

Appendix 1

2010 Rotherham Ltd Improvement Plan: 2009/11 – Quarter 3 progress report

Background

The Improvement Plan contains 6 main outcomes and these are to be achieved through 62 individual actions. Each action has a lead Directorate. The plan has been updated to report progress by exception to the end of December 2009 (Quarter 3).

The status indicators are colour coded thus:

- Red:** The key date has passed or the outcome is known not to be achievable by key date
- Amber:** The key date has not yet passed but timely completion is threatened
- Green:** The key date has not yet passed but timely completion is expected
- Clear:** (to be shown as a blue 'C' if represented by a letter) The outcome has been achieved/the task is complete.

This report provides an update on those actions:

- which are known to be **behind schedule/off target** against key dates;
- those actions where there have been **notable achievements** recorded;
- and a view of **forthcoming actions** scheduled to be completed within the forth quarter of the financial year.

Section One - Exceptions report and remedial action:

There are 7 actions currently identified as being **behind schedule/off target** against key dates. Comments have been provided by lead Directorates to outline the remedial actions being undertaken to complete the task.

Outcome	Key actions to achieve outcome	Key dates	Lead Director	Success criteria	Status
Theme 1: Address tenants' and leaseholders' priorities for improvement					
Tenants' priorities have been identified through the STATUS and test of opinion surveys and feedback from tenant's events. The STATUS survey is biannual and was undertaken in October 2008 and therefore is not due to be repeated until October 2010 so we have requested it is done earlier. Leaseholders have monthly meetings at which their priorities and proposals to address them have been discussed.					
1.1 Tenants are highly satisfied with repairs and maintenance services	a) Publicise the repairs categories, cyclical and programmed works and revisit all service standards with tenants	Dec 09	Property Services	a) Clear service standards, cyclical and repairs programmes in place, available on website and published in leaflets and "Round Your Place" and monitored by the Service Improvement Group.	R
Comment					
(a) Three consultation events have been held with the Customers Service Improvement Group and the service standards, cyclical and repairs programmes in place were reviewed. An article was drafted and submitted to the Communication team for publication. An amended draft of the information for tenants to be publicised on the website was produced and issued to the Communication team in January 2010. Website is scheduled to be updated late January 2010.					
The repairs element of Empty Property service standard has been reviewed with new customers who have recently experienced the service offered by 2010 and is now available online and within Neighbourhood Offices					

Outcome	Key actions to achieve outcome	Key dates	Lead Director	Success criteria	Status
1.3 Leaseholders are satisfied with 2010 Rotherham Ltd's service delivery	a) Review and agree service standards with leaseholders	Nov 09	Operations	a) Service standards in place and published on website and monitored by Leaseholder Forum.	R
	b) Undertake baseline satisfaction survey; followed up 12 months later	Dec 09	Business Support	b) Satisfaction rate increased	R
	c) Work with RMBC to revise the lease agreements with all leaseholders	Oct 10	Operations	c) Revised lease developed	G
Comment <p>a) Review of service standards was discussed at Leasehold Forum in November 2009. A copy of draft proposals were sent to all leaseholders following this meeting, and the new standards are to be agreed at the next forum being held on 25th January 2010. Standards will be published on the website following this meeting. Results will be reported to the Leasehold Forum at the most appropriate time for the bi-monthly meetings.</p> <p>b) The Leaseholder Services Manager has sent out an initial survey of customer satisfaction. The response period is scheduled for mid January 2010 following which he will analyse the returned data.</p> <p>c) First draft of revised lease presented at Leasehold Forum November 2009. Comments have been sent to RMBC Legal Services for consideration before the forthcoming Forum of 25th January 2010. This is the first stage of the formal consultation process required for any variation of the lease.</p>					

Outcome	Key actions to achieve outcome	Key dates	Lead Director	Success criteria	Status
1.4 Tenants and leaseholders know how to contact 2010 and find it easy to access services	a) Publicise the 0300-100-2010 number for all customer non-repairs calls	Oct 09 Feb 10	CEO	a) When asked, 80% of customers think contacting 2010 is easy (compared to 68% in the STATUS survey 2008)	R

Comment:

(a) The 0300 100 2010 number was launched in November 2009. The introduction of the number has been the subject of publicity in the local news media (Rother FM and Rotherham News [the Local Strategic Partnership newsletter]). It is displayed on a number of 2010 Rotherham's web pages. The new number is currently being advertised daily on Rother FM (on-going for the next two years).

A regular monthly advertisement is scheduled to be placed in Rotherham News. This will commence in February 2010.

The STATUS survey is scheduled to be undertaken in Autumn 2010. However the organisation currently monitors the success criteria upon closure of dealing with Anti Social Behaviour cases. The Q3 survey response found that 71.71% of customers think contacting 2010 is easy.

Outcome	Key actions to achieve outcome	Key dates	Lead Director	Success criteria	Status
Theme 6: Deliver value for money, making excellent use of resources					
6.1 2010 has a robust understanding of the costs of service delivery and how costs link to performance, and uses this information to drive improvement and efficiency	d) Value for money training will be rolled out to staff.	Start Nov 09 April 10	Business Support	d) Managers and key staff trained	R
Comment (d) Personal Development Reviews being undertaken to identify training requirements. Departmental Learning and Development plans to be produced by managers, discussed with L&D Manager and company plan drawn up by end February 2010. The February 2010 Manager's Forum has the theme of value for money and training will be given by the Finance Director. The training will be rolled out to all staff by April 2010.					

Outcome	Key actions to achieve outcome	Key dates	Lead Director	Success criteria	Status
6.3 2010 reviews the competitiveness of services, evaluates options for service delivery and achieves value for money	b) Develop a timetable for service reviews driven by cost and performance benchmarked with other providers	Dec 09 June 2010	Finance	b) 2010 is able to demonstrate service improvement and value for money efficiencies.	R
Comment					
(b) Not completed. This links to scheduled delivery of VFM training in Q4. Not anticipated as being undertaken until Q1 of 2010/11 year. The action target date has been revised accordingly.					
6.4 Workforce planning and development is effective and 2010 has a productive and skilled workforce	b) Workforce strategy agreed to allocate appropriate staffing levels to operations	Dec 09 April 2010	Business Support	b) 2010 has aligned the workforce to deliver the Business Plan	R
Comment					
(b) Skills audit being undertaken – IHSP the first area to be reviewed. By January 2010, 14 operatives had been identified as having no formal qualification. By April 2010 the HR Manager will conclude a resource level alignment project to identify needs for both immediate and					

Outcome	Key actions to achieve outcome	Key dates	Lead Director	Success criteria	Status
future key business activities. The action target date has been revised accordingly.					
Theme 2: Achieve the standards expected of top-performing organisations					
<p>2010 Rotherham Ltd was inspected by the Audit Commission in 2006 and 2008 and therefore is not subject to further planned inspection so it is impossible to formally verify the organisation has achieved 3-star status. The actions and measures given in the table utilise external awards and benchmarking to assess the standards achieved. 2010 Rotherham Ltd is a member of the HouseMark benchmarking club which has agreed 22 core indicators, their definitions and reporting methodology, to compare performance more accurately. As this takes effect from the current financial year, 2009/10, it is difficult to compare indicators with previous years' performance where the definition and/or methodology has changed.</p>					
2.2 Improving levels of performance across all areas	a) Monitor performance against the suite of 22 core indicators agreed by HouseMark	Mar 10	Business Support	a) 70% of key benchmarked performance indicators show improvement on 2008/09	A
<p>Comment</p> <p>(a) Board members are requested to note this action (currently at AMBER status) has been reported to Board in the monthly performance reports provided by the Performance Manager to the effect that it will now be difficult to achieve.</p> <p>Of the 22 core indicators, 16 are reported monthly to the Board and there is previous years' data against 13 of them. Currently, it is predicted that 7 (54%) will improve and 4 (31%) will not, which is outside the 70% target. The remaining two (15%) are borderline but may be achieved.</p> <p>Details are shown in the table below.</p>					

HM Ref	Description	2008/09 Performance	Will improve/Will not improve on 2008/9
12	% of customers for whom the landlord has diversity information	76.80%	Will
13	% total repairs completed within target	97.71%	Will not
18	% response repairs where appointment was made and kept	98.37%	Will not
19	Tenants' satisfaction with repairs service	96.45%	Will not
21	% Repairs completed "Right First Time"	96.39%	Will
23	Gas safety certificates outstanding	0.50%	Will
26	% non-decent homes	18.60%	Will
28	Average SAP ratings	69.00%	Will
32	% satisfied with the outcome of their ASB complaint	N/A	N/A
33	% of ASB cases resolved	N/A	N/A
34	Average re-let time	39.45 days	Possibly (subject to investigation)
36	Rent collected as % of rent owed	99.85%	Borderline
38	Rent arrears of current social housing tenants at the financial year end as a percentage of rent debit	1.85%	Will
46	% new tenants satisfied with the allocation & letting process	N/A	N/A
55	% void rent loss	1.92%	Will
59	Number of working days lost due to sickness absence	10.75 days	Will not

Notes

Indicator HM36, rent collected as a percentage of rent owed, achieved an extremely high performance in 2008/9 of 99.85% which was aided by a high level of rent loss. The target for 2009/10 was set at 98.60%, which was below last year's out turn, as it was predicted that rent loss would be considerably reduced this year. However, rent loss has in fact been higher than expected and it is predicted that performance will be over 99.00% and there maybe a case to say that this is in fact an improvement. This however is counter balanced by the current investigation surrounding the calculation of HM34, average re-let time, which may yet see the indicator return a performance in excess of the

39.45 days reported for 2008/9.

Section Two – Notable achievements within Quarter 3

Within the quarter there have been many notable achievements recorded and there are several actions confirmed as completed. These include:

- The customer feedback process (which includes complaints handling) has been reviewed and key staff are currently receiving training. Complaints resolution times have reduced in the majority of service areas.
- The organisation achieved the Customer Service Excellence award
- The organisation regained full status recognition for the Investor in People award
- The Board approved the Business Plan in October 2009. The budget compilation process now includes a sensitivity analysis which allows the effects of changing priorities to be modelled and an embedded growth bid process..
- Appropriate forecasting is incorporated into the budget monitoring process. Flexible budget monitoring regimes now allow quarterly, monthly or weekly cost analysis and projections to identify cost over runs and monitor recovery strategies.
- A working group has been established to assess the impact of financial decisions on service delivery.
- All budget holders have received training from Finance team staff.
- Board Members and staff have been provided with comparative benchmarking information on the cost and the quality of services provided.
- Energy Performance Certificates are now produced for all new tenancies along with advice and energy bill usage estimates at the tenancy sign up stage.
- A three year Affordable Warmth plan has been produced which will contribute towards minimising the impact on the environment and maximising the energy efficiency of our homes.

Section Three - Forthcoming actions in Quarter 4

Within the next quarter there are several actions due to be completed. These include:

- The Annual Report (2008-09) will therefore be included in the winter edition of Round Your Place (on schedule to be published in early February).
- Quarterly reports will provide analyses of complaints handling satisfaction levels amongst complainants
- All senior managers will have competency based PDRs and clear development plans
- The organisation will have completed an Equal Pay Review

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