

APPENDIX A - SLHD 2011-12 Delivery Plan Headline Report

Report Type: Actions Report

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St Leger Homes Delivery Plan 2011-12 THEME 1 - VALUE FOR MONEY

Performance	Status	Objective	Final 2012 Note		
On Target	Green	SLH DP 1a Improve Value For Money Across the Organisation	<p>The annual cost benchmarking data has been used to identify baseline costs in the areas previously identified i.e overheads; office premises; standard voids and resident involvement. Work is ongoing with selected organisations to better understand apportionment of costs and local context.</p> <p>Improvement actions will be determined and built into the 2012/13 business planning process.</p> <p>Revenue</p> <p>The year end outturn for 2011/12 is a surplus of £1.359k; this was against a budget of £35.7m which reflected a £4.2m reduction from the previous year's budget.</p> <p>The surplus is 3.81% of the total expenditure budget.</p> <p>Capital</p> <p>The Public Sector Housing Capital Programme for 2011/12 outturned at £33.986m against a funding provision of £40.527m, which included £4m of funding which was drawn down during 2011/12, where there was no intention of spending it until 2012/13.</p> <p>The variance for schemes which St Leger Homes manages under spent by £80,396, which is 0.28% of the budget.</p>		
Measure	Traffic Light	Current Value	Current Target	Last Value	Final 2012 Note
BV66a Rent Collection and Arrears Recovery	Green	98.76%	98.60%	98.05%	<p>The performance on 'percentage of rent arrears against annual debit' (SLH_R5) impacts on this indicator and the outturn figure of 98.76% exceeds the target (98.60%).</p> <p>Apart from the local variations mentioned in SLH_R5, there has been a significant reduction in the number of cases over £1500 (48 in March 2011 to 38 in March 2012). Positively, the number of evictions for rent arrears</p>

					has also reduced from 43 in 2010/11 to 29 in 2011/12.
SLH_R5 % Of Current Rent Arrears against Annual debit	Green	1.44%	1.62%	1.80%	Performance in March and for the year as a whole has been excellent and a credit to the staff involved. The year end figure in March 2011 was 1.62%, this has now dropped to 1.44%. The key issues have been exceptional performance in the West (1.06%) and a significant reduction in the Central area (1.75%), a particularly difficult management patch.
SLH_VFM1 Capital Expenditure	Green	-16.14%	0%	-15.25%	The Public Sector Housing Capital Programme for 2011/12 outturned at £33.986m against a funding provision of £40.527m, which included £4m of funding which was drawn down during 2011/12, where there was no intention of spending it until 2012/13. The variance for schemes which St Leger Homes manages under spent by £80,396, which is 0.28% of the budget.
SLH_VFM2 Revenue Expenditure	Green	-3.81%	0%	-0.31%	The year end outturn for 2011/12 is a surplus of £1.359k; this was against a budget of £35.7m which reflected a £4.2m reduction from the previous year's budget.
SLH_VL3 % of rent lost through dwellings becoming vacant	Amber	1.02%	1%	1%	Although we have continued with our improving trend, we have missed our year end target by 0.02%. It is disappointing not to hit our target, but not unexpected with the potential for this outcome, together with the contributory factors and our actions to improve performance going forward highlighted in previous reports. The West of the borough continues to provide us with the most challenges, with the highest incidents of metal theft and a large number of low demand one bedroom bungalows in this management area. We are about to pilot multiple viewings of low demand properties in this area, in a bid to see an improvement in the position. Strategically, low demand issues and potential solutions will also be reviewed through the joint asset management group. We are continuing to look at a number of changes to working practices, which are aimed at improving performance and will continue to further evolve the service during 2012/13, as a result, have set a stretch target to achieve a void rent loss of 0.95% by the end of March 2013.

St Leger Homes Delivery Plan 2011-12
THEME 2 - CUSTOMER FOCUS & REGENERATION

Performance	Status	Objective	Final 2012 Note
On Target	Green	SLHD DP 2a Contribute towards a reduction in ASB	Strategically, SLHD is represented on the Executive Board of the Safer Doncaster Partnership and on all relevant sub groups. SLHD has a member of staff seconded to the centrally based ASB Team who performs a number of roles in support of the area based teams. They are now specialising in obtaining ASBO's on target individuals in communities. They are also a key point of contact for obtaining information, and they send SLHD details of any convictions involving Council tenants to see if there is a requirement for

					<p>tenancy enforcement action.</p> <p>There is now a greater use of tools and powers to deal with ASB in the community especially injunctions, tenancy demotions and possession proceedings. We routinely take action against introductory tenants like the serving of notices, tenancy reviews and 6 month extensions.</p> <p>A new procedure has been introduced where Estate Officers join the Police on raids involving stolen goods and drugs. This action can speed up legal action like possession proceedings.</p> <p>SLHD has a member of staff on the ASB Panel which reviews progress on serious ASB and vulnerability cases. Many of the action points are for SLHD, especially where rehousing is seen as the best solution.</p> <p>We have a senior member of staff on the Enforcement Review Group which has drawn up an improvement action plan. Initiatives in the plan include the identification of each agencies top ten ASB families and usage of the tools and powers.</p> <p>The strong partnership working at a local level has led to the reduction of ASB on many estates and the action targets the residents of all tenures. We continue to be a key partner for the Neighbourhood Alliance initiative.</p> <p>SLHD has reported many private sector properties to the enforcement team; the commonest problems are poor environment and noise nuisance.</p> <p>Publicity of the action we take to deal with estate management and ASB continues to be a high priority and we have had numerous articles in Houseproud together with a couple of radio interviews.</p>
Measure	Traffic Light	Current Value	Current Target	Last Value	Final 2012 Note
SLH_EM13 No. of High Priority Live ASB Issues	Green	80	100	82	We are very pleased to see that performance has improved again in this area. The number of live high priority issues has reduced significantly since the end of quarter 2 (131 at the end of quarter 2 to 80 at the end of quarter 4). Our Team Leaders continuously compliance check high priority ASB cases to ensure they are being dealt with effectively and diligently to minimise ASB on our estates – performance throughout 2011/12 shows how seriously we take our commitment to reducing ASB.
SLH_EM14 No. of High Priority Issues	Data Only	78 (Q4) Yr end	New PI	97 (Q3)	We have continued to effectively manage, check and resolve high priority ASB issues throughout the year and our performance on the number of cases closed and resolved demonstrates this.

Closed		317			
SLH_EM15 Average time taken to resolve high priority issues	Data Only	20.72	New PI	19.24	Cumulative performance for the four quarters continues to be around an average of 20 weeks. (Quarterly performance only = Q1 - 20.61 weeks; Q2 - 16.93 weeks; Q3 - 19.32 weeks and Q4 - 25.25 weeks).
SLH_EM16 ASB Satisfaction	Amber	88% Yr end	90%	88%	Cumulative performance is 88% satisfaction. This is 2% behind the year end target of 90%. Low sample sizes means that performance will fluctuate on a monthly basis. The levels of satisfaction are measured by a survey usually completed over the phone after a case is closed. During quarter 4 performance has slightly decreased from January (93%) to March (80%), resulting in a year to date satisfaction level of 88%. During this quarter, we received 51 completed surveys of which 7 were dissatisfied.
SLH_EM17 Number of introductory tenancies that go to review	Data Only	4 (Q4) Yr end 22	New PI	18 (originally 10)	During quarter 4 there were 4 reviews due to ASB (2 formal and 2 internal). Since June 2010, of the 975 Introductory Tenancies which were due to be made secure, 864 (89%) have been converted. 88 (9%) have terminated, transferred, abandoned or had a mutual exchange before the Introductory Tenancy ended and of the remaining 23 (2%); 14 have been extended, 8 ended due to eviction and 1 is due to the tenant being under 18.

St Leger Homes Delivery Plan 2011-12
THEME 3 - MAINTAIN AND IMPROVE ASSETS

Performance	Status	Objective	Final 2012 Note
On Target	Green	SLHD DP 3a Delivery of SLHD Capital Programme	<p>All 2010/11 carried over decent homes work has been completed. This includes improvements to properties in Woodlands, Town Centre, Dunscroft and Intake.</p> <p>The works approved in Spring 2011 to Intake and Balby Bridge (Window and Door Replacement to both and Boiler Replacements to Intake Only) have been completed.</p> <p>Render works are nearing completion on Balby Bridge and Intake, whilst energy efficiency works are in progress in Moorends, Wheatley, Woodlands, Mexborough, Carcroft, Scawthorpe, Stainforth, Dunscroft, Norton, Conisbrough, Skellow, Bawtry and Hatfield.</p> <p>Works in areas that will carry over into the 2012/13 financial year include Norton, Scawthorpe, Moorends, Dunscroft, Bawtry and Town Centre.</p> <p>At the end of March, 3,037 properties had been completed against an end of year target of 3,007. To the end of March £22m of the decent homes allocation had been spent against a target of £20.7m.</p> <p>The reason for the 6% overspend against a 1% over delivery on outputs is because:</p>

					<ul style="list-style-type: none"> £1.1m or 5% was paid as work in progress so the outputs will be claimed in April/May 2012. Non traditional properties at circa £20-25k each at Bawtry Cross Walls, Scawthorpe Parkinsons and Spooners were brought forward to compensate for traditional properties at Mexborough Windhill at circa £4k each being put back due to delays in the gas infrastructure. <p>In terms of contributing to the local economy, 405 employees are working on the Doncaster Decency framework of which 260 (64%) are from the local area. There are 28 trainees working on the Doncaster Decency framework and 44% of decency spend is retained within the local area.</p>
Measure	Traffic Light	Current Value	Current Target	Last Value	Final 2012 Note
BV63(05) Energy Efficiency of Housing Stock	Amber	66.56	67.26	65.44	<p>The 2011/12 SAP rating outturn of 66.56 was below the annual target of 67.26 (by 0.7).</p> <p>This minor shortfall can be attributed to 2 things:</p> <ol style="list-style-type: none"> External render to some high blocks in the town centre has yet to be formally completed and the improved SAP rating added to the overall figure. This is expected to happen by the end of quarter 1 (2012/13). Some non-traditional properties in Mexborough had to be moved back in the programme pending mains gas infrastructure installation. The properties which were brought forward to replace them in the programme did not yield as much of a SAP rating improvement as those originally planned. Those properties which were pushed back will not be completed until towards the end of 2012/13.

St Leger Homes Delivery Plan 2011-12
THEME 4 - NEW BUSINESS OPPORTUNITIES

Performance	Status	Objective	Final 2012 Note		
Completed	Green	SLHD DP 4a Provide a property management service to private sector landlords.	The service is set up with tenancies in place and the processes to deliver the property management service have been tested. Subsequently, SLHD staff have been working with DMBC private sector team in identifying and addressing emerging issues so that the service can be extended using the lessons learnt from the early lettings.		
Measure	Traffic Light	Current Value	Current Target	Last Value	Final 2012 Note

SLH_RM25 Private Landlord Scheme	Red	8	75	2	We currently have 57 landlords in the pipeline, with 45 of these via the DMBC Grants Scheme. 10 of the 57 have signed management agreements and 8 are tenanted. We have recently recruited an officer on a temporary basis to manage the scheme with the priorities being around publicising to expand the initiative and ensuring the scheme is run efficiently and effectively. All referrals are being managed by the team and cases are at different stages in the process.
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**St Leger Homes Delivery Plan 2011-12
THEME 5 - CUSTOMER FOCUS**

Performance	Status	Objective			Final 2012 Note
On Target	Green	SLHD DP 5a Contribute to the Council's wider objectives of safeguarding the housing needs of vulnerable client groups.			Milestone 1 - Housing Options have met with the PCT but were asked to carryout some analysis to gauge demand for the meetings. They will be meeting with the PCT again at the end of January to progress. Milestone 2 - We have had positive discussions with Housing Options and they are keen for us to be involved. This will take place when Housing Options and the PCT have agreed a way forward.
Measure	Traffic Light	Current Value	Current Target	Last Value	Final 2012 Note
SLH_EM18 Sustainment of tenancies more than 12 months	Green	New PI	New PI	New PI	During quarter 4, 35 Tenancies were terminated, which had been sustained for less than 12 months out of 368 terminated in quarter 4. Of these, 5 were transfers to other St Leger Homes dwellings. Of the remaining 30 which terminated, 10 were tenancies where the tenant would be classified as vulnerable. One of these vulnerable tenants died, another moved into Residential Care, one moved into Supported Accommodation, one moved in with relatives for additional support, one did not give any reason for terminating the tenancy, and the remaining 5 moved out of the Doncaster area. This indicator became live in quarter 3, so we have 6 months information, which shows a total of 63 tenancies (out of 803 terminations) which were not sustained beyond the first 12 months.

**St Leger Homes Delivery Plan 2011-12
THEME 6 - BUSINESS DIVERSIFICATION**

Performance	Status	Objective	Final 2012 Note
On Target	Green	SLHD DP 6a Maximise funding opportunities through site development	Out of the 8 sites originally identified, only 1 is potentially viable for development. At the Joint Housing Asset Management Group meeting on 6 December it was agreed that this site would be factored into the wider council house building programme which is being led by DMBC. As a result of this, it was suggested at that meeting that this action can therefore be regarded as completed.

Measure	Traffic Light	Current Value	Current Target	Last Value	Final 2012 Note
SLH_RM26 Development of Sites	Green	1	1	1	Out of the 8 sites originally identified, only 1 is potentially viable for development. At the Joint Housing Asset Management Group meeting on 6 December it was agreed that this site would be factored into the wider council house building programme which is being led by DMBC. As a result of this, it was suggested at that meeting that this action can therefore be regarded as completed.

St Leger Homes Delivery Plan 2011-12 THEME 7 - ADDITIONAL KPI INFORMATION

Performance	Status	Objective	Final 2012 Note		
On Target	Amber	SLHD DP 7a Additional KPI Information Required for Challenge	Of the 14 KPI's for 2011/12, 10 are within target and 4 are within tolerance. More detailed commentary can be seen below.		
Measure	Traffic Light	Current Value	Current Target	Last Value	Final 2012 Note
BV185 Percentage of responsive repairs where the appointment was both made and kept	Green	99.27%	99%	99.28%	<p>Year end outturn is 99.27% over achievement against a target of 99%. A key contributor to this is March's monthly outturn figure of 99.28%; this represents 4,423 jobs where appointments were kept out of a total of 4,455 where an appointment was made.</p> <p>Analysis has highlighted that in March, depots 066 (Gas), 500 (Joinery) and 501 (plumbing) all performed well, achieving over the profiled target set at 99% for March.</p> <p>There were two depots that did not achieve target these were, depot 502 (Wet Trades) which achieved 98.20% and depot 503 (Mixed Trades) which achieved 98.49%.</p> <p>The highest achieving depot was 066 (Gas) with 100%.</p> <p>A total of 32 appointments were missed across all depots in March. The reasons for the 32 appointments that were missed are as follows:</p> <ul style="list-style-type: none"> • 4 appointments were attended earlier than the appointment date • 3 appointments were attended early on the correct appointment day • 14 were attended late on the correct appointment day • 3 were late and, • 8 manual appointments were late these were: 2 late, 4 early and 2 late same day.
SLH_CS10 Repairs and Maintenance Complaints – Service failures	Green	193 (Yr end 2012) 55 (Q4 only)	Reducing trend	63 (Q3 only)	In the fourth quarter of 2011/12 a total of 116 complaints have been received about repairs and maintenance, compared to 110 in the first quarter, 91 in the second quarter and 128 in the third quarter. Of the 116 complaints, 61 (53%) were determined as service dissatisfaction and 55 (47%) as service failure. It is noted, that for the last 2 months of the year, service failure has been higher than service dissatisfaction, however; proportionately over the quarter service failure is lower. There were 25,580 responsive repairs raised in the

		- compared to 258 (Yr end 2011)			<p>fourth quarter, giving a dissatisfaction rate of 0.24% compared to 0.27% in the third quarter and a service failure rate of 0.22% compared to 0.26% in the third quarter. During 2011/12 there were 92,165 responsive repairs raised giving a dissatisfaction rate of 0.27% and a service failure rate of 0.21%.</p> <p>In quarter 4 the top 3 themes for complaints were:</p> <ul style="list-style-type: none"> • Time Taken • Staffing Issues • Outstanding Repairs <p>The spread of complaints is consistent across teams. However, a theme in the gas team complaints is the time taken for a repair to be completed, which is consistent from quarter 2 and quarter 3.</p> <p>Customer care training for all trade staff within Property Services has been requested and quarterly complaints meetings have commenced to review all root causes/ themes, to try and eliminate and reduce volumes further.</p>
SLH_CS8 Complaints Activity - Service failures	Green	399 (Yr end 2012) 99 (Q4 only) - compared to 541 (Yr end 2011)	Reducing trend	90 (Q3 only)	<p><u>The information covers SLHD as a whole, but does not include Mayoral, Councillor or MP enquiries or Ombudsman complaints.</u></p> <p><u>Determination of service failure or service dissatisfaction relates to complaints received. During 2011/12, there were 1097 complaints logged compared to 1179 for last year. This is a reduction of 82 complaints. Service failure (399 complaints) was lower than service dissatisfaction (698 complaints).</u></p> <p><u>812 complaints (74%) related to Property Services - 42% (341) related to service failure and 58% (471) related to service dissatisfaction.</u></p> <p><u>275 complaints (25%) related to Housing Services - 20% (55) related to service failure and 80% (220) to service dissatisfaction.</u></p> <p><u>10 complaints (1%) related to Corporate Services - 50% (5) to service failure and 50% (5) to service dissatisfaction.</u></p> <p><u>Service failure complaints for Property Services, mainly related to time taken to complete repairs, outstanding repairs and poor workmanship. Service failure complaints for Housing Services mainly relate to the garden service, staffing issues and time taken to resolve an enquiry. Service failure complaints for Corporate Services mainly relate to lack of communication/ information.</u></p> <p><u>There is a process in place where the customer care team send complaints summary sheets and analysis to Heads of Service and Service Managers on a monthly basis, so that issues can be addressed in order to prevent reoccurrence. Quarterly meetings are also taking place with Heads of service and service managers to address the main themes of complaints and to close the feedback loop and make changes to service that will either prevent complaints occurring or put a stop to repeat themes of complaints coming in.</u></p>
SLH_GNPI18 % Emergency repairs	Green	97.40%	95%	97.38%	Monthly performance for March was 92.33% and cumulative performance for 2011/12 is 2.40% above target at 97.40%. A significant improvement when compared to 2010/11, when performance was 94.27%.

completed on time					<p>In March, a total of 19 emergency repairs were not completed in timescale and analysis of these shows;</p> <p>1 priority A was not attended within 2 hours of being reported The remaining were priority Bs; 8 were completed within the Right to Repair legislation timescale of 1 working day; but not within 24 hours of being reported. The remaining 10 were completed 1 day beyond timescale.</p> <p>Quarter 4 performance was 97.40% compared to 97.38% for quarter 3. This has improved by 0.02% giving a yearly outturn of 97.40%. This is 2.40% above target. Compared to 2010/11 performance of 94.27%, this is an increase in performance of 3.13%.</p>
SLH_GNPI20 % Routine repairs completed on time	Green	92.01%	92%	90.76%	<p>Monthly performance for March was above target at 92.12%, achieving a cumulative figure of 92.01% , which is above target.</p> <p>Of the 2,081 repairs undertaken in March, 164 were not completed within timescale. With the exception of the joinery (90.42%), wet trade (90.23%) and mixed trade (86.30%) teams, all teams performed above target.</p> <p>Analysis of the repairs not completed within timescale highlights that some procurement procedures impacted on stock levels. This has now been corrected</p> <p>Where multi-trade or follow on visits are required to complete a repair, it is not always achievable within timescale, due to resource availability. Work is ongoing with planners to investigate further.</p> <p>Quarter 4 performance was 92.01% compared to 90.76% for quarter 3. This has improved by 1.15% giving a yearly outturn of 92.01%. This is 0.01% above target. Compared to 2010/11 performance of 91.26% this is an increase in performance of 0.75%.</p>
SLH_RM13 Gas Servicing	Green	100%	100%	99.76%	<p>The 8 month gas servicing programme for this financial year is now complete. All properties were visited within the 8 month programme and all were serviced by the end of January 2012.</p> <p>The 2012/13 8 months gas servicing programme has commenced.</p>
SLH_RM23 Avoidable Contact	Green	8.50% (March only)	20%	6.02%	<p>The level of avoidable contact remains within target and has shown a slight increase, rising from 7.01% in February to 8.50% in March. Overall, when compared with the previous quarter's performance the level of avoidable contact has increased, but this is consistent with the same period in the previous year, so may be attributable to seasonal influences. When analysing individual activities the increase can, in the main, be attributed to the number of customers who are ringing to enquire when their appointment is. This has risen from 180 instances in February to 233 in March. Included in this category are, for example, those calls where the operative has not phoned in advance of arriving at the property to advise the tenant that they are on their way. Service Managers have been asked to remind operatives of the need to ring the tenant to advise that they have set off for the appointment. To further reduce the avoidable contact in this area, it is currently being investigated whether we have the ability to track a repair so a tenant can follow the progress of a repair on line (to see whether a job has been accepted by an operative) is something that could be provided as part of the My Service functionality within Universal Housing.</p> <p>On a positive note there has been a reduction in the number of avoidable contact calls relating to decency,</p>

					which fell by half in March when compared to February's performance and a reduction in the level of avoidable contact calls regarding communication or missed appointments, when compared with the previous quarter's performance.
SLH_RM5 % of repairs completed right first time	Amber	96.26%	97%	96.44%	<p>Cumulative performance for March is 96.26%, which is slightly below the target of 97%.</p> <p>Monthly performance for Right First Time (RFT) is 97.74%, which is an improvement on last month's performance of 97.21%.</p> <p>Depot 066 (gas) was below the 97% target, with performance at 95.97%, which is an improvement on February's performance of 94.99%.</p> <p>Depot 066 had the most recalls during the month at 47, there were 1,166 jobs raised and 1,119 were completed RFT.</p> <p>All recall analysis is now being managed by the Technical and Quality Assurance Manager, who is presently highlighting trends to liaise with Team Leaders</p> <p>More in depth analysis is to be undertaken looking to highlight themes and trends as the data base grows. Operatives have been requested to report back all recalls, to ensure that the analysis can be undertaken.</p>