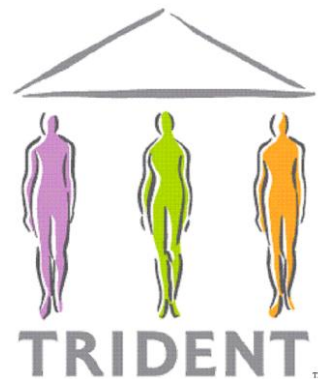
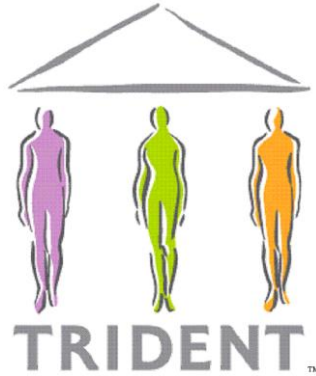


Quarterly Performance Report

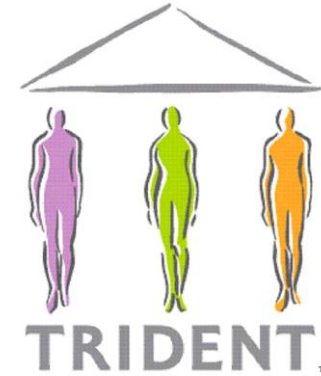
RSL Board

Quarter 3 To the end of December 2010





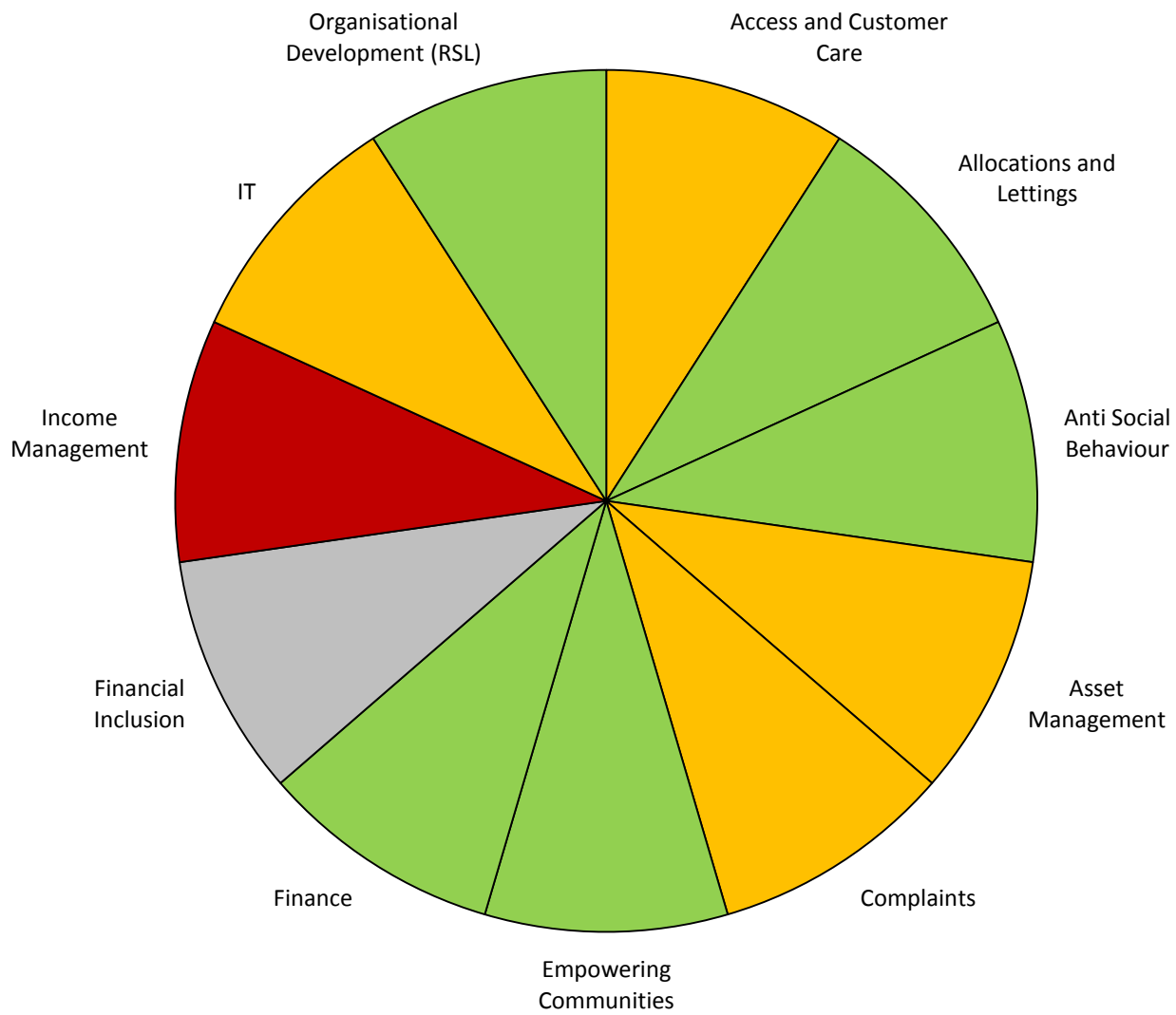
Quarter 3 2010/11 Headlines







Key Headlines

- Performance in the delivery of the repairs service has improved in the last quarter following the introduction of the Homes Maintenance Team. As a result, average cost of repairs and voids has reduced significantly
- Complaints has moved from red to amber in Q3. A specific complaint officer has been appointed in Asset Management to act as a point of contact for customers and internally to cement the improvement seen to date.
- Trident successful in achieving accreditation from the Institute of Leadership and Management.

Trident at a Glance

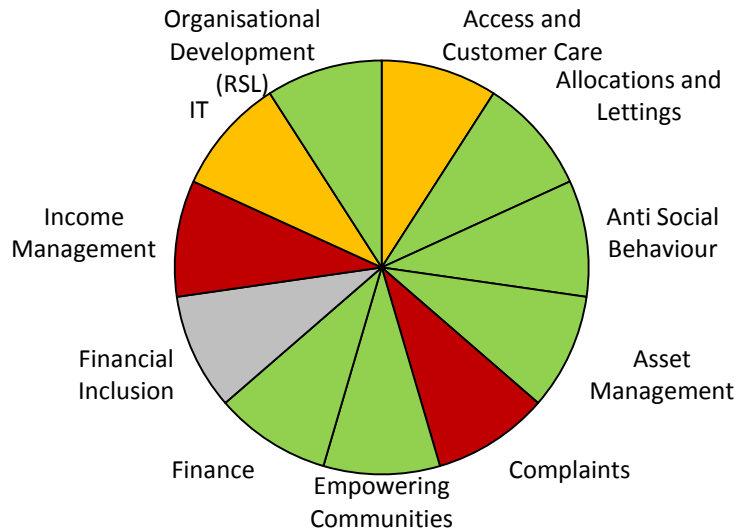


Key

-  Performance is on target
-  Performance is off target but within acceptable tolerances
-  Performance is off target and requires remedial action
-  No data and/or target has been provided to assess current performance

Trident Performance over the year

Quarter 1



Quarter 2



Quarter 3



Quarter 4

Access and Customer Care

How are we doing?

Headlines

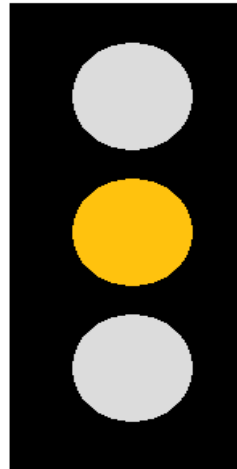
Customer Experience Team has been successful in collating satisfaction data for all services.

Overall satisfaction from customers from landlord services currently stands at 90.1% for Q3, which is a major improvement from the STATUS survey.

Text Tools has been rolled out to the Customer Service team enabling SMS messages to be sent to and received by customers. Customers will now receive an SMS message notifying them of maintenance repair appointments prior to the repair visit.

The website content has been reviewed to make it easier for customers to access provide accurate and up-to-date information.

Service Improvement Panel set up during the period with first meeting to take place in the next quarter, to work with customers on identifying improvements that can be made to services, including Access and Customer Care.



Performance

	Q1	Q2	Q3	Q4	Year End
On Target	2	2	3		
Off target but within tolerance	1	1	1		
Off target	2	2	0		
N/a	3	3	4		

Access and Customer Care

Ref	Description	Qtr 1 Result	Qtr 2 Result	Qtr 3 Result	Qtr 4 Result	Year to date	Year target
CS08	% telephone calls resolved at first point of contact by Customer Advisors	92.4%	89.8%	87.6%		90.1%	90.0%
CS09	% telephone calls answered within target timescales	74.8%	75.2%	76.6%		75.6%	75.0%
CS12	% telephone calls answered at switchboard	96.0%	96.1%	95.6%		95.9%	95.0%
SA02	% satisfaction of BME with landlord services						
SA08	% residents satisfied with overall landlord's services			90.1%		90.1%	89.0%
SA09	% shared owners satisfied with landlord's services						
*SA10 S	% residents surveyed satisfied with their neighbourhood as a place to live					77%	89.0%
SA11	% leaseholders satisfied with landlord's services						

**Figures from Status Survey 2009*

Access and Customer Care

Feedback from Customers

The Homes and Neighbourhoods panel has reviewed Trident's cleaning service and has drafted and circulated Service Standards for Grounds Maintenance. These have been approved and agreed with customers in the period and are displayed on notice areas within schemes.

The Housing Forum Scrutiny panel has completed the review on Trident's strategic approach to Access and Customer Care. Trident will respond formally to recommendations at the end of the next period.

Access and Customer Care

Commentary

CS08	Our target was not met in Q3 and has dropped slightly since Q2, keeping us in the amber. This drop was due to the extreme weather conditions and therefore a huge demand on our services from our customers. The Customer Service Advisors (CSAs) had to deal with a high volume of phone calls and repair requests. We also introduced a new scheduler for appointments, using our current CRM system, but unfortunately this has delayed the length of time spent on the telephone as it isn't particularly user friendly and takes a much longer time to set up an appointment, keeping both the CSA and the customer on a call longer than usual. Together with IT we have started to source a faster, easier system to improve the time spent on a call.
CS09	Our target has been met in Q3. We are actually above our target in answering telephone calls within 10 seconds, which is an improvement from Q2.
CS12	We are still on target for our calls answered at switchboard in Q3. However, there was a slight dip, but again this was due to the high volume of calls received during the bad weather and our customer's demands.

Allocations and Lettings

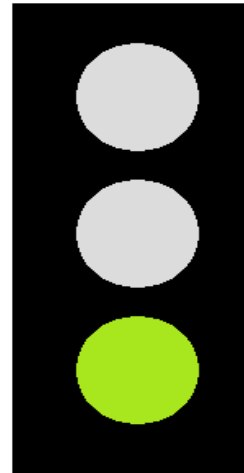
How are we doing?

Headlines

8 key indicators met for Quarter 3, in line with TSA top quartile performance targets.

Performance targets met for 3 consecutive quarters and on target to meet year end KPI targets.

Clothing bank initiative work kick started. Clothing donations bins located at various office sites for staff to donate clothing items, which will be later passed on to customers who are in need. This work complements out furniture and food bank initiatives.



Performance

	Q1	Q2	Q3	Q4	Year End
On Target	6	6	8		
Off target but within tolerance	1	1	2		
Off target	3	3	1		
N/a	2	2	1		

Allocations and Lettings

Ref	Description	Qtr 1 Result	Qtr 2 Result	Qtr 3 Result	Qtr 4 Result	Year to date	Year target
VA01	% stock currently void and available to let as at end of period	0.9%	1.0%	1.2%		1.2%	0.7%
VA02	% adverse tenancy ends	12.1%	19.0%	7.3%		13.0%	10.0%
VA03	Average days to re-let a (managed) social housing rental unit	13.7	20.2	15.6		16.6	19.3
VA04	% rent lost through social housing rental units being vacant	1.6%	1.7%	1.6%		1.6%	1.8%
VA07	% settling in visits attempted	100.0%	100.0%	100.0%		100.0%	100.0%
VA09	% stock out of management (not available for let) as at the end of period	0.7%	1.2%	0.7%		0.6%	2.0%
VA35	% refusals to offers	14.3%	9.5%	7.3%		8.8%	20.0%
VA36	% new tenants satisfied with allocation and letting process			100.0%		100.0%	100.0%
VA39	% new tenants visited within target timescales	54.5%	73.0%	86.6%		73.5%	90.0%
ED01	% BME for new lets	16.3%	30.6%	43.7%		31.6%	29.0%
ED02	% BME for tenancy ends	18.2%	21.1%	32.1%		23.8%	29.0%
ED10	% current households that are BME						29.0%

Allocations and Lettings

Feedback from Customers

CRISIS

CRISIS completed their first successful semester.

CRISIS who are based in offices at the bottom of Trident House have delivered a range of courses to our customers which range from; Cookery classes, IT classes, Employment Advice workshops, Smart / Life Skills etc. A number of our customers attended an award ceremony in Digbeth in Dec 2010 where they were awarded certificates of completion.

CRISIS has rolled out a new timetable for semester two (2011/2012) and hope to engage more Trident and external customers.

Homelessness Action Day

The Housing Options & Advice Team successfully facilitated a Homelessness Action Day Initiative which was facilitated in partnership with SIFA Fireside. The event took place on 14th December 2010 and staff from the housing team provided homeless customers with a cooked breakfast and lunch which was followed by some work based creative workshops.

Customer Experience booklet

A number of customers have engaged with the Customer Experience Officer over the last couple of months to go through their life experiences and how Trident has made a positive impact on their lives.

All of these case studies have now been collated and will be documented into a booklet called 'My Experiences' which will be available for all parties to review. This is part of our ongoing work to evidence base and capture some of our customer real life experiences and how Trident have intervened and provided support.

Allocations and Lettings

Commentary

VA01	<p>Again there has been a high number of voids being carried over in Q3 (month by month).</p> <p>In December 2010 at the end of the month we had a total of 30 voids (21 in C&S and 9 in General Needs). This was a combination of hard to let voids in both services which has had a detrimental effect on this key indicator.</p> <p>Many of these hard to lets have been at Burberry Court and Highgate Close, all of which have since been allocated.</p> <p>The HOAT Team is now working very closely with the Assessment Team in Trident REACH to allocate all long term and hard to let voids. The Assessment Team work closely with Birmingham City Council Temporary Accommodation Services to fill voids across Birmingham, in January 2011 voids have been turned around quicker with result of these new practices.</p> <p>Further developments and partnerships working between both services will continue to grow in 2011/2012 to develop a 'Single Point of Access' which will be aimed to streamline housing and lettings services for the group.</p>
VA02	<p>Q3 results show a positive trend as a major reduction in Adverse Tenancy Ends (ATE's).</p> <p>It must be noted that in Q4 it is predicted that there will be a further *14 ATE (3- S21, 6 – Evictions & 5 Abandonments), which will have a adverse affect on this indicator resulting in failure of meeting year end targets.</p> <p>Main reasons for high number of ATE's are linked to a more proactive approach adopted by services in better tenancy management.</p> <p><i>*Note these are approximate</i></p>

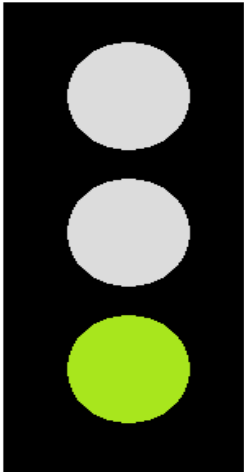
Anti Social Behaviour

How are we doing?

Headlines

100% satisfaction ratings achieved.

Robust action taken to close cases.



Performance

	Q1	Q2	Q3	Q4	Year End
On Target	4	3	6		
Off target but within tolerance	0	1	0		
Off target	0	0	0		
N/a	3	3	1		

Anti Social Behaviour

Ref	Description	Qtr 1 Result	Qtr 2 Result	Qtr 3 Result	Qtr 4 Result	Year to date	Year target
AS11	% residents satisfied or very satisfied with the way their ASB complaint was dealt with			100.0%		100.0%	74.0%
AS12	% residents satisfied or very satisfied with the outcome of their ASB complaint			100.0%		100.0%	70.0%
AS70	% residents surveyed who feel that racial harassment is a problem in their area						5.0%
AS71	NOSPs/ASBOs issued due to nuisance/harassment per 1000 properties	2.3	2.3	1.7		6.3	5
AS73	New ASB cases reported in period per 1000 properties	7.9	5.6	4.3		4.3	13
AS74	Number of ASB cases that are LIVE at the end of the period per 1000 properties	14.9	13.2	11.9		11.9	17
AS75	Number of ASB cases which were CLOSED in the period per 1000 properties	12.9	6.6	5.0		5.0	5

Anti Social Behaviour

Feedback from Customers

We have been taking action to reduce anti-social behaviour at Trident House. Following reports of rubbish being thrown from the windows, the concierges have stepped up monitoring. It is proving difficult to catch people in the act however, so we are intending to erect further CCTV cameras at the front of the block. We have also taken action to stop tail-gating which residents have been concerned about. The concierges have been stationed in the reception lobby and tackled residents who followed other residents through the entrance doors. Residents appreciated these security checks and we will be repeating the exercise shortly.

Following the Pilkington review, we are introducing a risk assessment matrix to identify vulnerable complainants and ensure they have the support they need through an anti-social behaviour investigation. It also ensures that the relevant partners are engaged at the first opportunity.

We are taking a robust, zero tolerance approach towards customers who are abusive towards Trident members of staff, banning one resident from Head Office because of his behaviour and sending warning letters to a number of other residents. We have evicted a resident who physically assaulted staff and other residents.

Anti Social Behaviour

Commentary

Since the appointment of the In-house Legal Officer, the knowledge of the team has increased and this is reflected in our performance. We have started to send out satisfaction surveys once cases are completed and we are very pleased to have such high ratings. We have had a number of long-standing complaints and although residents expressed some dissatisfaction with the length of time it has taken to resolve some issues, they said how satisfied they were with the outcome and the way that the officers dealt with their case.

We will be recruiting to a Senior Anti-social Behaviour Officer post in February. This post will enable us to further strengthen our response to ASB and will have a focus on prevention and partnership working.

We have been working with Trident Reach to ensure that they understand what legal action can be taken against perpetrators of ASB. New legal guidance says that we must prove that attempts to change an individual's behaviour have been taken in the first instance to avoid a legal challenge should the case come to court.

Asset Management

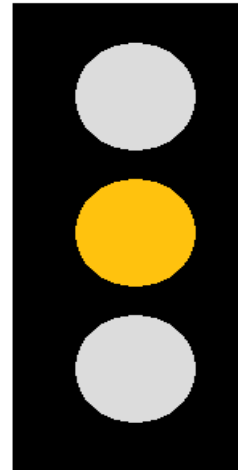
How are we doing?

Headlines

Performance in the delivery of the repairs service has improved in the last quarter following the introduction of the Homes Maintenance Team

New gas contractor, Kinnetics, has commenced works and service has already improved and continues to rise.

Average cost of repairs and voids has significantly reduced through the use of the Homes Maintenance Team



Performance

	Q1	Q2	Q3	Q4	Year End
On Target	10	6	7		
Off target but within tolerance	5	2	5		
Off target	2	8	6		
N/a	2	3	1		

Asset Management

Ref	Description	Qtr 1 Result	Qtr 2 Result	Qtr 3 Result	Qtr 4 Result	Year to date	Year target
AM90	% emergency repairs completed within target	100.0%	96.4%	99.2%		98.9%	100.0%
AM91	% urgent repairs completed within target	98.0%	86.0%	95.8%		95.1%	97.0%
AM92	% routine repairs completed within target	98.1%	97.0%	98.9%		98.1%	97.0%
AM05	Average cost of responsive repairs per job	114	60	56		73	92
AM07	% repairs where an appointment was made and kept (where an appointments system exists)	98.8%	98.1%	98.4%		97.3%	99.0%
AM08	% jobs completed right first time	86.2%	84.8%	97.5%		90.0%	87.0%
AM09	Average time to complete responsive repairs (days)	2.0	8.6	10.8		7.6	11.3
AM20	% units with a current valid gas safety certificate (CP12)	94.4%	96.3%	98.0%		98.0%	100.0%
AM70	Average expenditure on repairs by void	992	879	579		832	1,088
AM72	% gas servicing annual inspections completed within period	131.7%	88.6%	99.3%		111.9%	100.0%

Asset Management

Ref	Description	Qtr 1 Result	Qtr 2 Result	Qtr 3 Result	Qtr 4 Result	Year to date	Year target
AM74	% responsive repair appointments as a % of all responsive repairs on which an appointment could have been made	98.7%	93.1%	97.1%		97.4%	95.0%
AM75	Proportion of emergencies and urgent to non urgent responsive repairs	39.0%	43.7%	48.6%		45.8%	30.0%
AM77	% repairs post-inspected	7.7%	6.5%	3.1%		6.2%	10.0%
AM78	% repair jobs failing post inspection	0.0%	0.0%	9.9%		5.7%	5.0%
AM79	% residents satisfied or very satisfied with the way their landlord deals with responsive repairs and maintenance	99.4%	71.4%	94.1%		98.6%	95.0%
AM80	% residents satisfied or very satisfied with estate services	53.2%	42.9%	31.3%		52.0%	90.0%
AM93	% residents satisfied or very satisfied with the way their landlord deals with gas servicing			71.4%		71.4%	95.0%
AM94	% residents satisfied or very satisfied with the way their landlord deals with planned maintenance						95.0%
AM95	Average days for contractor to turnaround a void unit	5.0	3.8	4.1		4.6	15

Asset Management

Feedback from Customers

Customer feedback with the repairs service, since the introduction of the Homes Maintenance Team has been positive. However it is proving difficult to obtain the required quantity of completed satisfaction forms from residents following completion of the works. With the introduction of mobile working technology for the operatives we will be introducing a basic satisfaction survey that the resident can complete when the repair is finished to try and obtain an instant response.

In addition we will continue to investigate alternative methods of obtaining customer satisfaction information through other methods, such as telephone surveys.

In the recent spell of bad weather, we were able to quickly respond to issues as they arose such as clearing snow, spreading salt and the collection and delivery of temporary heating to residents with heating system failures.

Customer feedback on other areas of the service such as gas servicing and estate services are being developed to ensure the service improves and that outstanding issues with these services is addressed.

Asset Management

Commentary

AM20	Despite changes in Contractor from Connaught to Relion and finally to Kinnetics in January 2011 performance has been improving. Kinnetics are attempting to gain access to all outstanding properties as a priority to ensure end of year figure is as close to target as possible
AM75	Orders raised as emergency and urgent are checked daily by Asset Management and challenged wherever they appear to have been raised incorrectly. In general there are valid reasons for higher priorities being allocated to repairs to ensure we meet the needs of our vulnerable clients
AM77	Post inspections were carried out both by Connaught and our own staff to meet the target. Since the demise of Connaught this is being carried out only by internal staff. Number of post inspections to be increased, particularly by Homes maintenance Team management, now new service has settled in
AM78	Greater scrutiny of repairs by own staff has resulted in failure rate rising. Operatives are being informed of areas of improvement to ensure figure improves.
AM80	<p>Customer satisfaction with communal cleaning and other estate services remains an issue</p> <p>Whilst our own inspections show that service has improved and standards are consistently being met there appears to be an issue with residual dissatisfaction with our customers.</p> <p>We will be concentrating on understanding the reasons behind this satisfaction and what action needs to take place to improve the perception Of the service with our customers. This has commenced with an initial meeting with the resident steering group to agree the new cleaning standard which will be displayed at all schemes together with the cleaning schedules as well as a focus on engaging with residents on a scheme by scheme basis to monitor satisfaction with the completed works</p>
AM93	New contractor, Kinnetics, has only recently commenced undertaking resident satisfaction surveys with only seven being received. Of these 5 were very satisfied or satisfied. We will be raising any dissatisfaction issues with the contractor at our regular meetings.

Complaints

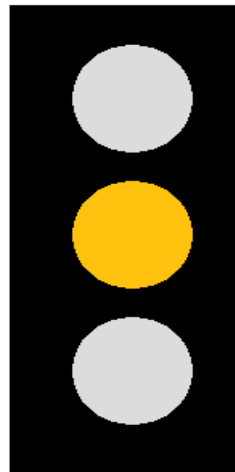
How are we doing?

Headlines

Considerable improvement in KPI performance resulting in 2 green indicators and overall an amber performance.

Introduction of a specific complaint officer in Asset Management to act as a point of contact for customers and internally.

Delivery of Complaints Awareness in Corporate Induction for members of staff.



Performance

	Q1	Q2	Q3	Q4	Year End
On Target	0	1	2		
Off target but within tolerance	0	1	2		
Off target	5	3	1		
N/a	0	0	0		

Complaints

Ref	Description	Qtr 1 Result	Qtr 2 Result	Qtr 3 Result	Qtr 4 Result	Year to date	Year target
CS03	% complaints responded to within target timescales	63.6%	87.1%	96.4%		81.5%	100.0%
CS04	% complaints resolved at stage 1	78.8%	93.5%	100.0%		95.0%	95.0%
CS05	% stage one complaints upheld	42.3%	75.9%	81.0%		65.8%	75.0%
CS10	% customers satisfied or very satisfied with the complaints process	25.0%	57.1%	78.6%		52.3%	80.0%
CS11	% complaints resolved within target timescales	80.8%	81.8%	78.3%		80.5%	100.0%

Complaints

Feedback from Customers

A Listen & Learn panel is scheduled to be held in early February to gather more feedback from residents regarding complaint management, discuss performance and gain customer insight in specific complaint handling. Customers will also be asked to review the complaint KPIs and suggest any indicators where they feel Trident should be focusing to improve the experience of complaints management.

Satisfaction feedback in relation to the process from customers has been steadily improving and this is reflective of the resolution focus of complaints management.

Complaints

CS11

While the performance in resolving complaints continues to improve, we are still some way from achieving our predicted targets. The % of complaints not responded to within target timescales equates to 5 complaints, which is a considerable improvement on previous quarters.

Following a review of the last quarter's results, a training need has been identified to that all staff are aware of their responsibility to keep the monitoring systems updated and records accurate. Where a complaint investigation is extended with the customer's consent, these are now recorded as completed with target timescales. Regular weekly monitoring of complaints is also completed by the admin team to ensure that staff are kept aware of deadlines.

Empowering Communities

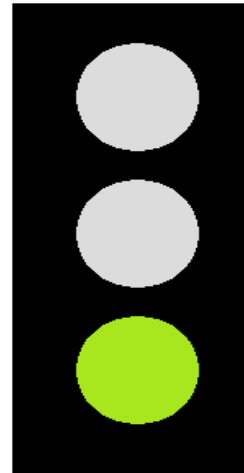
How are we doing?

Headlines

Targets continue to be exceeded.

Annual Report to Tenants well received.

Local offers programme agreed with residents.



Performance

	Q1	Q2	Q3	Q4	Year End
On Target	3	3	3		
Off target but within tolerance	0	0	0		
Off target	0	0	0		
N/a	1	1	1		

Empowering Communities

Ref	Description	Qtr 1 Result	Qtr 2 Result	Qtr 3 Result	Qtr 4 Result	Year to date	Year target
RI02	% customers satisfied that their views are being taken into account	84.8%	85.8%	80.4%		84.7%	71.0%
RI03	% customers satisfied with opportunities for resident involvement	88.7%	85.8%	85.1%		86.8%	75.0%
RI21	% residents who are involved in recognised arrangements for resident involvement	15.2%	19.4%			13.4%	10.0%
RI22	% residents satisfied with the opportunities for participation in management and decision making	83.6%	80.6%	80.4%		81.7%	79.0%

Empowering Communities

Feedback from Customers

We supported members of the Burberry Court Residents Group to follow up their interests in setting-up a Tenant Management Organisation by undertaking a fact finding visit to Bushbury TMO (Wolverhampton). The residents found this visit extremely informative and will be following this up with a visit to a TMO in Walsall and also identifying support and funding around developing a TMO.

Scrutiny Review – Access and Communication – The Housing Forum completed the review and presented their finding, highlighting key strengths and areas for improvement to members of the Housing Board. A formal response to the recommendations in the report is being prepared.

A numbers of residents meeting were held in the period including:

Grant Court: Over 40 residents and support workers attended to discuss issues at the scheme. A number of repairs have been completed and partnership working with the police is being progressed.

Clover Court: A consultation with residents at the schemes has resulted in a new laundry being fitted, outstanding repairs completed and additional grounds maintenance services being planned.

Dominic Drive: Staff continue to support the group who discuss issues impacting on all Leaseholders and Tenants at the scheme (i.e. repairs, roof replacement, garages).

A Community Action Day was held at Ferndale Crescent which saw residents and staff working together to enhance the environment and improve community cohesion.

There have been a number of resident events in the Central Site area, including a successful pool tournament organised by the Digital Village team, a Christmas party for residents and the formation of a mother and baby group and a women's group.

Empowering Communities

Commentary

RI21	<p>The RI21 indicator is not included this quarter due to the review of the Resident Engagement Structure as we had temporarily suspended some groups. The bad weather also led to other activities being cancelled.</p> <p>The development of the 'Your Service Offer' Agreement has resulted in a number of meetings with Heads of Department to draft and agree the Offers and performance targets. The Housing Forum held a specific meeting in December to review the Offer and agree the performance indicators. The agreement will be presented to the Housing Board in January.</p>
-------------	---

Finance

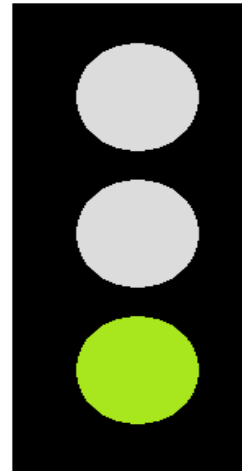
How are we doing?

Headlines

Exercise to charge property against the current Nationwide loan facility is progressing well. Tranche 1 now completed –final loan value of £5.935m confirmed. Tranche 2 to completed early February 2011 – predicted loan value £6.98m.

All lender covenants being comfortably met.

Extension for the use of Disposals Proceeds Fund balance (£800k) over 3 years old approved by the TSA.



Performance

	Q1	Q2	Q3	Q4	Year End
On Target	4	4	3		
Off target but within tolerance	0	0	0		
Off target	0	0	0		
N/a	0	0	0		

Finance

Ref	Description	Qtr 1 Result	Qtr 2 Result	Qtr 3 Result	Qtr 4 Result	Year to date	Lender Covenant
FI02	Gearing ratio (RSL only)	77.0%	76.1%	No longer required		76.4%	80.0%
FI03	Interest cover (Group Result)	220.0%	225.1%	220.9%		223.3%	105.0%
FI04	Interest cover (RSL only)	194.0%	194.9%	210.5%		194.8%	105.0%
FI10	Net Debt Per Unit (RSL only)	21,085	21,020	21,558		21,052	32,500

Finance

Commentary

The organisation continues to deliver satisfactory financial performance against budget in the 3rd quarter, allowing us to achieve a comfortable level of covenant compliance with funders. A monthly process is now in place to conduct reviews of budget holder accounts, with ongoing continuous improvement in financial information.

Exercise to charge property against the current Nationwide loan facility is progressing well. Tranche 1 now completed – final loan value of £5.935m confirmed. Tranche 2 to completed early February 2011 – predicted loan value £6.98m. Tranche 3 (Fairlie House, predicted loan value £920k) ongoing.

Financial Inclusion

How are we doing?

Headlines

Closer focus on referrals to the Crisis partnership that is currently in operation from Trident House, particularly around getting customers 'job ready'.

Customers making use of referrals to Energy Extra with regards to utility debts.

Performance

	Q1	Q2	Q3	Q4	Year End
On Target	0	0	0		
Off target but within tolerance	0	0	0		
Off target	0	0	0		
N/a	2	2	2		

Financial Inclusion

Ref	Description	Qtr 1 Result	Qtr 2 Result	Qtr 3 Result	Qtr 4 Result	Year to date	Year target
MA05	% customers who are Money Advice customers	2.1%	2.0%	2.2%		2.1%	
MA06	% customers satisfied or very satisfied with Money Advice	100.0%	100.0%	100.0%		100.0%	

Financial Inclusion

Feedback from Customers

Customers are happy that there will be an enhancement of services provided along with rent arrears, the team having the ability to assist with other issues that were impacting on affordability of rent and essential services. For e.g. one customer said they were happy that Trident are working towards more partnerships and a hub of information around a wide range of issues such as expanding the shop for more affordable food and furniture, employment, courses, more affordable credit.

We will continue with monitoring feedback from customers in line with development of the service to ensure that the team can make the most positive impact upon customers.

Financial Inclusion

Commentary

As the above outlines engagement of the service into key areas of operation is increasing. It is pleasing that our steps forward are in line with customer's views about what they envisage the service should look like.

Other work in this area currently being developed is introduction of the Trident shop at Trident House, with a view to supporting customers in accessing more affordable consumables, thus enabling them to better manage their finances. The shop will have a much broader focus though, co-ordinating supply of clothing and food parcels and hot meals for clients.

We are about to commence consultation with customers regarding what services they would like to see provided from the ground floor of Trident House. This consultation will be focused around providing a wide range of services that will not only aim to support clients financially but also to support their well being. The consultation used will form the basis for our Big Lottery bid for Capital Funding to support improvement works to the ground floor.

Many clients receiving advice due to suspension of claims, particularly JSA, ESA and HB. Further simple Change of circumstances claims also suspended, highlighting the need for more work with customers around how to 'comply' with claim requirements.

Customers making use of referrals to Energy Extra with regards to utility debts. In particular water rates debts have been of concern as although not a priority debt, it can be taken back through client benefits.

With new service approaches we are now better able to deliver a holistic service, with a number of case studies where original advice from money advice team has resulted in further work by other teams around employability and health issues.

Income Management

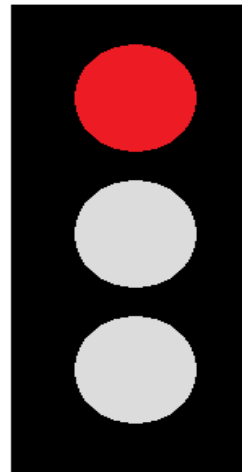
How are we doing?

Headlines

New Financial Support & Recovery Team fully operational on 15 December 2010.

Move over to Trident House to create an accessible and proactive approach to income management.

Specific focus for new team is on rent collection as opposed to 'managing rent arrears'.



Performance

	Q1	Q2	Q3	Q4	Year End
On Target	0	0	0		
Off target but within tolerance	0	1	0		
Off target	2	1	2		
N/a	0	0	0		

Income Management

Ref	Description	Qtr 1 Result	Qtr 2 Result	Qtr 3 Result	Qtr 4 Result	Year to date	Year target
IM01	% annual net rental income for social housing rental units that was collected	94.3%	99.7%	93.4%		95.8%	101.0%
IM02	% arrears of current tenants	6.6%	6.2%	7.1%		7.1%	4.0%

Income Management

Feedback from Customers

Customer feedback regarding the office move to Trident House has been extremely positive. Access is far more informal and considered now more likely with tenants, particularly from Trident House.

Further steps are being taken to ensure accessibility to the service including more outreach approaches and regular monthly surgeries across key schemes where there are high arrears.

Customer satisfaction monitoring has now been allocated to a team member who will ensure that we collate regular feedback from customers regarding the new improvements, money advice and further improvements that they would like to see.

Income Management

Commentary

The third quarter has been a time of change and reshaping of the team, and is without doubt one of the main contributors to the increase in current tenant arrears and dip in collection rates. With the beginning of the quarter seeing the departure of the previous team members, and the latter end seeing new staff joining, the impact has been that collection rates were significantly reduced, standing at 87% and 88.6% for October and November respectively. However with the introduction of the new team by December, collection rates have improved and year to date is 95.8% with improvements expected.

Nevertheless, there has been an increase in arrears. Much of the first month has been spent focusing on detailed analyses of where the key areas of concern are with the following priorities identified:-

There has been a general increase in arrears at schemes where support is provided underlining the impact of poor communication with support workers. This work is now being developed in a much more systematic way, which involves not only one officer who is knowledgeable of the needs of those schemes but instead the whole team.

Invoicing of Social Services for payments at schemes such as Bramble Close has been brought up to date resulting in some £10K of invoicing arrears at that scheme alone.

Finally there has been a significant increase in Trident House arrears throughout the year of some £50K. A full analysis of the scheme has once again identified lack of communication with customers as a key factor, with many customers failing to pay their personal charges.

Remedial actions have included the removal of patches as a way of day to day operation, introducing instead a more proactive approach which involves allocating the right personnel and resources to tackle the priority areas. This has resulted in a full review of patches to identify 'quick wins'; a strategic approach to understanding key factors resulting in increasing arrears; networking by all new staff with both Trident Housing and Reach staff; a more proactive approach to rent collection, resulting in identifying some £10K of transfers from former credit accounts to current tenant during the quarter and a tougher 'zero tolerance' approach to rent arrears identifying the 'won't payers' from the 'can't payers'.

IT

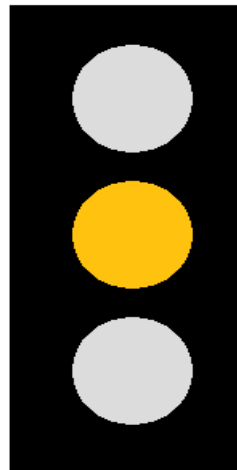
How are we doing?

Headlines

IT service was 100% on target of system downtime from the entire suite of applications, systems and servers.

IT has focused on achieving an improved service and to help achieve this the server monitoring application has been designed to send a message to all IT mobiles when there are server problems.

There will also be the switch over of an up to date Uninterrupted Power Supply (UPS) to Tridents voice and data systems which will form part of our disaster recovery.



Performance

	Q1	Q2	Q3	Q4	Year End
On Target	1	1	1		
Off target but within tolerance	0	0	0		
Off target	1	1	1		
N/a	0	0	0		

IT

Ref	Description	Qtr 1 Result	Qtr 2 Result	Qtr 3 Result	Qtr 4 Result	Year to date	Year target
IT01	% IT support calls resolved within target timescales	89.9%	87.0%	83.1%		86.8%	96.0%
IT02	% IT services uptime	100.0%	100.0%	100.0%		100.0%	98.0%

IT

Commentary

IT01	<p>842 IT calls were received in the period, a decrease of 12%, of which 700 were resolved in the agreed timescales. The reduction in KPI performance was due to reduced IT resource during some parts of the period and being reliant upon third party support; however these calls were picked up and acted upon within Trident IT service levels and regular updates provided.</p> <p>The targets set are a based on benchmarking and analysis of calls over the last period. A large % IT call logs are reliant on third party support which are then governed by their support targets that we have no control over. Feedback is provided to the support providers with regards to their timescales and failure to resolve IT issues within the specified timescales are reported.</p> <p>With server monitoring software IT are able to check and monitor all server activity and are able to quickly identify a fault and rectify within a much quicker response time. IT can now respond quickly to issues and resolve before they affect the users, hence the system downtime target being green.</p> <p>During some of the period IT resource was reduced from 6 full time employees (FTE) to 4 FTE, due to staff movements and as a result a number of IT calls were not resolved within the timescales. A successful recruitment has now brought IT back to full strength and therefore the service delivery will be improved as a result.</p> <p>IT service was 100% on target of system downtime from the entire suite of applications, systems and servers. There was some downtime in connection service which was due to third party issues such as a Virgin Media fault, these were out of the control of IT, however, IT liaised with the company to rectify the fault.</p>
-------------	--

Organisational Development (RSL)

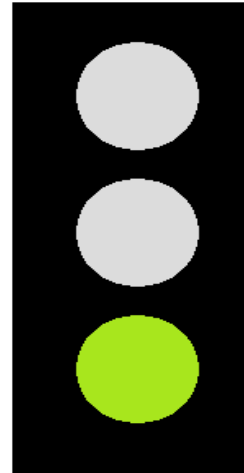
How are we doing?

Headlines

Trident successful in achieving accreditation from the Institute of Leadership and Management.

Trident has achieved a 'One Star' accreditation from its Best Companies submission.

OD had a successful internal audit of the organisation's Human Resources and Payroll functions.



Performance

	Q1	Q2	Q3	Q4	Year End
On Target	5	5	4		
Off target but within tolerance	0	0	2		
Off target	1	1	0		
N/a	0	0	0		

Organisational Development (RSL)

Ref	Description	Qtr 1 Result	Qtr 2 Result	Qtr 3 Result	Qtr 4 Result	Year to date	Year target
OD01	% staff turnover in THA (RSL)	5.4%	8.3%	12.4%		8.9%	10.8%
OD03	% BME staff members in THA (RSL)	30.9%	33.3%	32.6%		32.3%	29.0%
OD09	% staff who fail to complete probationary period, including extended probation in THA (RSL)	21.4%	100.0%	2.9%		10.0%	8.1%
OD11	% staff with a registered disability in THA (RSL)	5.4%	4.8%	3.4%		4.4%	3.6%
OD12	% working days lost through sickness absence in THA (RSL)	2.0%	2.6%	2.6%		2.9%	4.3%
OD13	Average sickness time (days) per employee in THA (RSL)	0.4	1.7	1.7		1.9	7.2

Organisational Development (RSL)

Commentary

Trident successfully achieved accreditation from the Institute of Leadership and Management allowing it to deliver leadership and management training, both internally and externally to managers. External training will bring additional revenue into the business.

Trident has achieved a 'One Star' accreditation from its Best Companies submission in the quarter. The accreditation award scheme acknowledges excellence in the workplace and is based on staff feedback. The award looks at employee engagement as an integral part of a company's success and growth and sets a benchmark for other employers.

OD had a successful internal audit of the organisation's Human Resources and Payroll functions in the quarter. The overall summary of the service revealed low or no risk to the organisation's business areas with auditors commending the use of IT systems to support the Human Resources and Payroll activities.