

How Did We Perform?

2010-11

OUR MISSION

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



Have We Delivered Our Improvement Plans?

To improve the aids and adaptations 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.

To improve 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.

To improve 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.

To help identify 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.

To improve our organisational structures we have:

- 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.

To improve 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;

Have We Achieved Our Targets?

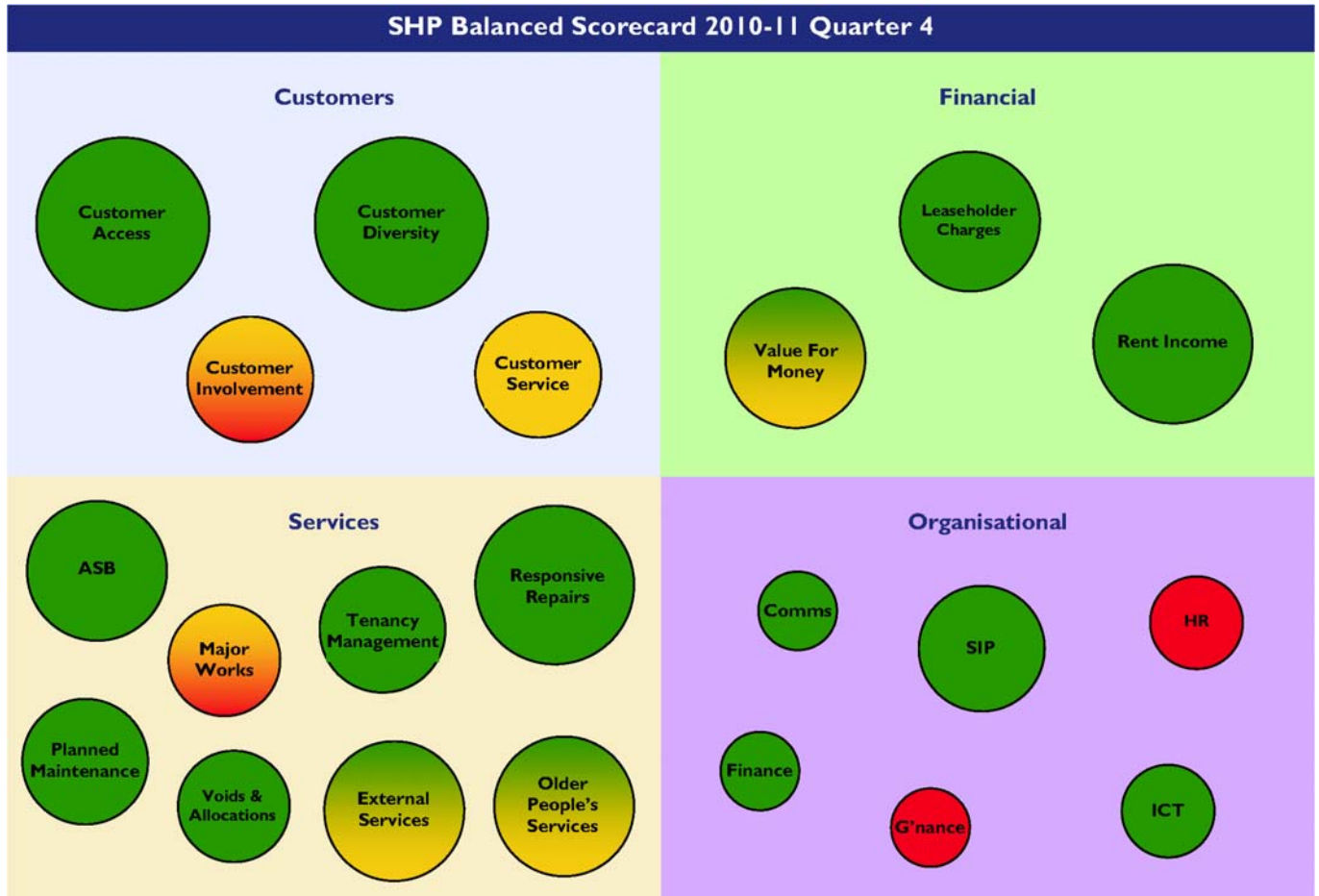
Of the performance indicators used in 2010-11, where comparison is possible, almost 90 per cent showed improved performance over 2009-10 and for just under 70% the target was achieved. In the table across, the indicators in **green** below show where performance was improved or sustained with those in **red** showing declining performance.

Performance Indicator	2009-10	2010-11
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%
Number of enquiries upheld by the Ombudsman	0	0
Customer satisfaction with the complaints process	60.0%	60.0%
Tenant satisfaction with opportunities for participation in management & decision making	43.6%	59.9%
Leaseholder satisfaction that their views were taken into account	38.2%	40.1%
Percentage of tenants on whom the landlord has diversity information:		
- Gender	100.0%	100.0%
- Age	95.3%	96.6%
- Disability	87.9%	94.3%
- Ethnicity	87.9%	90.5%
- Sexual orientation	38.1%	49.0%
- Religion/faith	70.1%	78.4%
Percentage of leaseholders on whom the landlord has diversity information	31.8%	48.6%
Customer satisfaction with major works projects	96.2%	96.5%
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%
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 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%
Average time taken to re-let local authority housing	24 days	20 days
Percentage rent loss from vacant properties	0.98%	0.78%
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%
Percentage of neighbourhood inspections completed on time	96.8%	100.0%

Performance Indicator	2009-10	2010-11
Tenant satisfaction with sign up process	95.5%	96.7%
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%
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%
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%
Leaseholder satisfaction with leasehold services	48.2%	48.7%
Proportion of responsive repair orders where variations over £75 issued	18.6%	16.9%
Proportion of Stage 1 complaints responded to within 10 working days	100.0%	97.8%
Leaseholder satisfaction with opportunities for participation in management & decision making	44.8%	43.4%
Tenant satisfaction that their views were taken into account	60.3%	58.3%
Customer satisfaction with major works projects	94.9%	94.1%
Proportion of major works spend against profile	100%	97.9%
Percentage of residents satisfied with grounds maintenance services	73.1%	71.9%
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%

Have We Improved As An Organisation?

In 2010-11 we continued to use a 'Balanced Scorecard' to look at performance across the organisation. To do this we split SHP in to twenty one 'elements' and the performance indicators in each element are scored 3,2 or 1 depending on whether performance is on target, improving or declining. An average score for each element is calculated and the organisation as a whole is then represented in a single chart, as shown below:



The size of the circles reflects the number of indicators used to measure performance and the green-amber-red colouring reflects the strength of performance. Green represents the majority of indicators being on target, amber that most indicators are improving year-on-year and red that performance is generally declining.

The 2010-11 Balanced Scorecard shows that in 17 of the 21 measured elements overall performance has improved.

The Balanced Scorecard report contains more detailed information on how the scorecard is put together and on our performance in 2010-11. The 2010-11 Balanced Scorecard report can be found at:

<http://www.suttonhousingpartnership.org.uk/AboutUs/OurPlansandPerformance/OurPerformance.aspx>