

APPENDIX A - SLHD CHALLENGE REPORT

2012-13 Annual Delivery Plan Headline Report - Quarter 2






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St Leger Homes Delivery Plan 2012-13 THEME 1 - VALUE FOR MONEY

Performance	Status	Objective	Latest Note
On Target	Green	SLHD DP 12/13 1a Driving and delivering Value for Money	<p>Of the four milestones relating to this strategic objective (Appendix B), all are on track. The 2011/12 HouseMark core benchmarking report was published and received at the end of September 2012, analysis and action points are being worked on.</p> <p>Resident Involvement - Based on the outcomes of the external assessment that was made of the service in April 2012, the service is now undertaking a full review, which involves creating a new, fit for purpose model of delivery that meets the legal requirement of the service, as set out in the Regulatory Framework and the Localism Bill. The new model for delivery is due to be in place by the end of March 2013. Additionally, SLHD has come out in the top quartile in the 2011/12 HouseMark benchmark for direct cost per property in resident involvement.</p> <p>Voids - The voids systems review has made good progress through the "do" phase and is currently piloting 2 major system changes. These are; Multi-viewings and pre-termination inspections. The improvement in the Void Rent Loss figure in September reflects this.</p> <p>Office Premises - The accommodation review is ongoing. Rossington office closed at the end of July 2012 and SLHD now share premises at the Holmescarr Centre. Mexborough and Bentley Cash Offices closed at the end of September - customers can now go to Mexborough and Bentley libraries for enquires. The provisional estimated savings from these closures is £20k.</p> <p>In addition, Property Services have been given the go ahead to move to new premises on Shaw Lane. This will result in the closure of Conisbrough, Adwick and Armthorpe depots and staff coming out of Ten pound Court and moving to a single site in March/ April next year. It is anticipated that this will result in £100k savings each year and other benefits eg travelling time.</p> <p>Central overheads - This links to the accommodation review. Other central overheads will be considered once the benchmarking report is analysed during quarter 3.</p>

ASB - Work has commenced with a visit to one of the KPMG organisations and is ongoing.

Major and Cyclical works - A major service review is underway to improve VFM by improving the planned to responsive ratio and is currently at the "do" stage, with a planned implementation date of 1 February 2013.


Measure	Traffic Light	Current Value	Current Target	Last Value	Latest Note
SLH KPI 1 % Of Current Rent Arrears against Annual debit	 Red	2.1%	1.88%	2.24%	<p>Performance is not as good as the same time last year. In September 2012 the percentage of arrears against the annual debit was 2.10% compared with 1.88% the same time the previous year. The total number of tenancies in arrears has increased by 381 on the same time the previous year, and the greatest concern is the increase in cases over £1500. In September 2011 there were 46 cases over £1500 compared with 62 cases in September 2012. However it should be noted that the arrears performance is improving on a monthly basis, please note the following:-</p> <p>June 2012 = 2.24% July 2012 = 2.17% August 2012 = 1.93% (this includes rent free week) September 2012 = 2.10%</p> <p>Three cash offices have now closed, Rossington closed in July and Bentley & Mexborough closed at the end of September. Statistics show that the closure of Rossington caused a short term increase in arrears, however it soon dropped back to normal levels. It's too early to gauge the impact of the other two closures but it seems likely that they will not have a long term impact on rent arrears.</p> <p>The new IT system for rent recovery is creating a few challenges, there are a number of problems. The credit of housing benefit onto the accounts is causing the system to fail, this problem is being fixed by Civica. The printing of quarterly rent statements is causing the system to run slowly, another process is going to be used to carry out this function in future. The workflow (this is the IT recovery process) has had to be amended to be more flexible. Finally the staff are still getting used to the new system and receiving extra training. The rent recovery & IT staff are working together to identify & resolve problems, and agree ways of working if the system goes down.</p>
SLH KPI 2 % of Rent Collected against Annual Debit	 Amber	96.66%	97.66%	93.69%	<p>Performance continues to be close to target and is moving in the right direction. The performance figure for September 2011 was 97.54% so we are slightly behind the same time last year but there is not a major difference. Both KPI 1 & 2 are influenced by the same factors so we expect to see performance pick up when the IT issues are resolved.</p> <p>The cash office closure programme is going well and so far the statistics seem to show that there is only a very short term dip in rent collection after an office closes. However we continue to encourage better methods of payment like direct debit. The next cash office closures are Adwick & Stainforth at the end of November 2012.</p>
SLH KPI 3 Void Rent Loss % of rent loss	 Red	1.08%	0.95%	1.18%	<p>Void rent loss has continued the decreasing trend each month (June-1.24%; July-1.05%; August-1.03%), with performance for September reducing to 0.85%, which is 0.10% better than target for the month. The year to</p>

through vacant dwellings					<p>date figure is also improving with performance at 1.08%.</p> <p>Although the West area has the highest percentage of void rent loss at 1.27%, this has significantly decreased from August's figure of 1.64%. A pilot scheme that may have contributed to this reduction, is the introduction of multi viewings on all properties in this part of the borough, except for those covered by the Local Lettings Policy and properties deemed as high demand.</p> <p>Although the Central area is significantly within target this month at 0.59% rent loss, the pilot of advertising the properties in the notice period in this area has begun (from the 3rd September). We have successfully had 1 back to back letting and have identified applicants during the notice period, enabling the Estates Assistants to arrange a viewing as soon as the keys are returned from the outgoing tenant.</p> <p>The cross team working is also improving, by sharing more information such as the predicted dates when the properties will be returned. This enables the Estate Assistants to update the applicants and better plan their diaries.</p> <p>We are still working hard to bring the Year to Date void rent loss within target.</p>
SLH KPI 13 (a) Value for Money Quarterly Budget Monitoring - Capital Expenditure	✔ Green	-1.48%	0%	-2.81%	<p>The Public Sector Housing Capital Programme for 2012-2013, for which SLHD are responsible, shows an overall projected spend of £44.927m against a budget provision of £45.601m.</p> <p>This would result in an under spend of £675k, which equates to 1.48% of the budget.</p>
SLH KPI 13 (b) Value for Money Quarterly Budget Monitoring - Revenue Expenditure	✔ Green	-7.41%	0%	-3.46%	<p>The current projected outturn forecast for 2012-2013 is a surplus of £2,668,425; this is against a budget of £36m.</p> <p>The projected surplus is 7.41% of the total expenditure budget.</p>


St Leger Homes Delivery Plan 2012-13 THEME 2 - WELFARE BENEFIT REFORM


Performance	Status	Objective	Latest Note
On Target	✔	SLHD DP 12/13 2a Being prepared and helping tenants prepare for Welfare Benefit Reform	<p>Of the five milestones relating to this strategic objective, all are on target</p> <p>A Strategic Partnership Group has been set up and is Chaired by the Chief Executive of SLHD.</p> <p>Following the assessment of the impact on customers and securing funding to tackle the reforms, we have recruited 5 members of staff who are visiting affected tenants to advise them of the impact and offer options. We have published articles in 3 of our HouseProud newsletter with a further due in November. Articles have generated a lot of customer feedback. We have undertaken a road show in Doncaster town centre and have others planned throughout the borough. We are working with the credit union and other financial organisations to identify suitable financial products to help customers tackle the impact of welfare reform.</p>

			Impacts of the welfare reform have been considered as part of the Allocations Policy review, specifically in the area of under occupancy and how we can support tenants in mutual exchanges to alleviate this problem.
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Measure	Traffic Light	Current Value	Current Target	Last Value	Latest Note
SLH KPI 4 Number of Evictions Due to Rent Arrears	 Red	20	12	11	In the last three months there have been 9 evictions, but only 1 eviction was in September. The increase in evictions is a reflection of the increase in arrears however, the HouseMark benchmarking data for quarter 2 puts us in 9 th position out of 22 so we are still not evicting a high number of tenants compared with the numbers of stock in management. The important point to note is that last year we were the authority with the 4th lowest number of evictions in the benchmarking group and our performance target is based on this figure. Monitoring this KPI will give us a baseline for next year and future years where we anticipate an adverse impact due to the introduction of welfare benefit reforms

St Leger Homes Delivery Plan 2012-13
THEME 3 - CRIME AND ANTI-SOCIAL BEHAVIOUR


Performance	Status	Objective	Latest Note
On Target		SLHD DP 12/13 3a Continued focus on ASB - including new innovations/enhancements	<p>Of the three milestones relating to this strategic objective, all three are progressing well and on target.</p> <p>The partnership working continues to be as strong as ever. There have been a number of joint initiatives in the areas. The central team have been helping to deliver the Junior PCSO scheme in Hexthorpe where there have been problems with racial tension. The project engages young people and teaches them about respect and the consequences of ASB. Another project in Intake involved the identification of young people who were causing a nuisance on the estate and carrying out joint visits with the Police to talk to the parents, many lived in Council properties. This had the desired effect of reducing ASB and many of the parents were keen to assist.</p> <p>The criteria for tenants receiving ad-hoc fencing is changing to give a higher priority to those people suffering from ASB. The budget has also been increased by £80,000 which is greatly appreciated and will help to make victims feel more secure.</p> <p>At a more strategic level we are reviewing the ASB Policy and carrying out an assessment against the Respect Charter (2011). Our service already meets the requirements of the previous government Respect Standard. There is also a partnership review of Neighbourhood Alliance.</p> <p>St Leger Homes are reviewing ASB performance last year and consulting staff about all aspects of the service to identify areas for improvement. The results will be reported to the Executive Management Team.</p>

Measure	Traffic Light	Current Value	Current Target	Last Value	Latest Note
SLH KPI 5 Customer satisfaction with the handling of ASB	 Amber	89%	93%	92%	Performance is only slightly below target and improving. We investigate the cases where any complainants express dissatisfaction to see if there is anything we can do to improve the situation. The review is carried out by the Team Leader.
SLH KPI 6 % of introductory tenancies not converted due to ASB	Data Only	0.82%		0%	Only one introductory tenancy was not converted into a secure tenancy due to ASB in September, where the tenancy was a flat in the town centre area and there was no evidence to prove the allegation. However since extending the tenancy the situation has changed and there have been further incidents involving the Police, therefore action is now being taken to obtain possession of the property.


St Leger Homes Delivery Plan 2012-13 THEME 4 - IMPROVING HOMES AND PROPERTIES

Performance	Status	Objective	Latest Note
On Target		SLHD DP 12/13 4a Supporting the Council to provide better quality homes	<p>Of the three milestones relating to this strategic objective, all are on target.</p> <p>The Private Landlord Officer has been working with the Financial Inclusion Team to promote the service as those who express an interest in moving as a result of the Social Housing Size Criteria have a full range of options offered including the Private Landlord Scheme. Predominantly SLHD have very few 2 bedroom properties so we have also been working with investors who are looking to purchase multiple properties for us to manage, to look at properties with 2 bedrooms.</p> <p>As we have a dedicated person working on the Private Landlord scheme the communication between SLHD and The Empty Property Team in DMBC has increased. We receive regular updates from DMBC regarding the grant properties that allow us to plan in advance. This has reduced the amount of time that the properties are empty.</p> <p>We have promoted the service using different methods such as, holding events in Doncaster Town Centre, radio coverage and stories in the local newspapers. We are also looking at using advertising boards outside the vacant properties.</p> <p>There have been two workshops held with elected members specifically to discuss the review of the Allocation Policy to better reflect the requirements of the Localism Act and Welfare Benefit Reform. A report with a proposed Allocations Policy will be jointly presented with colleagues from DMBC and their report on tenure strategy at the Overview & Scrutiny Committee on the 19th November.</p>

Measure	Traffic Light	Current	Current	Last Value	Latest Note
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		Value	Target		
SLH_RM25 Private Landlord Scheme	 Green	29	22	19	We have signed 29 private landlords as at 20 September 2012, 25 of which are tenanted, against a target of 22. In addition, we are working with 8 other landlords - 5 through the grant scheme and 3 independent landlords with a view to them signing the Management Agreement. The majority of landlords that we are working with have individual or small numbers of properties. We feel confident that the target of 44 will be achieved by the end of the financial year.
SLH_RM27 Empty Properties into HRA	 Red	0	10	0	SLHD and DMBC have met to discuss the specification and materials that will be used to renovate properties being brought back into council stock. Aiming to ensure, that when they come back into stock and any repairs are logged, SLHD will have the right tools and spares to complete future repairs to appropriate standards. DMBC are currently looking at purchasing the first property under this scheme in Woodlands, SLHD have surveyed the property and confirmed potential to let through CBL. A report on 'Right to Buy' acquisitions is to be presented to Council on 6 th December, this should help speed up the process.


St Leger Homes Delivery Plan 2012-13
THEME 5 - NEW BUSINESS GROWTH AND DIVERSIFICATION




Performance	Status	Objective	Latest Note
On Target		SLHD DP 12/13 5a Consider business opportunities for growth and diversification	<p>Your Homes Newcastle - Whilst SLHD remains poised to commence service delivery, no orders have yet been passed to us from YHN. There is some concern regarding the impact of welfare benefit reforms and the eligibility of service charges for benefit payments. These concerns have impacted on the ability of YHN to secure new customers for the service which in turn has resulted in there being no deliveries for SLHD to make.</p> <p>New Business Opportunities - During Quarter 2 no new specific business opportunities were pursued. However, preparation work was undertaken that would enable SLHD to submit a tender for inclusion on a framework contract to carry out gas servicing works.</p> <p>Viewpoint - During Quarter 2 Viewpoint continued to operate successfully out of St Leger Court and managed to secure two new contracts for customer satisfaction testing for Doncaster NHS and A1 Housing. This means that during Quarter 3 the existing staff will be doubling their hours and further recruitment is planned toward the end of the calendar year.</p>

Measure	Traffic Light	Current Value	Current Target	Last Value	Latest Note
SLH_RM28 Job Opportunities Created	Data Only	6		5	During Quarter 2 SLHD created 6 new job opportunities. These were 6 new apprenticeships.
SLH_RM29 Number of SLHD tenants employed from NEETS/JSA	Data Only	2		2	Two of the three Viewpoint employees are SLHD tenants. We are currently working with our contractor partners to see if we can identify the numbers of SLHD tenants currently employed through their contracts.

**St Leger Homes Delivery Plan 2012-13
THEME 6 - ADDITIONAL KPI'S**

Performance	Status	Objective	Latest Note
Off Target		SLHD DP 12/13 6a Additional KPI Information required for Challenge	Of the 6 additional KPI's, 3 are near to target, 1 is under target, 1 is data only and 1 is an annual indicator. Further detail on each of the KPI's progress is provided within the PI commentary below.

Measure	Traffic Light	Current Value	Current Target	Last Value	Latest Note
SLH KPI 7 Average SAP rating per dwelling	Annual Indicator	66.6	68.5	66.6	This performance indicator is only reported annually. The 2011/12 SAP rating outturn of 66.56 was below the annual target of 67.26 (by 0.7). This shortfall can be attributed to 2 things: 1. External render to some high blocks in the town centre that had not been completed by the end of the financial year. 2. 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.
SLH KPI 8 Right First Time	 Amber	96.77%	97%	97.09%	Cumulative performance is 96.77%, just below the target of 97%. Monthly performance for Right First Time is 96.99%, a deterioration of 1.03% from last month, when performance outturned above target at 98.02%. There were two depots that did not achieve target during September and these were 502 (Wet Trades) with performance at 96.50% and 066 (Gas). Depot 066 had the most jobs not right first time, 45 in total with performance at 94%. Depot's 500 (Joinery), 501 (Plumbing), 503 (Mixed Trades), 003 (Call Out) and depot 512 (Planned Maintenance) were all above the 97% target. Performance for the same time last year was slightly higher at 97.07%.

SLH KPI 9 Appointments Made and Kept	 Amber	98.99%	99.5%	98.77%	<p>September's monthly outturn figure is 99.51%, this represents 3,450 jobs where appointments were kept, out of a total of 3,467 where an appointment was made.</p> <p>Quarter 2 cumulative performance of 98.99% is 0.22% higher than quarter 1's figure of 98.77%</p> <p>Analysis has highlighted that in September, depots 502 (Wet Trades) 501 (Plumbing) and depot 066 (Gas) all achieved the profiled target of 99.5% or above.</p> <p>Depot 503 (Mixed Trades) achieved 99.25% and depot 500 (Joinery) achieved 99.10% just slightly below the target.</p> <p>The highest achieving depot was depot 502 (Wet Trades) at 100% where a total of 381 jobs were raised and all appointments were kept.</p> <p>A total of 17 appointments were missed across all the depots in September. The reasons they were missed are as follows:</p> <ul style="list-style-type: none"> • 2 appointments were attended earlier than the appointment date • 12 were attended late on the correct appointment day and • 3 were attended after the appointment day <p>In comparison with performance for the same time last year, 2012 has seen 1 less missed appointment. However, in 2011, we carried out 1,100 more appointed jobs and therefore performance was better at 99.24%.</p>
SLH KPI 10 Proportion of Planned Repairs against Responsive	 Red	40.2	50	38.8	<p>To address this performance SLHD are using the Systems Thinking approach to introduce working procedures to make the service more effective and efficient.</p> <p>Using the Systems Thinking approach has identified savings that can be made in the responsive repairs service by reorganising the work into smaller areas reducing waste such as travelling time. This in turn will have a positive impact on the planned works by increasing available resources.</p> <p>The project plan will be fully completed and fully embedded for financial year April 2013/14.</p>
SLH KPI 11 % of properties with a valid Landlord Certificate	 Amber	98.79%	100%	99.35%	<p>The 2012/13 gas servicing programme commenced on 2 April and is due to be completed by the end of November 2012.</p> <p>All overdue servicing for July now have warrants ready to be served. These are due to be implemented 15 October 2012.</p> <p>There are currently 13 'no access' for August, these are due in court 17/24 October for warrant.</p> <p>Up to 30 September 2012 there were 233 properties where it had been more than 12 months since their last service:</p> <p>0 were over 90 days 10 were over 60 days with the oldest being 88 days overdue</p>

				<p>66 were over 30 days 157 were less than 30 days</p> <p>In comparison to last year we had 227 properties where it had been more than 12 months since their last service.</p> <p>Of these 39 were over 90 days, 47 were over 60 days, 74 were over 30 days and 67 were under 30 days. Performance overall was 98.78%</p>
SLH KPI 12 Complaints Activity - Property Services	Data Only	61	71	<p>This information is provided 1 month in arrears and performance relates to July and August only.</p> <p>Property Services generated 66.3% (71 in total) of complaints received in August. 49.29% of these complaints (35 in total) were service failure. The main themes for service failure were; Time taken to complete a repair (8), Outstanding Repairs (8) and both; Lack of Communication and Staffing Issues (6).</p> <p>The main 3 service teams generating the service failure (SF) complaints are:</p> <p>Wet Trade teams (9 SF complaints received in total, 3 against West and 6 against East)</p> <p>Gas, Electrical and Mechanical (8 SF complaints received in total) Electrical teams (4 SF complaints received in total, 3 against East and 1 against West)</p> <p>Please note in terms of complaints received against activity, Decency work is reported as a stand alone service, as the work is raised and completed separately. The rest of Property Services are reported as a collective.</p> <p>There were a total of 8248 repairs raised, which equates to 0.76% (63) of total complaints received and 0.35% (29) determined as service failure.</p> <p>There were a total of 6021 repairs completed, which equates to 1.05% (63) of total complaints received and 0.48% (29) determined as service failure.</p> <p>The total number of properties opened for Decency work is a total of 245, which equates to 3.26% (8) of total complaints received and 2.45% (6) determined as service failure.</p> <p>The total number of properties handed back from Decency work is a total of 260, which equates to 3.1% (8) of total complaints received and 2.3% (6) determined as service failure.</p>