



**Performance Review 2007/8**



# Introduction

Hanover is here to help you, our residents. We want to make sure that in every way, we are delivering you the best quality service. This review is a great way for you to see how we have done, if we've done well, and where we need to improve. In this document, we have compared our performance this year up to March 2008, with last year.

The last year has seen a number of changes in the way we deliver and manage your services. We have introduced some new ways of working which have streamlined what we do, making it easier for you to contact us and get the information or help you need. Similarly, our repairs service was not operating as efficiently as it should, so with your input we have started to implement ways to make this process run more smoothly.

Throughout these developments, staff have continued to work hard, adding a significant number of achievements to further engage you in our work as well as involve you more in one another's lives: whether it is through our website or through the array of activities and initiatives that take place where you live.

This review provides you with:

A summary of our organisational performance in a number of key areas	2
A summary of how we have performed when letting properties and carrying out repairs	4
An overview of how satisfied you are with our key services	9
Our targets for our financial performance.	10
An outline of what we aim to do to improve our service in the next 12 months.	11

We look forward to another year of working with you and we hope you find the report informative as well as interesting. If you have any comments about this review, please write to the Communications Team, Hanover House, 1 Bridge Close, Staines, TW18 4TB, e-mail to [communications@hanover.org.uk](mailto:communications@hanover.org.uk) or telephone 01784 446 000.

# Organisational performance

Hanover is ambitious about the quality of the housing and support services we provide, but we always look to do better. Over the last year, we have pushed ahead to improve our internal systems and reduced the bureaucracy around how your homes are run by combining the operational management processes into one system. We have also created fresh opportunities for you to be involved in our activities, the foundation stone of which is our partnership agreement which was formalised in 2007 and explains your rights and responsibilities. Over the coming year, our engagement team will work towards partnership agreements with all our leaseholders and tenants in Hackney.

Whichever way you have contributed to Hanover over the last year, your input has been valued and used successfully to improve our services and communication with you:

- Our In Touch panels (for residents only) panel of 190 tenants volunteer to give their views on Hanover services.
- 60 plus tenants attended the Residents Conference in autumn 2007, participating in workshops and providing feedback;
- Regional focus groups made valuable contributions to the shaping of the new quarterly tenants magazine, Hanover News.

We are the biggest provider of Extra Care housing and during 2007/8, we built 13 new developments, equating to 516 more homes for people to rent or buy. In total, we now manage 2,083 properties across 53 locations. Tenants' as well as staff views have fed into how we build our Extra Care properties and have led to increasing the choice and quality of catering options in new developments.

Alongside these different ways of helping to shape what we do, Resident Forums, Residents' Council and Hackney's Tenants' Executive Committee remain key elements of how we engage with you.

Some of the other highlights of the year include involving residents in the design of our newly re-launched website [www.hanover.org.uk](http://www.hanover.org.uk) the innovation of residents who have made creative choices about how they wish to allocate their Green Shoots small grants programme in the past year. Suggestions included, installing a cinema, sensory garden and IT lessons.

## Representatives and Associations in 2007/8:

Region	Resident Representatives	Resident Associations
East	30	9
Extra Care	15	0
North	49	7
South	46	9
West	43	7

We also judge our performance against the choices that offer you a more rewarding lifestyle. Our £60,000 small grants programme, Green Shoots, has brought to life an array of creative projects from a tropical 'coming together' area, cinema, sensory garden, fish tank and IT lessons, within its first year. Our pioneering EverGreen initiative in Hackney marked a fruitful second year by continuing to nurture locally based eco-teams that encourage residents to live a 'greener' life. Also in Hackney, the innovative Club 55 has transformed communal spaces that now offer residents and others in the community, leisure facilities such as a cyber café, cinema and gym.

## Performance against our own targets

Target	How did we do?
Investors In People (IiP) and Charter Mark accreditation	We achieved IiP for the whole of Hanover for how we manage and communicate with staff, while our Retirement and Extra Care Directorates hold the Charter Mark award for customer service excellence.
To launch new website and online social networking area for residents	<a href="http://www.hanover.org.uk">www.hanover.org.uk</a> was re-launched in March 2008, and now incorporates Hanover World, the first ever online social networking area for residents. <a href="http://www.hanoverworld.org.uk/forum">www.hanoverworld.org.uk/forum</a>
To review terms of reference for Residents' Council	Set up to improve services and ensure involvement at all levels, the Council now has resident representatives across the whole of Hanover. Its role has also been strengthened through the 3 'i's - Influence, Involve and Improve - which means we consider your views at the earliest opportunity in all decisions and there are no off limit areas for your involvement.



**Key for performance tables**

- Retirement: Hanover Housing Association properties and services
- HiH: Hanover in Hackney
- EC: Extra Care properties and services
- HH: Hanover Heritage properties and services

# Property performance

**Letting properties**

Performance indicator	Retirement housing for rent 2007/8	Retirement housing for rent 2006/7
% of lettings available to a local authority nominee	Retirement: 50% HiH: 100% EC: 95% HH: no nominations	Retirement: 50% HiH: 100% EC: none HH: no nominations
% of lettings to local authority nominees	Retirement: 41% HiH: 100% EC: 90% HH: 0%	Retirement: 43% HiH: 100% EC: 89% HH: 0%
% of lettings to BME applicants	Retirement: 4.68% HiH: 42% EC: 10.9%	Retirement: 5.29% HiH: 43.4% EC: 3.25%

Our sound partnerships with the local authorities with whom we work mean that in return for land or grant funding, we can identify people who need housing and plan the best approach for meeting their local priorities. A good example of this is Hackney’s excellent performance on lettings to BME applicants; at 42%, it is double the percentage of BME older people living in the Borough (22%).

**Empty properties**

Performance indicator	Retirement housing for rent 2007/8	Retirement housing for rent 2006/7
% of empty properties available to let (of all properties)	Retirement: 0.82% HiH: 11.79% (*) EC: 9.55% HH: 4.4%	Retirement: none HiH: 12.15% EC: 1.11% HH: 5.2%
% of empty properties unavailable to let (of all properties)	Retirement: 0.04% HiH: 7.82% EC: 0% HH: 0%	Retirement: none HiH: 6.49% EC: 0% HH: 0%
% rent lost through vacant properties	Retirement: 0.86% HiH: 7.47% EC: 5.18% HH: 5.2%	Retirement: 0.80% HiH: 2.71% EC: 1.81% HH: 6.6%
Average number of days to let a property	Retirement: 24 days HiH: 35.5 days EC: 12 days HH: none	Retirement: 24 days HiH: 25 days EC: 18 days HH: none
(*) based on a 10 month period (31.5.07 to 06.04.2008).		

Re-letting properties that become vacant as quickly as possible is one of our top priorities because we are keen to avoid having large numbers of homes standing empty when so many people are in need. Our excellent capability in turning our properties around is a good indicator of the strong demand for retirement housing. Our Extra Care properties also remain very popular for people who require higher levels of support.

The percentage of empty properties in Hackney reflects the time taken to refurbish them to bring them up to the government’s Decent Homes Standard. The figure is falling but we do recognise we need to improve our performance here.



**Repairs**

Performance indicator	Retirement housing for rent 2007/8	Retirement housing for rent 2006/7
% of emergency repairs completed on time	Retirement: 92% HiH: 100% EC: 90% HH: 63%	Retirement: 91% HiH: 100% EC: 91% HH: 65%
% of urgent repairs completed on time	Retirement: 92% HiH: 96.9% EC: 90% HH: 82.5%	Retirement: 91% HiH: 94% EC: 91% HH: 85%
% of routine repairs completed on time	Retirement: 96% HiH: 96% EC: 97% HH: 95%	Retirement: 96% HiH: 95% EC: 97% HH: 94%
% of all repairs completed on time	Retirement: 94% HiH: 97.9% EC: 93% HH: 79%	Retirement: 93% HiH: 96.3% EC: 93% HH: 84%
Gas safety inspections completed on time	Retirement: 99.43% HiH: 94.4% EC: none HH: 97.64%	Retirement: 99.37% HiH: 100% EC: none HH: 98.31%

In the last Performance Review, we set ourselves a number of targets, including: giving nine out of ten residents an appointment when we raise a repair for urgent or routine jobs; keeping at least 95% of our appointments on urgent and routine repairs and; re-letting properties within an average of 24 days – all of which we have succeeded in doing. Our performance in Retirement Housing in particular demonstrates a continued improvement in the delivery of the repairs service.

**Where we need to improve**

- The percentage of all repairs completed on time for Hanover Heritage
- We need to address the dip in performance in Extracare, emergency and urgent repairs, and Hackney gas servicing

**What we are doing about it**

- From 2009 our 'Heritage' properties will be managed by our Retirement Housing Directorate and we are confident that we can raise our performance standard
- Our new repairs service using one supplier will be rolled out during 2008/09 which will provide a streamlined service and guarantee high quality maintenance and repairs to all residents

# Service performance

Our goal is to always deliver the best possible service to you, aiming for excellence where possible. With this aim firmly in mind, we have introduced a number of new services that give you help when you need it. Now, it is easier for you to contact us and find the information you need, and these changes are already making a positive difference to many residents' lives.

- For general enquiries about lettings, payment advice, Supporting People the new Service Centre in St Neots can be contacted on 0800 2802 575.
- You can access our ground breaking Hanover Helps service through face to face help from your estate manager, specialist help by telephoning our service centre or through our website [www.hanover.org.uk](http://www.hanover.org.uk) or 24 hour help through our on call service.
- Hanover Helps receives an average of chatbot 1746 questions per month, providing valuable advice to residents.
- We have a dedicated specialist who can help you through the maze of accessing Disabled Facilities Grant (DFG), which pays for things like installing ramps or widening doors. This new role, being piloted for one year, can help to speed up the DFG process letting you access what you need more quickly.

There are many areas of our performance over the last year of which we can be proud, delivering on the targets that we set; and there some areas where we know we can do better because you have told us what you think of our service:

- In 2006/7, 95% of you were satisfied with how Hanover on Call dealt with your call. Our next survey is due later in 2008.
- 96% of you were satisfied with our repairs service, which is an increase on 91% in 2006/7 and beats our target of 95%. We hope that the introduction of one supplier will increase this figure even further.
- Letting a property is an area where we need to improve. Our target was to reach 95% but only 93%\* of you said were satisfied in 2007/8 – the same as in 2006/7.
- We also know we can do better when carrying out adaptations: our latest figures tell us that 88% of you were satisfied with this service. Our DFG specialist will be instrumental in helping to improve our performance here and get us back on track in this key service area.

\* Based on first three quarters of 2007/8.

# Financial performance

Rent collection & arrears				
Performance indicator	Retirement housing for rent 2007/8	Retirement housing for rent 2006/7	Owner-occupied retirement housing 2007/8	Owner-occupied retirement housing 2006/7
Rent collected as a % of rent due	Retirement: 101.24% HiH: 98.92% EC: 103.27% HH: 102.48%	Retirement: 100.82% HiH: 97.26% EC: 101.74% HH: 101.84%	98%	98.5%
Rent arrears of current residents as a % of rent due	Retirement: 0.98% HiH: 1.38% EC: 2.41% HH: 1.11%	Retirement: 1.42% HiH: 1.32% EC: 2.12% HH: 1.22%	1.84%	1.5%
Rent arrears of all residents	Retirement: 1.20% HiH: 1.38% EC: 2.64% HH: 1.25%	Retirement: 1.36% HiH: 1.32% EC: 2.44% HH: 1.59%	1.9%	none
Rent arrears of former residents as a % of rent due	Retirement: 0.11% HiH: 1.67% EC: 0.23% HH: 0.14%	Retirement: 0.17% HiH: 2.05% EC: 0.32% HH: 0.37%	0.07%	none
Rent payment written off as 'bad debt' as a % of rent due	Retirement: 0.8% HiH: 0.19% EC: 0.19% HH: 0.28%	Retirement: 0% HiH: 0.5% EC: 0.16% HH: 0.03%	0%	none

Overall, our financial performance is very positive. We are always very careful to minimise the amount of rent that is owed: the higher the level of rent arrears, the less money is available for vital services. So we are looking at other ways to make it as easy as possible for you to pay on time. We are currently considering the introduction of an online payment system, via our website, which would allow you to keep track of your finances.



## Future plans

We want to be an organisation that understands what matters to you so that we can deliver the best possible help and services that frees you to get on with your life. Building upon our work over the last year to involve you more in what we do and in the pipeline for 2008/9 are plans to:

- Update the Residents' Handbook with your input;
- Invite a number of you to join the Hanover News residents' panel
- Organise a series of 11 interactive 'stronger together' events for staff and residents focussing on communications and engagement;
- Increase the number of volunteers of our In Touch panel; and
- Extend the EverGreen Project to other parts of the country so more of you can enjoy participating in gardening, water and energy saving initiatives.

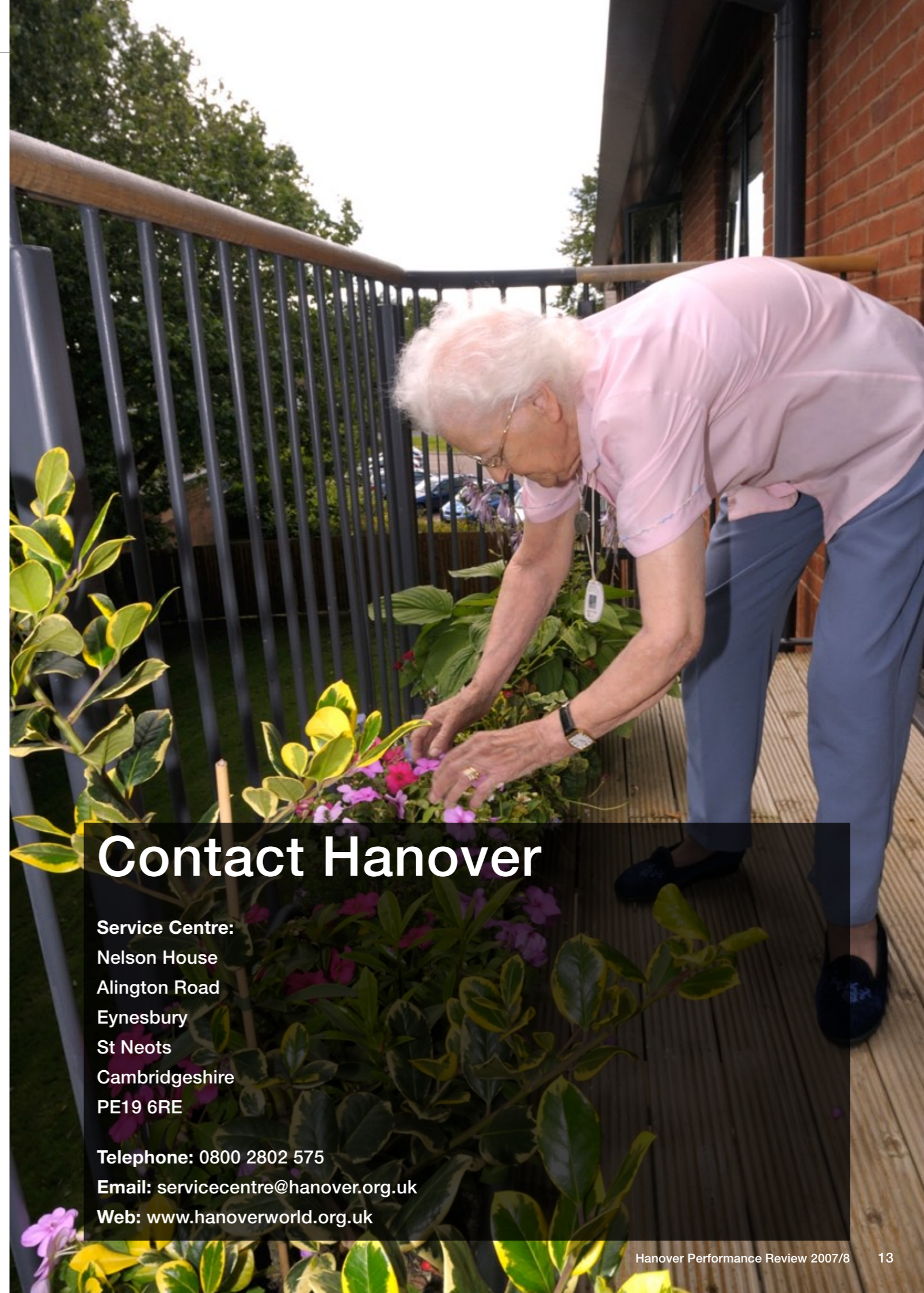
Your views have already shaped a new policy which stipulates the necessary cover and procedures for when your estate manager is sick or absent. We are committed to involving and consulting with you about further aspects of our work. For example, some of you were involved in workshops across the country about the service charge. We are working towards providing ongoing opportunities to engage with you and provide you with feedback of the positive outcomes that you will gain from your involvement.

Your ongoing input is vital as we will soon be working with a single repairs contractor. The new system will improve the process by smoothing out access arrangements to your home and making sure trades people are better informed about the repair they need to do, so they fix the job 'first time'. Improving systems like this and others is vital to delivering better services for you.

Before the end of 2008, we will have finished installing computers for all our leasehold estate managers to give them better access to internal systems and information.

Throughout the coming year, we are launching a series of research studies called Hanover Insights that examine different aspects of retirement housing and what people want from it now and in the future. For example, there is a growing demand amongst people to remain home owners in later life. We have started working with residents and local authorities in nearly 40 locations – to create places where people can rent or buy their home – by selling nearly half of our properties on these developments. We will then use the proceeds from these sales to build new retirement properties.

It is vital that we remain informed of what residents now, and in the future, want; so we remain committed to working with you, always with your best interests first and foremost.



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