

## Housing Management Services Performance Digest

					End Year Target 2018/19	Reporting Frequency	Sector benchmark from HouseMark	Quarter 2					Q2 Target	Quarter 3					Q3 Target
								Jul-18	Aug-18	Sep-18	RAG	DOT		Oct-18	Nov-18	Dec-18	RAG	DOT	
<b>A. Resident satisfaction</b>																			
PI	1	Percentage of tenants satisfied with quality of their repair	90.0%	Monthly	TQ 92.5% M 85.7% LQ 80.2%	86.2%	86.2%	86.1%	Amber	↓	90.0%	86.0%			Amber	↓	90.0%		
KPI	2	Percentage of leaseholders satisfied with the overall service provided	47.5%	Monthly	TQ 51.0% M 48.1% LQ 42.4%	41.6%	41.5%	41.8%	Amber	↑	45.1%	41.2%			Amber	↓	46.3%		
PI	3	Percentage of tenants satisfied with the overall service provided	73.0%	Monthly	TQ 77.5% M 74.0% LQ 68.4%	65.6%	66.2%	66.0%	Amber	↓	73.0%	65.6%			Amber	↓	73.0%		
<b>B. Estate services</b>																			
KPI	1	Satisfaction with the quality of Grounds Maintenance	80.0%	Monthly		79.5%	79.5%	80.0%	Green	↑	80.0%	79.6%			Amber	↓	80.0%		
KPI	2	Satisfaction with the quality of Estate Cleaning	70.0%	Monthly		67.7%	67.1%	67.4%	Amber	↑	70.0%	66.8%			Amber	↓	70.0%		
PI	3	Satisfaction with the quality of communal repairs	64.0%	Monthly		58.5%	57.7%	57.8%	Amber	↑	64.0%	57.6%			Amber	↓	64.0%		
PI	4	Percentage of CORE surveys completed	85.0%	Quarterly		-	-	No data	-	-	-	-			-	-	-		
MI	5	Satisfaction with grounds maintenance and estate cleaning	-	Monthly		73.6%	73.3%	73.7%	-	-	-	73.2%			-	-	-		
<b>C. Repairs</b>																			
KPI	1	Average number of days to do a repair (Day to day)	11.5	Monthly		8.6	9.3	9.5	Green	↓	11.5	10.1			Green	↓	11.5		
KPI	2	Average number of days to do a repair (Technical)	9.0	Monthly		3.3	3.3	3.3	Green	↑	9.0	3.2			Green	↑	9.0		
MI	3	Average number of days to do a repair (All responsive)	-	Monthly	TQ 7.2 days M 9.8 days LQ 11.0 days	7	8	8	-	-	-	8			-	-	-		
KPI	4	Percentage of appointments kept	90.0%	Monthly	TQ 97.1% M 95.6% LQ 91.8%	No data	No data	No data	Green	→	90.0%	82.9%			Amber	↓	90.0%		
KPI	5	Percentage of residents reporting that contractors were polite and helpful	90.0%	Monthly		96.1%	96.2%	96.2%	Green	↑	90.0%	96.3%			Green	↑	90.0%		
KPI	6	Percentage of residents reporting that contractors left their home clean and tidy	90.0%	Monthly		94.7%	94.6%	94.6%	Green	↓	90.0%	94.8%			Green	↑	90.0%		
KPI	7	Percentage of repairs carried out in 2 or less visits**	94.0%	Monthly		No data	No data	No data	Green	→	94.0%	No data			-	-	94.0%		
PI	8	Percentage of repairs completed on time	92.0%	Monthly		87.9%	87.2%	93.8%	Green	↑	92.0%	91.2%			Amber	↓	92.0%		
PI	9	Total number of live disrepair cases	150	Monthly		180	173	179	Red	↓	150	195			Red	↓	150		
MI	10	Average time to complete Priority 1 (PR1) [1 Day]	-	Monthly		2	2	2	-	-	-	2			-	-	-		
MI	11	Average time to complete Priority 2 (PR2) [3 working days]	-	Monthly		6	6	6	-	-	-	6			-	-	-		
MI	12	Average time to complete Priority 3 (PR3) [7 working days]	-	Monthly		13	13	13	-	-	-	13			-	-	-		
MI	13	Average time to complete Priority 4 (PR4) [28 days]	-	Monthly		28	31	32	-	-	-	34			-	-	-		
MI	14	Number of new jobs raised (Standard repairs)	-	Monthly		29,440	36,744	43,301	-	-	-	51,375			-	-	-		
MI	15	Number of jobs completed (Standard repairs)	-	Monthly		21,917	26,565	31,771	-	-	-	37,347			-	-	-		
MI	16	Number of raised jobs cancelled (Standard repairs)	-	Monthly		5,070	6,220	7,311	-	-	-	8,798			-	-	-		
MI	17	Percentage of raised jobs cancelled (Standard repairs)	-	Monthly		17%	17%	17%	-	-	-	17%			-	-	-		
MI	18	Number completed jobs varied (Standard repairs)	-	Monthly		13,015	15,827	18,674	-	-	-	22,270			-	-	-		
MI	19	Percentage completed jobs varied (Standard repairs)	-	Monthly		59%	60%	59%	-	-	-	60%			-	-	-		
MI	20	Average cost of a responsive repair (Standard repairs)	-	Monthly		£91.10	£92.19	£92.61	-	-	-	£92.34			-	-	-		

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								Jul-18	Aug-18	Sep-18	RAG	DOT		Oct-18	Nov-18	Dec-18	RAG	DOT	
<b>D. Technical Services</b>																			
KPI	1	Percentage of homes with up to date Gas Safe Certificate	100.0%	Monthly	TQ 100% M 99.98% LQ 99.90%	99.2%	99.3%	99.3%	Amber	↓	100.0%	99.3%			Amber	↓	100.0%		
<b>E. Home ownership*</b>																			
KPI	1	Percentage of day to day income collected	105.0%	Monthly	TQ 105.27% M 101.29% LQ 100.42%	115.3%	114.6%	114.5%	Green	↓	105.0%	117.53%			Green	↑	105.00%		
MI	2	Amount of service charges collected year to date	-	Monthly		£4,254,357	£5,283,824	£6,335,023	-	-	-	£7,585,780			-	-	-		
MI	3	Estimated service charge due year to date	-	Monthly		£3,688,345	£4,610,431	£5,532,517	-	-	-	£6,454,603			-	-	-		
KPI	4	Amount of major works income collected (Section 20)	£5,000,000	Monthly		£2,859,781	£3,079,192	£3,596,218	Green	↑	£1,950,000	£4,333,959			Green	↑	£3,275,000		
MI	5	Set up SC account within 4 weeks of RTB completion	-	Monthly		82	121	78	-	-	-	67			-	-	-		
<b>E2. Right to buy*</b>																			
PI	6	Percentage of RTB 2 applications processed in 28 days	100.0%	Monthly		100.0%	100.0%	100.0%	Green	→	100.0%	100.0%			Green	→	100.0%		
<b>E3. Customer Service*</b>																			
PI	7	Percentage of leaseholder enquiries/contacts responded to within target time.	90%	Monthly		86%	94%	100%	Green	↑	90%	100%			Green	→	90%		
<b>F. Resident engagement and resident services*</b>																			
PI	1	Number of residents undertaking vocational training	70	Quarterly		-	-	77	Green	↓	35	-			-	-	35		
PI	2	Number of residents finding work	30	Quarterly		-	-	38	Green	↓	15	-			-	-	23		
PI	3	Amount of social value generated	£1,000,000	Quarterly		-	-	£541,506	Green	↓	£500,000	-			-	-	£750,000		
MI	4	Number of TRAs taking up grants	-	Quarterly		-	-	20	-	-	-	-			-	-	-		
MI	5	Number of new Lambeth 500 residents (All)	-	Quarterly		-	-	83	-	-	-	-			-	-	-		
MI	6	Number of new Lambeth 500 residents (North)	-	Quarterly		-	-	29	-	-	-	-			-	-	-		
MI	7	Number of new Lambeth 500 residents (Central)	-	Quarterly		-	-	22	-	-	-	-			-	-	-		
MI	8	Number of new Lambeth 500 residents (South)	-	Quarterly		-	-	32	-	-	-	-			-	-	-		
MI	9	Percentage of resident body represented by TRA (All)	-	Annual		-	-	-	-	-	-	-			-	-	-		
MI	10	Percentage of resident body represented by TRA (North)	-	Annual		-	-	-	-	-	-	-			-	-	-		
MI	11	Percentage of resident body represented by TRA (Central)	-	Annual		-	-	-	-	-	-	-			-	-	-		
MI	12	Percentage of resident body represented by TRA (South)	-	Annual		-	-	-	-	-	-	-			-	-	-		

**Housing Management Services  
Performance Digest**

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								Jul-18	Aug-18	Sep-18	RAG	DOT		Oct-18	Nov-18	Dec-18	RAG	DOT	
<b>G. Tenancy enforcement</b>																			
PI	1	Percentage of closed ASB cases successfully resolved / positive outcome	96.0%	Monthly	TQ 94.7% M 90.4% LQ 77.9%	92.0%	90.1%	89.7%	Amber	↓	96.0%	90.9%			Amber	↑	96.0%		
PI	2	Percentage High risk cases responded to within 24 hours	95.0%	Monthly		77.8%	84.6%	85.7%	Amber	↑	95.0%	91.3%			Amber	↑	95.0%		
PI	3	Percentage Medium risk cases responded to within 5 days	95.0%	Monthly		84.6%	88.7%	89.9%	Amber	↑	95.0%	91.7%			Amber	↑	95.0%		
PI	4	Percentage Low risk cases responded to within 10 days	95.0%	Monthly		79.1%	87.0%	85.4%	Amber	↓	95.0%	86.8%			Amber	↑	95.0%		
MI	5	Average Number of calendar days taken to resolve ASB cases	-	Monthly		107	105	105	-	-	-	110			-	-	-		
MI	6	Number of cases closed	-	Monthly		436	563	612	-	-	-	772			-	-	-		
<b>G1. ASB case categories</b>																			
MI	7	Noise	-	Monthly		196	241	273	-	-	-	331			-	-	-		
MI	8	Harassment / Intimidation	-	Monthly		59	81	88	-	-	-	97			-	-	-		
MI	9	Communal / Public Area Nuisance	-	Monthly		78	103	123	-	-	-	140			-	-	-		
MI	10	Tenancy Breach	-	Monthly		45	54	58	-	-	-	72			-	-	-		
MI	11	Litter / Rubbish	-	Monthly		20	22	25	-	-	-	33			-	-	-		
MI	12	Animal Nuisance	-	Monthly		10	16	16	-	-	-	21			-	-	-		
MI	13	Drugs	-	Monthly		17	21	28	-	-	-	33			-	-	-		
MI	14	Physical Violence	-	Monthly		4	6	6	-	-	-	9			-	-	-		
MI	15	Garden Nuisance	-	Monthly		13	22	27	-	-	-	27			-	-	-		
MI	16	Criminal Damage	-	Monthly		6	9	10	-	-	-	11			-	-	-		
MI	17	Hate Related Incidents	-	Monthly		2	5	6	-	-	-	6			-	-	-		
MI	18	Sexual Acts	-	Monthly		1	1	1	-	-	-	2			-	-	-		
MI	19	Alcohol Related	-	Monthly		0	0	0	-	-	-	0			-	-	-		
MI	20	Domestic Abuse	-	Monthly		2	2	3	-	-	-	3			-	-	-		
MI	21	No Category Recorded	-	Monthly		14	17	30	-	-	-	22			-	-	-		
<b>G2. Evictions (Year to date)</b>																			
MI	22	Number evicted for rent arrears	-	Quarterly		-	-	17	-	-	-	-			-	-	-		
MI	23	Number evicted arrears and anti-social behaviour	-	Quarterly		-	-	4	-	-	-	-			-	-	-		
MI	24	Number evicted for anti-social behaviour	-	Quarterly		-	-	0	-	-	-	-			-	-	-		
MI	25	Number evicted after audit check	-	Quarterly		-	-	0	-	-	-	-			-	-	-		
MI	26	Number evicted - other reason	-	Quarterly		-	-	0	-	-	-	-			-	-	-		
MI	27	Total evictions	-	Quarterly		-	-	21	-	-	-	-			-	-	-		
<b>G3. ASB case management</b>																			
MI	28	Number of new cases opened year to date	-	Monthly		467	600	694	-	-	-	807			-	-	-		
MI	29	Number of new cases opened year to date per 1000 properties managed	-	Monthly		16	21	24	-	-	-	28			-	-	-		
MI	30	Number of cases closed successfully resolved year to date	-	Monthly		401	507	549	-	-	-	702			-	-	-		
MI	31	Number of cases closed successfully resolved year to date per 1,000 properties managed	-	Monthly		14	17	19	-	-	-	24			-	-	-		
<b>G4. Early interventions (top six)</b>																			
MI	32	Advice & assistance provided to complaints (self help)	-	Monthly		155	194	213	-	-	-	292			-	-	-		
MI	33	Written Warning	-	Monthly		103	127	133	-	-	-	173			-	-	-		
MI	34	Interview with Perpetrator	-	Monthly		40	55	62	-	-	-	76			-	-	-		
MI	35	Verbal Warning	-	Monthly		6	13	14	-	-	-	19			-	-	-		
MI	36	Referral to Police	-	Monthly		8	13	17	-	-	-	22			-	-	-		
MI	37	Mediation	-	Monthly		12	14	17	-	-	-	19			-	-	-		
<b>G5. Enforcement actions (top five)</b>																			
MI	38	Notice Seeking Possession	-	Monthly		12	17	17	-	-	-	20			-	-	-		
MI	39	Full Injunction	-	Monthly		2	2	3	-	-	-	3			-	-	-		
MI	40	Ex parte Injunction	-	Monthly		1	2	2	-	-	-	2			-	-	-		
MI	41	Undertaking	-	Monthly		1	2	2	-	-	-	2			-	-	-		
MI	42	Possession Order	-	Monthly		4	4	6	-	-	-	7			-	-	-		

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					Quarter 2					Q2 Target	Quarter 3					Q3 Target			
					Jul-18	Aug-18	Sep-18	RAG	DOT		Oct-18	Nov-18	Dec-18	RAG	DOT				
End Year Target 2018/19					Reporting Frequency					Sector benchmark from HouseMark									
<b>H. Rent arrears and welfare reform</b>																			
<b>H1. Arrears collection</b>																			
KPI	1	Rent collection rate in-year	99.0%	Monthly	TQ 100.24% M 99.95% LQ 99.27%	99.86%	99.62%	98.92%	Green	↓	98.75%	99.14%			Green	↑	98.75%		
KPI	2	Percentage of rent and arrears collected (2% RAG Threshold)	95.5%	Monthly	TQ 97.26% M 96.28% LQ 95.62%	95.18%	94.89%	94.44%	Amber	↓	95.50%	94.60%			Amber	↑	95.50%		
MI	3	Current tenant arrears as a percentage of rent roll	-	Monthly		4.83%	4.95%	5.07%	-	-	-	5.02%			-	-	-		
MI	4	Current tenant arrears	-	Monthly		£6,407,643	£6,564,863	£6,728,596	-	-	-	£6,652,337			-	-	-		
PI	5	Former tenant arrears as a percentage of rent roll	1.0%	Monthly		1.46%	1.43%	1.40%	Green	↑	2.00%	1.46%			Green	↓	2.00%		
MI	6	Amount of former tenant arrears	-	Monthly		£2,315,934	£2,223,554	£2,194,296	-	-	-	£2,278,740			-	-	-		
<b>H2. Welfare reform*</b>																			
PI	7	Number of successful outcomes	120	Quarterly		-	-	149	Green	↓	60	-			-	-	90		
PI	8	Percentage reduction in welfare reform affected cases	6%	Quarterly		-	-	11%	Green	↓	3%	-			-	-	5%		
<b>I. Empty properties</b>																			
KPI	1	Average days to relet short cycle voids	24.0	Monthly	TQ 22.0 days M 30.0 days LQ 41.2 days	24.8	26.6	27.2	Red	↓	24.0	33.8			Red	↓	24.0		
KPI	2	Number of empty properties as a Percentage of stock	0.77%	Monthly		0.85%	0.85%	0.93%	Red	↓	0.77%	1.05%			Red	↓	0.77%		
MI	3	Number of empty properties	150	Monthly		173	174	190	-	-	150	215			-	-	150		
<b>J. Disrepair</b>																			
PI	1	Time taken from receiving a case to completing works (months)	5	Quarterly		-	-	3	Green	↑	5	-			-	-	5		

## Housing Management Services Performance Digest

### K. Complaints and Member's Enquiries

#### K1. Percentage of local resolution complaints answered on time

KPI	1	Percentage of local resolution complaints answered on time (all)	90.0%	Monthly	Quarter 2					Q2 Target	Quarter 3					Q3 Target
					Jul-18	Aug-18	Sep-18	RAG	DOT		Oct-18	Nov-18	Dec-18	RAG	DOT	
MI	2	Housing Management services (total due for an answer YTD)	-	Monthly	87.6%	85.4%	84.7%	Amber	↓	90.0%				Red	↓	90.0%
PI	3	North Area Housing Office	90.0%	Monthly	129	171	203	-	-	-	217			-	-	-
MI	4	North Area Housing Office (total due for an answer YTD)	-	Monthly	98.0%	98.6%	100.0%	Green	↑	90.0%	94.1%			Green	↓	90.0%
PI	5	Central Area Housing Office	90.0%	Monthly	51	69	49	-	-	-	51			-	-	-
MI	6	Central Area Housing Office (total due for an answer YTD)	-	Monthly	93.8%	93.0%	92.3%	Green	↓	90.0%	92.1%			Green	↓	90.0%
PI	7	South Area Housing Office	90.0%	Monthly	32	43	52	-	-	-	38			-	-	-
MI	8	South Area Housing Office (total due for an answer YTD)	-	Monthly	70.6%	61.7%	67.8%	Red	↑	90.0%	61.4%			Red	↓	90.0%
PI	9	Central Income Team	90.0%	Monthly	34	47	59	-	-	-	57			-	-	-
MI	10	Central Income Team (total due for an answer YTD)	-	Monthly	100.0%	-	-	Green	→	90.0%	-			-	-	90.0%
PI	11	Home ownership services	90.0%	Monthly	1	0	0	-	-	-	0			-	-	-
MI	12	Home ownership services (total due for an answer YTD)	-	Monthly	75.0%	77.8%	78.6%	Red	↑	90.0%	61.1%			Red	↓	90.0%
PI	13	Responsive repairs	90.0%	Monthly	8	9	14	-	-	-	18			-	-	-
MI	14	Responsive repairs (total due for an answer YTD)	-	Monthly	66.7%	66.7%	82.8%	Amber	↑	90.0%	75.5%			Red	↓	90.0%
					3	3	29	-	-	-	53			-	-	-

#### K2. Review stage complaints

MI	15	Number of local resolution complaints referred to review	-	Monthly	34	45	52	-	-	-	66			-	-	-
MI	16	Percentage of review level complaints that were upheld by CCU	-	Monthly	55.6%	61.0%	62.5%	-	-	-	64.2%			-	-	-

#### K3. Percentage of Members' enquiries answered on time

KPI	1	Percentage of Members' enquiries answered on time (all)	90.0%	Monthly	TQ 96.1% M 89.2% LQ 73.4%	Quarter 2					Q2 Target	Quarter 3					Q3 Target
						Jul-18	Aug-18	Sep-18	RAG	DOT		Oct-18	Nov-18	Dec-18	RAG	DOT	
MI	2	Housing Management services (total due for an answer YTD)	-	Monthly	94.2%	93.6%	92.8%	Green	↓	90.0%	86.0%			Amber	↓	90.0%	
PI	3	North Area Housing Office	90.0%	Monthly	568	684	780	-	-	-	919			-	-	-	
MI	4	North Area Housing Office (total due for an answer YTD)	-	Monthly	94.2%	95.5%	96.3%	Green	↑	90.0%	89.6%			Amber	↓	90.0%	
PI	5	Central Area Housing Office	90.0%	Monthly	104	134	134	-	-	-	163			-	-	-	
MI	6	Central Area Housing Office (total due for an answer YTD)	-	Monthly	100.0%	98.9%	97.6%	Green	↓	90.0%	92.9%			Green	↓	90.0%	
PI	7	South Area Housing Office	90.0%	Monthly	146	190	246	-	-	-	254			-	-	-	
MI	8	South Area Housing Office (total due for an answer YTD)	-	Monthly	94.7%	92.9%	91.1%	Green	↓	90.0%	83.8%			Amber	↓	90.0%	
PI	9	Central Income Team	90.0%	Monthly	265	296	327	-	-	-	377			-	-	-	
MI	10	Central Income Team (total due for an answer YTD)	-	Monthly	66.7%	80.0%	83.3%	Amber	↑	90.0%	81.8%			Amber	↓	90.0%	
PI	11	Home ownership services	90.0%	Monthly	3	5	6	-	-	-	11			-	-	-	
MI	12	Home ownership services (total due for an answer YTD)	-	Monthly	76.0%	76.3%	77.6%	Red	↑	90.0%	76.6%			Red	↓	90.0%	
PI	13	Responsive repairs	90.0%	Monthly	50	59	67	-	-	-	77			-	-	-	
MI	14	Responsive repairs (total due for an answer YTD)	-	Monthly	-	-	-	Green	→	90.0%	33.3%			Red	↓	90.0%	
					0	0	0	-	-	-	6			-	-	-	

#### L. Call handling

KPI	1	Number of calls answered on time (%)	80.0%	Monthly	60.6%	58.9%	53.1%	Red	↓	80.0%	49.9%			Red	↓	80.0%
KPI	2	Number of abandoned calls (%)	5.0%	Monthly	10.5%	10.2%	12.3%	Red	↓	5.0%	13.2%			Red	↓	5.0%
MI	3	Number of calls received	-	Monthly	89,177	111,039	133,708	-	-	-	161,347			-	-	-
MI	4	Number of calls received for rents	-	Monthly	9,931	12,281	14,613	-	-	-	17,153			-	-	-
MI	5	Number of calls received for repairs	-	Monthly	52,296	65,424	79,142	-	-	-	96,446			-	-	-
MI	6	Number of calls received for leaseholds	-	Monthly	3,596	4,430	5,309	-	-	-	6,369			-	-	-
MI	7	Number of calls received for tenancy matters	-	Monthly	3,699	4,535	5,482	-	-	-	6,399			-	-	-

#### Notes

\* Denotes indicators that are not based on data from Northgate but come from reports using manually inputted data produced by the services themselves