



## Partnership and Place Overview and Scrutiny Committee

26 July 2011

### Report from the Asst. Director of Housing & Community Care

For Action

Wards Affected:  
ALL

## Performance Information on Joint Commissioning Registered Social Landlords

### 1.0 Summary

- 1.1 The second report on the performance of Joint Commissioning Registered Social Landlords was presented to Overview and Scrutiny on 9<sup>th</sup> February 2010. This report provides an update on their average performances during 2010/2011.

### 2.0 Recommendations

- 2.1 Members are asked to note the performance information currently available and to identify any additional information that they would like to be included in future reports.
- 2.2 Members are asked to note that this report and future ones to the Overview and Scrutiny Committees will be circulated after the financial year ends.
- 2.3 Members are asked to note the proposals for housing reform set out in section 5 and the potential impact on future performance reporting.

### 3.0 Background

- 3.1 This report outlines average performance of the Joint Commissioning Registered Social Landlords (RSLs) and Brent Housing Partnership (the council's Arms Length Management Organisation) for 2010/2011. Its purpose is to measure performance against the organisations' own performance targets and against the West London Common Minimum Management Standards.
- 3.2 The aims of this exercise are to provide members with information relating to organisations' performance and, more widely, to drive up the quality of service delivery and, through a set of common standards, to ensure that tenants of all Social Landlords in Brent and across West London receive a consistent level of service. While it is recognised that diverse provision by a range of organisations will always mean that there are variations in performance, these can be kept to a minimum by

recognising and tackling performance issues and sharing best practice across the sector.

- 3.3 The performance information collected covers a number of areas including anti-social behaviour, repairs, lettings, complaints and member enquiries, governance, tenant satisfaction, decent homes and grounds maintenance. The information provides a measure against which local authorities, housing associations, service users, auditors, inspectors and others are able to judge how well an organisation is performing. Over time, they also form the basis for promoting and assessing continuous improvement.

#### **4.0 Detail**

- 4.1 This report provides average performance information on organisations owning general needs dwellings in Brent. Performance data is intended to show broad trends and highlight areas for further investigation.

- 4.2 Care needs to be taken when interpreting and using performance data to draw firm conclusions about the organisations' performance for the following reasons:

- although performance information may relate to the stock owned by an association, some or all the stock may be managed on a daily basis by other organisations;
- there may be important contextual issues that impact upon an organisation's performance that are out of its control;
- despite every effort to specify and define the performance information clearly and unambiguously, their interpretation and compilation within and across associations may not always be consistent;
- not all organisations have systems that can provide borough-wide data and therefore comparison / benchmarking is not always possible.

- 4.3 A number of charts and tables have been used in the main body of this report to outline performance against the organisations' set target and the West London (WL) target. For easier comparison of the data reported by each organisation, two charts have been presented for each indicator, one for Brent and the other, organisation wide.

- 4.4 Table 1 lists the current performance indicators that are collected under 5 main areas.

**Table 1: Performance Indicator List**

Area	Performance Indicators
<b>Anti-Social Behaviour</b>	<ul style="list-style-type: none"> <li>Total number of reports of a non-urgent incident responded to within target time.</li> <li>Percentage of reports of a non-urgent incident responded to within target time.</li> <li>Total number of reports of threats of violence, racial harassment or serious ASB responded to within target time.</li> <li>Percentage of reports of threats of violence, racial harassment or serious ASB responded to within target time.</li> <li>Total number of racist or offensive graffiti removed following report within target time.</li> <li>Percentage of racist or offensive graffiti removed following report within target time.</li> </ul>
<b>Repairs</b>	<ul style="list-style-type: none"> <li>Total number of emergency repairs responded to within target times.</li> <li>Percentage of emergency repairs responded to within target times.</li> <li>Total number of urgent repairs responded to within target times.</li> <li>Percentage of urgent repairs responded to within target times.</li> <li>Total number of non-urgent repairs responded to within target times.</li> <li>Percentage of non-urgent repairs responded to within target times.</li> </ul>
<b>Lettings</b>	<ul style="list-style-type: none"> <li>Average time taken to re-let vacant properties</li> <li>Total Nominations</li> <li>BME Nominations</li> <li>Non-BME Nominations</li> </ul>
<b>Complaints</b>	<ul style="list-style-type: none"> <li>Percentage of initial complaints responded to within target time.</li> </ul>
<b>Members Enquiries</b>	<ul style="list-style-type: none"> <li>Total number of Members and MP Enquires.</li> <li>Percentage of Members and MP Enquiries answered within your target timescale.</li> </ul>

4.5 Table 2 lists the organisations covered by this report and the average number of dwellings managed by them, both within Brent and organisation-wide, as at the end of 2010/2011.

**Table 2: Average number of Dwellings managed in Brent and organisation - wide**

Housing Association	Organisation wide	Brent Only	Percentage in Brent
A2 Dominion Housing Group	19195	487	2.5%
ASRA Housing Association	3197	240	7.5%
Brent Housing Partnership	9023	9023	100.0%
Family Mosaic Housing Group	8327	929	11.2%
Fortunegate Community Housing Group	1892	1892	100.0%
Metropolitan Housing Trust	16836	1603	9.5%
Nottinghill Housing Group	10422	580	5.6%
Octavia Housing Group	3882	424	10.9%
Paddington Churches Housing Association	13943	4328	31.0%
Stadium Housing Association	7655	2414	31.5%
London & Quadrant Housing Group	62000	780	1.3%
Hillside Housing Group	745	745	100.0%

4.6 Table 2 shows the average number of dwellings managed in Brent and organisation wide. BHP, Fortunegate and Hillside Housing Group own and manage properties only within the borough. L&Q owns the largest average number of properties (62,000), but has only 1.3% of this stock in Brent. Stadium and PCHA have around 31% of their properties within Brent.

## 4.7 Anti-Social Behaviour

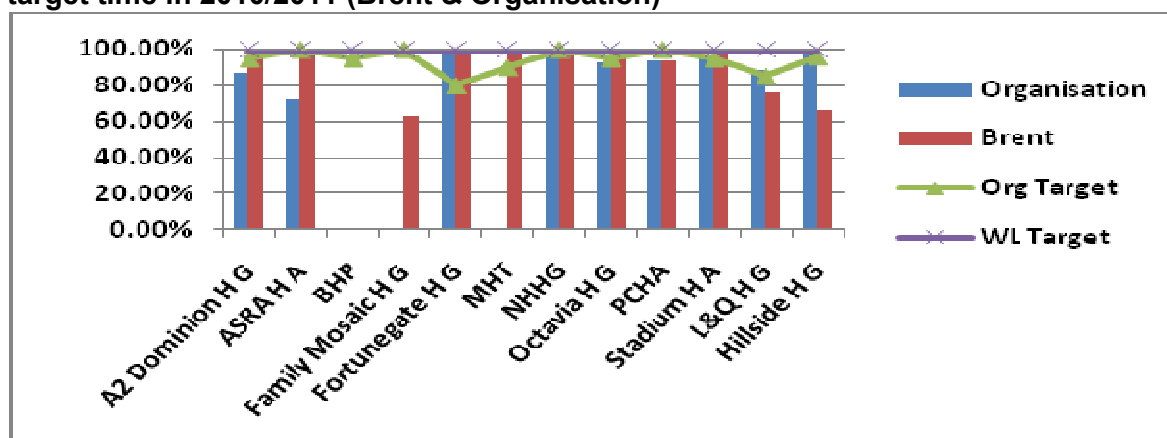
4.7.1 The performance indicators measured under this area are:

- Percentage of reports of a non-urgent incident responded to within target time.
- Percentage of reports of threats of violence, racial harassment or serious ASB responded to within target time.
- Percentage of racist or offensive graffiti removed following report within target time for each organisation.

4.7.2 A substantial amount of crime and ASB is unreported and therefore surveys can help to gauge public perception. According to the latest Place Survey, undertaken in October 2008, 58% of respondents considered a low level of crime as the most important factor making somewhere a good place to live and 42% of respondents felt that crime is the most important thing in their area that needs improving.

4.7.3 Although BHP collects performance information on ASB and has responded to all incidents within target time, they operate a different methodology and have been excluded from this indicator.

**Chart 1: Average percentage of reports of a non-urgent incident responded to within target time in 2010/2011 (Brent & Organisation)**



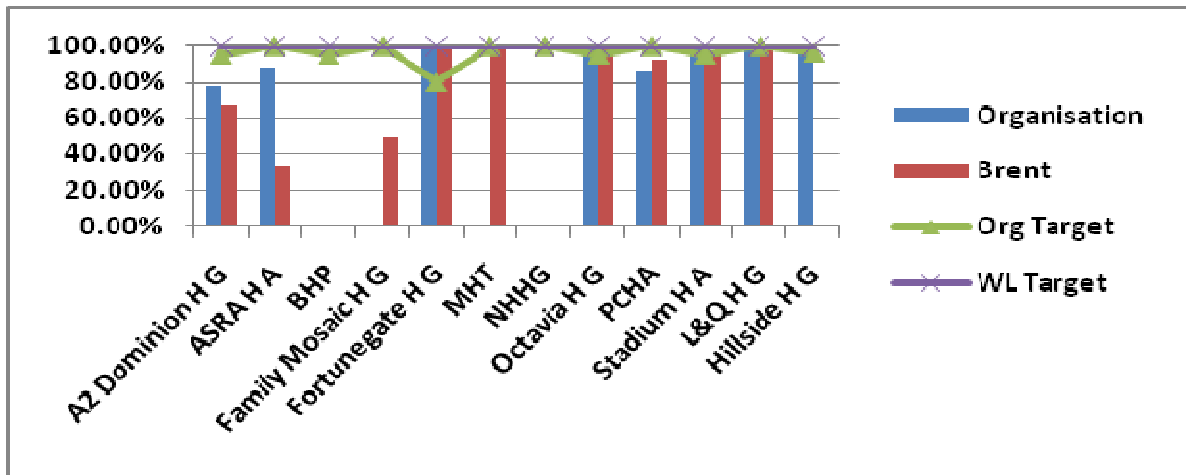
4.7.4 Within Brent, a total of 279 non-urgent incidents were reported in 2010/2011 (Chart 1) with an overall response rate of 95%. Stadium had the highest number (103) of incidents reported while the number for Fortunegate was 93. BHP does not collect information on this indicator.

4.7.5 Organisation and West London targets were achieved by six organisations (A2 Dominion, ASRA, Fortunegate, MHT, Octavia, NHHG and Stadium). The average performances for Family Mosaic, L&Q and Hillside Housing Group were less than 80%.

4.7.6 Organisation-wide, a total of 4409 non-urgent incidents were reported of which 3917 were responded within the deadline. The two organisations with the most incidents were L&Q (3907) and Fortunegate (93). They accounted for 90.7% of non-urgent incidents. Three organisations (Fortunegate, NHHG and Hillside Housing Group)

achieved both the targets. PCHA, Octavia, ASRA, L&Q and A2 Dominion were below set targets. No data was provided by Family Mosaic and MHT at this level.

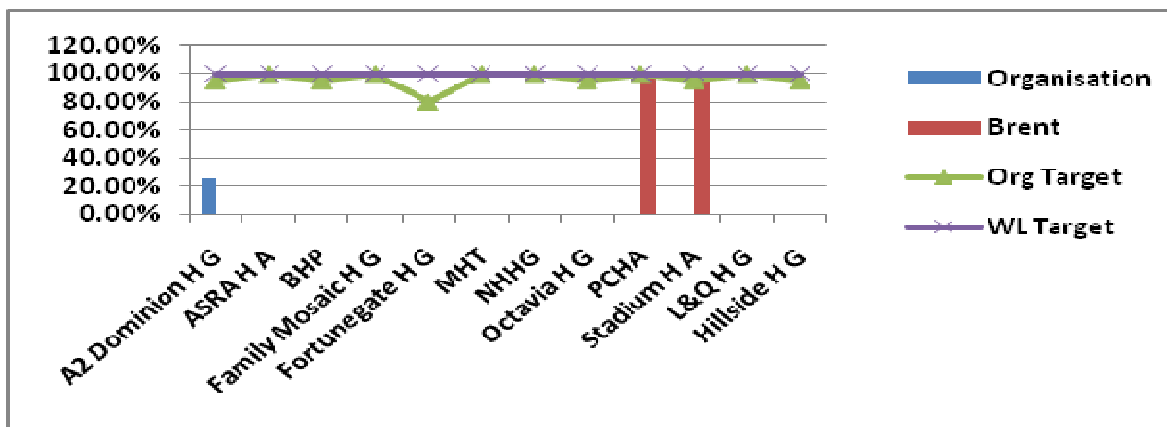
**Chart 2: Average percentage of reports of threats of violence, racial harassment or serious ASB responded to within target time in 2010/11 (Brent & Organisation)**



4.7.7 A total of 81 incidents were reported for the indicator 'percentage of reports of threats of violence, racial harassment or serious ASB responded to within target time' within Brent. PCHA and Stadium Housing Group had the most incidents which were 13 and 93 respectively. Of those organisations that provided data, performance was 100.00% for Fortunegate, MHT, L&Q and Octavia (Chart 2). There were no reported incidents in NHHG and Hillside Housing Group. BHP does not collect this information. The average performance rates for Family Mosaic and ASRA were below 45%.

4.7.8 Organisation wide, there were 1023 reported incidents with L&Q having the most (81.6%). Targets were achieved by five organisations (Fortunegate, Octavia, Stadium, L&Q and Hillside Housing Group). Average rate for A2 Dominion was 78.7%. No data was provided by Family Mosaic and MHT at this level.

**Chart 3: Average percentage of racist or offensive graffiti removed following report within target time in 2010/11 (Brent & Organisation)**



4.7.9 Data for the average percentage of racist or offensive graffiti removed following report within target time were received by three organisations (Chart 3). Organisation wide, A2 Dominion was the only organisation with any reported incidents while within Brent, data was provided by PCHA and Stadium HA. Both organisations achieved the two targets set. The average performance for A2 Dominion was 25%.

#### **4.8 Tackling of Anti Social Behaviour**

4.8.1 All the organisations publicise policies and procedures in a variety of means including surveys, as well as what action has been taken recently to tackle ASB, why and what is being done to prevent it, for example by diversionary activity. Their publicity is also in the form of articles in corporate magazines, local newsletters, Residents' meetings and conferences, through national resident group and website links.

4.8.2 A2 Dominion publicises successful action taken against people responsible for ASB, using press releases, local press and the residents' newsletter. If the action is taken with other agencies, they agree the media strategy with these partners – for example, publicising details of an ASBO that has successfully been obtained against one of their residents.

4.8.3 In the case of Hillside Housing Group, its policies and procedures are advertised through their leaflets on complaints and flyers kept at their reception and other public places.

4.8.4 At Octavia Housing Group, all tenants are provided with a tenants' handbook, "which includes a booklet on our approach to dealing with ASB and harassment. The approach is very much focused on working in partnership to tackle ASB. The booklet is also published on our website. We publish regular articles about ASB in our tenants' newsletter including encouraging reports of harassment incidents, and publicising examples where we have taken enforcement action against perpetrators".

4.8.5 All the organisations (except Hillside) use a range of mediation tools ranging from low key internal mediation through to using external mediation specialists as well as conciliation. The method chosen depends on the nature and severity of the problem.

4.8.6 Hillside does not provide mediation services. However, they have a dedicated Officer for tackling ASB and mediation-related issues. "We have a housing officer whose job includes dealing with ASB; she will offer mediation in suitable cases as part of her work and can refer people to services provided by other bodies. We also liaise with the police over more serious issues."

4.8.7 Octavia Housing Group refers neighbours in dispute to CALM Mediation where mediation is appropriate. CALM Mediation has a proven track record in mediation services dating back to 2003. "Our procedure direct Neighbourhood Officers to consider whether mediation may help at an early stage of ASB cases, and also point out that where appropriate it can be used as a resolution tool at different points of ASB cases".

4.8.8 Octavia Housing Group's ASB booklet and website "specifies the service standards we work to when dealing with reports of ASB, including how quickly we will respond,

ensuring personal safety, securing homes where there is damage and how we will help tenants access support services where needed”.

4.8.9 For ASB cases, London and Quadrant focuses on the emergency incidents first. In addition they have recently introduced a more simplistic way of reporting ASB, this means that more reports are logged than previously, some of which don't always meet the definition of ASB when investigated, this has put a bit of pressure on front line staff who have had more cases to review. Since then they have refined the logging process and also taken a more systematic approach to ensuring all ASB cases are assessed within 3 days so they expect the figures to be more favourable the next time around.

## 4.9 Repairs

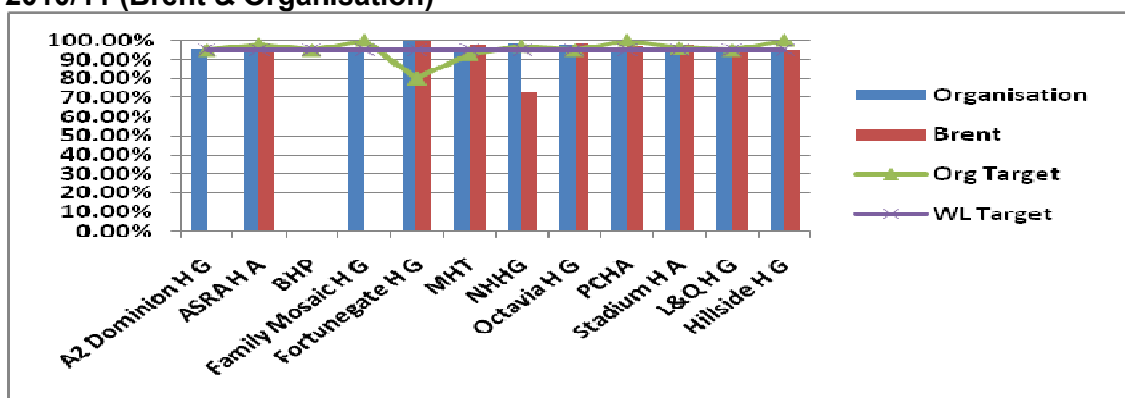
4.9.1 Under this area performance indicators measure the:

- Percentage of emergency repairs completed within target time
- Percentage of urgent repairs completed within target time
- Percentage of non-urgent repairs completed within target time

4.9.2 It is worth noting that Hillside Housing Group, Fortunegate, ASRA, NHHG, PCHA, L&Q and BHP operate an appointment system for their tenants, where they or a contractor will arrange a mutually convenient time for repairs to be carried out. For those organisations with an appointment system, the indicator reflects the number of appointments that were kept in the year, as a percentage of the appointments made. As a result of these changes, BHP no longer categorise their repairs as urgent, non-urgent or emergency.

4.9.3 The overall performance within Brent (where data was provided) is very good. In most cases, organisation and West London targets have been met and in some exceeded.

**Chart 4: Average percentage of emergency repairs responded to within target time in 2010/11 (Brent & Organisation)**

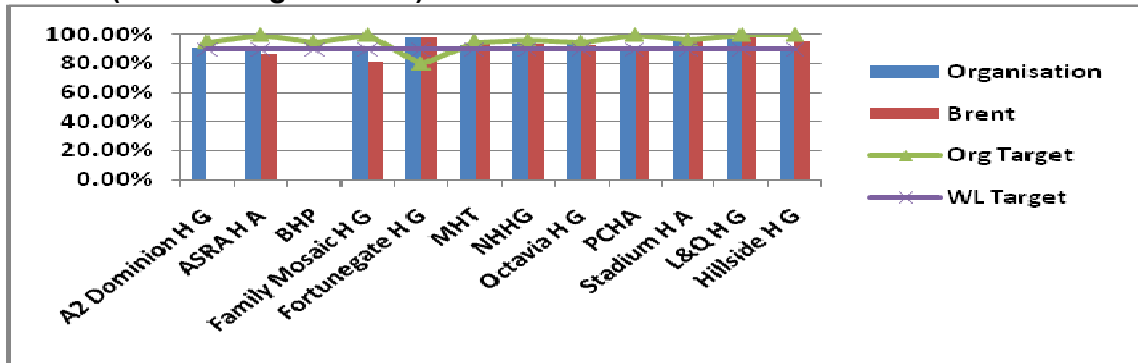


4.9.4 Within Brent, a total of 8795 emergency repair cases were reported in 2010/2011. PCHA and Stadium had 7143 emergency repair cases which account for 81.2%. Of those organisations providing data, Fortunegate, MHT, Stadium and Octavia both met the targets (Chart 4). A2 Dominion does not collect data at this level whereas Family Mosaic did not provide any data.

4.9.5 The average performance of NHHG was 72.7%.

4.9.6 Organisation-wide, there were 45359 emergency repairs reported in 2010/11. Of those, 95.96% were resolved within the set deadline. Six organisations (A2 Dominion, Fortunegate, NHHG, Octavia, Stadium and L&Q met both the targets.

**Chart 5: Average percentage of urgent repairs responded to within target times in 2010/11 (Brent & Organisation)**

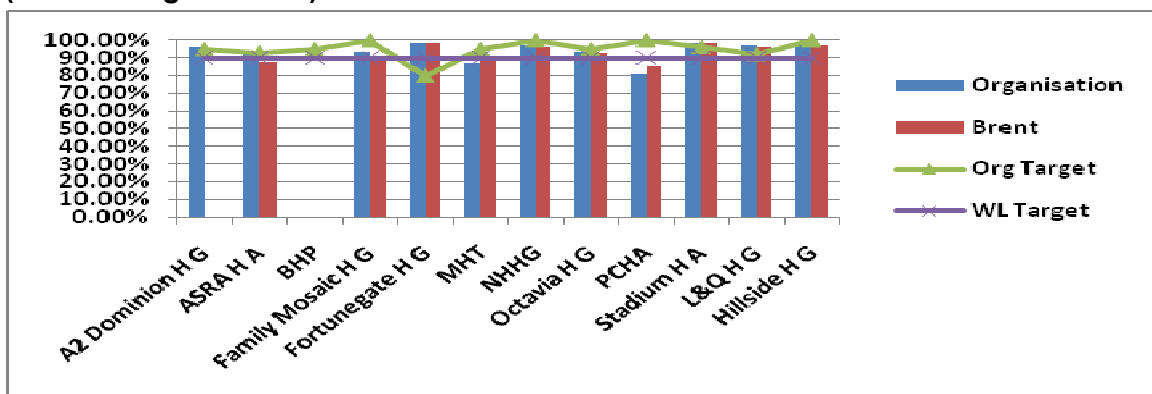


4.9.7 Chart 5 shows the average percentage of urgent repairs responded to within target time in 2010/11. Within Brent, there were 12131 urgent repairs reported in 2010/11 with Stadium and Fortunegate having the majority (9057). Average overall performance for the 10 organisations that provided information was 96.517% with Fortunegate, MHT and Stadium achieving the two targets. Data was not available at borough level for A2 Dominion. BHP does not collect data for this indicator.

4.9.8 Organisation-wide, there were 71388 urgent repairs reported in 2010/2011. The two associations with the highest number of reported cases were L&Q (18378) and A2 Dominion (17519).

4.9.9 Data shows both targets were met by just one organisation (Fortunegate) for this indicator.

**Chart 6: Average % of non-urgent repairs responded to within target times in 2010/11 (Brent & Organisation)**





- 4.9.10 The average percentage of non-urgent repairs responded to within target times in 2010/2011 is shown in Chart 6. Within Brent, the number of non urgent repairs recorded in 2010/11 was 35439. The average performance for the year was 96.3%.
- 4.9.11 Of the 35439 cases, 17019 (48.00%) were dealt by Stadium. West London and organisation targets were achieved by the following: Fortunegate, Stadium and L&Q. ASRA and PCHA missed both targets.
- 4.9.12 Organisation-wide, a total of 190511 non-urgent repairs were reported in 2010/11. Of these, 59130 (31.0%) were in L&Q. The average performance rate was 94.8%. Five organisations (A2 Dominion, ASRA, Fortunegate, Stadium and L&Q) achieved both the targets.
- 4.9.13 Octavia did not meet some of the targets. According to the organisation, 'A number of the jobs which missed target involved sub-contracted works or incorrect prioritisation of reported jobs. We are reviewing protocols with our main contractor to ensure improvements are made on these elements of the service'.

#### 4.10 Average re-let times

- 4.10.1 This indicator measures the average re-let times, based upon the total number of re-lets during the year (excluding lettings made to new dwellings and those subjected to major repairs prior to letting) and the total number of calendar days these dwellings were vacant.
- 4.10.2 There is an even split in performance (where data are provided) between those organizations who have performed well and those that underperformed in Brent (Table 3). Within Brent, average overall performance was 44.33 days in 2010/11.

**Table 3: Average time taken to re-let vacant properties in 2010/11 (Brent & Organisation)**

Housing Association	Organisation	Brent	Org Target	WL Target
A2 Dominion H G	30.14	55.87	30.00	35.00
ASRA H A	30.10	46.00	35.00	35.00
BHP	26.76	26.76	27.00	27.00
Family Mosaic H G	29.23	27.38	32.00	35.00
Fortunegate H G	20.26	20.26	40.00	35.00
MHT	DNP	DNP	35.00	35.00
NHHG	36.03	DNP	30.00	35.00
Octavia H G	16.30	6.67	35.00	35.00
PCHA	79.61	80.27	35.00	35.00
Stadium H A	34.77	31.71	28.00	35.00
L&Q H G	35.45	26.20	21.00	35.00
Hillside H G	52.33	40.19	35.00	35.00

- 4.10.3 BHP, Family Mosaic, Fortunegate and Octavia achieved both the West London and the organisational targets while A2 Dominion missed both targets. No data was provided by MHT. NHHG does not collect information on this indicator at borough level..
- 4.10.4 The current average time taken to re-let vacant properties by A2 Dominion was 67.53 days. They have stated *“This figure unfortunately includes one property that was extremely hard to let. However, we have improved our re let times and continue to do so”*.
- 4.10.5 Organisation wide, both targets were met by ASRA, BHP, Fortunegate, Family Mosaic and Octavia. The average performance for PCHA was 35.53 days. No data was provided by Family Mosaic.

#### 4.11 Allocations

4.11.1 This indicator measures the number of completed nominations to housing associations, split into BME and non-BME (Table 4). In accordance with the Brent nomination agreement:

- 100% nominations are made on S106 and new builds
- 75% nominations are made on re-lets (family size dwellings)
- 50% nominations are made on re-lets (non-family size dwellings)

4.11.2 Table 4 shows the number of nominations by BME/ non-BME for the last four quarters.

**Table 4: Number of HRC Nominations (2010/11)**

Housing Association	Total	BME	Non-BME
A2 Dominion Housing Group	3	0	3
ASRA Housing Association	1	1	0
Brent Housing Partnership	297	234	63
Family Mosaic Housing Group	20	16	4
Fortunegate Community Housing Group	51	28	23
Metropolitan Housing Trust	34	20	14
Nottinghill Housing Group	25	11	14
Octavia Housing Group	1	1	0
Paddington Churches Housing Association	90	53	37
Stadium Housing Association	29	22	7
London & Quadrant Housing Group	3	0	3
Hillside Housing Group	6	2	4

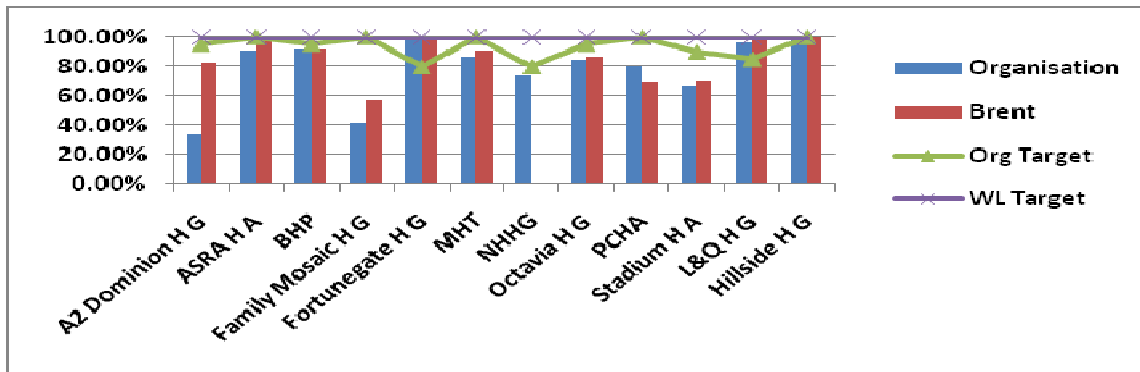
4.11.3 Total nominations & lettings made for 2010/11 were 560, of which 388 were to BME households. The highest lettings were in BHP (297), of which 234 were to BME households (Table 4).

4.11.4 ASRA and Octavia were the two organisations with 1 nomination each. In the case of PCHA, the nominations were 90 of which 53 were BMEs.

## 4.12 Complaints

4.12.1 This indicator measures the total number of stage 1 complaints responded to within target time.

**Chart 7: Average % of Initial complaints responded to within target time in 2010/11 (Brent & Organisation)**



4.12.2 There were 1005 complaints recorded in Brent, 68.0% of which were for BHP. Four organisations achieved the maximum performance in 2010/11 (Chart 7). Average overall performance for the year was 83.8%. No data was provided by NHHG.

4.12.3 The average performance for Family Mosaic was 57.1%.

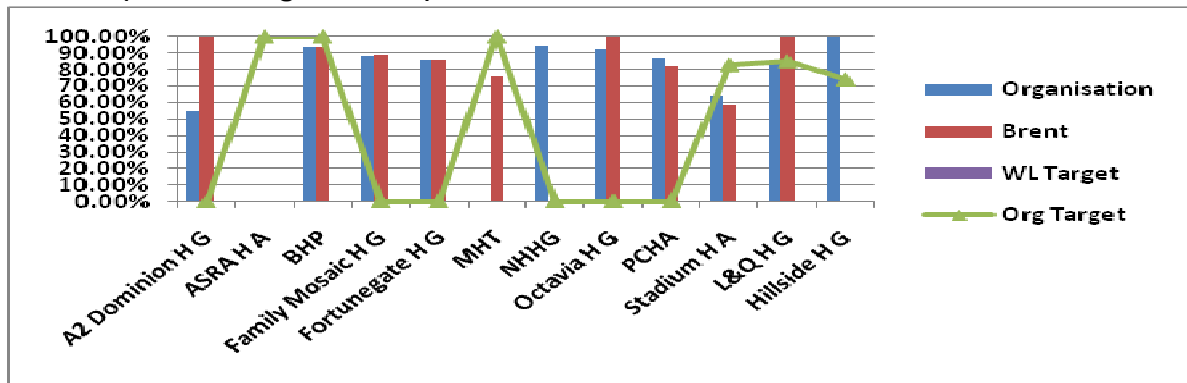
4.12.4 Organisation wide, the number of complaints received by the organisations in 2010/11 was 5832 while the average performance rate was 68.1%. The two organisations with the lowest average performance rates were A2 Dominion and Family Mosaic. The rates were 33.7% and 42.2% respectively. Hillside and Fortunegate achieved the maximum performance.

4.12.5 Octavia's performance was low because 'Brent complaint response which missed target was late by 1 working day. The other organisational complaints responses which missed target were late by 4 working days or less. All these complaints were acknowledged within timescale, but we needed a little more time to investigate the issues before a full response was provided. Tenants are kept updated on any delays'.

## 4.13 Members' Enquiries

4.13.1 This indicator measures the percentage of Members' enquiries responded to within target time.

**Graph 8: Average % of Members and MPs enquiries responded to within target time in 2010/11 (Brent & Organisation)**



- 4.13.2 Within Brent, there were 586 Members' and MPs' enquiries for 2010/11 with 59.04% of the enquiries going to BHP (346). Three of the 12 organisations achieved the maximum performance in 2010/11 while ASRA and Hillside Housing Group did not receive any enquires for the year in question (Chart 8). The average performance for the year for this indicator was 84.1%. NHHG did not provide any data.
- 4.13.3 Although performance information is collected by each organisation, A2 Dominion, Family Mosaic, Fortunegate, NHHG, Octavia, PCHA did not provide targets.
- 4.13.4 Organisation-wide, there were 1117 Members' and MPs' enquiries in this quarter. The highest number received was by BHP (346). The average response rate for this indicator was 82.24%.

## 5. Housing Reform

- 5.1 The consultation paper *Local Decisions: a fairer future for social housing* was published in November 2010, setting out the government's proposals for reform affecting numerous aspects of social housing as delivered by local authorities and Registered Providers (mainly housing associations). These proposals have since been incorporated into the Localism Bill, currently progressing through parliament. The key proposals for the purposes of this report are:
- The introduction of the Affordable Rent tenancy for Registered Providers, allowing rents of up to 80% of market levels for a minimum term of two years.
  - A new "flexible tenancy" for local authorities, providing for similar leeway over the term of future tenancies.
  - A duty on councils to publish a strategic tenancy policy, now referred to as a Tenancy Strategy in the Localism Bill.
  - A power for the Secretary of State to direct on the content of a new tenancy standard to be published by the regulator (now the HCA). Draft directions have now been published
  - More flexibility for local authorities to manage waiting lists and measures to enable moves within the social sector.
  - The ability for local authorities to discharge a homelessness duty into the private rented sector without the applicant's agreement.

5.2 In light of these changes, the council may wish to consider its approach to monitoring the comparative performance of providers. Officers are currently working to develop a Tenancy Strategy, with a report due to go to the Policy Coordination Group shortly, while partner organisations will also be considering their responses. The draft guidance to the Regulator also covers tenant empowerment and, in particular, recommends that:

- Tenants should have a wide range of opportunities to influence and be involved in *“the scrutiny of their landlord’s performance and the making of recommendations to their landlord about how performance might be improved”*.
- That registered providers should welcome scrutiny via a tenant panel (or equivalent group)
- That there should be a clear regulatory obligation on registered providers to provide timely, useful performance information to tenants in order to support effective scrutiny
- In line with proposals in the Review of Social Housing regulation it is also proposed that the Regulator’s statutory power to require registered providers to submit an annual report of their performance should be replaced with a regulatory obligation to provide an annual report of performance to tenants.

5.3 As the strategic housing authority the council will have an interest in how these proposals are implemented by providers and internally and it is suggested that some or all of the areas noted above, together with other matters that emerge once the Regulator has published draft standards in the autumn of 2011, may be appropriate for inclusion in annual monitoring reports. A more detailed report on possible changes will be submitted once the Localism Bill has completed its progress through parliament and the Regulator has published draft standards.

## **6.0 Financial Implications**

6.1 There are no immediate financial implications arising from this report.

## **7.0 Legal Implications**

7.1 None

## **8.0 Diversity Implications**

8.1 While there are no immediate issues relating to diversity, there are one or two points to note. First, some ethnic groups are over-represented in social housing while others are under-represented and there is therefore some potential for differential impact from poor performance. In addition, Brent will be reviewing the way in which performance indicators are recorded and reported in order to ensure compliance with expectations within the new equalities standard that the impact on a range of equalities groups will be measurable.

**9.0 Staffing/Accommodation Implications (if appropriate)**

9.1 None

**10.0 Background Papers**

10.1 None

**Contact Officer**

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Appendix 1: Average performance of RSLs (2010/11)

<b>Average percentage of reports of a non-urgent incident responded to within target time in 2010/2011</b>				
<b>Housing Association</b>	<b>Organisation</b>	<b>Brent</b>	<b>Org Target</b>	<b>WL Target</b>
A2 Dominion H G	87.06%	100.00%	95.00%	100.00%
ASRA H A	72.62%	100.00%	100.00%	100.00%
BHP	N/A	N/A	95.00%	100.00%
Family Mosaic H G	DNP	62.50%	100.00%	100.00%
Fortunegate H G	100.00%	100.00%	80.00%	100.00%
MHT	DNP	100.00%	90.00%	100.00%
NHHG	100.00%	100.00%	100.00%	100.00%
Octavia H G	92.96%	100.00%	95.00%	100.00%
PCHA	93.51%	93.33%	100.00%	100.00%
Stadium H A	96.88%	100.00%	95.00%	100.00%
L&Q H G	88.58%	76.00%	85.00%	100.00%
Hillside H G	100.00%	66.67%	96.00%	100.00%
<b>Average percentage of reports of threats of violence, racial harassment or serious ASB responded to within target time in 2010/11</b>				
<b>Housing Association</b>	<b>Organisation</b>	<b>Brent</b>	<b>Org Target</b>	<b>WL Target</b>
A2 Dominion H G	78.57%	66.67%	95.00%	100.00%
ASRA H A	87.50%	33.33%	100.00%	100.00%
BHP	N/A	N/A	95.00%	100.00%
Family Mosaic H G	DNP	50.00%	100.00%	100.00%
Fortunegate H G	100.00%	100.00%	80.00%	100.00%
MHT	NIR	100.00%	100.00%	100.00%
NHHG	NIR	DNP	100.00%	100.00%
Octavia H G	100.00%	100.00%	95.00%	100.00%
PCHA	85.71%	92.31%	100.00%	100.00%
Stadium H A	100.00%	94.87%	95.00%	100.00%
L&Q H G	98.08%	100.00%	100.00%	100.00%
Hillside H G	100.00%	NIR	96.00%	100.00%
<b>Average percentage of racist or offensive graffiti removed following report within target time in 2010/11</b>				
<b>Housing Association</b>	<b>Organisation</b>	<b>Brent</b>	<b>Org Target</b>	<b>WL Target</b>
A2 Dominion H G	25.00%	NIR	95.00%	100.00%
ASRA H A	NIR	NIR	100.00%	100.00%
BHP	N/A	N/A	95.00%	100.00%
Family Mosaic H G	N/A	N/A	100.00%	100.00%
Fortunegate H G	NIR	NIR	80.00%	100.00%
MHT	DNP	NIR	100.00%	100.00%
NHHG	DNP	NIR	100.00%	100.00%
Octavia H G	NIR	NIR	95.00%	100.00%
PCHA	NIR	100.00%	100.00%	100.00%
Stadium H A	NIR	100.00%	95.00%	100.00%
L&Q H G	N/A	NIR	100.00%	100.00%

Hillside H G	NIR	NIR	95.00%	100.00%
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<b>Average percentage of emergency repairs responded to within target time in 2010/11</b>				
Housing Association	Organisation	Brent	Org Target	WL Target
A2 Dominion H G	95.33%	N/A	95.00%	95.00%
ASRA H A	96.52%	96.00%	98.00%	95.00%
BHP	N/A	N/A	95.00%	95.00%
Family Mosaic H G	95.48%	DNP	100.00%	95.00%
Fortunegate H G	99.71%	99.71%	80.00%	95.00%
MHT	94.35%	97.10%	93.00%	95.00%
NHHG	98.43%	72.73%	97.00%	95.00%
Octavia H G	97.37%	98.47%	95.00%	95.00%
PCHA	96.19%	96.51%	100.00%	95.00%
Stadium H A	96.98%	98.26%	96.00%	95.00%
L&Q H G	95.44%	94.81%	95.00%	95.00%
Hillside H G	93.87%	95.00%	100.00%	95.00%

<b>Average percentage of urgent repairs responded to within target times in 2010/11</b>				
Housing Association	Organisation	Brent	Org Target	WL Target
A2 Dominion H G	91.46%	N/A	95.00%	90.00%
ASRA H A	89.52%	87.01%	100.00%	90.00%
BHP	N/A	N/A	95.00%	90.00%
Family Mosaic H G	89.61%	81.54%	100.00%	90.00%
Fortunegate H G	98.03%	97.99%	80.00%	90.00%
MHT	92.73%	96.15%	95.00%	90.00%
NHHG	93.85%	93.75%	96.00%	90.00%
Octavia H G	93.59%	93.29%	95.00%	90.00%
PCHA	92.21%	91.75%	100.00%	90.00%
Stadium H A	95.73%	96.75%	96.00%	90.00%
L&Q H G	97.60%	98.64%	100.00%	90.00%
Hillside H G	92.16%	95.74%	100.00%	90.00%

<b>Average % of non-urgent repairs responded to within target times in 2010/11</b>				
Housing Association	Organisation	Brent	Org Target	WL Target
A2 Dominion H G	96.58%	N/A	95.00%	90.00%
ASRA H A	94.41%	87.58%	93.00%	90.00%
BHP	N/A	N/A	95.00%	90.00%
Family Mosaic H G	93.47%	90.58%	100.00%	90.00%
Fortunegate H G	98.70%	98.70%	80.00%	90.00%
MHT	87.10%	91.18%	95.00%	90.00%
NHHG	96.77%	96.15%	100.00%	90.00%
Octavia H G	93.22%	92.83%	95.00%	90.00%
PCHA	81.39%	85.42%	100.00%	90.00%
Stadium H A	98.46%	98.48%	96.00%	90.00%
L&Q H G	97.27%	96.52%	92.00%	90.00%
Hillside H G	97.64%	97.25%	100.00%	90.00%



<b>Average % of Initial complaints responded to within target time in 2010/11</b>				
<b>Housing Association</b>	<b>Organisation</b>	<b>Brent</b>	<b>Org Target</b>	<b>WL Target</b>
A2 Dominion H G	33.68%	82.35%	95.00%	100.00%
ASRA H A	90.79%	100.00%	100.00%	100.00%
BHP	91.47%	91.47%	95.00%	100.00%
Family Mosaic H G	42.20%	57.14%	100.00%	100.00%
Fortunegate H G	100.00%	100.00%	80.00%	100.00%
MHT	85.89%	90.38%	100.00%	100.00%
NHHG	73.87%	0.00%	80.00%	100.00%
Octavia H G	84.03%	86.67%	95.00%	100.00%
PCHA	80.16%	69.35%	100.00%	100.00%
Stadium H A	66.96%	70.29%	90.00%	100.00%
L&Q H G	96.55%	100.00%	85.00%	100.00%
Hillside H G	100.00%	100.00%	100.00%	100.00%
<b>Average % of Members and MPs enquiries responded to within target time in 2010/11</b>				
<b>Housing Association</b>	<b>Organisation</b>	<b>Brent</b>	<b>Org Target</b>	<b>WL Target</b>
A2 Dominion H G	54.61%	100.00%	DNP	-
ASRA H A	NIR	NIR	100.00%	-
BHP	94.05%	94.05%	100.00%	-
Family Mosaic H G	88.46%	88.89%	DNP	-
Fortunegate H G	85.71%	85.71%	DNP	-
MHT	DNP	76.19%	100.00%	-
NHHG	94.87%	DNP	DNP	-
Octavia H G	92.31%	100.00%	DNP	-
PCHA	86.52%	82.35%	DNP	-
Stadium H A	63.97%	58.90%	82.69%	-
L&Q H G	85.06%	100.00%	85.00%	-
Hillside H G	100.00%	NIR	74.00%	-
<b>Average time taken to re-let vacant properties in 2010/11</b>				
<b>Housing Association</b>	<b>Organisation</b>	<b>Brent</b>	<b>Org Target</b>	<b>WL Target</b>
A2 Dominion H G	30.14	55.87	30.00	35.00
ASRA H A	30.10	46.00	35.00	35.00
BHP	26.76	26.76	27.00	27.00
Family Mosaic H G	29.23	27.38	32.00	35.00
Fortunegate H G	20.26	20.26	40.00	35.00
MHT	DNP	DNP	35.00	35.00
NHHG	36.03	DNP	30.00	35.00
Octavia H G	16.30	6.67	35.00	35.00
PCHA	79.61	80.27	35.00	35.00
Stadium H A	34.77	31.71	28.00	35.00
L&Q H G	35.45	26.20	21.00	35.00
Hillside H G	52.33	40.19	35.00	35.00