

# Delivery Plan & Supporting Plans

## 2011-12

### **OUR MISSION**

To deliver excellent, customer focused  
and cost effective housing services  
to all our residents



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Please feel free to get in touch with us if:

- You feel this document is not as clear and easy to read as you would expect; or
- You believe that we aren't doing the things that this document says we will do; or
- You just want to talk to someone about this document

Whatever the reason, if you want to talk to us about this document you should contact:

**Executive Director (Resources) on Freephone 0800 195 5552**

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# Glossary

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<b>ALMO</b>	Arms Length Management Organisation
<b>DCLG</b>	Department for Communities and Local Government
<b>HCA</b>	Homes and Communities Agency
<b>HRA</b>	Housing Revenue Account
<b>MRA</b>	Major Repairs Allowance
<b>PP</b>	Performance Plan
<b>SHP</b>	Sutton Housing Partnership
<b>SIP</b>	Service Improvement Plan
<b>TSA</b>	Tenant Services Authority



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# Delivery Plan 2011-12

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# 1 Introduction

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## Sutton Housing Partnership

- 1.1** 2011-12 represents the sixth year of operations for SHP. We manage, on the Council's behalf, a stock of just under 6,500 tenanted and 1,400 leasehold and 's16 freehold' homes (homes sold freehold but where a service charge is payable).
- 1.2** We have been subject to external inspection of our services by the Audit Commission's Housing Inspectorate and they reported in January 2010 that we were providing a good (2-star) service with promising prospects for improvement.
- 1.3** This judgement opened up access to Decent Homes funding but also gave a number of recommendations for further improvements in services.

## Delivery Plan Framework

- 1.4** 2010-11 saw further progress for SHP. A range of service improvements were delivered, including the Audit Commission recommendations. There was continued progress in year-on-year performance both within SHP and compared to other ALMOs. The service improvements made and level of performance achieved are summarised in section 2 – Where We Are Now.
- 1.5** We share the vision expressed in Sutton's Corporate Plan. Our Mission and Priorities identify our role and focus in contributing to this vision. These priorities are addressed through a set of three-year strategies each containing strategic objectives and reviewed on an

annual basis. Our Priorities and key strategic objectives for 2011-14 are confirmed in section 3 – Where We Want To Be.

- 1.6** In identifying our Priorities and strategic objectives we are mindful that we can make significant contributions to the overarching strategies and plans of the Council and to other service specific strategies and plans. The ways in which we contribute are considered in section 4 – Our Partnership With The Council.
- 1.7** Delivery of our strategies is driven by a planning framework. This framework operates through a planning cycle that builds a set of annual service plans and is outlined in section 5 – Towards Excellence. The Service Improvement Plan (SIP) draws together the improvement actions identified in our service plans and the SIP for 2011-12 is provided at the end of the Delivery Plan.
- 1.8** In focussing on the outcomes that are being achieved from the delivery of our plans we strive to effectively measure, manage and monitor performance and our approach to this is explained in section 6 – Measuring Our Progress. The Performance Plan 2011-12 draws together the key performance measures and targets and is provided at the end of the Delivery Plan.
- 1.9** In order to deliver our priorities in the long term, and undertake the required actions in the short term, we must continue to allocate our resources to reflect those priorities. This includes planning for the delivery of a 'Decent

# 1 Introduction

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Homes' capital-funded programme. The processes involved are identified in section 7 – Managing Our Resources. The HRA Budget 2011-12 and the SHP Management Fee 2011-12 that are derived through this process are provided in the Financial Plans at the end of the Delivery Plan.

**1.10** Following the publication of the Audit Commission Inspection report in January 2010, and in order to deliver the 2010-11 plans, the Executive Management team was confirmed in April 2010 with permanent appointments being made to

the roles of Chief Executive and Executive Director (Resources).

**1.11** Consideration was then given to whether the rest of the management structure was appropriate to take the organisation forward and to help us to deliver our plans for 2011-12 and beyond. Following consultation with staff, we decided to put in place a revised management structure and this was completed in September 2010. An outline of the Management Structure is given at the end of the Delivery Plan.

## 2 Where We Are Now

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### Introduction

**2.1** The focus of activity in the first half of 2010-11 was on the delivery of the Audit Commission inspection recommendations. Further improvements were made in the second half of the year including implementation of the reorganisation.

### The 2010-11 Service Improvement Programme

**2.2** As part of improving the aids and adaptations service in order to offer a higher quality and more equitable service we have:

- Undertaken a full service review involving a wide range of vulnerable residents and their carers;
- Adopted clear corporate policy and procedures for the service;
- Developed service standards and challenging targets for all stages of the service;
- Improved tenant information to provide clearer explanations of the service.

**2.3** As part of improving our performance management we have:

- Introduced systems to check that appraisals and supervisions are regularly carried out;
- Developed staff skills in project management and service planning;
- Improved how benchmarking data is used and incorporated in to performance reports.

**2.4** As part of improving our response to existing areas of tenant dissatisfaction we have:

- Undertaken a full service review of voids and lettings;
- Reviewed and updated the lettings standard in consultation with tenants;
- Evaluated the level and usefulness of decoration vouchers and implemented an increase in their value;
- Assessed a full range of options for improving the standard of décor in ready to let properties;
- Involved more tenants in inspecting estates, grounds maintenance and cleaning;
- Ensured that all informal and formal complaints have been captured and dealt with.

**2.5** As part of identifying new areas of resident dissatisfaction we have:

- Agreed for the Council to undertake a full biennial survey of general needs tenants, sheltered housing tenants and leaseholders;
- Received and analysed the survey results;
- Identified areas of dissatisfaction and developed actions within 2011-12 service plans to address them.

**2.6** As part of improving our organisational structures in order to improve the efficiency and quality of service delivery we have:

## 2 Where We Are Now

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- Implemented the recommendations of the HR service review;
- Reviewed the structure of customer involvement responsibilities across the organisation and implemented a new structure that better fits the needs of the service and service users;
- Reviewed the structure of charging and income collection activities and implemented specialist charging and collection teams covering all areas of activity including leaseholders;
- Reviewed the structure of communications and marketing and implemented a structure that provides greater focus for the separate internal and external communication needs.

**2.7** As part of improving the planned maintenance programme we have:

- Implemented the actions arising from the 2009-10 planned maintenance service review;
- Increased the resources allocated to the electrical testing programme to ensure a full cycle of 10-year testing is implemented by 2012-13;

**2.8** These improvements, and those of previous years, have impacted positively on our performance. Over 2010-11 as a whole 86% of the performance indicators contained in the Performance Plan showed improved performance (or retained performance at 100%) whilst 68% achieved or exceeded the target set.

**2.9** A summary of performance in relation to the Performance Plan 2010-11 is given

below. 'Improving' performance is viewed as that where either the target set has been met or where year-on-year performance has been sustained or improved. 'Declining' performance is viewed as that where year-on-year performance has declined.

## 2 Where We Are Now

### Improving Performance

Performance Indicator	2009-10	2010-11
<b>Customer Access</b>		
Proportion of telephone calls answered within 20 seconds	82.7%	87.2%
Proportion of telephone calls abandoned	3.6%	2.0%
Proportion of visitors without an appointment seen within 15 minutes	99.8%	100.0%
<b>Customer Service</b>		
Number of enquiries upheld by the Ombudsman	0	0
Customer satisfaction with the complaints process	60.0%	60.0%
<b>Customer Involvement</b>		
Tenant satisfaction with opportunities for participation in management and decision making	43.6%	59.9%
Leaseholder satisfaction that their views were taken into account	38.2%	40.1%
<b>Customer Diversity</b>		
Percentage of tenants on whom the landlord has diversity information - Gender	100.0%	100.0%
Percentage of tenants on whom the landlord has diversity information – Age	95.3%	96.6%
Percentage of tenants on whom the landlord has diversity information – Disability	87.9%	94.3%
Percentage of tenants on whom the landlord has diversity information – Ethnicity	87.9%	90.5%
Percentage of tenants on whom the landlord has diversity information – Sexual orientation	38.1%	49.0%
Percentage of tenants on whom the landlord has diversity information – Religion/faith	70.1%	78.4%
Percentage of leaseholders on whom the landlord has diversity information	31.8%	48.6%
<b>Major Works</b>		
Customer satisfaction with major works products	96.2%	96.5%
<b>Planned Maintenance</b>		
Energy efficiency – average SAP rating	66	67
Proportion of CPI2 gas certificates outstanding	0.5%	0.5%
Customer satisfaction with the gas servicing process	97.3%	98.4%

<b>Responsive Repairs</b>		
Proportion of inspections requested by customers completed within target	91.2%	94.3%
Percentage of non-urgent repairs carried out for which an appointment is both made and kept	97.7%	98.4%
Proportion of all repairs requested by tenants completed within local target times	98.9%	98.7%
Percentage of right first time repairs	90.9%	95.1%
Tenant satisfaction with responsive repairs	94.6%	96.3%
Percentage of post-inspections accepted as satisfactory by SHP	97.3%	97.7%
<b>Voids &amp; Allocations</b>		
Average time taken to re-let local authority housing	24 days	20 days
Percentage rent loss from vacant properties	0.98%	0.78%
<b>External Services</b>		
Proportion of external areas achieving a good or excellent rating	79.8%	86.0%
Percentage of residents satisfied with internal cleaning to blocks	62.7%	63.6%
Percentage of residents satisfied with external sweeping and litter picking	66.8%	69.6%
<b>Tenancy Management</b>		
Percentage of neighbourhood inspections completed on time	96.8%	100.0%
Tenant satisfaction with sign up process	95.5%	96.7%
<b>ASB</b>		
Proportion of Cat 1 ASB cases contacted within prescribed time (48 hours)	100.0%	100.0%
Proportion of Cat 2 ASB cases contacted within prescribed time (5 working days)	100.0%	100.0%
Percentage of ASB cases resolved	73.7%	94.6%
Tenant satisfaction with the way ASB cases are handled	73.7%	83.3%
Tenant satisfaction with the outcome of their ASB complaints	71.1%	86.7%
<b>Older People's Services</b>		
Sheltered tenant satisfaction with the service provided by sheltered housing officers	92.3%	93.8%
Sheltered tenant satisfaction with opportunities for participation in management and decision making	74.2%	76.0%
Sheltered tenant satisfaction that their views were taken into account	72.9%	81.5%

## 2 Where We Are Now

Performance Indicator	2009-10	2010-11
<b>Rent Income</b>		
Rent collected as a proportion of rent roll	100.0%	100.2%
Rent arrears as a proportion of rent roll	2.7%	2.3%
Percentage of tenants with more than 7 weeks gross rent arrears	5.0%	4.6%
Percentage of tenants in arrears served with NSP	20.4%	18.9%
Number of tenants evicted as a result of rent arrears	28	22
Former tenant debt as a proportion of the rent roll	2.2%	1.9%
<b>Leaseholder Charges</b>		
Leaseholder satisfaction with leasehold services	48.2%	48.7%
<b>Value For Money</b>		
Proportion of responsive repair orders where variations over £75 issued	18.6%	16.9%
Expenditure on planned maintenance as a proportion of expenditure on all maintenance	80.9%	77.6%
<b>Organisational</b>		
Staff satisfaction with finance services	100.0%	100.0%
Average number of working days lost due to staff sickness	12.6	9.1
Staff satisfaction with ICT services	98.4%	100.0%

### Declining Performance

Performance Indicator	2009-10	2010-11
<b>Customer Access</b>		
Customer satisfaction with reception services	99.7%	99.2%
<b>Customer Service</b>		
Proportion of Stage 1 complaints responded to within 10 working days	100.0%	97.8%

Performance Indicator	2009-10	2010-11
<b>Customer Involvement</b>		
Leaseholder satisfaction with opportunities for participation in management and decision making	44.8%	43.4%
Tenant satisfaction that their views were taken into account	60.3%	58.3%
<b>Major Works</b>		
Customer satisfaction with major works projects	94.9%	94.1%
Proportion of major works spend against profile	100%	97.9%
<b>Voids &amp; Allocations</b>		
New tenant satisfaction with the allocations and lettings process	98.5%	98.0%
<b>External Services</b>		
Percentage of residents satisfied with grounds maintenance services	73.1%	71.9%
<b>Leaseholder Charges</b>		
Leasehold service charges collected as a proportion of charges invoiced	108.5%	100.9%
<b>Value For Money</b>		
Value for money register as a proportion of the total budget	6.4%	6.1%
Back office costs as a proportion of front office costs	38.2%	41.1%
Expenditure on emergency and urgent repairs as a proportion of expenditure on all repairs	5.8%	6.9%
<b>Organisational</b>		
Staff satisfaction with communication services	100.0%	96.7%
Staff satisfaction with their employer	91.7%	82.1%
Reliability of ICT systems	100.0%	99.7%

# 3 Where We Want To Be

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## Our Shared Vision

**3.1** We share the vision of the Council to build a community in which all can take part and all can take pride.

## Our Values

**3.2** We strive to be:

**Committed** We are dedicated to delivering excellence

**Enthusiastic** We are energetic & motivated

**Eco-friendly** We care for our environment

**Collaborative** We are positive in our dealings with everyone

**Honest** We acknowledge, and seek to learn from, our mistakes

**Open** We are approachable & receptive

**Progressive** We are innovative

## Our Mission

**3.3** Our mission is to deliver excellent, customer focused and cost effective housing services to all our residents.

## Our Priorities

**3.4** Our Priorities are:

### **Putting Customers First**

- To make customers the focus of all aspects of our services

### **Making Services Accessible To All**

- To tailor our services to meet the diverse needs of all our customers

### **Achieving Value For Money**

- To achieve long-term viability centred on value for money

## **Providing Quality Homes**

- To provide sustainable homes through effective asset management

## **Creating Safe, Welcoming Neighbourhoods**

- To create neighbourhoods that our customers can take pride in

## Delivering Our Priorities

**3.5** We have developed a range of strategies that establish our approach to delivering our Priorities. Each strategy contains a number of strategic objectives that provide a focus for the implementation of the strategy. The strategic objectives from our five key strategies are outlined below.

## Customer Care & Involvement

**3.6** The objectives in relation to customers, directed at putting customers first, are:

- To remove any barriers that prevent customers accessing our services;
- To continuously improve the level of customer service to meet customer expectations;
- To provide opportunities for all residents to engage in ways that meet their needs;
- To enable all customers to be meaningfully involved in the planning and development of our services;
- To establish mechanisms for residents to undertake effective scrutiny.

# 3 Where We Want To Be

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## Equality & Diversity

**3.7** The strategic objectives in relation to equality and diversity, directed at making services accessible to all, are:

- To be fully aware of, and understand, our customers' diverse needs
- To respond to our customers' diverse needs in the services we deliver;
- To ensure that all customers are able to access our services.

## Value For Money

**3.8** The strategic objectives in relation to value for money, directed at achieving value for money, are:

- To provide a framework for delivering continuous improvements in efficiency;
- To maximise the benefits of an effective approach to procurement;
- To support the increasing realisation of inward investment opportunities.

## Asset Management

**3.9** The strategic objectives in relation to asset management, directed at providing quality homes, are:

- To bring all stock up to the Decent Homes standard;
- To deliver a planned maintenance programme that improves the sustainability of housing assets;
- To improve the energy efficiency of an increasing proportion of properties;

- To deliver a repairs and voids service that consistently meets our customers' expectations;

## Community Cohesion

**3.10** The strategic objectives in relation to community cohesion, directed at creating safe, welcoming neighbourhoods, are:

- To ensure all our residents are able to have quiet enjoyment of their homes;
- To ensure the environments around homes are ones in which residents can take pride;
- To deliver community initiatives that positively engage those whose behaviour may otherwise be negative;
- To respond collectively to wider community tension or extremist views that might result in disharmony.

## Other Strategies

**3.11** In addition to the five key strategies we have strategies for each of the following:

- **Direct Services** – External Services, Income Management, Leasehold Services, Older People's Services;
- **Support Services** – Communications, Finance Services, Human Resources, Information & Communications Technology;
- **Drivers** – Risk Management, Sustainability.

## 4 Our Partnership With The Council

### Sutton In Partnership

**4.1** Sutton in Partnership sets out some of the shared priorities that the Sutton Partnership wishes to achieve over the coming years. We recognise our role in

contributing to these priorities in order to create and maintain a safer, fairer and greener community in Sutton.

**4.2** The relevant priorities and indicators are set out in the table below:

Sutton in Partnership Themes	Priorities where SHP makes a contribution
Safer	<ul style="list-style-type: none"> <li>Reduce anti-social behaviour and ensure the borough is safe</li> <li>Increase the range of activities and places to go for young people</li> </ul>
Fairer	<ul style="list-style-type: none"> <li>Reduce the existing life expectancy gap and work together with residents to improve the health of the population</li> <li>Ensure all council properties meet the decent homes standard</li> </ul>
Greener	<ul style="list-style-type: none"> <li>Reduce carbon emissions in the borough by reducing emissions in buildings across the borough</li> <li>Increase borough wide recycling</li> </ul>

### Sutton's Corporate Plan 2011-15

**4.3** We can play a major part in helping the Council achieve its vision to build a community in which we can all take part and all can take pride. We recognise our

role in contributing to Sutton's Corporate Plan priorities and objectives.

**4.4** The relevant priorities and supporting objectives are set out in the table below.

Plan Priority	Supporting Objectives
Safer	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>Identify and address issue of anti-social behaviour, with fewer people saying they are worried about it</li> </ul>
Fairer	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>Raise the aspirations of our young people, with more being engaged in positive activities and in education, employment and training</li> <li>Enable adults to have choice and control over their social care arrangements, with more people able to live independent lives for longer and having individual care plans and budgets</li> <li>Reduce health inequalities as we increase our focus on improving health, with a reduced gap in the life expectancy between the highest and the lowest life expectancy across the borough</li> <li>Improve the quality and quantity of housing, with fewer people living in social housing that is non-decent and with more affordable homes provided</li> </ul>
Smarter	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>Transform the council to 'on line Sutton' to ensure residents can do more business with the council via the internet</li> </ul>
Greener	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>Maintain the high quality of the borough's parks, playgrounds and district centres, with more people saying they are satisfied with our parks and open spaces</li> <li>Reduce Sutton's eco-footprint, with more residents knowing what their eco-footprint is and how it can be reduced</li> </ul>

## 4 Our Partnership With The Council

### Sutton's Housing Strategy 2011-12 and beyond

**4.5** Sutton's Housing Strategy sets out the Council's vision to create a community in which the housing needs of all households are met, now and in the future and SHP is a key strategic partner in the delivery of this vision.

**4.6** We recognise our role in contributing to the achievement of the aims of Sutton's Housing Strategy and their supporting objectives. The relevant aims and supporting objectives, along with our contributions, are set out in the table overleaf.

Housing Strategy Strategic Aims Supporting Objectives	SHP Contribution
<p><b>Make best use of existing housing assets</b></p> <ul style="list-style-type: none"> <li>To regenerate existing council stock where appropriate</li> <li>To reduce under-occupation and overcrowding in the borough's social rented stock</li> <li>To carry out remodelling, adaptations to and, where appropriate, redevelopment of the borough's social rented stock including garages and estate grounds</li> <li>To operate efficient and effective void turnaround/ allocation/transfer/nomination processes in the borough's social rented stock</li> </ul>	<ul style="list-style-type: none"> <li>Support through stock survey data and contribution to discussions and decision making processes relating to regeneration and redevelopment</li> <li>Responsibility for carrying out adaptations</li> <li>Management of the garage service (covered in the Asset Management strategy) and estate grounds (covered in the External Services strategy)</li> <li>Responsibility for void repairs and turnaround with specific targets on void turnaround times and a plan to bring all voids up to the Decent Homes standard</li> </ul>
<p><b>Improve the condition and energy efficiency of the borough's housing stock</b></p> <ul style="list-style-type: none"> <li>To meet the decent homes target within council stock and invest in it's long term future</li> <li>To improve energy efficiency in the borough's stock across all tenures</li> <li>To tackle fuel poverty across all tenures</li> <li>To assist households in adapting to climate change</li> <li>To encourage and support the retrofitting of the existing stock with priority given to the Hackbridge area</li> </ul>	<ul style="list-style-type: none"> <li>An Asset Management strategy that incorporates an annual programme of works and a 5-year Decent Homes plan</li> <li>Specific actions within the Asset Management Service Plan to work on loft and cavity wall insulation and energy switching for heating systems and through the Decent Homes plan including replacement windows being double glazed, replacement roofs and external cladding having improved insulation and new gas boilers being more efficient</li> <li>Involvement in a pilot retrofitting project</li> </ul>
<p><b>Promote excellent housing management standards across all tenures</b></p> <ul style="list-style-type: none"> <li>To ensure, through robust performance management, that SHP achieves an excellent standard of service in all areas</li> <li>To promote effective resident involvement across all housing tenures</li> </ul>	<ul style="list-style-type: none"> <li>An agreed performance management framework and cycle including monthly monitoring meetings with Council officers and members. Management based on the Service Improvement Plan and the Performance Plan</li> <li>A revised Resident Participation Compact with implementation monitored by the Customer Involvement Monitoring Group</li> </ul>
<p><b>Meet the housing related support needs of vulnerable people</b></p> <ul style="list-style-type: none"> <li>To ensure the provision of good quality housing support</li> <li>To undertake initiatives in the social housing sector that support the community development agenda of health and well-being</li> </ul>	<ul style="list-style-type: none"> <li>Provision of sheltered housing schemes and an expanding mobile response service</li> <li>A programme of activities with young people to encourage them to be active e.g. football coaching</li> </ul>

## 4 Our Partnership With The Council

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### Sutton's HRA Business Plan 2010-11 to 2039-40

- 4.7** The HRA Business Plan identifies the resources that are required to deliver the Housing Strategy and where these resources are expected to come from. This includes both revenue funding for management of the service and capital funding for major repairs and improvements to the stock.
- 4.8** We are closely involved in the production of the HRA Business Plan and we recognise our significant role in implementing this plan. This plan will become more prominent as and when the Government introduces self-financing to the HRA and this is currently expected to be implemented in April 2012.

### The Management Agreement

- 4.9** The Management Agreement between the Council and SHP, of which this Delivery Plan forms a part, governs the formal relationship between the two bodies. Notwithstanding this, we see the relationship very much as one of two partners working together for mutual benefit. Our objectives are closely tied in with those of the Council, both in relation to housing and the Council's wider remit (as shown below). We will continue to support the Council, its tenants,

leaseholders and other customers through a culture of co-operation and partnership working.

- 4.10** During 2010-11 the Council approved an extension of the current 10-year management agreement for a further five years, taking the agreement through to 2020-21.
- 4.11** The Council has a key role to play in the monitoring of our performance through the Performance and Partnership Group, the Housing Advisory Group and the Scrutiny and Service Improvement Group. This role is detailed in section 6.

### Other Sutton Strategies

- 4.12** In addition to the main strategies of the Council including the Housing Strategy, we will continue to work in support of a number of the Council's other strategies and objectives. Increasingly we are becoming a key partner in delivering on the Council's wider social, economic and environmental agendas, as these develop.
- 4.13** Council strategies where we can make a contribution and their relevant objectives are set out in the table below:

## 4 Our Partnership With The Council

<b>Council Strategy &amp; Relevant Objectives/Targets</b>
<b>One Planet Action Plan</b> <ul style="list-style-type: none"><li>• <i>Ensure 100% of council properties meet the decent homes standard by 2020</i></li><li>• <i>All homes to have access to information on sustainable use of water by 2025</i></li></ul>
<b>Community Empowerment Framework</b> <ul style="list-style-type: none"><li>• <i>Giving residents the tools to participate</i></li><li>• <i>Open access to information we hold</i></li><li>• <i>Supporting residents to self organise</i></li><li>• <i>Open access to decision making structures</i></li><li>• <i>Telling residents how their involvement makes a difference</i></li></ul>
<b>Equality and Diversity Policy</b> <ul style="list-style-type: none"><li>• <i>Sustaining, regularly evaluating and continually improving Council services to ensure equality and diversity principles and best practice are embedded in our performance to meet the needs of individuals and groups</i></li><li>• <i>Working together with our community to provide accessible and relevant service provision that responds to our service users' needs</i></li></ul>
<b>Safer Sutton Partnership Plan</b> <ul style="list-style-type: none"><li>• <i>Deal effectively with anti-social behaviour</i></li><li>• <i>Further develop partnership work to safeguard our vulnerable residents</i></li><li>• <i>Further develop our neighbourhood approach</i></li></ul>
<b>A Joint Commissioning Strategy for the Health, Well Being and Housing of Older People</b> <ul style="list-style-type: none"><li>• <i>We will implement our strategy to ensure that more people can benefit from assistive technology (including telecare)</i></li><li>• <i>Where appropriate, we will identify resources to remodel the Council's sheltered housing stock to address issues of low demand linked to size, design, accessibility, and having regard to older people's preferred location</i></li><li>• <i>We will use the outcome of Sutton Housing Partnership's flexible support service evaluation to inform the development of a framework of cross tenure floating support services for older people to enable them to live independently for as long as possible</i></li><li>• <i>We will make proposals and seek funding for the additional adaptations that have been identified in the 2009 housing needs research</i></li></ul>
<b>Children and Young People's Plan</b> <ul style="list-style-type: none"><li>• <i>Reduction in the number of families made homeless due to anti-social behaviour</i></li><li>• <i>Increase the number of young people accessing youth services and positive activities generally</i></li></ul>
<b>Borough Investment Plan Priority Schemes</b> <ul style="list-style-type: none"><li>• <i>Supported housing and housing related support – Elizabeth House</i></li><li>• <i>Estate regeneration – Durand Close</i></li></ul>

# 5 Towards Excellence

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## Introduction

**5.1** The strategies identify the overall strategic approach to the achievement of our Priorities over a three year period. In terms of the delivery of the strategies, annual service plans have been developed that identify the actions to be taken in the next year. These actions are categorised as:

- **Improvement Actions**

Those actions within service plans aimed at the achievement of the objectives of each strategy and, thus, our Priorities

- **Operational Actions**

Those actions within service plans that are directed towards maintaining current levels of performance in the service/driver areas

**5.2** The Improvement Actions are those that we see as moving us from good to excellent and they are combined to form the Service Improvement Plan 2011-12 (SIP) which is provided at the end of this Delivery Plan.

**5.3** The service plans provide a focus for the Performance Development (Appraisal) Review where individual actions are identified that can be related back through the service plans to the strategies and, ultimately, our Priorities and our Mission.

## Residents' Surveys

**5.4** In the summer of 2010 the Council carried out its biennial survey of residents with separate surveys for general needs

tenants, sheltered housing tenants and leaseholders. The results of the surveys were analysed and compared to previous surveys to inform the actions, both improvement and operational forming parts of the SIP and individual service plans.

**5.5** Amongst general needs tenants, satisfaction levels across all services were up. As a result no actions were identified to address specific issues, rather it is felt that the overall improvement actions will give rise to further general increases in future satisfaction levels.

**5.6** However, car parking remains high on the list of problems identified by tenants. As a result a review of residents parking on the Benhill estate was initiated in the final quarter of 2010-11. This review will be completed in early 2011-12 and will be followed up by reviews of parking in other areas across the borough.

**5.7** For sheltered housing tenants satisfaction with services specific to them remains high and improving. However, despite overall satisfaction with the landlord staying above 80% it did fall from the previous survey. A strategic review of sheltered housing is planned for the first quarter of 2011-12 and as part of this review the reasons for declining satisfaction will be identified. This will enable separate, additional actions to be identified to address the declining satisfaction.

**5.8** The results for leaseholders show an increase in overall satisfaction but with some decreases in satisfaction in specific areas. One such area is in value for money

# 5 Towards Excellence

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for charges but this may reflect the fact that payment of charges has been pursued more vigorously and more leaseholders have been subject to major works charges.

**5.9** Nonetheless, the service to leaseholders has been restructured following the survey. Those staff dealing directly with leaseholders have now been made part of a high performing team with a greater customer focus. As a result it is expected that satisfaction levels amongst leaseholders will start to rise again in the future.

**5.10** The government requirement for councils to carry out biennial residents housing surveys has now been removed as has any requirement from the TSA. However, from 2011-12 we will introduce a scaled down version of the previous surveys and this will be carried out on an annual basis.

**5.11** The new Annual Residents Survey will be received by each general needs and sheltered housing tenant and leaseholders once a year but they will be distributed over the course of the year rather than in a single tranche. This will enable the reporting to take place and be updated at quarterly intervals rather than every two years.

## The Planning Cycle

**5.12** The planning cycle identifies when the key elements of the planning framework take place and for 2011-12 is shown overleaf.

**5.13** The annual cycle in 2011-12 will commence with a review of our Vision, Mission and Priorities taking account of

customers' and staff views and the new partnership strategy adopted by the Council.

**5.14** The three-year strategies will then be reviewed and the draft updated strategies will be shared at the Managers Conference to enable cross-team issues to be identified and addressed.

**5.15** Service and driver action plans represent the annual action plans are reviewed quarterly to check on the fitness for purpose of the plans and to provide the opportunity to add or remove actions where appropriate.

**5.16** Following review of the strategies managers will draft next years service plans taking account of:

- Performance in delivering current plans;
- The review and refresh of strategies;
- Outcomes from any internal or external service reviews/assessments;
- Relevant changes in the external environment e.g. new funding streams.

**5.17** A Managers Convention provides the opportunity for plan owners to be made aware of the intended actions of other service areas and strategic drivers. These are then taken in to consideration in producing the final version of the plans.

**5.18** Actions are identified for individual staff directly from the service and driver action plans as part of their annual appraisal which is subject to a mid-year review.

# 5 Towards Excellence

## The Planning Cycle 2011-2012

04-Apr		10-Oct	<b>Managers Conference</b>
11-Apr		17-Oct	<b>Performance Development: Mid-Year Review</b> <span style="float: right;">SP &amp; DAP Q2</span>
18-Apr		24-Oct	
25-Apr		31-Oct	<b>Strategies: 2012-2015 Approval</b>
02-May		07-Nov	
09-May		14-Nov	<b>Service Plans &amp; Driver Action Plans: 2012-2013 Draft</b>
16-May		21-Nov	
23-May		28-Nov	
30-May		05-Dec	
06-Jun		12-Dec	
13-Jun		19-Dec	
20-Jun		26-Dec	
27-Jun		02-Jan	
04-Jul	<b>Service Plan &amp; DAPs 11-12 Review Q1</b>	09-Jan	<b>Service Plan &amp; DAPs 11-12 Review Q3</b>
11-Jul	<b>Our Mission &amp; Priorities: Review</b>	16-Jan	<b>Managers Convention</b>
18-Jul			
25-Jul			
01-Aug			
08-Aug		23-Jan	
15-Aug		30-Jan	<b>Service Plans &amp; Driver Action Plans: 2012-2013 Approval</b>
22-Aug		06-Feb	
29-Aug		13-Feb	
05-Sep	<b>Strategies: 2011-2012 Review &amp; Refresh</b>	20-Feb	<b>Delivery Plan 2012-2013 Approval</b>
12-Sep			
19-Sep			
26-Sep			
03-Oct			
		06-Mar	<b>Performance Development: Annual Review</b>
		13-Mar	
		20-Mar	
		27-Mar	
		03-Apr	
		10-Apr	<b>Service Plan &amp; DAPs 11-12 Review Q4</b>

# 6 Measuring Our Progress

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## Introduction

**6.1** Our plans indicate the actions we are intending to take to bring about the improvements required to raise our service delivery level from good to excellent. We manage the implementation of the service plans through our line reporting/supervision arrangements and delivery of the Service Improvement Plan is monitored through our established performance monitoring arrangements.

**6.2** However, it is important to measure whether the actions undertaken do indeed bring about the planned improvements and this is done through the measurement of a group of performance indicators (PIs). These PIs operate at three levels:

- **Priority PIs** - direction and extent of travel towards achieving our Priorities;
- **Strategic PIs** - direction and extent of travel towards achieving the objectives within the service & driver strategies;
- **Operational PIs** - direction and extent of travel towards achievement of the operational actions in service plans.

**6.3** The priority PIs will now be measured annually through residents' surveys (general needs tenants, sheltered tenants and leaseholders) and reported on at the appropriate time. It is expected that the surveys will be undertaken on a rolling programme through the course of the year with each resident surveyed once.

**6.4** The strategic PIs are reported quarterly in the Balanced Scorecard which also includes information on performance

benchmarked against other London ALMOs & Boroughs and all ALMOs.

**6.5** The priority PIs and the Balanced Scorecard together form the Performance Plan 2010-11 (PP) produced at the end of this Delivery Plan.

**6.6** In addition a number of scrutiny groups identify from the balanced scorecard a small group of key performance indicators that are reported on a monthly basis (or as often as the group meets).

## The Performance Management Cycle

**6.7** Performance is monitored through:

- **Scrutiny & Service Improvement Group (SSIG)** consisting of residents supported by SHP officers, meeting every other month;
- **Housing Advisory Group (HAG)** consisting of Council Members and Officers and the SHP Chief Executive, meeting monthly;
- **Performance & Partnership Group (PPG)** consisting of the SHP Executive and Council Officers, meeting monthly;
- **Management Forum** consisting of the SHP management team, meeting quarterly.

**6.8** The Scrutiny & Service Improvement Group (SSIG) has been developed for 2011-12. The SSIG will incorporate the previous remits of both the Service Improvement Group and the ALMO Monitoring Group. It will scrutinise the general performance of SHP but, more

## 6 Measuring Our Progress

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specifically, it will scrutinise performance in relation to the local offer.

**6.9** Local offers have arisen as a result of the new TSA regulatory framework that came in to force in April 2010. They are based on the National Standards of:

- Tenant involvement and empowerment;
- Home;
- Tenancy;
- Neighbourhood and community;
- Value for money.

**6.10** Local offers reflect the priorities of residents in relation to each standard. Based on expressed resident preferences,

local standards and performance measures have been developed to enable residents to identify whether local standards are being met.

**6.11** The SSIG will look at each standard in turn and scrutinise our performance in relation to the local standards and performance measures that have been agreed.

**6.12** The performance management cycle which identifies when the key monitoring and scrutiny will take place in 2011-12 is shown overleaf.

## 6 Measuring Our Progress

### The Performance Management Cycle 2011-2012

04-Apr	Board		10-Oct		
11-Apr	MPG		17-Oct	PPG	
18-Apr	PPG		24-Oct	HAG	
25-Apr	HAG		31-Oct	Board, Management Forum	<b>Strategic PIs: 2012-2013 Approval</b>
02-May	SSIG		07-Nov	SSIG	
09-May	Management Forum		14-Nov	PPG	
16-May	PPG, Board		21-Nov	HAG	
23-May	HAG		28-Nov		
30-May			05-Dec	Board	
06-Jun			12-Dec	PPG	<b>Operational PIs: 2011-2012 Review</b>
13-Jun	PPG		19-Dec	HAG	
20-Jun			26-Dec		
27-Jun	HAG		02-Jan	SSIG	
04-Jul	SSIG		09-Jan		
11-Jul		<b>Priority PIs: 2011-2012 Review 2012-2013 Approval</b>	16-Jan	PPG	
18-Jul	PPG, HAG, Board		23-Jan	Board, HAG, Management Forum	
25-Jul	Management Forum		30-Jan		
01-Aug			06-Feb		<b>Operational PIs: 2012-2013 Approval</b>
08-Aug			13-Feb	PPG	
15-Aug	PPG		20-Feb	HAG	<b>All PIs: 2012-2013 Target Setting</b>
22-Aug			27-Feb		
29-Aug			06-Mar	Board, SSIG	
05-Sep	Board, SSIG	<b>Strategic PIs: 2011-2012 Review</b>	13-Mar	PPG	
12-Sep	PPG		20-Mar		
19-Sep			27-Mar	HAG	
26-Sep	HAG		03-Apr		
03-Oct	Board		10-Apr		

# 7 Managing Our Resources

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## Introduction

**7.1** Since we manage the HRA on behalf of the Council, our financial responsibilities cover both our own operational account (where the transactions form part of our own accounts) and the delegated budget for HRA services carried out on behalf of the Council (where the transactions remain part of the Council's accounts).

**7.2** The activities undertaken by us as both principal and agent will remain the same in 2011-12 and are identified in the Management Agreement, as are the activities that are monitored by us but charged or credited directly to the HRA.

**7.3** The assumptions underpinning the financial planning are:

- Cost rises are likely to exceed inflation in the medium term;
- Rents will be set below the levels required for rent convergence;
- Pooling of income through housing subsidy will end in 2011-12 but the Council will take on significantly increased debt in 2012-13 that will require financing through the HRA. This change is subject to primary legislation expected during 2011-12;
- The target for the HRA working balance will be 5% of turnover by 2014-15;
- Decent Homes funding will be paid as supported capital expenditure in 2011-12, as an addition to the debt settlement in 2012-13 and as grant in any years beyond this;

- Where possible, efficiency savings will be invested in stock repair and investment.

**7.4** Effective asset management is a key priority for SHP and this is reflected in both the revenue and capital budget allocations. In 2011-12, the resources available, particularly to deliver our asset management strategy, are dependent not only on the HRA budget and agreed Management Fee but also on our ability to draw down Decent Homes funding.

**7.5** Following a bidding process initiated by the HCA in December 2010, £8m of Decent Homes funding has been allocated for 2011-12 and £14m for 2012-13 with indicative funding levels for the following two years and this is reflected in the 4-year funding programme given overleaf.

## HRA Budget

**7.7** The Council remains the owner of the HRA and is responsible for producing the HRA Business Plan. However, we will continue to manage the HRA on the Council's behalf and assist in developing future HRA Business Plans that underpin our Delivery Plan.

**7.8** We are responsible for producing the revenue and capital budgets and this has been done in conjunction with the Council. The 2011-12 HRA Budget is on page F1 of the Financial Plans.

## 7 Managing Our Resources

Proposed Funding Programme 2011 – 2015				
	LBS Capital Funding [£m]	Major Repairs Reserve [£m]	Approved Decent Homes Funding [£m]	Total Funding [£m]
2011-12 [Yr1]	£0.500	£4.834	£8.000	£13.334
2012-13 [Yr2]		£4.867	£14.000	£18.867
2013-14 [Yr3]		£4.888	£14.000	£18.888
2014-15 [Yr4]		£4.912	£26.420	£31.332
<b>Total</b>	<b>£0.500</b>	<b>£19.501</b>	<b>£62.420</b>	<b>£82.421</b>

N.B. In year 1 the Major Repairs Reserve comes from the Major Repairs Allowance. From year 2 onwards the Major Repairs Reserve will be funded from within the HRA as part of self financing.  
ALMO Funding for years 3 & 4 is currently only indicative and is yet to be confirmed.

### SHP Management Fee & Budget

**7.9** The framework for the setting of the management fee is set out in the Management Agreement and the associated Schedules. Within this framework the management fee for 2011-12 has been agreed as £14,044,500, including a charge to the MRA for managing the capital programme, for the Council and this is shown on page F2.

**7.10** The allocation of resources within our budget for 2011-12 has been carried out in line with agreed priorities, strategies and plans. This is to ensure that, as far as is possible, resources have been directed towards our priorities and the areas where improvement needs have been identified. Residents were involved at various stages in the budget process and had an input into the priority setting and the resulting budget.

**7.11** We have identified 3.2% efficiency savings compared to 2010-11. This is made up of

a required saving on the management fee and the generation of additional savings that have provided for around £100,000 of growth funding that has been allocated to customer priority areas such as maintenance and cleaning of external areas, individual repairs and activities to address ASB.

### Budget Management

**7.12** In order to manage resources effectively, budgetary control is imperative. Every budget is assigned to a manager who has been trained in monitoring and managing their expenditure. Income and expenditure is managed using the Council's Agresso financial package which each manager is familiar with.

# 7 Managing Our Resources

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**7.13** We will continue to prepare monthly management accounts to enable us to effectively monitor expenditure against budget. These will be provided to managers with delegated budget responsibility. Managers have a face to face discussion with a management accountant to discuss any issues and plan any action to keep within budgetary targets.

**7.14** In addition, budget reports are considered in the MPG and the Board receive regular financial reports and accounts to enable them to monitor overall budgetary control.

## The Economic Climate

**7.15** The current economic climate gives rise to a number of financial risks. These include:

- Increasing job losses particularly in the public sector may cause rent arrears to rise with an associated reduction in rental income;
- An increasing number of residents may become reliant on housing benefit support and those currently receiving benefit may see a reduction in payments;
- Leaseholders may face greater difficulty in paying service charges and major works contributions.

**7.16** Aware of these issues at an early stage, SHP have undertaken a number of initiatives in the last two years to mitigate the effects of the recession initially and more recently the cuts in public expenditure on tenants and leaseholders

ability to pay. These initiatives include extension of the debt advice service and support for the creation of a local credit union. Performance in income collection has held up well and we will continue in 2011-12 to maintain these initiatives with the expectation of similar levels of success.

## Risk Management

**7.17** Our approach to risk management is based on a risk management strategy supported by a risk management framework. This approach was described by the Audit Commission in 2009 as “robust” and was given a substantial assurance opinion in a 2011 internal audit review.

**7.18** Risks are categorised as strategic, operational and health & safety. The management of health & safety risks is overseen by our Health & Safety Advisor. Operational risks are identified and managed by service managers.

**7.19** Strategic risks are overseen by the SHP Board and managed by the Executive Management team. They are reassessed every six months and in this way we can be assured that emerging strategic risks are identified at an early stage and plans can be identified and implemented to mitigate the risks.

**7.20** The risk register containing all three risk categories, is reviewed at the quarterly meetings of the Audit & Risk Committee, a sub-committee of the SHP Board.





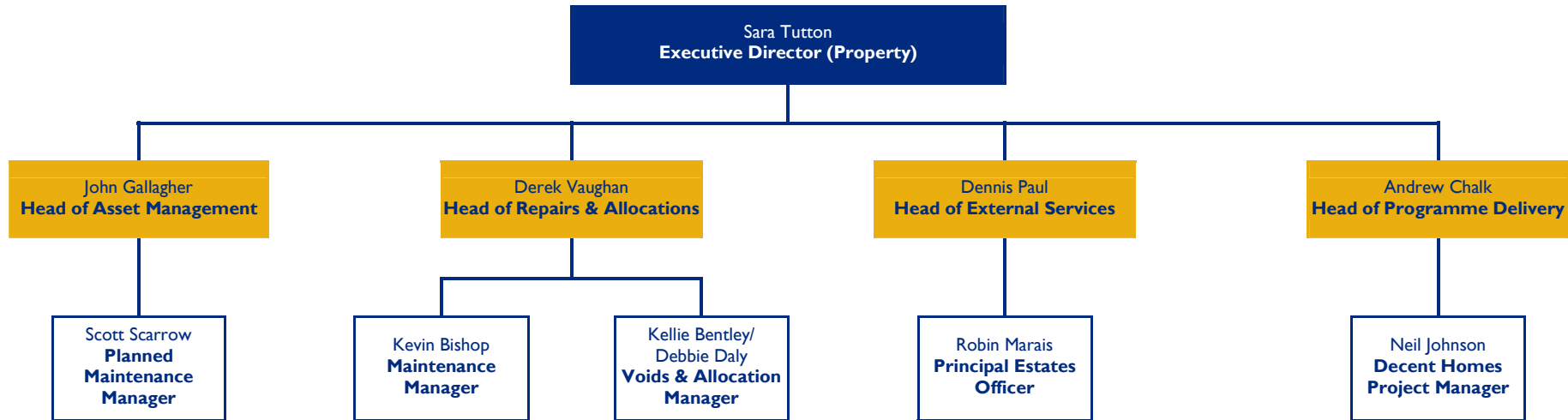
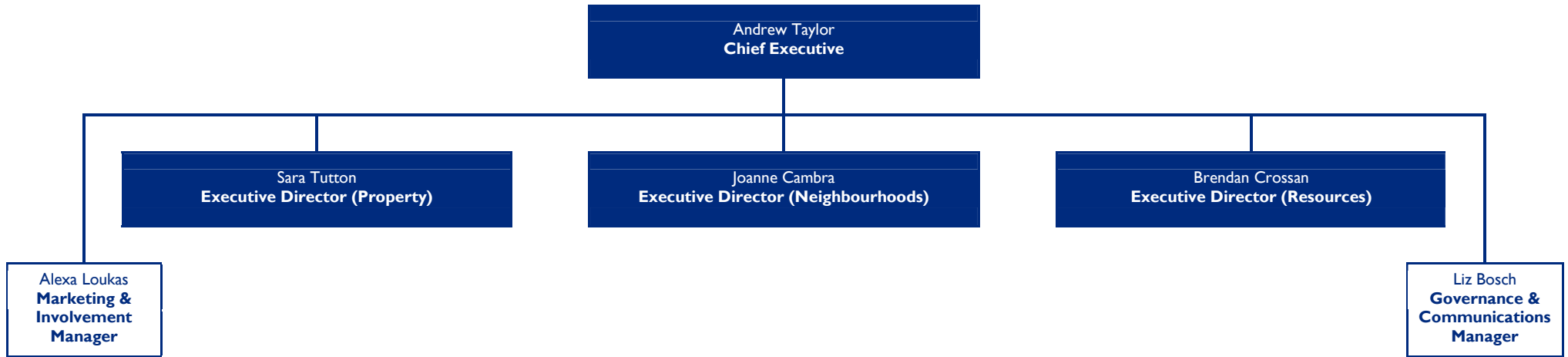
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# Management Structure 2011-12

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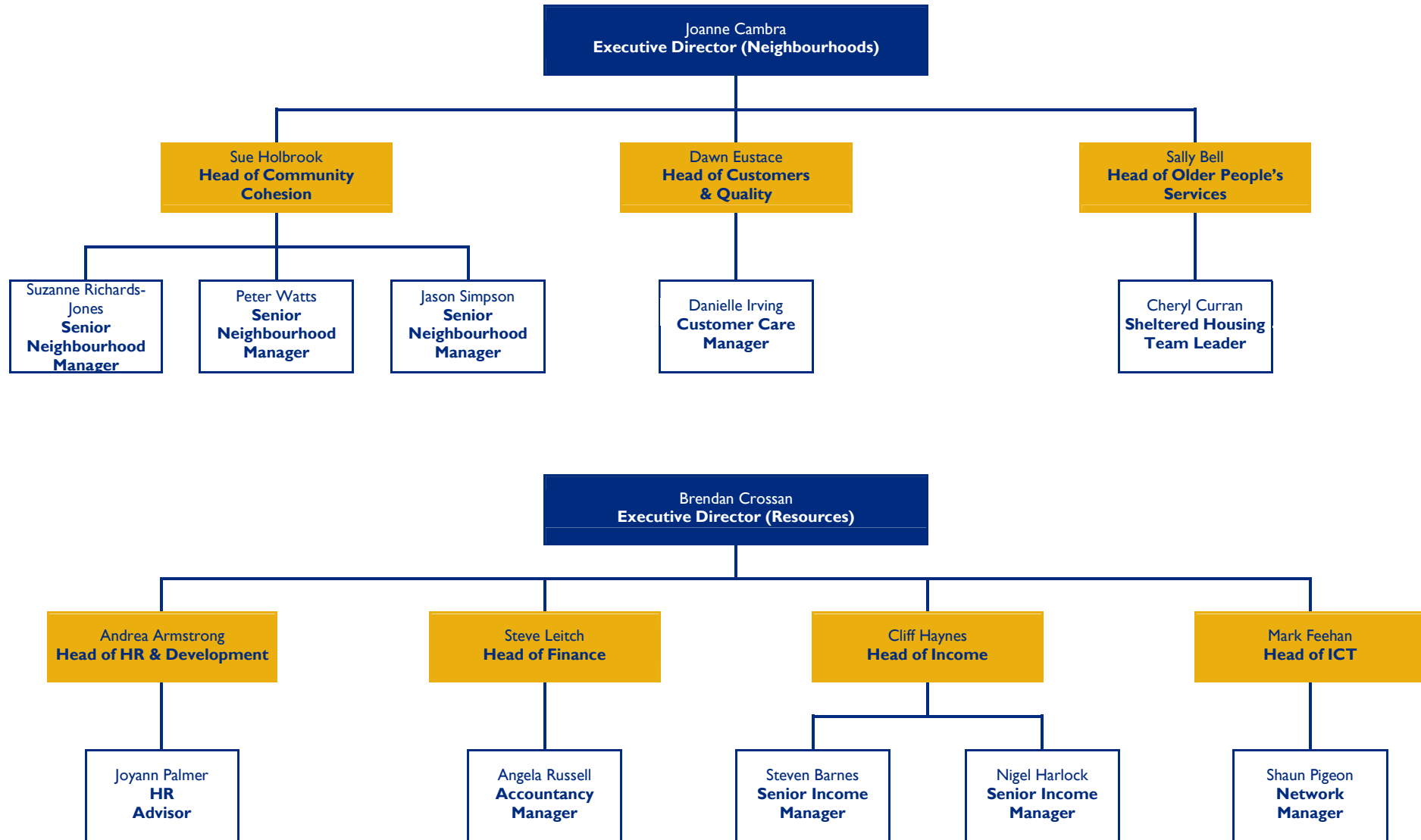
# SHP Management Structure

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# SHP Management Structure

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# Financial Plans 2011-12

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# HRA Budget 2011-12

	2011/12 Final Estimates TOTAL	2011/12 Final Estimates LB SUTTON	2011/12 Final Estimates SHP
<b>INCOME</b>			
1 Dwelling Rents	28,898,000	28,898,000	
2 Dwelling Rents (Void Loss)	(289,000)	(289,000)	
3 Non- Dwelling Rents	695,000	695,000	
4 TOTAL RENTAL INCOME	29,304,000	29,304,000	
5 Heating Charges	503,150	503,150	
6 Tenant Charges for Services	974,170	974,170	
7 Leaseholder Charges for Services	980,000	980,000	
8 Fees & Commissions	176,400	176,400	
9 Supporting People Contributions	430,000	430,000	
<b>10 TOTAL INCOME</b>	<b>32,367,720</b>	<b>32,367,720</b>	
<b>EXPENDITURE</b>			
11 Housing Repairs and Maintenance Admin	1,312,700		1,312,700
12 Admin Salaries charged to MRA	(487,400)		(487,400)
13 Planned & Cyclical Works	1,731,300		1,731,300
14 Responsive Repairs	3,759,800	(67,000)	3,826,800
	<b>6,316,400</b>	<b>(67,000)</b>	<b>6,383,400</b>
15 General Management	6,941,300	2,141,500	4,799,800
16 Special Services	2,373,900		2,373,900
17 Depreciation	4,890,000	4,890,000	
18 Payment to ODPM	10,514,000	10,514,000	
19 Increase in Provision for Bad Debts	200,000	200,000	
20 Heating Expenses	503,150	503,150	
<b>21 TOTAL EXPENDITURE</b>	<b>31,738,750</b>	<b>18,181,650</b>	<b>13,557,100</b>
22 Net Cost of Services	(628,970)	(14,186,070)	13,557,100
23 Cost of Capital Adjustment	(70,000)	(70,000)	
24 Supported Capital Debt Management Costs	240,000	240,000	
25 Interest on Cash Balances	(20,000)	(20,000)	
26 Mortgage Interest	(3,000)	(3,000)	
<b>27 Net Operating Expenditure</b>	<b>(481,970)</b>	<b>(14,039,070)</b>	<b>13,557,100</b>
28 HRA Surplus as at 1 April	(438,070)		
<b>29 HRA Surplus as at 31 March</b>	<b>(920,040)</b>		

# SHP Management Fee 2011-12

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<b>Available Resources</b>			
1	HRA Reserves as at 1st April 2011	+	438,070
2	Rental Income from dwellings	+	28,609,000
3	Rental Income from other assets	+	695,000
4	Fees and charges for housing services	+	4,743,720
<b>5</b>	<b>Total Resources Available</b>	<b>=</b>	<b>£ 34,485,790</b>

<b>Council Costs</b>			
6	HRA Reserves as at 31st March 2012	+	920,040
7	Costs of services not delegated to SHP	+	4,404,650
8	Subsidy Payments & Capital Charges	+	10,514,000
9	Depreciation (MRA)	+	4,890,000
10	Increase in Provision for Bad Debts		200,000
<b>11</b>	<b>Total Council Costs</b>	<b>=</b>	<b>£ 20,928,690</b>

<b>SHP Management Fee</b>			
	Management Fee from the HRA (row 5 minus row 11)		<b>£13,557,100</b>
	Management charges to the MRA		<b>£487,400</b>
	<b>Total SHP Management Fee (including charge to MRA)</b>	<b>=</b>	<b>£ 14,044,500</b>







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# Service Improvement Plan 2011-12

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# Service Improvement Plan 2011-12

## Key

<b>SIP Ref.</b>	Summary of targeted improvement		
<b>THE FOLLOWING ACTION(S) WILL BE TAKEN TO ACHIEVE THIS IMPROVEMENT:</b>			
Ref. from service plan	Summary of action to be undertaken	RO	Action starts    Action complete    Evidence to verify completion of action
<b>THE FOLLOWING OUTCOMES ARE EXPECTED IN DELIVERING THIS IMPROVEMENT:</b>			
	Expected impact on customer focus (access, care or involvement)		Expected impact on risk
	Expected impact on equality & diversity		Expected impact on value for money

### Service Plan Reference

yy.IA.II.xx = Improvement Action (IA) number xx from strategy reference yy where strategy references are:

- CF = Customer Focus
- ED = Equality & Diversity
- VM = Value For Money
- AM = Asset Management
- CC = Community Cohesion
- ES = External Services
- IM = Income Management
- OP = Older People's Housing & Support Services
- CM = Communications
- FS = Finance Services
- HR = Human Resources
- IT = Information & Communications Technology

### Responsible Officers

RO = Responsible Officer for the action where

- AA = Andrea Armstrong
- SB = Sally Bell
- JC = Joanne Cambra
- BC = Brendan Crossan
- DE = Dawn Eustace
- MF = Mark Feehan
- CH = Cliff Haynes
- SH = Sue Holbrook
- SL = Steve Leitch
- AL = Alexa Loukas
- DP = Dennis Paul
- ST = Sara Tutton
- DV = Derek Vaughan





# Service Improvement Plan 2011-12

**SIPII.01** Take action to identify and implement the most effective frameworks for driving up standards

**THE FOLLOWING ACTION(S) WILL BE TAKEN TO ACHIEVE THIS IMPROVEMENT:**

AM.IA.11.01	Implement full fire safety inspections to the common parts of all blocks	JG	Apr-11	Mar-12	Inspection plan, inspection reports, action plans
CI.IA.11.01	Assess the benefits of TPAS landlord accreditation and submit an application if appropriate	AL	Jul-11	Sep-11	Assessment to EMT (Sep-11), application (Dec-11) if approved
ED.IA.11.01	Implement the Social Housing Equality Framework	DE	Apr-11	Sep-11	Self assessment report, action plan
HR.IA.11.01	Undertake an external IIP assessment	AA	Oct-11	Mar-12	Application submitted, assessment undertaken
HS.IA.11.01	Undergo a British Safety Council 5* Health & Safety assessment	ST	Apr-11	Mar-12	Gap analysis report, final audit report

**THE FOLLOWING OUTCOMES ARE EXPECTED IN DELIVERING THIS IMPROVEMENT:**





 The standard of services provided to customers in relation to health & safety and customer involvement will be driven up through SHP striving to meet the external standards	 Reduces the risk that services fail to reach relevant external standards
 Implementation of the Equality Framework will ensure that standards are driven up across all diversity strands	 Standards will be driven up within existing budgets ensuring greater value for money

**SIPII.02** Take action to address the implications of the proposed changes to housing finance





**THE FOLLOWING ACTION(S) WILL BE TAKEN TO ACHIEVE THIS IMPROVEMENT:**

AM.IA.11.02	Identify and implement efficiency savings resulting from the new interfaces for repairs & voids	DV	Sep-11	Dec-11	Report and proposals for efficiency savings
CF.IA.11.01	Use HCRM to profile our customer contact and identify more cost effective options to meet demand	DE	Apr-11	Jun-11	Report and proposals for more cost effective contact
ES.IA.11.01	Identify how Estate Services can be delivered to other service users/partners	DP	Jul-11	Sep-11	Report and recommendations for business development
FS.IA.11.01	Build an SHP medium term business plan	SL	Jul-11	Dec-11	3-year plan & BRIXX model to support it
IM.IA.11.01	Undertake a review of private leasehold management options to assess their potential as a business development opportunity	BC	Jan-12	Mar-12	Report and action plan
IT.IA.11.01	Make ICT service provision a viable option for potential external customers	MF	Oct-11	Dec-11	Service specifications for business development opportunity

**THE FOLLOWING OUTCOMES ARE EXPECTED IN DELIVERING THIS IMPROVEMENT:**

 Customers will see the benefits of improved value for money and more efficient services	 Reduces the risk that individual services and the organisation as a whole will not remain viable in the medium term
 Services will be delivered to provide the best value for money to all diversity strands	 Additional sources of income will be identified and existing services will be provided more efficiently

# Service Improvement Plan 2011-12

SIPII.03 Take action to ensure that services are provided to meet the requirements of a changing customer profile					
<b>THE FOLLOWING ACTION(S) WILL BE TAKEN TO ACHIEVE THIS IMPROVEMENT:</b>					
CC.IA.11.01	Introduce an annual cycle of planned tenancy audits	SH	Apr-11	Jun-11	<i>Published plan and evidence of 1<sup>st</sup> quarter implementation</i>
CC.IA.11.02	Carry out a programme of community development activities that reflect our customer profile	SH	Apr-11	Oct-11	<i>Programme details and evidence of activities taking place with participation data</i>
ED.IA.11.02	Undertake customer journey mapping as part of all service reviews	DE	Apr-11	Mar-12	<i>Supporting evidence from review report</i>
ES.IA.11.02	Reorganise the Estatecare service to best match customer expectations within the available budget	DP	Sep-11	Dec-11	<i>Report with recommendations</i>
AM.IA.11.03	Undertake a review of allocations processes to ensure they are best used to manage tenancy issues	ST	Jul-11	Sep-11	<i>Report and action plan</i>
ED.IA.11.03	Ensure all available customer profile data is used in service reviews	DE	Apr-11	Mar-12	<i>Supporting evidence from review report</i>
<b>THE FOLLOWING OUTCOMES ARE EXPECTED IN DELIVERING THIS IMPROVEMENT:</b>					
	Service delivery will be better tailored to reflect the range of needs of customers		Reduces the risk that the range and delivery of services do not reflect the profile of our customers		
	By taking more account of the customer profile, services will be better tailored to the needs of all customers		Ensuring that service delivery matches the needs of customers makes delivery more efficient and effective		

SIPII.04 Take action to strengthen our key stakeholder and partner relationships					
<b>THE FOLLOWING ACTION(S) WILL BE TAKEN TO ACHIEVE THIS IMPROVEMENT:</b>					
CF.IA.11.02	Establish and develop a resident led scrutiny group	DE	Apr-11	Mar-12	<i>Group terms of reference, minutes of meetings</i>
CM.IA.11.01	Develop an annual marketing campaigns plan that delivers co-ordinated key messages to stakeholders	AL	Apr-11	Jun-11	<i>Plan and evidence of 1<sup>st</sup> quarter implementation</i>
CM.IA.11.02	Develop a key stakeholder relationship management plan that helps build productive relationships	AL	Jul-11	Sep-11	<i>Plan and evidence of 1<sup>st</sup> quarter implementation</i>
<b>THE FOLLOWING OUTCOMES ARE EXPECTED IN DELIVERING THIS IMPROVEMENT:</b>					
	Customer involvement at a strategic level is strengthened and customers are more aware of the issues affecting them		Reduces the risk that SHP does not engage with its key stakeholders and partners		
	Relationships will be built that reflect the diversity of our customers		Provides stakeholders with the opportunity to scrutinise value for money and enables SHP to work with partners to deliver better value for money		

# Service Improvement Plan 2011-12

**SIPII.05** Take action to address those issues identified through the monitoring of SHP performance

## THE FOLLOWING ACTION(S) WILL BE TAKEN TO ACHIEVE THIS IMPROVEMENT:

AM.IA.11.04	Implement an enhanced programme of void cleaning in order to improve new tenant satisfaction	DV	Apr-11	Jun-11	Budget spend/records, customer feedback & PI data
CF.IA.11.03	Undertake a review of complaints handling to ensure satisfaction with the process improves	JC	Oct-11	Dec-11	Report and action plan
ES.IA.11.03	Implement improvements to the window cleaning service that provide better value to customers	ST	Nov-11	Jan-12	Report and action plan
VM.IA.11.01	Undertake a review of staff allowances relating to car usage to improve equity and value for money	BC	Jun-11	Aug-11	Report including recommendations
OP.IA.11.02	Undertake a review of older people's services to ensure they cost effectively meet customer needs	JC	Apr-11	Jun-11	Report and action plan

## THE FOLLOWING OUTCOMES ARE EXPECTED IN DELIVERING THIS IMPROVEMENT:



Levels of customer satisfaction are increased in specific service areas



Reduces the risk that service performance issues are not identified and effectively addressed



Service delivery is focussed on ensuring the diverse needs of all our customers are met



Improves the value for money of those services where value for money has been identified as requiring improvement



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# Performance Plan 2011-12

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# Priority Performance Indicators

## Key

Ref.	Description	2010-11 Outturn	2010-11 Target	2011-12 Target	2012-13 Target	Change to 3-yr target
PI Reference	Description of performance indicator	Last full year result	1st year target	2nd year target	<b>3rd year target</b>	Change to years 2 & 3 targets based on year 1 outturns

### Performance Indicator Reference

yy.PI.xx = Indicator number xx of indicator type PI (priority) and from strategy reference yy where strategy references are:

- CF = Customer Focus
- ED = Equality & Diversity
- VM = Value For Money
- AM = Asset Management
- CC = Community Cohesion

### Priority Indicators

In 2010-11 3-year targets were set for the Priority Indicators with the 3<sup>rd</sup> year being the key target and the 1<sup>st</sup> and 2<sup>nd</sup> year targets representing milestones to the 3<sup>rd</sup> year target.

As a result the original 3<sup>rd</sup> year target (2012-13) has not been changed just because the 1<sup>st</sup> year milestone was not met or was exceeded. It is only if performance in the 1<sup>st</sup> year clearly indicates that the 3<sup>rd</sup> year target will not be met or will be exceeded that the 3<sup>rd</sup> year target has been changed.

The 2010-11 outturns are in green if the 2010-11 milestone was met, amber if it was close to being met and red if the outturn was significantly below the milestone.

Consequently, in most cases it is the actions necessary to achieve the 3<sup>rd</sup> year target that have been changed rather than the target itself.

# Priority Performance Indicators

PRIORITY PERFORMANCE INDICATORS						
Ref.	Description	2010-11 Outturn	2010-11 Target	2011-12 Target	2012-13 Target	Change to 3-yr target
<b>Putting Customers First</b>						
CF.PI.01	Tenant satisfaction with the overall service provided by their landlord (exc. sheltered)	74.7%	72.8%	75.4%	78.0%	↔
CF.PI.02	Sheltered tenant satisfaction with overall service provided by their landlord	79.1%	91.0%	82.0%	85.0%	↓
CF.PI.03	Leaseholder satisfaction with the overall service provided by their landlord	49.3%	48.0%	51.0%	54.0%	↔
<b>Making Services Accessible To All</b>						
ED.PI.01	BME tenant satisfaction with the overall service provided by their landlord	82.8%	77.2%	77.6%	78.0%	↔
ED.PI.02	Disabled tenant satisfaction with the overall service provided by their landlord	74.7%	75.6%	76.8%	78.0%	↔
ED.PI.03	Tenant satisfaction with the overall service provided by their landlord by age (<25)	70.6%	74.0%	76.0%	78.0%	↔
ED.PI.04	Tenant satisfaction with the overall service provided by their landlord by age (25-59)	68.9%	68.3%	73.2%	78.0%	↔
ED.PI.05	Tenant satisfaction with the overall service provided by their landlord by age (60+)	81.6%	78.0%	78.0%	78.0%	↔
<b>Achieving Value For Money</b>						
VM.PI.01	Tenant satisfaction with value for money for their rent	81.0%	76.6%	77.8%	78.0%	↔
VM.PI.02	Leaseholder satisfaction with value for money for their service charges	29.4%	39.4%	42.2%	45.0%	↔
<b>Providing Quality Homes</b>						
AM.PI.01	Percentage of non-decent council homes	35.2%	37.4%	tbc	tbc	tbc
AM.PI.02	Tenant satisfaction with the overall quality of their home	76.7%	74.3%	75.8%	78.0%	↔
AM.PI.03	Tenant satisfaction with repairs & maintenance service	75.5%	72.0%	75.0%	78.0%	↔
<b>Creating Safe, Welcoming Neighbourhoods</b>						
CC.PI.01	Tenant satisfaction with their neighbourhood as a place to live	78.9%	76.5%	77.3%	78.0%	↔
CC.PI.02	Leaseholder satisfaction with the neighbourhood as a place to live	67.2%	73.6%	75.8%	78.0%	↔

# Balanced Scorecard Performance Indicators

## Balanced Scorecard

The balanced scorecard views the organisation from four perspectives.

Each perspective is split in to a number of elements that identify the main areas within the perspective.

The perspectives and elements in the SHP Balanced Scorecard are as follows:

Perspective	CUSTOMERS	SERVICES	FINANCIAL	ORGANISATIONAL
Element(s)	Customer Access Customer Service Customer Involvement Customer Diversity	Major Works Planned Maintenance Aids & Adaptations Repairs Voids & Allocations External Services Tenancy Management ASB Older People's Services	Income Collection Value for Money	Communications Finance HR ICT Governance

Compared to 2010-11, Aids & Adaptations (in Services) has been added as an element and Income Collection (in Financial) combines the previous elements of Rent Income and Leaseholder Charges

Each element contains a number of PIs that together represent a view of the overall performance of that element of the organisation. These PIs and their targets are given below.

### Footnotes

<sup>1</sup>2010-11 target adjusted in year to reflect 2009-10 outturn and/or 2010-11 Q1 performance

# Balanced Scorecard Performance Indicators

## Key

Ref.	Description	RO	2010-11 Outturn	2010-11 Target	2011-12 Target	2012-13 Target	2013-14 Target
PI Reference	Description of performance indicator	Reporting Officer	Last full year result	Last full year target where one existed	<b>Current full year target</b>	Strategic indicators have 3-year targets	

### Performance Indicator Reference

yy.SI.xx = Indicator number xx of indicator type SI (strategic) and from strategy reference yy where strategy references are:

- CF = Customer Focus
- ED = Equality & Diversity
- VM = Value For Money
- AM = Asset Management
- CC = Community Cohesion
- ES = External Services
- IM = Income Management
- OP = Older People's Housing & Support Services
- CM = Communications
- FS = Finance Services
- HR = Human Resources
- IT = Information & Communications Technology

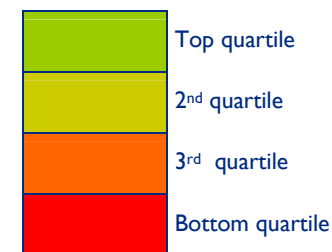
### Reporting Officer

RO = Reporting Officer where:

- AA = Andrea Armstrong
- SB = Sally Bell
- LB = Liz Bosch
- AC = Andrew Chalk
- DE = Dawn Eustace
- MF = Mark Feehan
- JG = John Gallagher
- CH = Cliff Haynes
- SH = Sue Holbrook
- NJ = Neil Johnson
- SL = Steve Leitch
- AL = Alexa Loukas
- DP = Dennis Paul
- DV = Derek Vaughan

### Benchmarking

Shaded cells show current quartile against all ALMOs and likely future quartile based on achievement of 3-year target



# Balanced Scorecard Performance Indicators

BALANCED SCORECARD PERFORMANCE INDICATORS									
	Ref.	Description	RO	2010-11 Outturn	2010-11 Target	2011-12 Target	2012-13 Target	2013-14 Target	Accepted Tolerance
<b>CUSTOMERS</b>	<b>Customer Access</b>								
	CF.SI.01	Proportion of telephone calls answered within 20 seconds	DE	87.2%	84.0% <sup>1</sup>	85.0%	86.0%	87.0%	
	CF.SI.06	Customer satisfaction with reception services.	DE	99.2%	99.0%	96.0%	96.0%	96.0%	
	CF.SI.07	Proportion of all non-telephone contact responded to within target timescales	DE	n.a.	n.a.	1 <sup>st</sup> measure			
	CF.SI.16	Average time taken to answer inbound calls	DE	16.3 sec	n.a.	15.2 sec	14.6 sec	14.0sec	
	CF.SI.17	Percentage of inbound calls answered	DE	98.0%	97.0%	97.7%	97.8%	97.9%	
	CF.SI.18	Proportion of all visitors to reception seen within service standard times	DE	99.8%	100.0%	100.0%	100.0%	100.0%	0.2%
	<b>Customer Service</b>								
	CF.SI.08	Proportion of Stage 1 complaints responded to within 10 working days	DE	97.8%	100.0%	100.0%	100.0%	100.0%	1 complaint
	CF.SI.09	Proportion of Stage 3 complaints upheld	DE	22.2%	0.0%	0.0%	0.0%	0.0%	
	CF.SI.10	Number of enquiries upheld by the Ombudsman	DE	0	0	0	0	0	
	CF.SI.11	Customer satisfaction with the complaints process	DE	60.0%	64.0%	64.0%	67.0%	70.0%	
	CF.SI.19	Proportion of residents who feel that SHP was able to deal with their enquiry	DE	80.1%	n.a.	81.0%	82.0%	83.0%	

# Balanced Scorecard Performance Indicators

BALANCED SCORECARD PERFORMANCE INDICATORS										
CUSTOMERS	Ref.	Description	RO	2010-11 Outturn	2010-11 Target	2011-12 Target	2012-13 Target	2013-14 Target	Accepted Tolerance	
	<b>Customer Involvement</b>									
	CF.SI.12	Tenant satisfaction with opportunities for participation in management and decision making	AL	59.9%	52.0%	62.0%	64.5%	67.0%		
	CF.SI.13	Leaseholder satisfaction with opportunities for participation in management and decision making	AL	43.4%	52.0%	45.0%	48.5%	52.0%		
	CF.SI.14	Tenant satisfaction that their views are taken in to account	AL	58.3%	62.6%	61.5%	64.5%	67.0%		
	CF.SI.15	Leaseholder satisfaction that their views are taken in to account	AL	40.1%	48.0%	42.0%	44.0%	46.0%		
	<b>Customer Diversity</b>									
	ED.SI.01	Percentage of tenants on who the landlord has diversity information – Gender	DE	100.0%	100.0%	100.0%	100.0%	100.0%	0.5%	
	ED.SI.02	Percentage of tenants on who the landlord has diversity information – Age	DE	96.6%	96.0% <sup>!</sup>	98.0%	100.0%	100.0%		
	ED.SI.03	Percentage of tenants on who the landlord has diversity information – Disability	DE	94.3%	90.0% <sup>!</sup>	93.0%	94.5%	96.0%		
ED.SI.04	Percentage of tenants on who the landlord has diversity information – Ethnicity	DE	90.5%	90.0%	92.0%	94.0%	96.0%			
ED.SI.05	Percentage of tenants on who the landlord has diversity information – Sexual orientation	DE	49.0%	40.0% <sup>!</sup>	45.0%	47.0%	49.0%			
ED.SI.06	Percentage of tenants on who the landlord has diversity information – Religion/faith	DE	78.4%	74.0% <sup>!</sup>	76.0%	77.0%	78.0%			
ED.SI.07	Percentage of resident leaseholders on who the landlord has diversity information	DE	48.6%	50.0%	60.0%	70.0%	80.0%			

# Balanced Scorecard Performance Indicators

BALANCED SCORECARD PERFORMANCE INDICATORS									
	Ref.	Description	RO	2010-11 Outturn	2010-11 Target	2011-12 Target	2012-13 Target	2013-14 Target	Accepted Tolerance
SERVICES	<b>Major Works</b>								
	AM.SI.01	Tenant satisfaction with major works projects	AC	94.1%	95.0%	95.0%	96.0%	96.0%	
	AM.SI.02	Tenant satisfaction with major works products	AC	96.5%	95.0%	96.0%	96.0%	96.0%	
	AM.SI.17	SHP satisfaction with major works contractors	AC	n.a.	n.a.	1 <sup>st</sup> measure			
	AM.SI.18	Actual on site project time compared to planned	AC	n.a.	n.a.	1 <sup>st</sup> measure			
	AM.SI.19	Percentage of reported accidents	AC	n.a.	n.a.	1 <sup>st</sup> measure			
	AM.SI.20	Percentage of waste reduction	AC	n.a.	n.a.	1 <sup>st</sup> measure			
	<b>Planned Maintenance</b>								
	AM.SI.04	Average SAP rating (energy efficiency) of local authority owned dwellings	JG	67	67 <sup>1</sup>	68	69	70	
	AM.SI.05	Percentage of dwellings with a valid CPI2 gas certificate	JG	99.5%	100.0%	100.0%	100.0%	100.0%	0.5%
	AM.SI.06	Proportion of gas repair 1 <sup>st</sup> appointments requested by tenants completed within target times	JG	95.8%	1 <sup>st</sup> measure	97.0%	98.0%	99.0%	
	AM.SI.07	Customer satisfaction with the gas servicing process	JG	98.4%	95.0%	96.0%	96.0%	96.0%	
AM.SI.21	Proportion of properties with a valid electrical test certificate	JG	75.2%	75.1%	88.4%	100.0%	100.0%	0.5%	

# Balanced Scorecard Performance Indicators

BALANCED SCORECARD PERFORMANCE INDICATORS									
Ref.	Description	RO	2010-11 Outturn	2010-11 Target	2011-12 Target	2012-13 Target	2013-14 Target	Accepted Tolerance	
<b>Aids &amp; Adaptations</b>									
AM.SI.22	Proportion of minor adaptations meeting standard – referral to order (10 working days)	NJ	n.a.	n.a.	1 <sup>st</sup> measure				
AM.SI.23	Proportion of minor adaptations meeting standard – order to completion (7 working days)	NJ	n.a.	n.a.	1 <sup>st</sup> measure				
AM.SI.24	Tenant satisfaction with minor adaptations process	NJ	n.a.	n.a.	1 <sup>st</sup> measure				
AM.SI.25	Proportion of major adaptations meeting standard – referral to order (30 working days)	NJ	n.a.	n.a.	1 <sup>st</sup> measure				
AM.SI.26	Proportion of major adaptations meeting standard – order to completion (60 working days)	NJ	n.a.	n.a.	1 <sup>st</sup> measure				
AM.SI.27	Tenant satisfaction with major adaptations process	NJ	n.a.	n.a.	96.0%	96.0%	96.0%		
<b>Responsive Repairs</b>									
AM.SI.08	Proportion of inspections requested by tenants completed within target	DV	94.3%	93.0%	93.0%	93.0%	93.0%		
AM.SI.10	Proportion of all repairs requested by tenants completed within local target times	DV	98.7%	98.5%	99.0%	99.0%	99.0%		
AM.SI.11	Percentage of right first time repairs	DV	95.1%	91.0%	95.0%	95.5%	96.0%		
AM.SI.12	Tenant satisfaction with responsive repairs	DV	96.3%	94.0%	96.0%	96.0%	96.0%		
AM.SI.13	Percentage of post inspections accepted as satisfactory by SHP	DV	97.7%	97.0%	97.0%	97.0%	97.0%		
AM.SI.28	Appointments kept as a proportion of appointments made	DV	98.4%	n.a.	98.5%	99.0%	99.0%		
AM.SI.29	Tenant satisfaction with communal responsive repairs	DV	n.a.	n.a.	1 <sup>st</sup> measure				

# Balanced Scorecard Performance Indicators

BALANCED SCORECARD PERFORMANCE INDICATORS									
Ref.	Description	RO	2010-11 Outturn	2010-11 Target	2011-12 Target	2012-13 Target	2013-14 Target	Accepted Tolerance	
<b>VOIDS &amp; ALLOCATIONS</b>									
AM.SI.14	Average time taken to re-let local authority housing	DV	20 days	23 days	21 days	21 days	21 days		
AM.SI.15	Percentage rent loss from vacant properties	DV	0.78%	1.00%	0.90%	0.85%	0.85%		
AM.SI.16	New tenant satisfaction with allocations & lettings process	DV	98.0%	98.0%	96.0%	96.0%	96.0%		
AM.SI.30	New tenant satisfaction with the condition of their property in relation to the lettings standard	DV	n.a.	n.a.	74.0%	77.0%	80.0%		
AM.SI.31	Percentage of transfers receiving a pre-termination visit	DV	n.a.	n.a.	1 <sup>st</sup> measure				
<b>EXTERNAL SERVICES</b>									
ES.SI.01	Proportion of all estate external areas achieving a good or excellent rating	DP	86.0%	80.0%	82.5%	85.0%	87.5%		
ES.SI.02	Percentage of residents satisfied with internal cleaning to blocks	DP	63.6%	65.2%	67.6%	70.0%	72.5%		
ES.SI.03	Percentage of residents satisfied with external sweeping and litter picking	DP	69.6%	69.0%	71.0%	73.0%	75.0%		
ES.SI.04	Percentage of residents satisfied with window cleaning services	DP	39.4%	1 <sup>st</sup> measure	40.0%	44.0%	48.0%		
ES.SI.05	Percentage of residents satisfied with grounds maintenance services	DP	71.9%	74.0%	75.0%	76.0%	77.0%		

# Balanced Scorecard Performance Indicators

BALANCED SCORECARD PERFORMANCE INDICATORS									
Ref.	Description	RO	2010-11 Outturn	2010-11 Target	2011-12 Target	2012-13 Target	2013-14 Target	Accepted Tolerance	
<b>Tenancy Management</b>									
CC.SI.01	Percentage of neighbourhood inspections completed on time	SH	100.0%	100.0%	100.0%	100.0%	100.0%	1 inspection	
CC.SI.02	Tenant satisfaction with the tenancy sign up process	SH	96.7%	95.0%	96.0%	96.0%	96.0%		
CC.SI.03	Proportion of 6-week new tenancy visits undertaken	SH	91.0%	95.0%	100.0%	100.0%	100.0%	5.0%	
CC.SI.04	Proportion of 8-month new tenancy visits undertaken	SH	96.3%	95.0%	100.0%	100.0%	100.0%	5.0%	
<b>ASB</b>									
CC.SI.05	Proportion of Cat 1 ASB cases contacted within prescribed times	SH	100.0%	100.0%	100.0%	100.0%	100.0%	1 case	
CC.SI.06	Proportion of Cat 2 ASB cases contacted within prescribed times	SH	100.0%	100.0%	100.0%	100.0%	100.0%	2 cases	
CC.SI.08	Tenant satisfaction with the way ASB cases are handled	SH	83.3%	77.0% <sup>1</sup>	80.0%	83.0%	86.0%		
CC.SI.09	Tenant satisfaction with the outcome of their ASB complaint	SH	86.7%	77.0% <sup>1</sup>	80.0%	82.0%	84.0%		
<b>Older People's Services</b>									
OP.SI.01	Proportion of attendance on site within target time (20 minutes) by mobile team to all clients	SB	88.5%	90.0%	90.0%	90.0%	90.0%		
OP.SI.02	Sheltered tenant satisfaction with the service provided by sheltered housing officers	SB	93.8%	93.0%	94.0%	95.0%	96.0%		
OP.SI.03	Sheltered tenant satisfaction with opportunities for participation in management and decision making	SB	76.0%	76.0%	78.0%	80.0%	82.0%		
OP.SI.05	Service user satisfaction with the mobile response service	SB	n.a.	n.a.	1 <sup>st</sup> measure				

# Balanced Scorecard Performance Indicators

BALANCED SCORECARD PERFORMANCE INDICATORS										
FINANCIAL	Ref.	Description	RO	2010-11 Outturn	2010-11 Target	2011-12 Target	2012-13 Target	2013-14 Target	Accepted Tolerance	
	<b>Income Collection</b>									
	IM.SI.01	Rent collected as a proportion of the rent roll (exc. arrears)	CH	100.2%	100.1%	100.1%	100.1%	100.1%		
	IM.SI.02	Rent arrears as a proportion of the rent roll	CH	2.3%	2.2%	2.1%	2.0%	1.9%		
	IM.SI.03	Percentage of tenants with more than 7 weeks gross rent arrears	CH	4.6%	5.0%	4.7%	4.6%	4.5%		
	IM.SI.05	Number of tenants evicted as a result of rent arrears	CH	22	23	22	21	20		
	IM.SI.06	Former tenant debt as a proportion of rent roll	CH	1.9%	2.0%	1.9%	1.8%	1.7%		
	IM.SI.07	Proportion of current year's leasehold service charges collected	CH	100.9%	100.0%	103.0%	103.0%	103.0%		
	IM.SI.08	Leasehold service charge arrears	CH	n.a.	n.a.	£300k	£270k	£240k		
	IM.SI.09	Proportion of leaseholders with a payment plan in place within 3 months of final invoice	CH	n.a.	n.a.	90.0%	92.5%	95.0%		
<b>Value For Money</b>										
VM.SI.06	Budget spend against profile	SL	n.a.	n.a.	100.0%	100.0%	100.0%	1.0%		
VM.SI.07	Next year's efficiency savings as a proportion of current year budget	SL	3.2%	3.0%	3.0%	3.0%	3.0%			
VM.SI.08	Back office spend against profile	SL	n.a.	n.a.	100.0%	100.0%	100.0%	1.0%		
VM.SI.09	Next year's back office costs as a proportion of next year's budget	SL	40.0%	37.5%	37.5%	37.0%	36.5%			

# Balanced Scorecard Performance Indicators

BALANCED SCORECARD PERFORMANCE INDICATORS										
ORGANISATIONAL	Ref.	Description	RO	2010-11 Outturn	2010-11 Target	2011-12 Target	2012-13 Target	2013-14 Target	Accepted Tolerance	
	<b>Communications</b>									
	CM.SI.01	Staff satisfaction with communication services	LB	96.7%	96.0%	96.0%	96.0%	96.0%	96.0%	
	CM.SI.02	Customer satisfaction with the way SHP keeps them informed	AL	n.a.	n.a.	1 <sup>st</sup> measure				
	<b>Finance</b>									
	FS.SI.01	Staff satisfaction with finance services	SL	100.0%	96.0%	96.0%	96.0%	96.0%	96.0%	
	<b>HR</b>									
	HR.SI.01	Staff satisfaction with their employer	AA	82.1%	90.0%	85.0%	85.0%	85.0%	85.0%	
	HR.SI.02	Number of working days lost due to sickness	AA	9.1 days	9 days <sup>1</sup>	9 days	8 days	7 days		
	HR.SI.03	Staff satisfaction with HR service	AA	n.a.	n.a.	1 <sup>st</sup> measure				
<b>ICT</b>										
IT.SI.01	Staff satisfaction with ICT services	MF	100.0%	96.0%	96.0%	96.0%	96.0%	96.0%		
IT.SI.02	Reliability of ICT systems (based on system uptime 24/7)	MF	99.7%	99.0%	98.0%	98.0%	98.0%	98.0%		
IT.SI.03	Percentage of all calls responded to within service standards	MF	n.a.	n.a.	100.0%	100.0%	100.0%	100.0%	2.5%	
<b>Governance</b>										
GO.SI.01	Proportion of Board members who meet the minimum attendance requirement for meetings	LB	62.5%	100.0%	100.0%	100.0%	100.0%	100.0%	10.0%	



***Putting Customers First***  
***Making Services Accessible To All***  
***Achieving Value For Money***  
***Providing Quality Homes***  
***Creating Safe, Welcoming Neighbourhoods***

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