

# PERFORMANCE 08

Our annual report to our customers



**Welcome to Performance 08 – our annual report for customers telling you how we've done over the last 12 months, from 1 April 2007 to 31 March 2008, and what our plans are for the year ahead.**

The information we've provided allows you to compare our performance with the last two years, and with our own targets.

We've used smiley faces so you can see at a glance how we are performing compared to our target. 😊 means we are meeting or beating our target. 😐 means we are within 5% of our target. 😞 we are missing our target by 5% or more. We have also used arrows to show whether the trend is worsening ↓, staying the same ↔ or improving ↑.

We are determined to improve, and to keep improving, in all areas of our service.

Where relevant, we have also included a figure called 'benchmark'. This figure is what the top quarter of housing associations included in the comparison are achieving in each category.

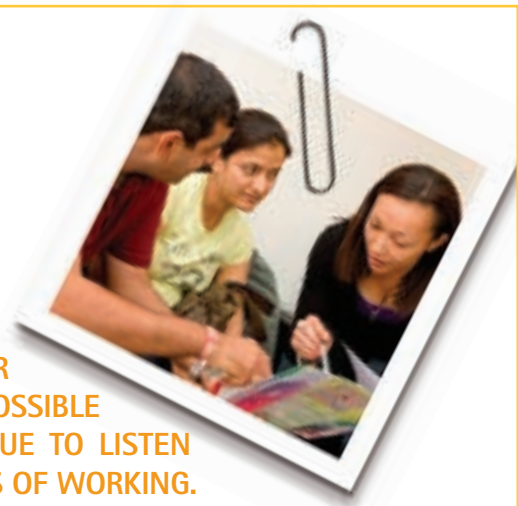
[www.asra.org.uk](http://www.asra.org.uk)



## Looking ahead:

# OUR TARGETS

TO MAKE SURE OUR SERVICES MEET THE NEEDS OF ALL OUR CUSTOMERS, AND THAT WE HAVE THE FULLEST PICTURE POSSIBLE OF SERVICE QUALITY AND RESIDENT NEEDS, WE CONTINUE TO LISTEN CAREFULLY, CONSULT EXTENSIVELY AND REVIEW OUR WAYS OF WORKING.



### GETTING CLOSER TO YOU

The more we know, the better the service we can give, because everyone has different needs. So, for example, if you have particular language needs, or if aids and adaptations to your home would help you live more independently, we want to know, so we can help.

Our customer care action plan continues to result in significant improvements, particularly to frontline services. ASRA's Customer Care Continuous Improvement Group monitors this plan six times a year.

Monitoring of customer care is also captured through continuous feedback from residents including customer polling, mystery shopping, focus groups and head office audits. This has led to a better understanding of how we deal with complaints, repairs and antisocial behaviour, and continues to drive ongoing service refinements.

### LISTENING CAREFULLY

Feedback from you has led to changes in policies, performance monitoring and processes. Wider resident groups are being consulted: 20% of you are polled on a rolling basis for your views across all service delivery areas.

Our customer care strategy, which has been shaped by residents, has led to improvements in the way we respond to complaints. We continue to learn from them, keep customers informed throughout, and are resolving more of your complaints at the outset.

We've also introduced a resident involvement strategy and appointed a dedicated Resident Involvement Officer. ASRA recognises that by involving residents we can provide better services and stronger communities.

In the next 12 months we aim to respond to 100% of all complaints within our target time. So if you ever feel our service has fallen short, please let us know – so we can put things right quickly.

There are lots of opportunities to provide views and feedback on our services including the Tenants Advisory Panel. As a panel member, you can become involved with continuous improvement or focus groups, complaint panels or the Operations Performance Committee. Individuals can, and do, gain selection to ASRA's board.

Residents are working with us in increasing numbers to improve services further – from reviewing our complaints procedure to interviewing and selecting contractors, to work as Estate Inspectors

### DECENT HOMES

In 2000, the government pledged that every council and housing association property in the country would be brought up to the Decent Homes standard by 2010.

To ensure that we remain on track to achieve this, we will be carrying out further improvement work in the year ahead. If this affects your home, we will write to you with full details. Our cyclical maintenance and repairs follows a programme which is set in consultation with residents. Information will also be published in our resident newsletter In Touch.

### VALUE FOR MONEY

To provide the best service for our customers, we have appointed contractors for 'day to day property maintenance' and 're-let' work (that is, the work involved in getting empty properties ready for re-letting), as well as the inside and outside 'cleaning and tidying' of estate communal areas.

Through the tendering process, we were able to negotiate competitive prices for the work and involved residents in the selection process.

Because rent is our main source of income, we will also be working hard to improve our rent collection rate (currently 97.4%), so we have more money to invest in our homes and services.

## REPAIRS

Our chosen repair contractors are required to provide an effective appointments system. If you phone with a repair request, we can currently offer morning or afternoon appointments. However, we hope soon to offer appointment times with two hour bands.

Our contractors are judged on their ability to provide a 'right first time' service. We continue to complete 99% of emergency repairs, 90% urgent and 95% of routine repairs on time. Customer satisfaction with our repairs service is 87%.

During the next year, residents on the Operations Performance Committee will continue to review our repairs service by monitoring resident feedback, interviewing staff and customers to find ways we can improve it.

## GETTING IN TOUCH

Through our Customer Contact Centre, we will aim to provide an effective answer or response to 80% of all repair enquiries, at the first point of call.

We will aim to answer 90% of all calls within 20 seconds, and then improve on this, year on year.

## GETTING INVOLVED

Whatever your age or background, and wherever you live, if you would like to get involved (and there are lots of different ways), we would love to hear from you. Please contact Lily Tripathi on:

**020 7940 6612** or e-mail her at [lily.tripathi@lha-asra.org.uk](mailto:lily.tripathi@lha-asra.org.uk). It's not all about meetings – you can be contacted as little as once a year by phone, email or postal survey.

In the next 12 months we will be involving customers in shaping action plans for repairs and maintenance, estate services, and Decent Homes and Decent Place work.

## ANTISOCIAL BEHAVIOUR

We continue to log and track all reports of antisocial behaviour so we can provide an effective response on every occasion.

We have appointed a dedicated person to lead this, and have signed up to the government's 'Respect' agenda, which aims to prevent and tackle antisocial behaviour. For more information visit:

[www.respect.gov.uk](http://www.respect.gov.uk)

## AIDS AND ADAPTATIONS


'Aids and adaptations' are work done to the home to improve access for residents with a disability. Examples include hand and grab rails, stair rails, ramps, and showers over baths.

In the year ahead, we'll be using the information received through continuous feedback from residents to decide which properties should be given priority, based on individuals' needs.



## Facts and figures 1 April 2007 to 31 March 2008

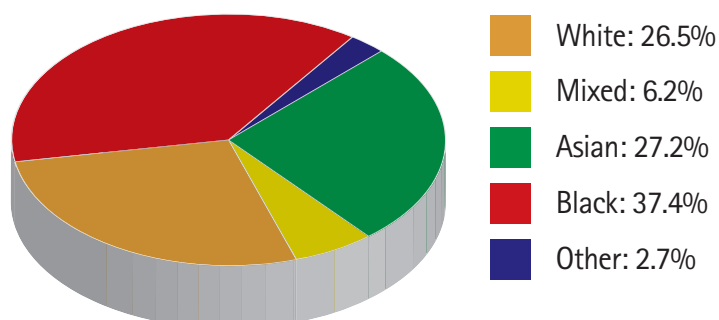
# YOUR HOME


 WHO WE HOUSED	2008	2007	2006
General needs	150	209	142
Supported accommodation	48	55	47
<b>Total lettings</b>	<b>198</b>	<b>264</b>	<b>189</b>


## WE SAY

The reduction in new lettings is something many housing associations have seen in the last year. House prices and private sector rents are encouraging people to stay where they are, rather than move.






## ETHNIC ANALYSIS OF LETTINGS



 HOMES IN MANAGEMENT	2008	2007	2006
General lettings	2002	1869	1727
Accommodation with support	516	516	580
Shared ownership	96	12	12
Managed for others	39	83	27
<b>Total</b>	<b>2653</b>	<b>2480</b>	<b>2346</b>

 HOMES BY SIZE AND AVERAGE RENT (GENERAL NEEDS)	2008 Homes Rent	2007 Homes Rent	2006 Homes Rent
4+ bedrooms	311 £116.04	321 £111.78	312 £109.39
3 bedrooms	602 £102.79	601 £98.93	589 £95.90
2 bedrooms	765 £90.34	715 £87.71	640 £84.77
1 bedroom	273 £76.66	254 £73.86	185 £71.97
Bedsits	3 £65.66	6 £76.74	0 £0

 NEW HOMES COMPLETED	2008	2007	2006
General needs	77	110	72

 LETTINGS PERFORMANCE	2008	Target	On target?	Trend	2007	2006	Bench mark
Average re-let time for general needs housing	53 days	35 days			64 days	n/a	40.1days
Homes vacant/available to let	6 (0.22%)	n/a	n/a		19 (0.75%)	24 (1.02%)	n/a
Homes vacant/unavailable to let	29 (1.09%)	n/a	n/a		24 (1.02%)	6 (0.4%)	n/a

## WE SAY

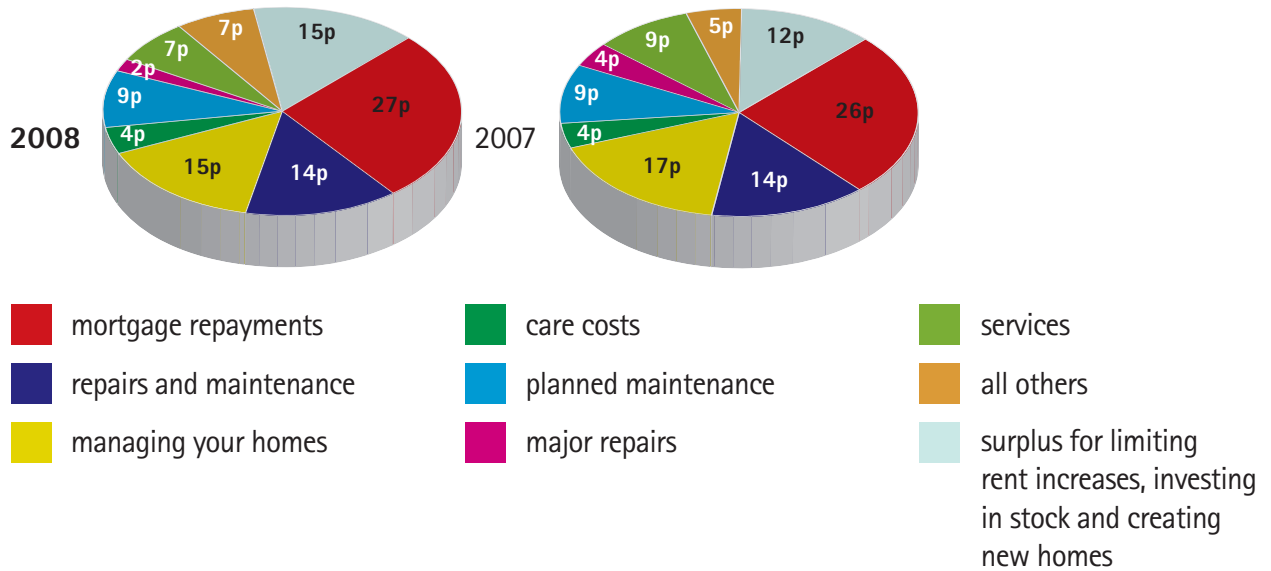
The figure of 29 homes which are 'vacant and unavailable to let' is due to continuing improvement, conversion, repair or other work being undertaken.

Our aim is to reduce the average time taken to re-let empty homes to 35 days or less. To ensure we get the best value for money, we will speed up the turnaround times and improve the standard of our homes when they are redecorated for re-letting. We have appointed a dedicated Voids Surveyor with direct responsibility to ensure the targets are met.

# YOUR RENT



## HOW EACH £1 IS SPENT



## AVERAGE COST PER HOME (£)

	2008	2007
Housing management	1283	1284
Routine maintenance	961	802
Planned maintenance	574	519
Major repairs/stock reinvestment	100	220




## RENT COLLECTION



	2008	Target	On target?	Trend	2007	2006
Rent collected	97.4%	98.0%	☹️	↓	103.0%	108.0%
Current tenant arrears	5.1%	5.5%	☹️	↑	6.2%	7.3%
Total arrears (inc former arrears)	5.6%	5.9%	☹️	↑	6.7%	8.1%
Evictions for non-payment	5 (0.18%)	n/a	n/a	↑	19 (0.76%)	12 (0.51%)



## WE SAY

To ensure continuous improvement in our rent collection, we have created a dedicated 'Income Recovery' team, to reduce arrears and provide advice to residents on rent issues. This will help us meet our collection targets for the next 12 months.



# YOUR REPAIRS

 YOUR REPAIRS	2008	2007	2006
Emergency repairs	781	814	1129
Urgent repairs	1845	3771	2604
Routine repairs	2004	1768	1857
<b>Total</b>	<b>4630</b>	<b>6353</b>	<b>1857</b>


 REPAIRS COMPLETED WITHIN TARGET	2008	Target	On target?	Trend	2007	2006	Bench mark
Emergency (within one day)	99.0%	98.0%			92.8%	87.4%	99.0%
Urgent (within 5 days)	90.0%	93.0%			80.4%	79.1%	91.9%
Routine (within 14 days)	95.0%	93.0%			89.8%	87.6%	87.6%

 REPAIRS WHERE APPOINTMENTS MADE AND KEPT	2008*	On target?	Bench mark
	97.9%		95.0%

\* Source: tenant satisfaction survey

 GAS SERVICING	2008*	Target	On target?	Bench mark
Properties with a valid gas safety certificate	96.9%	100%		100%

 DECENT HOMES STANDARD	2008*	Target	On target?	Bench mark
Percentage of homes which meet or exceed the government's standard	97.6%	100%		92.7%

 EXPENDITURE	2008	2007	2006
Total spent on day to day repairs	£1,716,906	£818,536	£977,902
Total spent on repairs/redecorating between lettings	£234,972	£515,994	£250,184






## WE SAY

There has been continuing improvement over the last three years by our repairs contractors, meeting the targets we have set for Emergency (within one day) and Routine repairs (within 14 days). We recognise that our response to Urgent repairs (within five days) needs to improve. We will monitor our contractors carefully over the next 12 months to ensure that this happens.

Most of your complaints are about delays to repairs, and repair work that is not finished properly. We are listening and have learnt key lessons from your comments that will help us to improve our complaints handling and repairs service.

A property services officer now visits anyone who makes a formal complaint about repairs as part of our complaint review service. They will also call again after the work has been done to inspect the quality of the repair and make sure you're happy with it.

## YOUR CALLS

 YOUR CALLS TO ASRA HEAD OFFICE	2008	Target	On target?
Percentage of calls answered by the ASRA Response Team	95%	100%	
Percentage of lost calls	5.0%	Less than 10%	
Satisfaction with complaints handling	41%	50%	
Satisfaction with contact made	86.0%	80%	



 CUSTOMER CONTACT CENTRE	2008*
Telephone calls to our Customer Contact Centre	8324
Percentage of calls answered	87.51%
Calls abandoned	12.49%

\* Calls handled by CCC (November 2007 - March 2008)

## WE SAY

From November 2007, repairs reporting was handled by the LHA-ASRA Group Customer Contact Centre. This changeover resulted in a few initial teething problems, which affected service delivery. But we now have an improvement plan in place and have recruited and trained extra staff. Standards are rising and more consistent. We will be working hard to achieve further improvements in the year ahead.

# COMPLAINTS, COMPLIMENTS

 2008	Target	On target?
Complaints received	98	n/a
Complaints responded to within target	95%	100% 
Complaints upheld	76	n/a
Complaints resolved at stage 1	89	n/a
Compliments received	8	n/a

## WE SAY

We recognise that, despite our commitment to high standards, there will be occasions when you feel dissatisfied with some aspect of the service provided. We value your feedback as it lets us know if we have got something wrong and enables us to improve our services and standards.





Our complaints policy is available on request and sets out clearly how you can complain. We monitor complaints every week, and the information is sent to all managers. Our Complaints Group, involving residents, meets every quarter and reviews the quality of the complaints service and the effectiveness of our responses.

Lessons learnt this year, and improvements now in place as a result of the complaints made are:

- Performance monitoring of missed appointments by contractors
- Development of a 'Supporting Tenants in General Needs' strategy
- Stage 2 complaints are decreasing owing to detailed responses at stage 1
- All repair complainants are now visited by the Property Services Officer
- Clear guidance on keeping pets
- Clear guidance on aids and adaptations in new properties
- Complaints discussed at all ASRA team briefings

We value compliments and complaints equally because compliments tell us where we're doing well, and complaints, where we can do better.

# CUSTOMER SATISFACTION

 2006	Trend	2003	Bench mark
Overall customer satisfaction*		47%	65.5%
Satisfaction with opportunities to get involved*		36%	62.5%
Satisfaction with repairs service (as at 31 March 2008)		59%	77%
Satisfaction with homes let (as at 31 March 2008)	n/a	n/a	n/a

\*Figures taken from STATUS survey, carried out every three years

## WE SAY

We are aiming to improve overall customer satisfaction to 70% by 2010, and are continuing with our customer care training for frontline staff. An expanded Customer Contact Centre means frontline staff can spend more time with customers in the community.

In April this year an extensive, independent inspection of our services took place and you were invited to come along to a series of focus groups to give the inspectors your feedback on our services.

Overall, the inspectors rated our services as 'fair' with 'promising prospects for improvement'. This was based on what both you and our staff told them, as well as their own 'mystery shopping' research.


The inspection identified our stronger areas as: tenancy management, supported housing and the repairs service.

Currently, our weaker area is resident involvement. However, Group partner, LHA was particularly commended in this area. We are therefore sharing ideas and good practice so we can improve.

The inspectors recognised that positive changes have been made recently and, continuing with our focus groups and on-going customer polling, we will build further on these. We will continue to work towards further improvements across all our services, particularly those that matter most to you, such as repairs and antisocial behaviour.

In 2006, we carried out a STATUS survey of all residents. All housing associations and councils carry out surveys like this regularly to measure customer satisfaction, compare results with other landlords, and improve performance. Your views have helped us to improve – so please look out for our next survey in 2009.

# YOUR NEIGHBOURHOOD

 HOMES IN MANAGEMENT	2008	2007
Antisocial behaviour, new cases reported	77	n/a
Open cases	48	n/a
Cases resolved	13	n/a
Antisocial Behaviour Agreements signed	2	n/a
Antisocial Behaviour Injunctions taken out	7	0
Evictions for antisocial behaviour	0	0

## WE SAY

In the next year, a priority for us is to spend more time meeting our customers in the neighbourhoods where they live. In doing so, we will be working even more closely with Estate Inspectors and local groups.

In the last year, we addressed and closed many complex nuisance cases. This has given us a firm foundation to improve services moving forward.

# LAST YEAR IN BRIEF

## HOME IMPROVEMENTS

- £329,690 spent on 'Decent Homes' and planned maintenance work
- £254,530 spent on redecorating including outside painting
- £258,500 spent on new boilers
- £37,000 on 'aids and adaptations'

## SERVICE STANDARDS

- Residents were involved in tendering, shortlisting, interviewing and selecting new contractors for gas servicing
- 40 residents now sit on the Tenant Advisory Panel (TAP) which scrutinises our key performance indicators, policies and strategies
- 20 Estate Inspectors involved at local level
- New contractor appointed to clean and tidy communal areas both indoors and out

## CONTINUOUS IMPROVEMENT

- Following close consultation with residents and other stakeholders, we have successfully changed the status of our Sheltered Housing Scheme Managers to non-residential
- Residential care schemes, Aashna House and High Worple have been awarded two and three star accreditation respectively by the Commission for Social Care Inspection (CSCI)
- Residents from our women's refuges now sit on the Service Users Involvement Forum enabling them to influence the way services are delivered
- ASRA was successful in securing Supporting People funding to provide floating support services to Asian women in Ealing who are victims of domestic violence. The service provides tenancy support to help women gain confidence and live independently

## RESIDENT INVOLVEMENT

- The enclosed impact assessment gives a summary of the outcomes achieved through residents getting involved over the past year
- 137 customers were actively involved in 2007-2008, as Resident Association members, Estate Inspectors, TAP (Tenant Advisory Panel) reps, Operations Performance Committee members, Editorial Committee members (In Touch), or taking part in Focus Groups
- 114 residents attended events supported by ASRA
- Residents got involved in selecting and setting service standards for a new contractor to maintain communal and garden areas

## GAS SERVICING

- In 2007, we appointed two new gas contractors, BSW Heating (east) and Robert Heath Heating (west). We will continue to carefully monitor their performance. Gas servicing is very important and we want our handling of every job to be excellent

## REGENERATION

- International House: ASRA's £27 million International House development in Woolwich will help meet a growing demand for affordable housing across the borough
- Ealing Road: an £8.5 million housing development in Wembley has been unveiled on the site of a former public house
- Electric Empire: a £3.9 million housing development in Lewisham on the historic site of a former silent movie cinema was officially launched by Sir Steve Bullock, Mayor of Lewisham

# FEEDBACK AND WIN!

FANCY A CHANCE OF WINNING £100 OF HIGH STREET SHOPPING VOUCHERS? JUST COMMENT ON THIS PUBLICATION OR ANY OF OUR SERVICES BY FILLING IN THIS FORM AND SEND IT BACK TO US BY 30 NOVEMBER TO:

LILY TRIPATHI, ASRA GREATER LONDON HOUSING ASSOCIATION, FREEPOST LON15171, LONDON SE1 4BR.

Name: .....

Address: .....

Phone number: .....

Comments: .....

## MAKE A DIFFERENCE

We want to make sure all our residents have the chance to get involved, so we can continue to improve our services and provide value for money.

If you'd like to get more involved, you can do so in a way that suits you. We will pay for transport, childcare, or other carers you need to use, to be involved.

Whatever your age, background or circumstances, we'd love to hear from you.

There are options to suit everyone and you don't just have to attend meetings.

To find out more, call Lily Tripathi on: **020 7940 6612**, or e-mail her at

[lily.tripathi@lha-asra.org.uk](mailto:lily.tripathi@lha-asra.org.uk)



### ASRA HEAD OFFICE

T: 020 7940 6600 E: [tenants@lha-asra.org.uk](mailto:tenants@lha-asra.org.uk)

1 Long Lane, London SE1 4PG

Open: Monday to Friday 9.30am - 5.00pm

If you require this document in Braille, large print, an audio version, or if English is not your first language, please contact ASRA on 020 7940 6600

إذا احتجت هذه الوثيقة بلغة بريدل أو بالطبعة الكبيرة أو على الشريط أو إذا لم تكن الإنجليزية لغتك الأم فالرجاء الاتصال مع رقم: 020 7940 6600.

ARABIC

ইংরেজী যদি আপনার প্রধান ভাষা না হয়ে থাকে অথবা আপনি যদি এ ডকুমেন্টটি বড় ছাপের অক্ষরে অথবা ব্রইল বা অডিওতে, অথবা টেক্সট বা ব্রইলে পেমেন্ট করতে চান, তাহলে অনুগ্রহ করে আমাদের (ASRA) সাথে 020 7940 6600 নম্বরে যোগাযোগ করুন।

BENGALI

اگر تمنا ہے انگریزی یا چاہے بڑے، خط مخصوص نابینا (بریل)، در نوار ضبط صوت نیز ثابت یا اگر انگلیسی زبان اول شما نیست، خواهشمند است که با ASRA با تلفن 020 7940 6600 تماس بگیرید.

PERSI

যদি আপনি আমাদের মূল ভাষা হিসেবে বাংলা, হিন্দি, উর্দু, গুজরাতি, তামিল, মালয়ালম, মারাঠি, নেপালি, ওয়াশিংটন, অথবা অন্য কোনো ভাষা ব্যবহার করেন, তবে আমাদের সাথে 020 7940 6600 নম্বরে যোগাযোগ করুন।

GUJARATI

यदि आपका प्रथम भाषा अंग्रेजी नहीं है, तो कृपया हमें ब्रैल, बड़े अक्षरों, ऑडियो या ब्रैल में प्रेषित करने के लिए 020 7940 6600 पर हमसे संपर्क करें। (ASRA) हमसे संपर्क करें।

PUNJABI

Haddii aad jeceshahay in aad heshid waraaqahaan oo ku qoran farta dadka indhaha la' ee 'Braille', farta waaweyn, iyagoo cod ah oo cajalad ku duuban ama haddii afka Ingiriisku uusan ahayn afkaaga hooyo, fadlan kala soo xiriir ASRA teleefoonkaan 020 7940 6600

SOMALI

Bu broşürü kabartıma Braille alfabesi, iri harfli baski veya sesli olarak istiyorsanız ya da asil diliniz İngilizce değilse, lütfen 020 7940 6600 numaraya telefon edip bu isteğinizi ASRA'ya iletin.

TURKISH

آپ کو بروشور کا بارٹما برایل، بڑے اکر، آڈیو یا برایل میں پیش کرنے کے لیے 020 7940 6600 پر ہم سے رابطہ کریں۔ (ASRA) ہم سے رابطہ کریں۔

URDU