

**Title: Partners for Improvement in Islington
Performance Update – November 2015
Report from: Sharon Pearce, Managing Director**

1. Background

1.1 Partners manages approximately 6,500 street properties on behalf of Islington Council, through two long term contracts (PFI1 and PFI2), which were set up under the Private Finance Initiative. Major refurbishment to bring the properties up to a Decent Homes standard was completed in the first five years of the projects, and Partners now has ongoing responsibility for managing and maintaining the properties to a contractual standard. This report presents a summary of Partners current service delivery and performance.

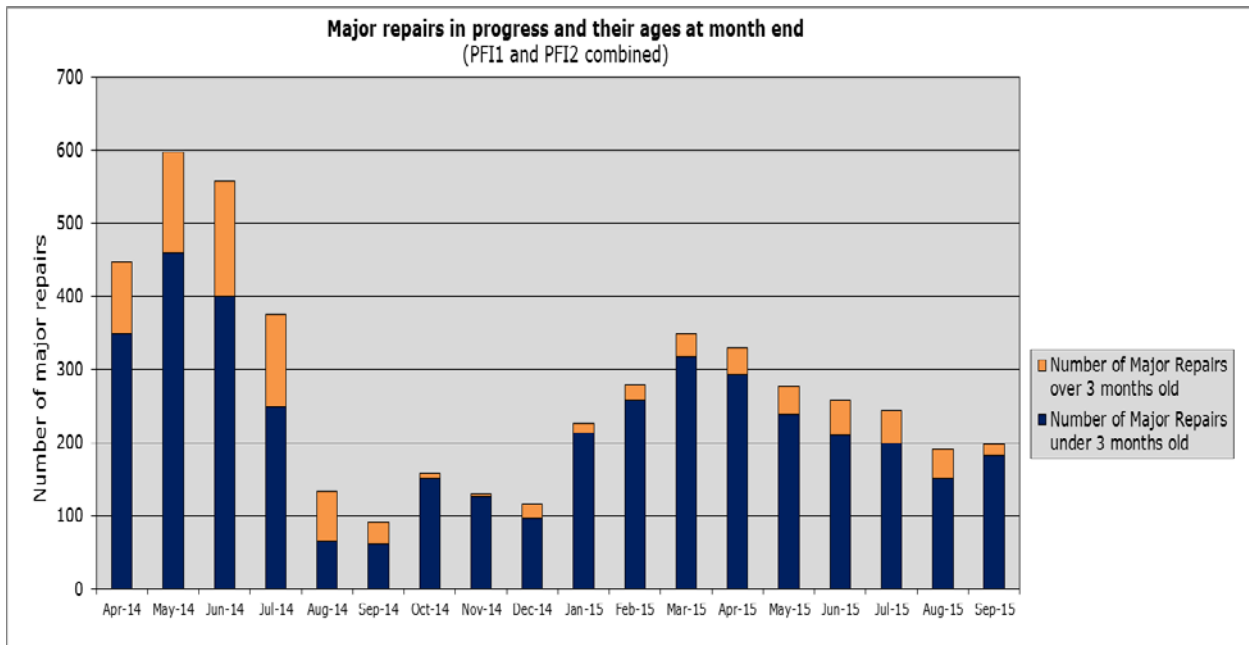
2. Key Performance Indicators (KPIs)

2.1 Partners is monitored by the Council on a regular basis against a range of KPIs on each contract. Appendix A details performance as at September 2015. The KPIs demonstrate that current performance is good, being above target in all areas, and showing continuing improvement on KPI performance in 2014.

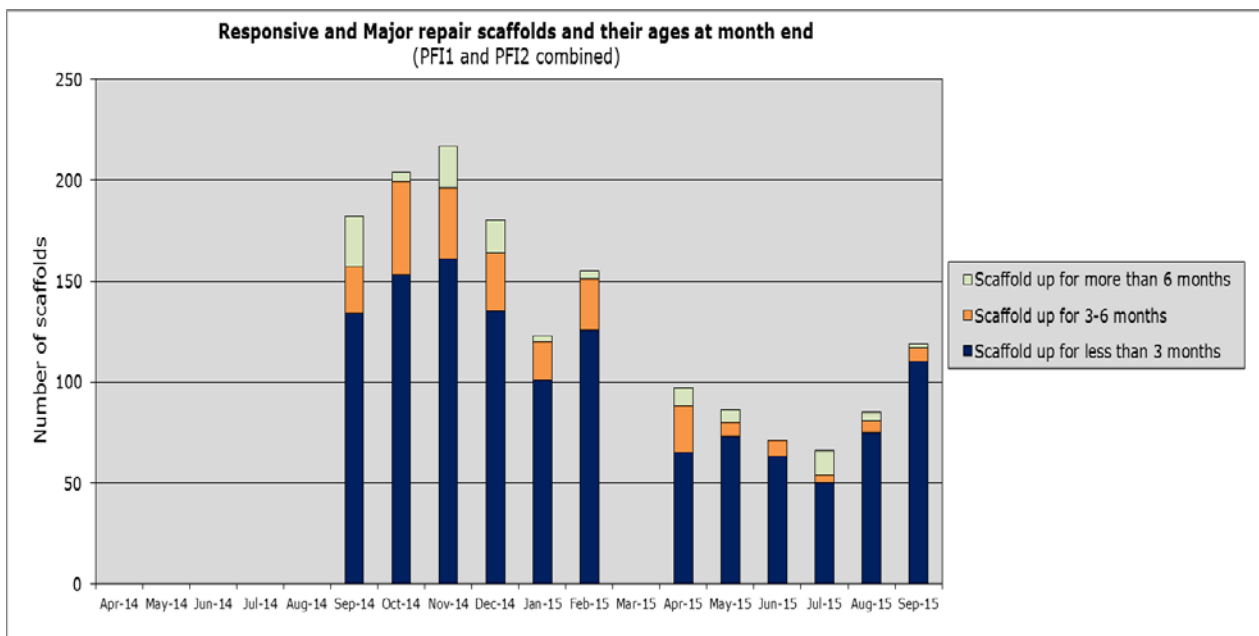
3. Responsive and Major Repairs

3.1 Our KPIs show that we consistently delivered a good responsive repairs service last year. We exceeded our target of completing 95% of repairs within timescale, and have improved on this in 2015, achieving close to 100% so far this year. Satisfaction with responsive repairs carried out is also high, averaging 90% in 2014, and exceeding that on PFI2 so far in 2015.

3.2 During 2014 Partners faced some challenges in the delivery of the major repairs service, which culminated in a backlog of repairs and an increased volume of complaints from our residents. In response, we made significant changes to our service delivery, and implemented new processes and controls. By December 2014 the backlog of work had been cleared as demonstrated in the graph below, and the number of jobs over 3 months old is currently less than 20 (the majority of which are delayed by external factors such as planning requirements).



3.3 The backlog of major repairs in 2014 also meant that issues were experienced with scaffolding being up for longer than anticipated in some cases. Better processes for managing major repairs, combined with improvements in our management of scaffolding have resulted in a significant reduction in the number of scaffolds up for longer than 3 months, as shown in the graph below.



3.4 In order to ensure that the quality of repairs we deliver is maintained at a high level, we have recently appointed an independent surveying company, JRP, to carry out inspections of our repairs work. On a monthly basis, JRP inspect 5% of completed responsive repairs and 100% of completed major repairs. The results for July and August 2015 are set out below, demonstrating a high level of “passes”.

	No. of inspections	Pass	Fail	Incomplete
Responsive repairs - July 2015	124	119 (96%)	2 (1.6%)	3 (2.4%)
Responsive repairs – Aug 2015	118	111 (94.1%)	1 (0.8%)	6 (5.1%)
Major repairs - July 2015	83	80 (96.4%)	3 (3.6%)	0 (0%)
Major repairs – Aug 2015	76	75 (98.7%)	0 (0%)	1 (1.3%)

3.5 Our delivery and monitoring of responsive repairs and major repairs continues to improve, although we continue to look at ways to improve our service delivery, and in particular, our communication with residents.

4. Cyclical Works

4.1 Partners cyclical team will be carrying out works to over 400 properties in the current phase of the programme, which runs to 2016. All properties will receive full external and communal area decorations; in addition, we will undertake any necessary major works identified as we survey the properties. These may include works to roofs, chimneys, parapets, and gutters, windows, rendering and pointing.

4.2 Our programme is as far as possible geographic, and the main areas we will be working in over in the forthcoming year will be Highbury East, Mildmay, Canonbury, Finsbury Park and Tollington. We will also be working on a small number of properties outside of these areas, where we have identified a specific need for more immediate works to be carried out. During the works we will be seeking out proactive ways to engage with our residents and ensure that the works are delivered with minimal disruption.

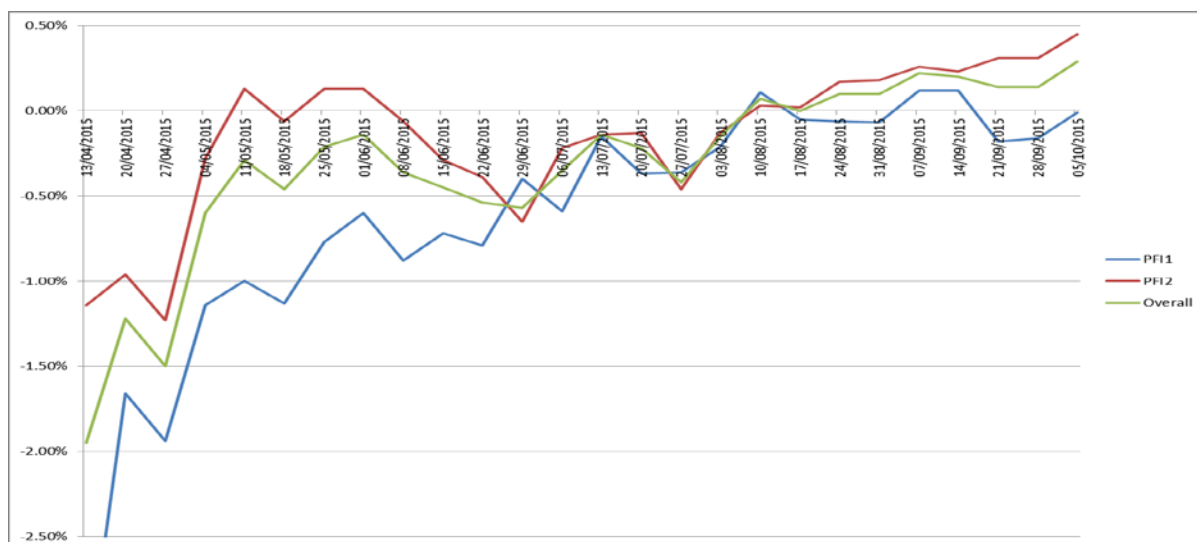
4.3 We have spent considerable time reviewing the processes for managing and specifying the programme, taking into account feedback from last year’s programme.

Our initial inspections indicate that the quality of the work being delivered currently is good, and the issues identified by Partners' and the Council's surveyors earlier this year have been addressed.

5. Housing and Leasehold Services

5.1 Our KPIs show that we consistently deliver a good housing management service. We have exceeded and improved on targets in the delivery of tenancy changes, tenancy audits and void relet times so far this year.

5.2 Rent collection has been maintained at between 99-100% throughout the last year, despite increasing pressure on our residents as a result of benefit changes. We also measure our performance against the Council's directly managed properties and have improved from being behind the Council's performance to being slightly ahead in recent months, as shown below (*0% on the graph would be equal to Council performance*).



5.3 Partners engages with residents and continuously seeks feedback. We use all feedback to help us to improve our services. We were therefore disappointed with the results of the recent resident satisfaction survey undertaken by the Council, and in particular with the poor satisfaction reported by our leaseholders. Our analysis of the survey indicates that there are two main areas of concern raised by our

leaseholders – delivery / communication of major repairs, and delivery of core leasehold services such as S20s and bills for works undertaken.

5.4 We hope that the changes that we have already made to our service, such as improvements in our major repairs service as demonstrated above, will begin to have a positive effect on leaseholder satisfaction. In addition, at the beginning of 2015 we reviewed our delivery of core leasehold services and these are now provided through Hyde's central Home Ownership Team. The new team have spent considerable time in reviewing leasehold processes such as the processes for issuing bills, ensuring that they are best practice and systematic. Although the introduction of the new team initially lead to some disruption of services, it is recognised that the additional expertise and consistent processes that the team bring will benefit Partners leaseholders, and it is again hoped that this will be recognised in future leaseholder feedback.

5.4 To ensure that the changes we are making to leasehold services are the right ones, and so that we can continue to improve our services, we have appointed an independent company, ORS, to measure leaseholder satisfaction on a regular basis. We also continue to seek feedback through other mechanisms such as regular reviews of complaints, Partners Open Forum, focus forums, mystery shopping, and our residents scrutiny panel. All feedback will be used to look at ways to continually improve our services.

6. Complaints

6.1 From December 14 Partners introduced a new central complaints team to handle all complaints and service alerts from across Partners (rather than complaints being answered by individual services). This was introduced to ensure consistency of responses and action for all our services, and to ensure that recurring themes are identified and addressed.

6.2 We have already seen evidence of the positive effect of these changes, as well as the effect of improvements made with the delivery of our services. The volume of Stage 1 complaints received has reduced by around 25% over the last 6 months as shown below, and there has also been a drop in upheld Stage 2 (CE Stage) complaints. These were running at 10 between April-Sept 14 and for the same period this year, we are at 2.

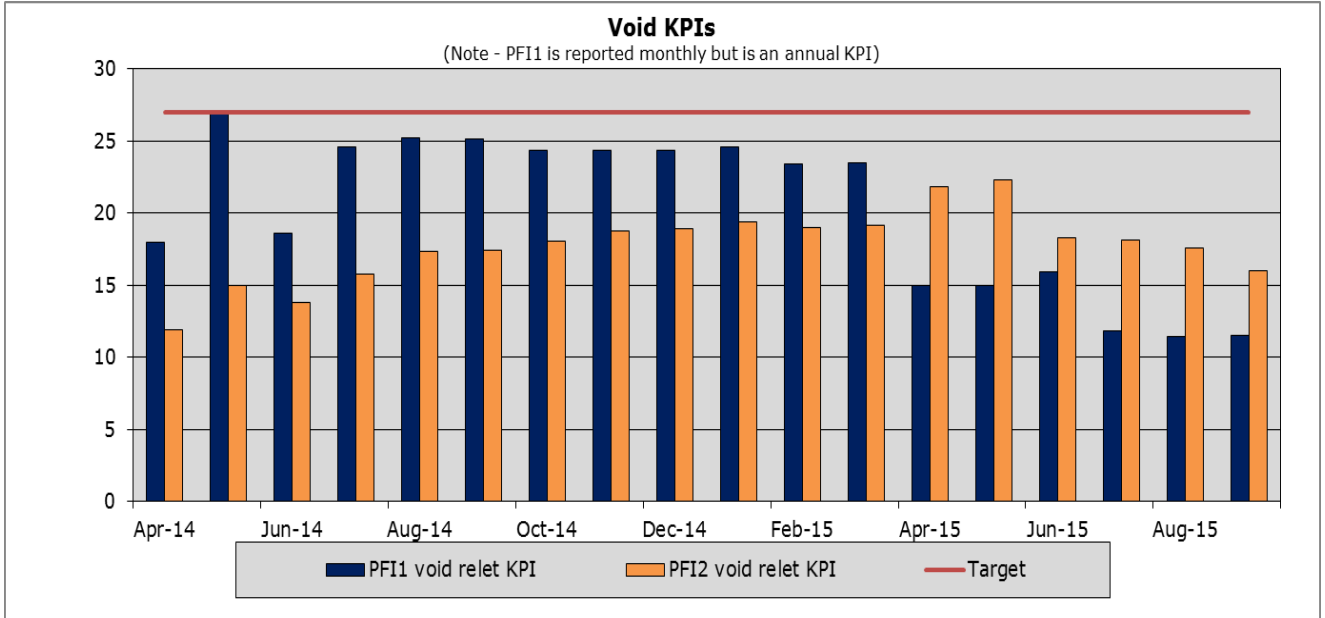
	April	May	June	July	August	Sept
Stage 1 complaints 2015	33	32	39	31	33	34
Stage 1 complaints 2014	41	41	40	49	55	50

6.3 Key themes identified last year through complaints, such as concerns with roofing works and scaffolding, and delays with major works have significantly reduced, indicating that changes made to our services are taking effect. Current themes are concerns with a lack of communication through the major works process, and completion of follow-on works. We continue to work at improving on these issues.

6.4 Our communications team have started to look at the way that Partners communicate with our residents. This review is looking into all of the standard information contained in leaflets and the letters that we send, with a view to making all of our information as helpful as possible, for our residents. We are also undertaking a call handling review, which will consider how we can improve the number of calls which are resolved at the first point of contact by our residents.

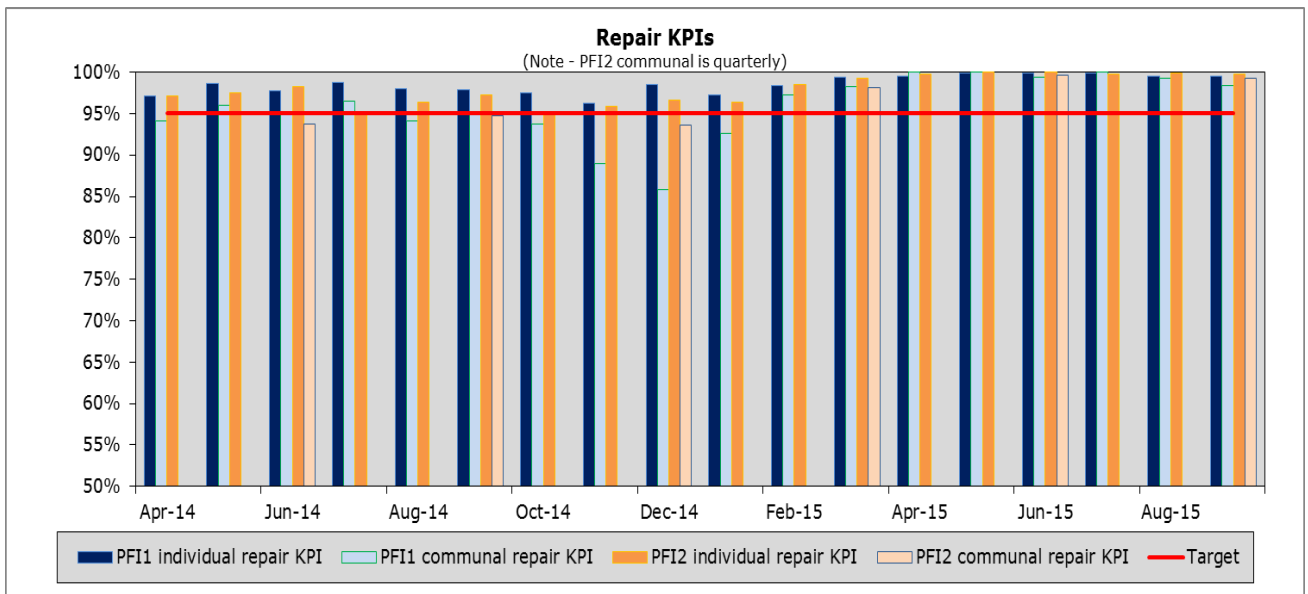
APPENDIX A
PARTNERS FOR IMPROVEMENT IN ISLINGTON
CONTRACTUAL KEY PERFORMANCE INDICATORS

1. VOID RELET TIMES



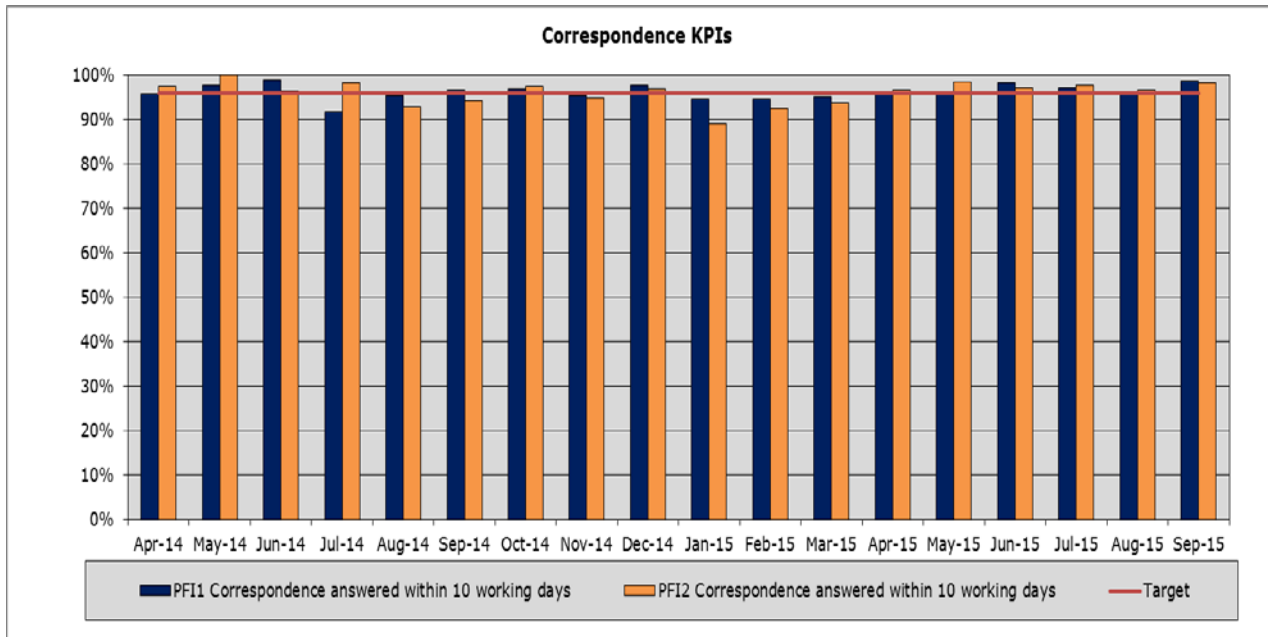
The target for re-letting void properties is 27 days. We are consistently exceeding this target with current turnaround times for PFI1 at 12 days and PFI2 at 17 days.

2. RESPONSIVE REPAIRS RESPONSE TIMES



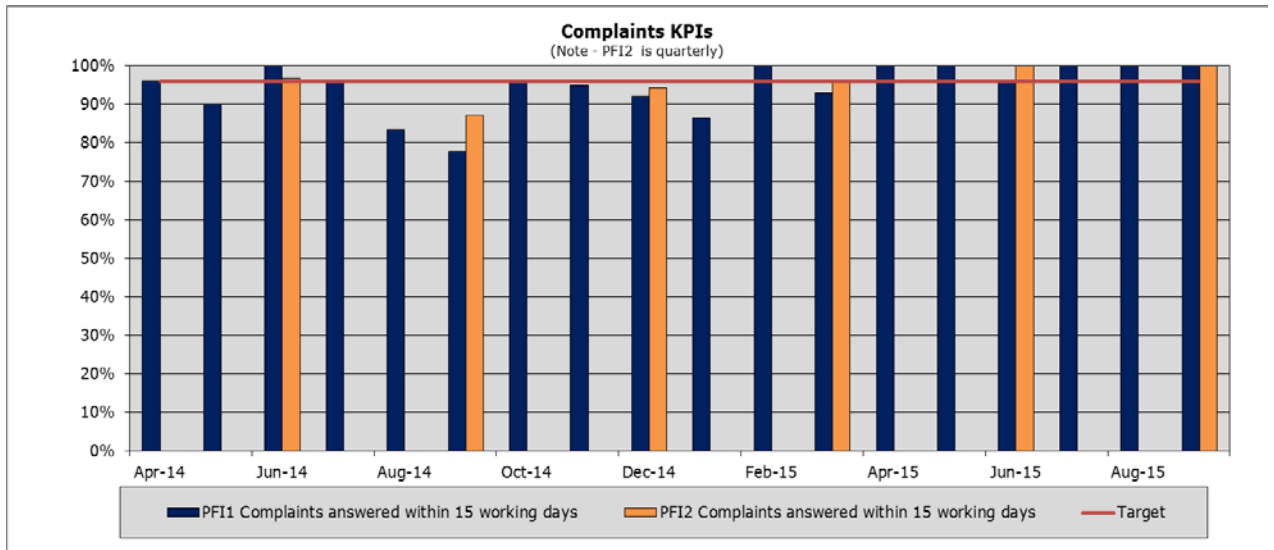
The target for responding to responsive repair requests is 95% of jobs completed within the target time for the repair. Since Feb 15 we have exceeded this target in all areas, frequently achieving close to 100%.

3. CORRESPONDENCE RESPONSE TIMES



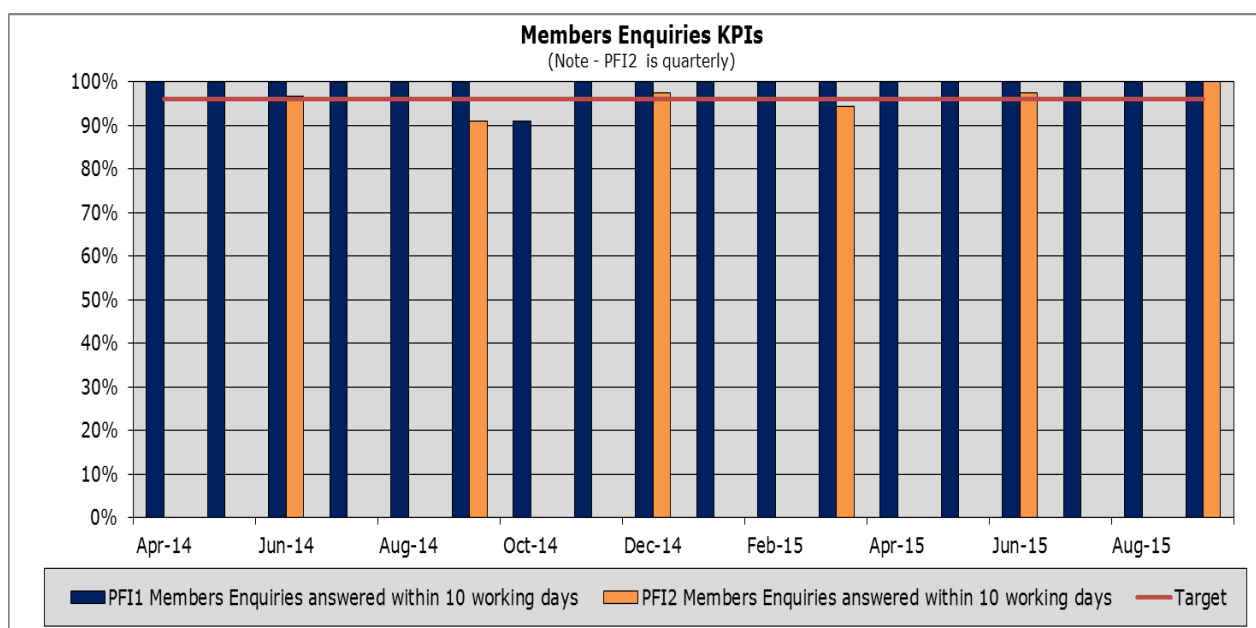
The target for responding to correspondence is 95% of correspondence replied to within 10 working days of receipt. Since April 15 we have continuously exceeded this target.

4. COMPLAINTS RESPONSE TIMES



The target for responding to complaints is 95% of complaints replied to within 15 working days of receipt. Since April 15 we have continuously exceeded this target.

5. MEMBERS ENQUIRIES RESPONSE TIMES



The target for responding to members enquiries is 95% of enquiries replied to within 10 working days of receipt. Since April 15 we have continuously exceeded this target.

6. RESIDENT SATISFACTION WITH REPAIRS (annual KPI)

Annual KPI	Annual KPI Target	PFI1 14/15	PFI1 April 15 - Sept 15	PFI2 14/15	PFI2 April 14 - Sept 15
Resident satisfaction with repairs	75.00%	90.5%	89.3%	91.2%	97.7%

The target for resident satisfaction with repairs is 75%. We have continuously significantly exceeded this target, achieving around 90% or above.

7. RENT COLLECTION (annual KPI)

Annual KPI	Annual KPI Target	PFI1 14/15	PFI1 April 15 - Sept 15	PFI2 14/15	PFI2 April 14 - Sept 15
Percentage of gross annual rent collected	97.00%	100.00%	99.7%	99.1%	100.2%

The target for collection of rent as a % of gross rent charged is 97%. We continuously exceed this target, collecting between 99% and 100% each year.

8. COMPLIANCE WITH NUISANCE AND HARASSMENT REQUIREMENTS (annual KPI)

Annual KPI	Annual KPI Target	PF1 14/15	PF1 April 15 - Sept 15	PF12 14/15	PF12 April 14 - Sept 15
Compliance with nuisance and harassment requirements	100.00%	100.00%	92.3%	98.6%	100.0%

The target for compliance with nuisance and harassment requirements is 100%. We are currently short of this target on one contract, having declared 1 case where we do not feel we fully complied with process.

9. COMPLIANCE WITH TENANCY CHANGES REQUIREMENTS (annual KPI)

Annual KPI	Annual KPI Target	PF1 14/15	PF1 April 15 - Sept 15	PF12 14/15	PF12 April 14 - Sept 15
Compliance with tenancy changes	95.00%	100.00%	100.0%	96.6%	97.6%

The target for compliance with tenancy changes requirements is 95% compliance with Council policies (eg. timescales for dealing with mutual exchanges and successions). We have continuously exceeded this target.

10. COMPLIANCE WITH TENANCY AUDITS REQUIREMENTS (annual KPI)

Annual KPI	Annual KPI Target	PF1 14/15	PF1 April 15 - Sept 15	PF12 14/15	PF12 April 14 - Sept 15
Compliance with tenancy audits	95.00%	100.8%	202.4%	100.5%	172.5%

The target for compliance with tenancy audits requirements is 95% of required checks carried out (the requirement is to carry out a check on 10% of rented properties). We have always achieved 100% compliance, and this year we have accelerated our programme of audits to achieve full compliance for the year already.