

METROPOLITAN THAMES VALLEY HOUSING
WHITE HOUSE & HARPER HOUSE CONTRACT PERFORMANCE
SUMMARY REPORT 2021 – 2023

This report appraises the contract performance of Metropolitan Thames Valley Housing (MTVH) for the management of White House and Harper House on behalf of The Council.

The initial tables on pages 2 – 7 show the reported outcomes by the Key Performance Indicators (KPIs) and other priorities detailed in the Service Level Agreement (SLA) since the services opened, and the numbers of residents who have moved on from each service.

For the KPIs, the figures in the tables are shown in **GREEN** where targets have been met or exceeded, and are shown in **RED** where targets have not been met. There is no colour coding for the other priorities where there is no target and the outcomes are recorded only.

Concerns and proposed resolutions are then summarised by these same KPIs and other priorities in the report narrative which follows the initial tables on pages 8 – 12.

MTVH have provided a Service Improvement Plan detailing how they intend to address and resolve the concerns raised by The Council.

White House & Harper House – KPIs & Other Priorities:

Key Performance Indicators	Targets
1. Resident sign-ups completed within 1 working day of void completion date	100%
2. Personalised Support Plans for individuals completed within 48 hours of moving in	100%
3. Number of Personalised Report Plans reviewed at least every 28 days	100%
4. Rent and service charge collection*	98%
5. Housing benefit passed on within 4-week payment period	100%
6. Complaints of ASB logged and investigated within 2 working days	98%
7. Major voids	No Target
8. Void turnaround: 5 Working Days for Minor Voids; 10 Working Days for Major Voids	Harper House: 100% White House: No Target – Record Only
9. Repairs completed in line with priority response times	100%
10. White House: Move-on rate within 12 months** Harper House: Move-on rate within 6 months**	100% 100%
11. Satisfaction rate from residents leaving the accommodation (who completed survey)	95%
12. White House Only: Support outcomes STAR Progress	100%
Other Priorities (No Targets, Record Figures Only)	
Health and Safety Incidents Reported on SHE	No Target – Record Only
Staff training	No Target – Record Only

* This figure can be above 100% due to Housing Benefit claims being paid 4 weeks in arrears.

**Based only on those clients who have moved-on, does not account for those who remain as residents.

White House & Harper House KPIs – Reported Targets & Outcomes 2021-22:

Key Performance Indicators	Targets	Outcomes
		Q3 & Q4 – 2021/22
1. Resident sign-ups completed within 1 working day of void completion date	100%	90%
2. Personalised Support Plans for individuals completed within 48 hours of moving in	100%	100%
3. Number of Personalised Report Plans reviewed at least every 28 days	100%	100%
4. Rent and service charge collection*	98%	68.75%
5. Housing benefit passed on within 4-week payment period	100%	Not recorded, but confirmed all is now in place
6. Complaints of ASB logged and investigated within 2 working days	98%	N/A
7. Major voids	No Target	1
8. Void turnaround: 5 Working Days for Minor Voids; 10 Working Days for Major Voids	Harper: 100% WH: No Target	100%
9. Repairs completed in line with priority response times	100%	100%
10. White House: Move-on rate within 12 months**	100%	100%
Harper House: Move-on rate within 6 months**	100%	100%
11. Satisfaction rate from residents leaving the accommodation (who completed survey)	95%	100%
12. White House Only: Support outcomes STAR Progress	100%	100%
Other Priorities (No Targets, Record Figures Only)		Outcomes
		Q3 & Q4 – 2021/22
Health and Safety Incidents Reported on SHE	No Target	0
Staff training	No Target	100%

* This figure can be above 100% due to Housing Benefit claims being paid 4 weeks in arrears.

**Based only on those clients who have moved-on, does not account for those who remain as residents; Neither site was open for longer than the move-on target times, so the figures are 100% for all move-ons.

White House & Harper House KPIs – Reported Targets & Outcomes 2022-23:

Key Performance Indicators	Targets	Outcomes				
		Q1	Q2	Q3	Q4	2022/23
1. Resident sign-ups completed within 1 working day of void completion date	100%	80% approx.	80% approx.	80% approx.	100%	85% approx.
2. Personalised Support Plans for individuals completed within 48 hours of moving in	100%	100%	100%	100%	100%	100%
3. Number of Personalised Report Plans reviewed at least every 28 days	100%	100%	95%	100%	100%	99%
4. Rent and service charge collection*	98%	108%	88%	82%	82%	91%
5. Housing benefit passed on within 4-week payment period	100%	Not recorded, but confirmed all is now in place				
6. Complaints of ASB logged and investigated within 2 working days	98%	N/A	N/A	N/A	N/A	N/A
7. Major voids	No Target	0	0	3	0	3
8. Void turnaround: 5 Working Days for Minor Voids; 10 Working Days for Major Voids	Harper: 100% WH: No Target	85%	75%	50%	50%	63%
9. Repairs completed in line with priority response times	100%	100%	100%	100%	100%	100%
10. White House: Move-on rate within 12 months** Harper House: Move-on rate within 6 months**	100%	100% 100%	50% 100%	72% 0%	66% 100%	89% 60%
11. Satisfaction rate from residents leaving the accommodation (who completed survey)	95%	100%	–	–	–	100%
12. White House Only: Support outcomes STAR Progress	100%	–	100%	100%	100%	100%
Other Priorities (No Targets, Record Figures Only)						
		Outcomes				
		Q1	Q2	Q3	Q4	2022/23
Health and Safety Incidents Reported on SHE	No Target	0	0	0	0	0
Staff training	No Target	98%	82%	68%	100%	100%

* This figure can be above 100% due to Housing Benefit claims being paid 4 weeks in arrears.

**Based only on those clients who have moved-on, does not account for those who remain as residents.

White House & Harper House KPIs – Reported Targets & Outcomes 2023-24:

Key Performance Indicators	Targets	Outcomes	
		Q1	Q2
1. Resident sign-ups completed within 1 working day of void completion date	100%	75%	100%
2. Personalised Support Plans for individuals completed within 48 hours of moving in	100%	100%	100%
3. Number of Personalised Report Plans reviewed at least every 28 days	100%	100%	100%
4. Rent and service charge collection*	98%	125.73%	82.95%
5. Housing benefit passed on within 4-week payment period	100%	Not recorded, but confirmed all is now in place	
6. Complaints of ASB logged and investigated within 2 working days	98%	N/A	N/A
7. Major voids	No Target	0	0
8. Void turnaround: 5 Working Days for Minor Voids; 10 Working Days for Major Voids	Harper: 100% WH: No Target	75%	69%
9. Repairs completed in line with priority response times	100%	100%	100%
10. White House: Move-on rate within 12 months** Harper House: Move-on rate within 6 months**	100% 100%	50% 0%	85% 20%
11. Satisfaction rate from residents leaving the accommodation (who completed survey)	95%	-	-
12. White House Only: Support outcomes STAR Progress	100%	N/A	N/A
Other Priorities (No Targets, Record Figures Only)		Outcomes	
		Q1	Q2
Health and Safety Incidents Reported on SHE	No Target	0	0
Staff training	No Target	100%	100%

* This figure can be above 100% due to Housing Benefit claims being paid 4 weeks in arrears.

**Based only on those clients who have moved-on, does not account for those who remain as residents.

White House – Reported Move-On Outcomes:

Move-On*	2021/22	2022/23				2023/24		Total
	Q3 & Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Internal Transfer	2	2	0	0	0	0	1	5
Abandoned Property	0	0	4	1	0	0	0	5
Deceased	1	0	0	2	0	0	0	3
Moved to Social Housing	1	4	5	2	1	1	3	17
Moved to Private Rented or Other Accommodation	0	1	0	2	0	1	3	7
Evicted (due to Anti-Social Behaviour)	0	1	2	1	1	0	0	5
Evicted (due to Arrears)	0	1	0	2	0	0	0	3
Total	4	9	11	10	2	2	7	45

*No Targets – Record Figures Only

Harper House – Reported Move-On Outcomes:

Move-On*	2021/22	2022/23				2023/24		Total
	Q3 & Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Internal Transfer	0	1	0	2	0	0	0	3
Abandoned Property	0	0	0	0	0	0	0	0
Deceased	0	0	0	0	0	0	0	0
Moved to Social Housing	1	0	0	5	0	0	3	9
Moved to Private Rented or Other Accommodation	1	3	6	1	1	1	3	16
Evicted (due to Anti-Social Behaviour)	0	0	0	0	0	0	0	0
Evicted (due to Arrears)	0	0	0	0	0	0	0	0
Total	2	4	6	8	1	1	6	28

*No Targets – Record Figures Only

White House & Harper House (Combined) – Reported Move-On Outcomes:

Move-On*	2021/22	2022/23				2023/24		Total
	Q3 & Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Internal Transfer	2	3	0	2	0	0	1	8
Abandoned Property	0	0	4	1	0	0	0	5
Deceased	1	0	0	2	0	0	0	3
Moved to Social Housing	2	4	5	7	1	1	6	26
Moved to Private Rented or Other Accommodation	1	4	6	3	1	2	6	23
Evicted (due to Anti-Social Behaviour)	0	1	2	1	1	0	0	5
Evicted (due to Arrears)	0	1	0	2	0	0	0	3
Total	6	13	17	18	3	3	13	73

*No Targets – Record Figures Only

Metropolitan Thames Valley Housing – White House & Harper House KPIs:

1. New resident sign-ups held and completed within one working day of void completion date: **Target 100%**
 - New resident sign-ups have typically been below target, at between 75% – 100% per quarter:
 - Some delays occur where the termination date for previous residents is not known in advance. MTVH are looking to put a workable solution in place.
2. Personalised Support Plans for individuals completed within 48 hours of moving in: **Target 100%** (see notes under Point 3.)
3. Number of Personalised Support Plans reviewed at least every 28 days: **Target 100%**
 - MTVH had reported that these targets were generally being met:
 - But The Council’s Housing Options recently shared expectations around Support Plans, copies of Support plans have been shared, and discussions are taking place to improve quality and put proper recording in place.
4. Occupancy charges collected as a % of gross charges raised: **Target 98%** (see notes under point 5.)
5. Housing Benefit is paid 4 weeks in arrears; collections to be passed on within the same 4-week delay: **Target 100%**
 - Occupancy charge collection has been an ongoing issue. It was initially only at 68.75% for 2021/22 when the services first opened:
 - This is partly due to delays in Housing Benefit, which is paid 4 weeks in arrears, but can also take 8 – 10 weeks to set-up for new residents. MTVH have a named contact in The Council’s Housing Benefit team to help speed up the process.
 - But much of the shortfall is due to arrears. MTVH have made progress with arrears, as can be seen from those quarters where the figures are over 100%.
6. Complaints of anti-social behaviour logged with an initial investigation carried out within 2 Working Days of the complaint: **Target 98%**
 - MTVH only log cases of ASB which meet their threshold for triggering the eviction process (e.g., incidents of violence). Please also see issues of complaints of ASB under “Neighbour Relations” below.
7. Number of instances of Major Void works are required: **Record only – no target**

- There have been 5 instances of major void works. The first 4 were Council responsibilities to resolve in conjunction with the developers:
 - 1 was due to a defects issue in Harper House shortly after the service opened.
 - 3 were for the disability adaptations for the ground floor rooms in White House.
 - But there is an ongoing major void at Harper House awaiting a new fire door.
8. Void periods are kept to less than: 5 Working Days for Minor Voids; 10 Working Days for Major Voids: Harper House **Target 100%**; White House: **Record only – no target**
- Void period turnarounds are generally not being met. The Council is having discussions with MTVH about their repair times and void processes:
 - There is a knock-on effect from delays to resident sign-ups.
 - There are instances of delays to repairs leaving flats unsuitable for occupation.
 - MTVH staff have sometimes not noticed that rooms or flats are not ready for occupation. MTVH have now adopted a void checklist.
 - However, there will be instances where void turnaround targets cannot be met by MTVH and are therefore not MTVH’s responsibility:
 - There have been a number of unplanned vacancies (8 evictions, 5 abandonments and 3 deaths up to the end of Q1 2023/24).
 - There is sometimes a lack of suitable referrals from The Council, or requests for MTVH to “hold” voids open for specific clients.
9. % of repair requests completed within the Service Provider’s proposed response times: **Target 100%**
- MTVH had been reporting that all repairs were being completed within the proposed response times, but this was challenged by The Council’s Housing team because of issues with outstanding repairs The Council was aware of:
 - Routine repairs are attended to by MTVH’s repair team or their contractors within 28 days of being reported, but these may not then be completed until later. This is not ideal, but it is the industry standard.
 - However, the timescales for completing significant repairs are a major concern. Some more significant repairs remain outstanding for long periods, and in some cases the Council’s Assets team have sent contractors to attend more swiftly.
 - The option of The Council taking over the repairs element of the contract has been discussed, but the Assets team would need to know the cost involved, and if the MTVH management fee would be sufficient to cover the additional resource needed, to understand how far this could be possible and practical.

- MTVH have acknowledged their shortcomings with the repairs, and The Council’s Housing team are due to receive details as to how the situation will be improved.
 - However, it should also be noted that there are defects issues at both sites which are being, or should be, resolved by the developers (i.e., for the Council to address).
10. % of residents that move on to settled accommodation, in agreement with the Authority, within 6 months of arrival for Harper House, and within 12 months of arrival for White House: **Target 100%**
- Move-ons within 12 months for White House have been consistently below target since Q2 of 2022/23.
 - Move-ons within 6 months for Harper House have been generally below target since Q3 of 2022/23:
 - However, it is understood that the housing market is very challenging at present due to the reduction in the amount of affordable rented accommodation.
 - This has been discussed with MTVH at performance meetings, and has also been escalated up to the senior management level at MTVH.
 - A copy of MTVH’s warnings process for non-engagement was requested and received, but it is fairly generic and does not clearly state the process (other than referral back to the Housing Options team); this needs to be tightened.
 - In terms of absolute numbers of positive move-ons (excluding internal moves, deaths, abandonments, and evictions):
 - Numbers dropped sharply in Q4 of 2022/23 with rising rental prices and a fall in the number of private rented properties after many mortgage products were withdrawn in autumn 2022 (to between 2 – 3 per quarter).
 - However, there have been more (12) positive move-ons in Q2 of 2023/24.
 - For the distribution of those move-ons:
 - For White House, out of 24 positive move-ons the majority have moved on to social housing (17) compared to private rented (7).
 - For Harper House, out of 25 positive move-ons the majority have moved on to private rented accommodation (16) compared to social housing (9).
11. Achieve a 95% satisfaction rate from residents leaving the accommodation, who completed a satisfaction survey: **Target 95%**

- There is some difficulty persuading residents leaving the accommodation to complete the satisfaction survey (particularly where they may be in arrears and avoiding contact), so the figures are based on very low numbers of responses.
12. White House Only: To achieve positive distance travelled on the Outcomes STAR at the end of each placement: **Target 100%**
- The Outcomes STAR is proving difficult for the complex needs clients at the White House, so an alternative support system is now being used by MTVH:
 - But MTVH had reported 100% in positive distance travelled on the Outcomes STAR until Q4 of 2022/23, and The Council has yet to receive details of how the success of the outcomes for White House clients is now being measured.

Metropolitan Thames Valley Housing – White House & Harper House Other Priorities:

Health & Safety

- There have been no specific Health & Safety incidents to report.
- However, there are issues with the residential H&S Risk Assessments in terms of how these are carried out, and how the resolution of any actions is then coordinated with The Council's Assets and Housing teams:
 - The Council is working with MTVH to marry up both organisation's processes to better work together and resolve any issues.

Staffing

- It was established that the minimum contracted staffing levels were not being met:
 - This has been raised to the senior management at MTVH, they have committed to have full staffing on both sites, with recruitment underway, and are covering any vacancies with bank staff in the interim.
 - They plan to go up to 7 days a week at Harper House so that it will be staffed at the weekends as well.

Neighbour Relations

- The Council's Housing team was only made aware of the most serious complaints made by neighbours:
 - Some neighbours followed-up with The Council's Dog Fouling and Environmental Health teams directly, and then escalated their complaints to councillors.

- Council and MTVH representatives have since met with neighbours, and agreed actions against offending residents and actions to mitigate against further incidents, including installing a trellis at Harper House and provisions for storing toys and garden furniture.
- The higher levels of complaints in summer 2023 were at least partly due to more use of the garden because of more families with older children at Harper House last year.
- Specifically in relation to allegations of residents using illegal substances:
 - MTVH have a strict policy where this is not permissible on site and will lead to a termination of the license. However, this is difficult for them to police.

Safeguarding

- MTVH were not always carrying out regular checks to confirm who was actually staying at White House, or regularly knocking on room doors to check residents were OK. There were also occasionally unauthorised people in rooms in White House:
 - They relied on checking key fob records and CCTV to see when residents had entered and left the building, and only checked on them in person if there were concerns.
 - They should be doing rounds to check people are in residence; it is good housekeeping to knock on doors and then enter if there is no reply.

Metropolitan Thames Valley Housing – Service Improvement Plan:

Service Improvement Plan

- The concerns raised above led to The Council’s Housing team, in consultation with the Procurement and Legal team, to serve a formal Notice Seeking Improvement on MTVH.
- Every effort is being made on both sides, The Council and MTVH, to find workable solutions and to move past the difficulties.
- MTVH have provided an initial Service improvement Plan detailing how they intend to address and resolve The Council’s concerns, including:
 - A housing support plan has been created to keep track of the Personal Support Plans and this is being shared monthly with The Council’s Housing team.
 - MTVH have committed to have full staffing at both sites.
 - Actions have been agreed with neighbours and The Council in response to complaints to mitigate against potential further incidents.
 - There is now a sign-in book for visitors coming into White House, and daily welfare checks to account for all White House residents.
 - MTVH are exploring alternative methods of repairs and maintenance delivery, including working with the Plentific property operations software platform, and they will present viable options for repair delivery to The Council for consideration.