence of graffiti, fly tipping, general litter
- Evidence of tenancy issues such as overgrown gardens, illegal parking etc.
- Standards of estate and street signage
- Standards of footpaths and highways

4.18 A star rating is attributed to each estate based on the following broad criteria:

3 STARS ***

Estate clean and tidy with a good standard of grounds maintenance, tenancy management and highways maintenance. No evidence of abandoned vehicles, graffiti or litter.

2 STARS **

Estate clean and tidy with the odd spot of litter, minimal graffiti, little evidence of abandoned vehicles. Grounds maintenance, tenancy management and highways maintenance generally good.

1 STAR *

Estate fairly untidy with evidence of litter and/or graffiti and/or abandoned vehicles. Grounds maintenance, tenancy management and highways maintenance generally only fair.

NO STARS

Estate very untidy with much evidence of litter and/or graffiti and/or abandoned vehicles. Grounds maintenance, tenancy management and highways maintenance generally poor.

4.19 The assessments made by the Tenant Services Inspection Team in the first two quarters of the financial year are detailed below:

North Operational Unit

Estate	June 2007	Sep 2007	Dec 2007	Mar 2008
Bulwell Hall	**	**		
Leen Valley	*	*		
Edwards Lane	**	**		
Crabtree Farm	No stars	*		
Snapewood	*	*		
Bulwell	**	**		
Highbury Vale	**	**		
Bestwood Park	***	***		
Top Valley	*	*		
Bestwood	No stars	No stars		
Kingsthorpe Close	No Stars	*		
Sherwood	***	***		
Heathfield	**	**		
Mapperley	***	***		
Whitemoor	**	**		

South Operational Unit

Estate	June 2007	Sep 2007	Dec 2007	Mar 2008
Clifton - General	*	**		
Nobel Road	No Stars	**		
Meadows	*	**		
Lenton	*	**		
St.Anns	*	*		
Marmion Road	No stars	No stars		
Sneinton	No stars	No stars		
Bakersfield	N/A	*		
Colwick	N/A	No stars		
Cardale	N/A	No stars		

4.20 Central Operational Unit

Estate	June 2007	Sep 2007	Dec 2007	Mar 2008
Broxtowe	No stars	No stars		
Bilborough	*	*		
Beechdale	***	***		
Lenton Abbey	*	*		
Wollaton	**	**		
Strelley	*	*		
Bells Lane	No stars	No stars		
Aspley	No stars	No stars		
Radford	*	*		
Basford	**	**		
Southwold	*	*		
Hyson Green	*	*		
Forest Fields	**	**		
Arboretum	**	**		

4.21 Six estates were deemed to have improved in the second assessment and the intention is to use the process to drive up standards and ensure that by April 2008 all estates are assessed to be a minimum March 2 star standard.

4.22 A programme of remedial action in co-ordination with other agencies including the City Council has been planned as follows:

Month 2007	Estate
July/Aug/Sep	Marmion Road, Nobel Road, Crabtree Farm, Kingsthorpe
October	Aspley, Sneinton, Bells Lane
November	Radford, Broxtowe, Snapewood, St Anns, Bestwood.
December	Hyson Green, Bakersfield
Month 2008	Estate
January	Leen Valley, Bilborough, Colwick
February	Top Valley, Southwold, Cardale
March	Lenton Abbey, Strelley

4.23 **ATTENDANCE MANAGEMENT**

The average number of working days lost to sickness absence per employee (rolling 12 month period)

Month	2006-07	April	May	June	July	Aug	Sept
Company Wide	14.81	14.81	14.71	14.40	14.39	14.48	14.61
Weekly Paid	13.88	13.58	13.14	12.82	13.04	13.39	13.63
Monthly Paid	15.58	15.83	16.01	15.71	15.50	15.39	15.43
Property Services	14.04	13.97	13.72	13.46	13.55	13.53	13.60
Weekly Paid	14.36	14.12	13.82	13.59	13.53	13.65	13.57
Monthly Paid	13.32	13.64	13.48	13.18	13.59	13.26	13.69
Housing Operations	16.95	16.85	16.93	16.52	16.20	16.35	16.42
Weekly Paid	14.76	13.86	13.01	12.03	14.41	16.55	17.60
Monthly Paid	17.25	17.26	17.46	17.12	16.44	16.32	16.26

5 OTHER OPTIONS

5.1 There are no specific alternative options in relation to the content of this report.

6. FINANCIAL & RISK IMPLICATIONS

6.1 There are no direct implications associated with the contents of this report other than where specifically mentioned.

7. IMPLICATIONS FOR NOTTINGHAM CITY HOMES OBJECTIVES

7.1 Effective performance management is an essential requirement of achieving the Company's objectives.

8. VALUE FOR MONEY & EFFICIENCY ISSUES

8.1 Effective performance management is an essential requirement of achieving the Company's objectives.

9. EQUALITY & DIVERSITY IMPLICATIONS

9.1 There are no direct implications associated with the contents of this report other than where specifically mentioned.

**10. BACKGROUND MATERIAL AND PUBLISHED DOCUMENTS REFERRED TO IN
COMPILING THIS REPORT**

10.1 None

CONTACT OFFICERS: Neil Barks
Head of Performance & Best Value
14 Hounds Gate, Nottingham NG1 7BA
Tel: 0115 91 57362
E-mail: neil.barks@nottinghamcityhomes.org.uk

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