

CABINET MEMBER FOR HOUSING AND NEIGHBOURHOODS

**Venue: Eric Manns Building,
45 Moorgate Street,
Rotherham S60 2RB**

Date: Monday, 7th June, 2010

Time: 10.00 a.m.

A G E N D A

1. To determine if the following matters are to be considered under the categories suggested, in accordance with the Local Government Act 1972 (as amended March 2006).
2. To determine any item which the Chairman is of the opinion should be considered later in the agenda as a matter of urgency.
3. St Joseph's Court Sheltered Housing Scheme - Petition (Pages 1 - 3)
4. 2010 Rotherham Ltd Improvement Plan – Monitoring Report (Pages 4 - 14)

(The Chairman authorised consideration of the following item to enable the matter to be processed.)

5. 2010 Rotherham Ltd. Performance Overview: 2009/10 (Pages 15 - 44)
6. Exclusion of the Press and Public
Resolved:- That, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in those paragraphs indicated below of Part I of Schedule 12A to the Local Government Act 1972.
7. 2010 Rotherham Ltd New Operating Model (Pages 45 - 56)
(Exempt under Paragraphs 2 and 3 of the Act - information which is likely to reveal the identity of an individual/information relating to the financial/business affairs of any person (including the Council))
8. Albany Road Garage Disposals and Redevelopment (Pages 57 - 62)
(Exempt under Paragraph 3 of the Act - information relating to the financial/business affairs of any person (including the Council))
9. Neighbourhoods General Fund Revenue Outturn 2009/10 (Pages 63 - 68)
(Exempt under Paragraph 3 of the Act - information relating to the financial/business affairs of any person (including the Council))

10. Housing Investment Programme (HIP) 2009/10 and Other Capital Schemes (Pages 69 - 77)
(Exempt under Paragraph 3 of the Act - information relating to the financial/business affairs of any person (including the Council))
11. Introductory Tenancy Review Panel (Pages 78 - 80)
(Exempt under Paragraph 2 of the Act – information which is likely to reveal the identity of an individual)

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
--

1.	Meeting:-	Cabinet Member for Housing and Neighbourhoods
2.	Date:-	7th June, 2010
3.	Title:-	Petition- St Joseph's Court Sheltered Housing Scheme
4.	Directorate:-	Neighbourhood and Adult Services

5. Summary

A petition was received on the 23rd February 2010 from residents living within the St Joseph's Court Sheltered Housing Scheme. Residents were concerned that the charge for the use of the laundry facilities at St Joseph's Court are due to rise to £1.00 in April 2010 and they have asked for an interim rise in April 2010 with the full cost being implemented in 2011.

6. Recommendations

Cabinet Members are asked to note the report and support the decision taken at the Cabinet meeting on 2nd March 2009 from the recommendations agreed in the Sheltered Housing Neighbourhood Centres Review minute number 157 2nd March 2009

7 Proposals and Details

7.1 On the 29th September 2008 the Cabinet Member for Neighbourhoods received a report with proposals to review the usage and charging arrangements for the communal facilities attached to the sheltered schemes. There are 58 Neighbourhood Centres across the borough which are attached to some sheltered schemes. The centres consist of a communal lounge area, kitchen, and toilet facilities of which 50 of the centres have a laundry area with washing and drying facilities.

7.2 The larger review of the centres was prompted by challenges from the surrounding community who wished to utilise the facilities and from a Local Government Ombudsman challenge, other implications which triggered the review were around the historical charges of the laundry, changes in health and safety legislation, rises in utility costs, and the cost of maintaining these centres have risen substantially; this has put pressure on the income from the communal facility charge.

7.3 It was agreed that consultation with tenants and residents would take place, initially in relation to the charging policy. The majority of neighbourhood centres provide a laundry service and the cost of this service had not been reviewed for more than 30 years. The charge for the laundry did not reflect the large rises in utility costs and was being heavily subsidised by the communal facility charge for many years which is the main income stream for the neighbourhood centres.

7.2 On the 2nd March 2009 a further report on Neighbourhood Centre Review was submitted to Cabinet Member for Housing and Neighbourhoods. The report outlined a variety of proposals for the Neighbourhood Centres. One of the recommendations that was agreed was around an increase to the laundry charges which at the time stood at 10p per wash and 10p per dry. It was agreed that laundry charges would increase from the 6th April 2009 from this rate to 50p per wash and 50p per dry and from April 2010, this would further increase to £1 per wash and £1 per dry.

7.3 A petition was received on the 23rd of February 2010 from St Joseph's Court Scheme which has been signed by fifteen tenants from the Scheme. The petition states that the washing facilities went up last year from 10p per wash and 10p per dry to 50p per wash and 50p per dry which was an increase of 500%. A further increase to a £1 is another 100% rise and is too much. The tenants are petitioning for an interim rise to 75p in 2010 increasing to £1 per wash and £1 per dry in the year 2011.

7.4 To ensure that Neighbourhood Centres are sustainable in the future we need to generate income and ensure that any charges for the laundry reflect the costs of providing that service as agreed by Cabinet on the 2nd March 2009.

8 Finance

- 8.1 Laundry facilities throughout the schemes have generated an income of approximately £20,500 in the current financial year. The further increase in laundry charges to £1 a wash and £1 a dry would have brought in an expected income of approximately £32,000, allowing for reduced use of the facilities. If the petition is upheld it will reduce the expected income from the laundry facilities by approximately £6,000.

9 Risks and Uncertainties

- 9.1 Ensuring that we meet all health and safety legislations, and changing service provision has put a huge strain on the limited income from the Communal Facility Charge. Any loss of income from the laundry facility will increase the pressures on that budget.

10. Policy and Performance Agenda Implications

- 10.1 Neighbourhood Centres have the potential to be a thriving community resource to assist and support older people and vulnerable people to live independently whilst offering opportunities to act as a base for more integrated local service delivery. However since they were developed, the use of the centres, the social profile of the tenants and the role of the warden has changed significantly and many now require refurbishment to a modern, contemporary standard. Policy developments around self directed support and enabling older people to retain their independence does not necessarily mean that older people will want to use an on site facility, preferring instead to access community and commercial facilities available to the wider community.

11. Background Papers and Consultation

- Sheltered Housing Community Building Review – 2nd April 2007
- Neighbourhood Centres Review update – 29 September 2008
- Sheltered Housing Review of Charges- 2nd March 2009
- Neighbourhood Centres Update – 29th June 2009

Contact Name:- Janice Armstrong
Neighbourhood Centre Manager Ext 22546
Email: janice.armstrong@rotherham.gov.uk

ROTHERHAM BOROUGH COUNCIL - REPORT TO MEMBERS
--

1.	Meeting	Cabinet Member for Housing and Neighbourhoods
2.	Date	7th June 2010
3.	Title	2010 Rotherham Ltd Improvement Plan – Monitoring Report
4.	Directorate	Neighbourhoods and Adult Services

5. Summary

2010 Rotherham Ltd's improvement plan was agreed by the ALMO Board and Cabinet Member in October 2009. This is the second quarterly monitoring report and covers quarter 4 (January – March 2010). Of the 62 actions within the Improvement Plan that were due to be completed by the end of quarter 4:

- 42 actions had been completed on or ahead of time
- 15 actions were progressing in line with timescales
- 4 actions were progressing but may potentially run beyond original deadline.
- 1 action had failed to achieve the timescale (65% of benchmarked performance indicators improved by 31st March 2010 compared to the previous year, whereas the target was 70%).

This RMBC covering report provides an overview of performance, and 2010 Rotherham Ltd's progress report is attached as appendix 1.

This report needs to be read in conjunction with the overall performance report, also included on this agenda. The performance report provides further detail of significant achievements.

6. Recommendations

- **Note progress made against the improvement plan in quarter 4.**
- **Note that quality checks will be made by RMBC officers to ensure that actions reported as complete during quarters 3 and 4 can be robustly evidenced.**

7. Proposal and details

7.1 Background

The draft improvement plan was agreed by Cabinet Member in October 2009. Following additional challenge provided by the Sustainable Communities Scrutiny Panel on 29th October 2009 minor changes were made to clarify and strengthen the wording of three indicators, and the final version was endorsed by Cabinet Member when the first progress report was tabled on 1st March 2010.

Delivery of the improvement plan is a top priority for 2010 Rotherham Ltd, and there is an embedded understanding throughout the organisation that in order for RMBC to consider setting up a new management agreement with the ALMO after the current agreement ends, significant service improvements will be required.

7.2 Progress to 31st March 2010 (quarter 4)

The report attached as appendix 1 relates to quarter 4 (January – March 2010). 2010 Rotherham Ltd provided an identical appendix to the ALMO Board on 12th May 2010.

The status indicators are colour coded as follows:

- Red – either 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

The style and format of the progress report was agreed between 2010 Rotherham Ltd and RMBC. It is intended to provide an accessible, concise and accurate picture of progress against the actions, and is organised into three sections:

1. Actions which are known to be **off target**
2. Actions where **notable achievements** have been recorded
3. A view of **forthcoming actions** scheduled to be completed within the fourth quarter of the financial year.

Further detail can be provided on any other areas of the improvement plan if required.

In the quarter 3 progress report, seven actions were reported as having failed to meet the original target date. All of these have now been completed. However one indicator did not achieve its target; Action 2.2(a) in the improvement plan relates to achieving 70% of key benchmarked performance indicators showing an improvement on 2008/09. This was highlighted as a concern in the previous report. The actual improvement on 2008/09 performance indicators was 65%, i.e. 11 out of 17 exceeded the previous year's outturn. Performance out-turns were discussed in detail at the ALMO Board meeting on 12th May 2010.

2010 Rotherham Ltd's quarter 4 report identifies four actions where there is some concern over whether timescales will be achieved. The detail of these actions is included in appendix 2. Action is taking place to mitigate against potential delay and this will be discussed at the next RMBC / ALMO liaison meeting on 9th June 2010.

7.3 Impact on services for tenants and operation of the business

The following issues are indications of some key improvements made:

- Tenants are now regularly informed on progress with their reported ASB cases. Consequently, satisfaction rates with how ASB is handled, have risen to 73.6%.
- Leaseholder satisfaction with landlord services has risen by 10% to 58% in 2009/10. Service standards have been agreed and leaseholders feel able to monitor them effectively.
- Fewer complaints now progress to Stages 2 and 3 due to improved quality of responses at Stage 1. This was a contributory factor to the ALMO gaining the Customer Service Excellence award.
- Senior and middle managers are undergoing a Management Leadership Development Programme which will equip them with leading edge management techniques. This will enhance the ALMO's capacity to deliver further improvements.
- All members of the Board are now much clearer about the implications of the financial information presented to them, as reports include a narrative explanation of variations to the budget along with recommended remedial actions.
- The repairs and maintenance externalisation process has involved tenants in assessing potential contractors. The process is on schedule to identify preferred contractors by the end of June, to start in October.
- An Equal Pay Audit was undertaken in March, in consultation with the Trade Unions. This is a key element in the Equality Framework for Social Housing.
- A copy of the latest annual report including information about expenditure and performance was sent to all tenants and leaseholders in the "Round Your Place" magazine.

7.4 Quality assurance checks against the improvement plan

It is essential that quality checks are carried out by RMBC to complement the ALMO's own internal monitoring processes, to ensure that a robust evidence base is in place. RMBC officers will conduct sample checks of actions reported as complete between October and March 2010, and raise any problem areas at the fortnightly liaison meeting between RMBC and ALMO Directors.

7.5 Future reports

The next report, which will describe progress between April and June 2010, will be reported to the ALMO Board on either 4th August 2010 or 15th September 2010, and to Cabinet Member immediately after this date.

8. Financial implications

Themes 5 and 6 of the improvement plan are intended to improve financial monitoring processes and value for money throughout the organisation.

2010 Rotherham Ltd is in the process of revising its operating structures to ensure both financial stability of the organisation and delivery of the improvement plan and this will be reported separately to DLT.

The ALMO's overall financial position is intrinsically linked to the externalisation of the repairs and maintenance service, and this work has been reported separately to Cabinet Member. Bi-monthly strategic finance meetings take place and the Director of Housing and Neighbourhoods meets with the ALMO Interim Chief Executive and Directors on a fortnightly basis to closely monitor the ALMO's financial position.

The ALMO has established a balanced business plan for its core services, this was reported to Board on 12th May 2010 and will be reported to Cabinet Member on 21st June 2010.

9. Risks and uncertainties

Risks associated with achieving individual actions within the improvement plan are monitored via the progress reporting process.

Risks associated with the ALMO's financial position and the externalisation of the repairs and maintenance service are monitored via a project steering group, which includes the RMBC Director of Housing and Neighbourhoods and the Director of Internal Audit and Governance.

Significant progress has been made in delivering against the improvement plan, however this does cause operational pressures. 2010's capacity to continue along this trajectory of improvement will be monitored via regular liaison meetings and quarterly progress reports to Cabinet Member.

10. Policy and performance agenda implications

2010 Rotherham Ltd's improvement plan sets out how the organisation will make a unique contribution to Rotherham's top-line priorities. 2010 Rotherham Ltd contributes to the following themes within the Local Area Agreement:

- Safer and stronger communities
- Increased service user engagement

- Citizen satisfaction rates increased
- Tackle equalities and cohesion objectives
- Improve quality of life for people in disadvantaged neighbourhoods - meet decent homes including environmental works

2010 Rotherham Ltd is responsible for NI 158 relating to delivery of the Government's Decent homes target, which contributes to Rotherham's overall Comprehensive Area Assessment.

11. Background papers and consultation

Appendices

Appendix 1: 2010 Rotherham Ltd Oct-Dec 09 progress report

Appendix 2: Detailed information on the four 'amber' actions

Background papers

Report to Cabinet 20th April 2009: Council Housing Directions project – final report

Report to Cabinet 20th April 2009: Test of opinion survey report

Report to Cabinet Member on 1st March 2010: Q3 improvement plan monitoring report

Consultation

Consultation took place with tenants and leaseholders in spring 2009 to establish tenants' and leaseholders' priorities for improvement. 2010 Rotherham Ltd is engaging tenants in regular discussions to set local service standards as part of the new Tenant Services Authority framework.

12. Contact name

Jane Davies-Haire, Landlord Relations Manager

Jane.davies-haire@rotherham.gov.uk

Tel: 01709 334970 or 07500 102498

2010 Rotherham Ltd Improvement Plan: 2009/11 – Quarter 4 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 appendix 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 within Quarter 4:

There are **no** actions currently identified as being ***behind schedule/off target*** against key dates.

Section Two – Notable achievements within Quarter 4

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

- The winter edition of “Round Your Place” was published in early February 2010 and included the Annual Report (2008-09)
- Customer satisfaction levels relating to complaints handling are being reported to EMT on a quarterly basis
- A Board Members’ learning and development plan has been produced
- All senior managers had competency based PDRs and clear personal development plans
- The organisation completed an Equal Pay Review.

Section Three - Forthcoming actions in Quarter 5 (aka Q1 of 2010/11)

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

- Senior management competency based training will have been delivered
- The corporate website will have been redesigned and will incorporate all relevant information for customers

Appendix 2: Update on four ‘amber actions’ in quarter 4 Improvement Plan report

Outcome	Key actions to achieve outcome	Key dates	Lead Director	Success criteria	Status
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.	C
	b) Benchmark performance and learn from the good practice of high performing ALMOs	April 10 Ongoing	Business Support	b) Satisfaction levels maintained in top quartile of STATUS survey.	A

Throughout 2009-10 the Performance and Service Improvement team has submitted benchmarking information to Housemark, APSE, North Nottinghamshire & Derbyshire property maintenance and Efficiency North benchmarking groups. The Housemark report for 2008-09 was released at the end of 2009 and circulated to SMT, EMT and Board members.

The APSE report received in December 2009 shows improvement and associated enhanced quartile positioning, particularly in the areas of sickness absence management and transportation costs; both have increased from bottom to lower middle quartile.

Details of all ALMOs with publicised good practice have been forwarded to SMT and there have been a series of visits in the quarter to those sites to enable greater understanding of their techniques and procedures with a view to adoption locally.

Corporate customer satisfaction scores have been compared with Housemark members’ STATUS scores in eight areas and found to be in the range between upper middle to lower quartiles only. The next STATUS survey is due to be conducted later in the current calendar year.

The status remains amber as there is no guarantee that the next STATUS survey (when conducted later in year) will net upper quartile satisfaction levels.

3.1 2010 has a strong presence in the borough	a) 2010 is represented on the LSP Board, relevant Theme Boards and key meetings	Ongoing	CEO	a) 2010 Rotherham Ltd is represented at key meetings as follows: LSP Board – 100% Safe Theme Board – 75% Proud Theme Board – 75% Area Assemblies – 100% Area Housing Panels – 100% Strategic Housing Partnership – 75%	A
	b) Continue to play appropriate parts in safer estates work, domestic violence, ASB, safeguarding adults, Place-shaping etc	Ongoing	All	b) Evidence of 2010's contribution to priorities	G

(a) Senior 2010 staff are scheduled to attend all the Local Partnership Board meetings and a record is retained of that attendance. Deputies are available and have attended in some instances. To date all but two meetings have been attended.

The amber status reflects the element of risk that resides for fully complying with this action as not all of these meetings are and communicated in advance and may change timing at short notice which makes attendance difficult in some instances.

5.4 Financial reporting is timely and reliable and clear, and is used effectively to monitor and manage performance	a) Reports to each scheduled Board meeting identifying spend to date together with forecast to year end.	Aug 09 & ongoing	Finance	a) Report submitted to each scheduled Board Meeting identifying spend to date, together with forecast to year end. Forecasts result in remedial action leading to projected outturn and balanced management and capital management fee budgets	C
	b) Financial reports identify and monitor variances to budget with clear explanations and mitigation.	As above	Finance	b) Board informed of financial pressure points	C
	c) Recovery strategies are clear and identify any impact upon service delivery.	Nov 09 May 2010	Finance	c) Board is better informed to make decisions regarding options for recovery strategies	A

(c) Board report November 2009 identified forecasted over spend on Repair and Maintenance for 2009/10 together with a Recovery Strategy to contain spending within budget.

Whilst the target time reflects the signing off of the corporate accounts in the May Board meeting, the amber status remains in place during Q4 to reflect the residual risk of the recovery strategy not delivering. The success of the recovery strategy was confirmed at the Board on 12 May 2010 when the outturn figure (subject to external audit) for the IHSP was over £500k better than forecast.

This will result in a change of Status to blue in the Q5 report (April 2010- June 2010).

6.3 2010 reviews the competitiveness of services, evaluates options for service delivery and achieves value for money	a) Complete market testing of IHSP	Oct 10	Property Services	a) IHSP contracts determined and implemented from 01/04/2011	G
	b) Develop a timetable for service reviews driven by cost and performance benchmarked with other providers	Dec 09 May 2010	Finance	b) 2010 is able to demonstrate service improvement and value for money efficiencies.	A
	c) Undertake priority service reviews	Sep 10	All	c) Service reviews demonstrate best value within resources and contextual environment	G
	d) Engage with 3-star service providers with a view to incorporating best practice within resources available.	Ongoing	Business Support	d) Best practice adopted where possible.	C

(a) A VFM working group has been established and the VFM strategy is currently being refreshed. The efficiency plan has been factored into the 2010 business plan which was presented to Board on 12 May 2010. By the end of May it will be cascaded down into individual service plans. The VFM working group employs knowledge gained through benchmarking exercises to identify services for scrutiny and review using a risk based approach. Those services noted as having comparative high delivery costs (and/or low quality) are assessed as priorities.

The status remains at amber due to the residual risk that reviews may be found to be requiring further improvement actions to demonstrate they provide value for money and that not all services have developed full transactional unit costs for comparison.

1.	Meeting	Cabinet Member for Housing and Neighbourhoods
2.	Date	7th June 2010
3.	Title	2010 Rotherham Ltd Performance Overview: 2009/10
4.	Directorate	Neighbourhoods and Adult Services

5. Summary

The purpose of this report is to provide an overview of 2010 Rotherham Ltd's performance in 2009/10. 2010 Rotherham Ltd's performance report to Board is attached as appendix 1. This report should be read in conjunction with the quarter 4 improvement plan report, also included on this agenda.

6. Recommendations

- **Note the performance improvements (compared with 2008/9 year end performance) for the indicators set out in section 7.2.**
- **Note actions taken to improve performance on gas servicing (section 7.4).**
- **Note progress against improvement plan targets (section 7.5).**

7. Proposal and details

7.1 Background – performance monitoring arrangements

2010 Rotherham Ltd provides a performance report to each ALMO Board meeting. This sets out performance against 23 indicators, and provides detailed explanations where performance is falling short of the required targets. The Board and the Director of Housing and Neighbourhoods provide effective challenge, and where required, performance ‘clinics’ are established to ensure robust action plans are implemented and the performance trajectory improves. 2010 Rotherham Ltd also runs a range of service improvement groups that involve tenants in monitoring performance.

2010 Rotherham Ltd’s performance team provides regular reports to the ALMO management team, and monthly reports to RMBC. The Neighbourhood and Adult Services performance team provides a quarterly report on housing and neighbourhoods indicators, which includes some ALMO-managed indicators. Any performance issues are discussed at fortnightly liaison meetings between the ALMO’s Interim Chief Executive, Directors and RMBC’s Director of Housing and Neighbourhoods and Landlord Relations Manager.

Since February 2010, 2010 Rotherham Ltd has been holding fortnightly workshops with tenants to review all current service standards in light of the new Tenant Services Authority national standards. The final suite of 60 standards was signed off by the group on 27th May 2010, and a Boroughwide Forum has been arranged for 7th June to consult tenants more widely on the new housing service standards. Work has also commenced to develop the more detailed ‘local offer’, which will allow local people to set additional standards depending on the communities’ particular needs. The group of tenants that have been involved in reviewing the existing standards will evolve into a standards monitoring group. This will provide an additional layer of challenge to ensure the ALMO is achieving its performance targets and published service standards.

7.2 Direction of travel – 2009/10 performance out-turns compared with previous year

Of the 17 indicators for which performance can be directly compared between 2009/10 year end and the previous year, the majority (65%) have improved.

Many of the improvements relate to customer satisfaction, which shows that 2010 Rotherham Ltd is making good progress with the first theme of the improvement plan – to address tenants’ and leaseholders’ priorities:

- Percentage of tenants satisfied with the out come of their anti social behaviour complaint
- Percentage of new tenants satisfied with the allocation and lettings process
- Percentage of leaseholders satisfied with landlord services

The ALMO has increased the number of tenants for whom equalities and diversity information is held, which will allow services to be tailored more closely to specific needs which should in turn result in further improvements to satisfaction levels.

Other improvements have been made to services that we know are important to customers, including percentage of repairs completed right first time and the percentage of anti social behaviour cases resolved. Average void relet time and percentage of void rent loss have both decreased, which assists the Council with its strategic objective to increase the supply of affordable housing.

The percentage of non-decent homes has reduced, and exceeded its target, and a further improvement is to the average SAP rating (now at 71 – top quartile performance). This will help to reduce fuel poverty in the Borough. The final indicator to have improved when compared with the previous year is rent arrears of current social housing tenants as a percentage of rent debit.

Six of the indicators have not improved, compared with the previous year's performance. These are: Three repairs and maintenance indicators (all of which are expected to improve significantly once the repairs and maintenance externalisation process is implemented), rent collected as a percentage of total rent owed, average number of working days lost due to sickness and gas safety certificates. Detailed explanations for all of these indicators are provided in the Board report (appendix 1), and gas safety will be considered further in section 7.4.

It should be noted that Rotherham's performance on rent collected as a percentage of rent owed was the highest in the country in 2008/9 at 99.85%. It would therefore be virtually impossible to have improved on this.

The improvement plan includes a requirement that 70% of these indicators must demonstrate improvement compared with the previous year. Although 65% has been achieved, which falls slightly short of this target, it should be noted that many of the indicators that matter the most to our customers have improved.

7.3 Performance against 2009/10 targets

2010 Rotherham Ltd's Board report shows that a number of the 2009/10 targets were not achieved. In some cases this can be attributed to unexpected circumstances for example the adverse weather affected repairs performance, however it is clear that some of the targets had not been realistic. Performance targets for 2010/11 are currently being finalised and will be reported to Cabinet Member on 21st June 2010. RMBC and 2010 Rotherham Ltd will work together to ensure that the process for agreeing targets is robust. Where targets have not been met these are scrutinised by the Board and performance clinics are arranged as required. Please see section 7.4 below.

Three areas where 2009/10 targets have been exceeded follow:

- Decent Homes achieved the year end target of 6.31% with a 6.29% out turn, which equates to 1,319 properties being non decent at the year end.

- The number of empty properties has reduced from the 398 reported in April 2009 to the year end total of 242 (net available 192), which was reflected in the percentage of empty stock, which reduced from 1.97% reported in April to the year end out turn of 1.15%.
- All five rents indicators have achieved their year end targets:
 - Rent arrears have reduced from £1,049,989 in 2008/09 to £1,000,203 in 2009/10 (a reduction of £49,786).
 - In 2008/09 there were 821 arrears cases at year end, in 2009/10 this had reduced to 759 cases.
 - 1,424 Notices Seeking Possession (NSPs) were served in 2008/09, and 1,222 NSPs were served in 2009/10, a reduction of 202 notices.
 - 62 tenants were evicted from their properties in 2008/09, and this reduced to 60 in 2009/10.

Figures for all indicators discussed in sections 7.2 and 7.3 are provided in 2010 Rotherham Ltd's Board report, attached as appendix 1.

7.4 Gas safety certificates outstanding

The number of outstanding gas safety certificates failed the target - the year end figure was 0.58%, against a target of 0% with a 0.4% tolerance level. At year end there were 113 properties without a current CP12 (gas safety certificate). This consisted of 13 properties within the appointment system, 96 with Legal Services for action and four voids (as there is no gas supply to the four voids these are not an area for concern).

It is essential that 2010 Rotherham Ltd places the highest priority on ensuring all properties receive a gas safety certificate, and the Interim Chief Executive has implemented a series of actions to ensure issues are resolved swiftly. The ALMO proactively commissioned an investigation by Internal Audit and the findings of this are due to be reported imminently. A performance clinic has been established and a detailed action plan produced, which is monitored regularly.

The outcomes of the performance clinic and internal audit report will be discussed at the next Board meeting on 23rd June, and will also be monitored by the Director of Housing and Neighbourhoods via the ALMO / RMBC liaison meeting.

7.5 Improvement plan

A report on quarter 4 progress against the improvement plan targets is being considered as a separate agenda item. A brief summary follows:

- Of the 62 targets in the improvement plan in total, 41 have already been completed which equates to 66%.
- Only one target has been missed so far, which is discussed above – relating to the number of indicators that improved compared with the previous year.
- Only four indicators are categorised as amber, and the rest are on track to meet the specified targets.

A summary of some of the key improvements made follows:

- Tenants are now regularly informed on progress with their reported ASB cases. Consequently, satisfaction rates with how ASB is handled have risen to 73.6%.
- Leaseholder satisfaction with landlord services has risen by 10% to 58% in 2009/10. Service standards have been agreed and leaseholders feel able to monitor them effectively.
- Fewer complaints now progress to Stages 2 and 3 due to improved quality of responses at Stage 1. This was a contributory factor to the ALMO gaining the Customer Service Excellence award.
- Senior and middle managers are undergoing a Management Leadership Development Programme which will equip them with leading edge management techniques. This will enhance the ALMO's capacity to deliver further improvements.
- All members of the Board are now much clearer about the implications of the financial information presented to them, as reports include a narrative explanation of variations to the budget along with recommended remedial actions.
- The repairs and maintenance externalisation process has involved tenants in assessing potential contractors. The process is on schedule to identify preferred contractors by the end of June, to start in October.
- An Equal Pay Audit was undertaken in March, in consultation with the Trade Unions. This is a key element in the Equality Framework for Social Housing.
- A copy of the latest annual report including information about expenditure and performance was sent to all tenants and leaseholders in the "Round Your Place" magazine.

The full improvement plan is attached as appendix 2.

8. Financial implications

Themes 5 and 6 of the improvement plan are intended to improve financial monitoring processes and value for money throughout the organisation.

2010 Rotherham Ltd is in the process of revising its operating structures to ensure both financial stability of the organisation and delivery of the improvement plan, and this has been reported separately to Cabinet Member.

The ALMO's overall financial position is intrinsically linked to the externalisation of the repairs and maintenance service, and this work has been reported separately to Cabinet Member. Bi-monthly strategic finance meetings take place and the Director of Housing and Neighbourhoods meets with the ALMO Interim Chief Executive and Directors on a fortnightly basis to closely monitor the ALMO's financial position.

The ALMO has established a balanced business plan for its core services, this was reported to Board on 12th May 2010 and will be reported to Cabinet Member on 21st June 2010. High levels of performance on rent collection and void turnaround times increases income to the Housing Revenue Account, which will contribute to ensuring the business plan is sustainable.

9. Risks and uncertainties

- HM 23, Gas Safety certificates outstanding, relates to the extent to which those homes requiring a gas safety certificate have a valid certificate. Any certificates that expire are a breach of the Gas Safety (Installation and Use) Regulations 1998 and it not only places our customers at risk but could lead to action being taken against the company. Currently this indicator is off target and steps are already in place to address this and to ensure that all properties that were without a valid CP12 gas safety certificate have the required inspection carried out.
- Key performance indicators are closely monitored and action plans are discussed with lead managers who are responsible for minimising risk.
- Risks associated with achieving individual actions within the improvement plan are monitored via the progress reporting process.
- Risks associated with the ALMO's financial position and the externalisation of the repairs and maintenance service are monitored via a project steering group, which includes the RMBC Director of Housing and Neighbourhoods and the Director of Internal Audit and Governance.
- Significant progress has been made in delivering against the improvement plan, however this does cause operational pressures. 2010's capacity to continue along this trajectory of improvement will be monitored via regular liaison meetings and quarterly progress reports to Cabinet Member.

10. Policy and performance agenda implications

2010 Rotherham Ltd's improvement plan sets out how the organisation will make a unique contribution to Rotherham's top-line priorities. 2010 Rotherham Ltd contributes to the following themes within the Local Area Agreement:

- Safer and stronger communities
- Increased service user engagement
- Citizen satisfaction rates increased
- Tackle equalities and cohesion objectives
- Improve quality of life for people in disadvantaged neighbourhoods - meet decent homes including environmental works

Effective management of empty homes and repairs can support the achievement of sustainable communities and contribute to reductions in crime and disorder.

2010 Rotherham Ltd is responsible for NI 158 relating to delivery of the Government's Decent homes target, which contributes to Rotherham's overall Comprehensive Area Assessment.

11. Background papers and consultation

Appendices

Appendix 1: 2010 Rotherham Ltd performance report to Board 12th May 2010

Appendix 2: Improvement plan

Consultation

Consultation took place with tenants and leaseholders in spring 2009 to establish tenants' and leaseholders' priorities for improvement. 2010 Rotherham Ltd is engaging tenants in regular discussions to set local service standards as part of the new Tenant Services Authority framework. Performance information is provided to customers at service improvement groups and on the ALMO's website.

12. Contact name

Jane Davies-Haire, Landlord Relations Manager

Jane.davies-haire@rotherham.gov.uk

Tel: 01709 334970 or 07500 102498

Report to 2010 Rotherham Ltd

DATE:	12 th May 2010
TITLE OF REPORT:	Overview of current cumulative performance to the end of March 2010 (Year end)
ACTION REQUIRED:	For Discussion
FINAL DECISION TAKING BODY:	Board
CLASSIFICATION:	Public
RECOMMENDATION(S):	Directors are invited to note and discuss current performance and to comment as appropriate.
REPORT AUTHOR AND CONTACT DETAILS:	Name: Andy Williams Title: Performance Manager Telephone: (01709) 822270 Email: andy.williams@2010rotherham.org
EXECUTIVE SUMMARY:	<p>The purpose of this report is to give an overview of the current performance of 2010 Rotherham Ltd against monthly Key Performance Indicators (KPIs) and Local Performance Indicators (LPIs) to the end of March 2010 (i.e. to the end of the financial year).</p> <p>A number of these indicators have been adopted as a result of a consultation process carried out by HouseMark to produce a balanced scorecard of performance indicators.</p>
<u>IMPLICATIONS:</u>	
CONSULTATION:	Any changes to policies and practices need to demonstrate that there has been an appropriate level of customer consultation. Performance information is provided to customers at service improvement groups and on our website.
ENVIRONMENTAL:	Effective management of empty homes and repairs can support the achievement of sustainable communities and contribute to reductions in crime and disorder.
EQUALITIES/DIVERSITY:	<p>These performance results are compared with the targets previously agreed by 2010 Board, taking into account the diversity of customers within the Borough.</p> <p>HM 12 - the percentage of customers on whom the landlord has diversity information - is currently under</p>

	target. Whilst this could, potentially, have an adverse impact on 2010's ability to ensure that services are being delivered fairly to the full spectrum of customers we do hold information on over 87.5% of customers which compares well with 3-star ALMOs.
FINANCE AND VFM:	Several of the key performance indicators relate directly to the financial health of the company (e.g. Housing Income and Empty Homes Management).
HEALTH & SAFETY:	HM 23, Gas Safety certificates outstanding, relates to the extent to which those homes requiring a gas safety certificate have a valid certificate. Any certificates that expire are a breach of the Gas Safety (Installation and Use) Regulations 1998 and it not only places our customers at risk but could lead to action being taken against the company. Currently this indicator is off target and steps are already in place to address this and to ensure that all properties that were without a valid CP12 gas safety certificate have the required inspection carried out.
LEGAL:	The Memorandum & Articles of Association govern the conduct of the Company. The management agreement with RMBC sets out 2010's responsibilities regarding monitoring and reporting of performance. Legal implications could arise if 2010 fails to deliver on its contractual obligations to customers or where, for example, it is in breach of health and safety legislation, including the requirement for properties to have a valid CP12.
PERSONNEL:	All officers within the company have personal development plans and these contain individual targets that contribute to the overall performance of the company.
RISK:	KPIs are closely monitored and action plans are discussed with lead managers who are responsible for minimising risk. As part of the 2010 Rotherham Limited improvement plan 2009/11 it was forecast that 70% of KPIs would improve upon the previous year's outturn; full details of performance compared to 2008/09 are included in the report.

Introduction

The purpose of this report is to provide the Board with an overview of performance against key performance indicators.

Background

The previous report submitted to this Board (30th March 2010) highlighted cumulative performance from April to the end of February 2010.

This report presents and summarises the cumulative performance to the end of March 2010 (year end).

No year end quartile information is available from HouseMark at the time of writing this report.

Performance Against Indicators

The table below shows previously reported performance across 2010's KPIs for the year 2008/09 (where data is available), cumulative performance to the end of March 2010 (year end) and whether performance in 2008/09 has improved from 2008/09. Further details about each indicator are given in the section following the table. Monthly performance figures are shown in Appendix A.

HouseMark Ref.	Description	2008/09	Apr-Mar 2010	2009/10 Target	Improved on 2008/09 performance
12	% of customers on whom the landlord has diversity information	76.80%	87.82%	95%	
13	% of total repairs completed within target	97.71%	87.03%	98.00%	
18	% of responsive repairs where an appointment was made and kept	98.37%	87.85%	99.50%	
19	Tenants' satisfaction with the repairs service	96.45%	93.93%	99.50%	
21	% of repairs completed right first time	96.39%	99.30%	98.00%	
23	Gas safety certificates outstanding	0.50%	0.58%	0.00%	
26	% of non decent homes	18.60%	6.29%	6.31%	
28	Average SAP rating	69	71	70	

KEY	On target	Off target by <5%	Off target by >5%

HouseMark Ref.	Description	2008/09	Apr-Mar2010	2009/10 Target	Improved on 2008/09 performance
32	% satisfied with the out come of their ASB complaint	52.69%	78.89%	78.00% ₁	✓
33	% of ASB cases resolved	79.13%	87.97%	70.00%	✓
34	Average re let times (days) ²	39.45	18.35	23	✓
36	Rent collected as a percentage of rent owed	99.85%	99.53%	98.60%	✗
38	Rent arrears of current social housing tenants as a percentage of rent debit	1.85%	1.71%	2.00%	✓
46	% of new tenants satisfied with the allocation & lettings process	94.56%	97.07%	97.00%	✓
50	% of leaseholders satisfied with landlord services	43.00%	58.00%	60%	✓
55	% of empty property rent loss	1.92%	1.64%	1.20%	✓
59	Average Number of working days lost due to sickness absence	10.75	12.18	8.00	✗

KEY	On target	Off target by <5%	Off target by >5%
-----	-----------	-------------------	-------------------

1 The target against this indicator as part of the improvement plan was increased in November 2009 from 75% to 78%

2 This indicator as reported to this board in December is under investigation as to its calculation with the findings due in early February. The outcome of that investigation is now complete and the figures reported are correct.

The paragraphs below report performance by exception, i.e. for those indicators that were off target at the end of the March 2010.

⊗ HouseMark Ref 12: % of customers on whom the landlord has diversity information

The overall position is that information is held on 22,462 of our 25,578 tenants, giving a cumulative performance at the year end 87.82%. This indicator has not achieved the very challenging year end target of 95% or the revised internal target of 90%.

However, it has been reported previously to this Board that a recent benchmarking

exercise quoted the Housing Quality Network as saying that anything over 80% customer information is considered good. Homes in Sedgemoor, who had 79% were recently inspected by the Audit Commission and were told that it was more important what you then do with that information to the benefit of your customers. Any future inspections of 2010 will look for evidence of service shaping using the customer profile information and to link with customer specifications. The preparation of the new TSA local offers will also require 2010 to demonstrate that the company has employed the knowledge of customer groups in setting those standards.

Already, information held within the Open Housing Management System (OHMS) is being transferred onto hand-held computers to give repairs operatives prior knowledge of any disabilities the customer may have before attending the property to carry out a repair.

To help to increase the overall percentage of information held on our customers a report has been produced to identify the missing pieces of information. Also a task group has been formed to ensure that 2010 Rotherham uses this information to improve the service provided to its customers.

Additionally, this indicator reports against 6 strands of diversity information. Individual targets have been set against each strand with the results to the end of the financial year as follows:

Strand	Target 2009/10	March 10 (year end) Cumulative
Gender	100.00%	100.00%
Ethnicity	95.00%	95.12%
Disability	70.00%	81.26%*
Age	100.00%	97.06%
Sexuality	30.00%	42.64%
Faith	25.00%	41.40%

*Please note that an audit of the IT system revealed that where a customer had stated previously they had 'no disability' this had been recorded as no information given.

As can be seen from the table above 5 out of the 6 strands have achieved their year end targets.

This indicator did not achieve the year end target set of 95% or the revised target of 90%.

 HouseMark Ref 13: % of total repairs completed within target

The month of March saw a total of 7,100 completed repairs of which 6,167 were completed on time, giving a performance of 86.86% for the month. Cumulatively

there have been 76,695 repairs completed in the year of which 66,747 were completed within target, giving a year end out turn of 87.03%. This indicator has not achieved the year end target of 98.00%.

As was reported to this Board, a performance clinic was held on 8th April 2010 which identified a number of issues impacting on the performance of this indicator. These included the reporting criteria, the number of outstanding jobs, resources available and the categorisation of jobs. These, along with other issues, are to be included in an IHSP action plan that, once implemented, will see an upturn in the performance of this indicator. Once the action plan has been finalised it will be reported to this Board.

This indicator did not achieve the year end target of 98%.

 HouseMark Ref 18: % of responsive repairs where an appointment was made and kept

Performance for the month of March saw a total of 3,291 appointments made, of which 3,042 were kept, giving a performance of 92.43%. This was a significant improvement on February's 87.29% and proved to be the best monthly performance of the financial year.

Cumulatively for the year, a total of 37,612 appointments were made, of which 33,042 were kept, giving a year end out turn of 87.85%. This did not achieve the year end target of 99.50%.

This indicator was also discussed in the performance clinic held on the 8th April 2010 and a number of the actions included under HM 13 will impact on this indicator. The categorisation of jobs against this indicator was a main point of discussion and this will be included in the action plan along with the other issues previously highlighted under HM13. The details of the IHSP action plan will be shared with the Finance and Asset Management Committee and future performance will be monitored against the agreed action plan.

This indicator did not achieve the year end target of 99.50%.

 HouseMark Ref 19 : Tenants' satisfaction with the repairs service

HouseMark report this figure on an annual basis and it is taken from the STATUS survey. The return from the survey in November 2008 was 74%. However, 2010 has been reporting its performance to the Board based on the 'How did we do?' survey form which operatives are required to leave with customers upon completion of a repair.

For the month of March 498 surveys were returned against a total of 7,100 repairs carried out in the month, a return of 7.01%, which was a considerable increase on previous months. Also, Rotherham Connect carries out a telephone survey of 200

customers who have had repairs carried out during the previous month. This has produced a performance, based upon the responses obtained and input, of 94.84% satisfaction for March and a cumulative year end performance of 93.93%. In total there have been 3,889 surveys received: 1,397 from the 'How did we do?' survey out of a total of 76,695 jobs completed (a return of 1.8%) giving a satisfaction level of 96.56%, and 2400 Rotherham Connect telephone surveys giving a satisfaction level of 91.88%.

Customers receiving recent repairs work are currently being contacted by telephone to confirm that a survey response sheet was left by the operative.

This indicator did not achieve the year end target of 99.50%.

 **HouseMark Ref 23: Gas safety certificates outstanding**

For the fourth time this financial year it has been identified 2010 Rotherham manages more properties than it was aware where there is a landlord gas supply. This figure has increased from 19,334 to 19,349. This information is taken from the Asset register. As a result of these anomalies, Internal Audit, at the request of the IHSP, has undertaken an audit of the register; the outcome is expected shortly.

At the year end there were 113 properties without a current CP12 (gas safety certificate). This consisted of 13 properties within the appointment system, 96 with Legal Services for action and 4 voids.

The month of March saw a total of 1,741 gas services carried out and works are now being raised 6 weeks prior to the expiry date. However, it had been predicted that this indicator would achieve the 0.40% tolerance set against this indicator with a predicted out turn of 0.32%. The actual year end out turn has been reported at 0.58% and as a result a performance clinic has been requested by the performance manager to explain this under performance. The outcome of that performance clinic will be included in the next performance report to this Board.

The 0.40% tolerance level target set for the year end has not been achieved.

 **HouseMark Ref 50: % of leaseholders satisfied with landlord services**

Performance against this indicator became available in the month of January following the receipt of the satisfaction surveys. A total of 450 surveys were sent out with 73 returned (16.22% return rate). Overall, 58% were satisfied with the leasehold service provided by 2010 Rotherham Ltd against a year end target of 60% (2008/9 saw a satisfaction level of 43%).

The Improvement Plan states that satisfaction must be improved and work is already being undertaken alongside the Leasehold Forum to ensure that this takes place. The two main areas of dissatisfaction centred around repairs (cost, not being done and trouble getting them reported) and communal cleaning. Work is already

underway with EDS to improve the standard of the cleaning service, which should see that area of dissatisfaction remedied fairly quickly. However, the dissatisfaction surrounding repairs is being addressed through discussions at the Leasehold Forum linked to the introduction of a new annual lease. This will provide improved clarity and transparency over service charges for maintenance work.

This indicator did not achieve the year end target of 60%.

 **HouseMark Ref 55: % of empty property rent loss**

Performance for the month of March was 1.06%, with a total void loss of £49,285 for the month. This produced a cumulative year end performance of 1.64%, which was outside the 1.20% target set for the year. The total void loss for the year came to £945,991.

There are still 20 properties that 2010 is unable to let pending a decision from RMBC and, if removed from the calculation, would see performance at 1.54%.

At the year end there were 242 empty properties, of which: 19 are pending a Neighbourhood Investment Team (NIT) decision; 21 are non traditional undergoing NIT investment; and 10 are ex-warden flats requiring further assessment as requested by NIT. This gives a net figure of 192 properties.

Previous actions highlighted in earlier reports to improve performance resulted in 181 properties being let in March. That was the highest number of lettings in an individual month in the financial year.

This indicator did not achieve the year end target of 1.20%

 **HouseMark Ref 59: Number of working days lost due to sickness absence**

The month of March saw a total of 660 days lost to sickness. The number of employees fell from 610 at the beginning of the month to 583 at the end of the month due in the main to the voluntary severance/redundancies that took place. The result of all of this was a total of 7,559 days were lost during the year, giving an out turn against this indicator of an average 12.18 days lost per employee against a target of 8.0 days.

A major factor that has contributed to the under performance against this indicator has been the number of days lost to long term sickness, which averaged out at 20+ days per employee, and if removed from the calculation would see an out turn of 4.11 days.

It should be noted that an extremely challenging target of 8.00 days was set against this indicator by the Resources and Asset Management Committee, when performance in 2008/09 was 10.75 days (which was exceptionally good, following 14.55 days in 2007/08).

This indicator did not achieve the year end target of 8.00 days.

Conclusion

Of the 22 core indicators we are currently reporting on a monthly basis against 17 of them. As detailed previously to this Board, in relation to the other 5:

- HM 1 – Satisfaction of tenants with landlord services
- HM 45 - % of tenants satisfied their views are taken into account by their landlord
These are two indicators reported annually from the STATUS survey.
- HM 2 - Satisfaction of BME tenants with overall service
The STATUS survey did not produce a large enough sample to provide reliable data.
- HM 35 - % tenants satisfied with estate services
- HM 44 – Former tenant arrears as a percentage of the rent roll
These are currently Council controlled functions.

In summary:

Of the 17 core indicators with year end data reported against them:

- 9 (53%) indicators achieved the year end target
- 8 (47%) did not achieve the year end target
 - 1 by less than 5%
 - 7 by more than 5%

Achieved the target	Missed the target by less than 5%	Missed the target by more than 5%
HM21, HM26, HM28, HM32 HM33, HM34, HM36, HM38 HM46	HM50	HM12, HM13, HM18, HM19 HM23, HM55, HM59

When comparing March's cumulative performance to that of February:

- 11 (65%) indicators have shown an improvement
- 4 (23%) indicators have shown a deterioration
- 2 (12%) stayed the same

Improved	Shown a deterioration	Stayed the same
HM12, HM18, HM19, HM23 HM26, HM32, HM33, HM34 , HM36 HM38, HM55	HM13, HM21, HM46, HM59	HM28, HM50

The Improvement Plan, agreed with the Council, includes a target of 70% of performance indicators achieving year-on-year improvement. With regards to the core indicators, there is previous year's data against 17 of them. In the previous report to Board it was predicted that 12 (71%) would improve and 5 (29%) would not, which would have achieved that 70% target. Unfortunately HM23 gas safety certificates outstanding did not achieve the predicted out turn which has resulted in the following:

- 11 (65%) did improve
- 6 (35%) did not improve

HM Ref	Description	2008/09 Performance	2009/10 Performance	Improved on 2008/9 Performance
12	% of customers on who the landlord has diversity information	76.80%	87.82%	
13	% total repairs completed within target	97.71%	87.03%	
18	% response repairs where appointment was made and kept	98.37%	87.85%	
19	Tenants' satisfaction with repairs service	96.45%	93.93%	
21	% Repairs completed "Right First Time"	96.39%	99.30%	
23	Gas safety certificates outstanding	0.50%	0.74%	
26	% non-decent homes	18.60%	6.29%	
28	Average SAP ratings	69.00	71.00	
32	% satisfied with the outcome of their ASB complaint	52.69%	78.09%	
33	% of ASB cases resolved	79.13%	87.30%	
34	Average re-let time	39.45 days	18.35 days	
36	Rent collected as % of rent owed	99.85%	99.53%	
38	Rent arrears of current social housing tenants at the financial year end as a percentage of rent debit	1.85%	1.71%	
46	% new tenants satisfied with the allocation & letting process	94.56%	97.07%	
50	% of leaseholders satisfied with landlord services	43%	58%	
55	% void rent loss	1.92%	1.64%	
59	Average number of working days lost due to sickness absence	10.75 days	12.18 days	

* Technically HM36 - Rent collected as a percentage of rent owed - has **not** shown a deterioration as it was aided last year by a very high void loss figure. The performance of 2008/09 of 99.85% was the best in the country amongst ALMOs.

Further investigation is now being carried out into HM 36 to see if it can be proven that this indicator has in fact improved. The rent loss difference is only £122,000 when compared to 2008/09; however, rent arrears overall have reduced by £49,786. If this is included then the percentage changes from 65% to 71%. This will be required if the 70% target in the improvement plan is to be achieved.

Optional Indicators

2010 Rotherham has a number of optional indicators that it reports against and at the year end there was data available against 15 of those indicators. The indicators cover areas such as call centre performance, complaints, adaptations, ASB and rents. Of those 15 indicators:

- 7 (47%) achieved the year end target
- 8 (47%) did not achieve the year end target
 - 2 by less than 5%
 - 6 by more than 5%

Some of the things that went well in the year

Decent Homes achieved the year end target of 6.31% with a 6.29% out turn, which equates to 1,319 properties being non decent at the year end.

HM 32 - % satisfied with the outcome of their ASB complaint - has achieved a year end target that was revised part way through the year and a considerable effort by the area teams has seen that target achieved.

HM 46 - % new tenants satisfied with the allocation & letting process - has been tight all year as to whether it would come in on target and it did so by 0.07%!

Average response times via the call centre have reduced from 122 seconds reported in April 2009 to 14 seconds now being reported at year end.

The number of empty properties has reduced from the 398 reported in April 2009 to the year end total of 242 (net available 192), which was reflected in the percentage of empty stock, which reduced from 1.97% reported in April to the year end out turn of 1.15%.

All five rents indicators have achieved their year end targets:

- Rent arrears have reduced from £1,049,989 in 2008/09 to £1,000,203 in 2009/10 (a reduction of £49,786)
- In 2008/09 there was 821 arrears cases at year end, in 2009/10 this had reduced to 759 cases
- 1,424 NSPs were served in 2008/09, 1,222 NSPs were served in 2009/10, a reduction of 202 notices
- 62 tenants were evicted from their properties in 2008/09, this reduced to 60 in 2009/10

In conclusion, on the whole performance against the 17 core indicators has been good and it will be interesting to see where that performance places the indicators in comparison with the end of year HouseMark quartile information once it becomes available.

With regard to the indicators that missed the year end targets there are still positives that can be taken from that under performance:

1. The percentage of customers on whom we hold diversity information is at a level which is considered good by HQN standards, but we now have to use this information to the benefit of our customers and we have already started to see evidence of that in service delivery;
2. The repairs indicators have seen a drop in performance; however, there are signs of improvements highlighted in bespoke monthly performance reports that have been produced. Also the actions that have been borne out of the recently held performance clinics will only serve to enhance future performance;
3. It is hoped the same will come out of the soon to be held performance clinic concerning gas safety certificates which will include the legal processes;
4. Void loss finished the year (1.06% for the month of March and 242 empty properties, net 192) on a high and this must be built on going forward into 2010/11;
5. Finally, the average number of days lost to sickness had a target set that was not necessarily based on historical trends and lessons have been learnt in how future targets will be set against this indicator. However, actions are already in place to see how 2010 Rotherham can better manage the sickness process especially where incidents of long term sickness are concerned.

Appendix A – Month on Month Performance

House Mark Ref.	Description	April 09	May 09	June 09	July 09	Aug 09	Sept 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Mar 10	2009/10 Target
12	% of customers on whom the landlord has diversity information	85.52%	86.29%	86.63%	86.95%	86.75%	86.75%	86.22%	86.72%	86.72%	87.41%	87.73%	87.82%	95%
13	% of total repairs completed within target	92.42%	91.44%	90.91%	88.73%	88.05%	87.21%	85.95%	83.45%	79.07%	83.39%	87.70%	86.86%	98.00%
18	% of responsive repairs where an appointment was made and kept	87.24%	84.29%	85.42%	87.01%	88.97%	89.34%	90.92%	88.52%	81.50%	90.52%	87.22%	92.43%	99.50%
19	Tenants' satisfaction with the repairs service	93.03%	96.35%	90.75%	90.00%	93.49%	94.12%	90.64%	92.86%	94.84%	92.83%	95.34%	94.84%	99.50%
21	% of repairs completed right first time	99.66%	99.53%	99.33%	99.37%	99.29%	99.33%	99.19%	99.30%	99.17%	99.24%	99.08%	99.10%	98.00%
23	Gas safety certificates outstanding ¹	0.45%	0.33%	0.18%	0.08%	7.19%	2.34%	1.04%	0.72%	0.80%	0.91%	1.01%	0.58%	0.00%
26	% of non decent homes ²	17.86%	17.08%	16.31%	15.52%	13.46%	12.02%	10.74%	10.70%	9.66%	8.83%	7.82%	.29%	6.31%
28	Average SAP rating	69	69	69	70	70	70	70	70	70	70	71	71	70
32	% satisfied with the outcome of their ASB complaint ³	91.30%	77.27%	66.67%	72.73%	88.24%	64.71%	56.25%	66.67%	77.78%	86.05%	95.65%	70.59%	78.00%
33	% of ASB cases resolved	85.93%	80.12%	85.96%	85.52%	94.81%	84.91%	79.79%	89.34%	93.02%	93.88%	90.44%	93.40%	70.00%
34	Average re let times (days) ⁴	21.92	24.45	24.20	22.45	21.26	18.25	18.79	18.62	18.31	21.23	26.56	17.20	23
36	Rent collected as a percentage of rent owed ⁵	82.87%	101.43%	98.91%	100.87%	100.87%	99.82%	99.20%	100.83%	108.41%	99.42%	101.91%	106.45%	98.60%

House Mark Ref.	Description	April 09	May 09	June 09	July 09	Aug 09	Sept 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Mar 10	2009/10 Target
38	Rent arrears of current social housing tenants as a percentage of rent debit ⁶	1.98%	1.99%	2.01%	2.33%	2.38%	2.39%	2.61%	2.61%	2.02%	2.30%	2.30%	1.71%	2.00%
46	% of new tenants satisfied with the allocation & lettings process	96.18%	93.75%	98.21%	97.12%	100.00%	95.50%	96.84%	97.16%	100.00%	98.92%	97.40%	95.78%	97.00%
50	% of leaseholders satisfied with landlord services	Surveys to be returned by end of Jan	Surveys to be returned by end of Jan	Surveys to be returned by end of Jan	Surveys to be returned by end of Jan	Surveys to be returned by end of Jan	Surveys to be returned by end of Jan	Surveys to be returned by end of Jan	Surveys to be returned by end of Jan	Surveys to be returned by end of Jan	58%	58%	58%	60%
55	% of empty property rent loss ⁷	2.06%	1.98%	1.76%	1.78%	1.60%	1.11%	1.51%	1.77%	1.93%	2.04%	1.24%	1.06%	1.20%
59	Number of working days lost due to sickness absence ⁸	0.79	0.75	1.04	1.04	0.98	1.21	1.30	1.24	0.97	0.78	0.97	1.11	8.00

KEY	On target	Off target by <5%	Off target by >5%
------------	------------------	-----------------------------	-----------------------------

Notes

- 1 This indicator is only reported cumulatively. The target is 0.00% with a 0.40% tolerance
- 2 This indicator is only reported cumulatively with monthly control targets
- 3 Target against this indicator was amended in November 2009 to 78.00%
- 4 This indicator has monthly control targets set against it
- 5 This indicator has monthly control targets set against it
- 6 This indicator has monthly control targets set against it
- 7 This indicator has monthly control targets set against it
- 8 This indicator has monthly control targets set against it

2010 Rotherham Ltd Improvement Plan: Status at 31st March 2010

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.

Outcome	Key actions to achieve outcome	Key dates	Lead Director	Success criteria	Status
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.	C
	b) Benchmark performance and learn from the good practice of high performing ALMOs	April 10 Ongoing	Business Support	b) Satisfaction levels maintained in top quartile of STATUS survey.	A
1.2 Tenants are satisfied that 2010 deals effectively with reports of antisocial neighbours	a) Publish information for residents on ASB and tenancy management, service standards etc	Quarterly	Operations	a) Clear information produced, agreed with colleagues in RMBC, and published on the website and in "Round Your Place".	C
	b) Assess services against the RESPECT Standard and ensure continuous improvement	Quarterly	Operations	b) Improved satisfaction levels for management and outcomes from 53% in 2008/09 to 78% in 2009/10	C
	c) Respond to and learn from complaints related to the handling of low level of ASB cases	Ongoing	Operations	c) Reduced complaints relating to 2010's handling of reported low level ASB	C
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.	C
	b) Undertake baseline satisfaction survey; followed up 12 months later	Dec 09	Operations	b) Satisfaction rate increased	C
	c) Work with RMBC to revise the lease agreements with all leaseholders	Oct 10	Operations	c) Revised lease developed	G

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 Oct 10 (STATUS)	CEO	a) When asked, 80% of customers think contacting 2010 is easy (compared to 68% in the STATUS survey 2008)	C
1.5 Customers are satisfied with the complaints process	a) Review complaints process to ensure: <ul style="list-style-type: none"> ✓ Stage 1 & 2 complaints are dealt within specified time scales ✓ Stage 3 Panels can be convened when required ✓ Responses to complainants are quality assured before issue ✓ Satisfaction survey undertaken following closure 	Dec 09 (review of process) April 2010 onwards (analysis)	Business Support	a) Quarterly analyses of complaints confirms improvement in resolution within time scales and increased satisfaction rates amongst complainants	C C

Theme 2: Achieve the standards expected of top-performing organisations

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.

Outcome	Key actions to achieve outcome	Key dates	Lead Director	Success criteria	Status
2.1 2010 can demonstrate excellence against national standards	a) Develop and demonstrate strong customer focus throughout service delivery	June 09	Business Support	a) 2010 achieves Customer Service Excellence award	C
	b) Implement actions in plan agreed with Y&H Assessment Ltd	Dec 09	Business Support	b) 2010 regains full status recognition for Investor in People award	C
	c) Undertake periodic self assessment against Audit Commission/TSA standards for social housing management	Jan - Sep 10	Business Support	c) At least 2 of the 4 service areas judged by the Audit Commission inspection 2008 to have a balance of strengths and weaknesses to be assessed by external peers as having strengths outweigh weaknesses; and the number of service areas judged as "strengths significantly outweigh weaknesses" to be increased from 2 to 3, again assessed by external peers	C
	d) Complete actions to address previous Audit Commission Recommendations (2006)			d) Board agree completion	G
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	C(R)
	b) Put in place clear action plans to deal with poor performance and report these to Board and RMBC	Ongoing	Business Support	b) Narrative given in performance reports includes remedial action plans and progress is monitored closely	C

Theme 3: Make a unique contribution to Rotherham's priorities, particularly the Safe and Proud themes

Outcome	Key actions to achieve outcome	Key dates	Lead Director	Success criteria	Status
3.1 2010 has a strong presence in the borough	a) 2010 is represented on the LSP Board, relevant Theme Boards and key meetings	Ongoing	CEO	a) 2010 Rotherham Ltd is represented at key meetings as follows: LSP Board – 100% Safe Theme Board – 75% Proud Theme Board – 75% Area Assemblies – 100% Area Housing Panels – 100% Strategic Housing Partnership – 75%	A
	b) Continue to play appropriate parts in safer estates work, domestic violence, ASB, safeguarding adults, Place-shaping etc	Ongoing	All	b) Evidence of 2010's contribution to priorities	G

Theme 4: Ensure all services are well-governed and well-managed

Outcome	Key actions to achieve outcome	Key dates	Lead Director	Success criteria	Status
4.1 Strong governance arrangements are in place	a) Implement Board Development Plan	Ongoing	Business Support	a) Development plan embedded	C
	b) Annual review of governance included within Internal Audit Plan	Sep 10	Business Support	b) High standards of governance in place, demonstrated by governance audit report judgements.	G
4.2 2010 has a clear focus on its purpose and vision	a) Business plan has clear objectives and alignment of resources agreed by the Board	Feb 10	CEO	a) Agreed by Board	C
	b) Delivery of Business Plan objectives	As in Business Plan	All	b) Delivery of Business Plan objectives by due dates	C
4.3 Risk management is effective and internal control systems are sound	a) Maintain risk registers and review on quarterly basis.	Oct 09 & ongoing	Finance	a) Risk registers reviewed quarterly and reported to Audit Committee b) A risk assessment is completed on all new initiatives prior to implementation and included within board reports. c) Control environment is considered adequate within yearly Audit Plan and the statement of Internal control. d) Financial controls are considered appropriate by external auditors and company accounts signed off	C
	b) All new initiatives are risk assessed prior to implementation.	As required	Finance		G
	c) Yearly audit plan reviewing key business areas to assess effectiveness of key systems and compliance with internal controls.	Annually in April	Finance		C
	d) Annual audit of financial accounts by external auditors.	Annually in July	Finance		G
4.4 Managers are competent to discharge their responsibilities	a) Agree managerial competencies required at different levels of responsibility	April 10	Business Support	a) 95% senior managers have competency based PDRs and clear development plans b) Bespoke accredited programme developed and delivered to 80% senior managers; improved performance when assessed against competencies	G
	b) Commission and deliver a management leadership development programme	Start Nov 09	Business Support		C
4.5 2010 communicates effectively with its customers and other key stakeholders	a) Round Your Place sent to all customers	Ongoing	CEO	a) Four issues per year	C
	b) Communications to Ward Councillors (either independently or using existing mechanisms of partners)	Ongoing	Operations	b) Bulletins are issued at least monthly to all ward councillors from October 09	C
	c) Website includes all relevant information for customers	Ongoing	CEO	c) Customer Monitoring Group confirms website meets customers' needs.	G

Theme 5: Ensure strong financial management processes are in place

Outcome	Key actions to achieve outcome	Key dates	Lead Director	Success criteria	Status
5.1 2010 plans its finances effectively to deliver its priorities	a) Budgets are set to deliver the Business Plan	Mar 10	Finance	a) Able to demonstrate appropriate spend on service priorities	C
	b) Sensitivity analysis is built into business planning process allowing the effects of changing priorities to be modelled.	Oct 09	Finance		C
	c) Growth bid process embedded into budget setting and budget monitoring processes.	Nov 09	Finance		C
5.2 2010 manages relevant spend within resources available from the management and capital management fees	a) Robust monitoring is in place to ensure that high spending areas are identified at an early stage and effectively addressed.	Monthly	Finance	2010 manages relevant spend within resources available from the Management and Capital Management Fee together with the Repairs Managed Budget	G
	b) Appropriate forecasting is incorporated into the budget monitoring process to identify indicative under or over spend to facilitate redirection of resources and / or development and delivery of recovery strategy.	Oct 09	Finance		C
	c) Flexible monitoring regimes allow quarterly, monthly or weekly cost analysis and projections to identify cost over runs and monitor recovery strategies.	Dec 09	Finance		C
	d) Establishment of cross cutting company working group to assess impact of financial decisions on service delivery.	Oct 09	Finance		C
5.3 2010 values and develops financial skills at officer and Board levels	a) Financial training plan developed for Board Members.	Oct 09 & ongoing	Finance	a) All new Board members receive training in understanding financial reports; refreshed annually	G
	b) Training developed for budget holders.	Sep 09 & ongoing	Finance		C

Outcome	Key actions to achieve outcome	Key dates	Lead Director	Success criteria	Status
5.4 Financial reporting is timely and reliable and clear, and is used effectively to monitor and manage performance	a) Reports to each scheduled Board meeting identifying spend to date together with forecast to year end.	Aug 09 & ongoing	Finance	a) Report submitted to each scheduled Board Meeting identifying spend to date, together with forecast to year end. Forecasts result in remedial action leading to projected outturn and balanced management and capital management fee budgets	C
	b) Financial reports identify and monitor variances to budget with clear explanations and mitigation.	As above	Finance	b) Board informed of financial pressure points	C
	c) Recovery strategies are clear and identify any impact upon service delivery.	Nov 09	Finance	c) Board is better informed to make decisions regarding options for recovery strategies	A

Theme 6: Deliver value for money, making excellent use of resources

Outcome	Key actions to achieve outcome	Key dates	Lead Director	Success criteria	Status
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	a) Budget to be realigned to accurately reflect service delivery areas.	Mar 10	Finance	a) A wide range of clear and accurate information on overall service costs is available and is utilised to drive the value for money efficiency agenda.	C
	b) Devolved budgets to be rolled out across company; budget holders will be involved in budget setting and monitoring processes and will therefore be much clearer on service costs.	Mar 10	Finance	b) Budget holders understand the cost of delivering services	C
	c) Benchmarking information will be utilised to compare cost and performance with other providers.	Nov 09	Business Support	c) Board Members and staff all use clear and regular information on costs and the quality of services to challenge how they compare to other providers.	C
	d) Value for money training will be rolled out to staff.	Start Nov 09	Business Support	d) Managers and key staff trained	C
6.2 2010 involves local people, staff and partners in commissioning, procurement and service development	a) Develop timetable for key procurement and contract review.	Mar 10	Finance	a) Timetable in place	C
	b) Establish appropriate review groups to include local people, staff and partners as part of service reviews and procurement exercises.	Mar 10	Business Support	b) 2010 is able to demonstrate membership of local people, staff and partners on review and procurement assessment groups and can identify how these representatives have influenced decision making.	G
6.3 2010 reviews the competitiveness of services, evaluates options for service delivery and achieves value for money	a) Complete market testing of IHSP	Oct 10	Property Services	a) IHSP contracts determined and implemented from 01/04/2011	G
	b) Develop a timetable for service reviews driven by cost and performance benchmarked with other providers	Dec 09	Finance	b) 2010 is able to demonstrate service improvement and value for money efficiencies.	A
	c) Undertake priority service reviews	Sep 10	All	c) Service reviews demonstrate best value within resources and contextual environment	G

Outcome	Key actions to achieve outcome	Key dates	Lead Director	Success criteria	Status
	d) Engage with 3-star service providers with a view to incorporating best practice within resources available.	Ongoing	Business Support	d) Best practice adopted where possible.	C
6.4 Workforce planning and development is effective and 2010 has a productive and skilled workforce	a) Establishment lists reconciled with RBT and maintained to reflect changes	Oct 09 & ongoing	Business Support	a) Reliable workforce information readily available	C
	b) Workforce strategy agreed to allocate appropriate staffing levels to operations	Dec 09	Business Support	b) 2010 has aligned the workforce to deliver the Business Plan	C
6.5 Policies support diversity and good people management	a) Undertake an equal pay review	Mar 2010	Business Support	a) confirmation 2010 is meeting the gender equality duty	C
	b) Assess organisation against the Equality Framework and take actions to ensure compliance	Dec 2010	Business Support	b) 2010 satisfies requirements of "achieving" level of new Equality Framework	G
6.6 2010 makes effective use of natural resources and manages performance to minimise its impact on the environment	a) Raise tenants' awareness of energy performance issues relating to their homes	Mar 2010	Operations	a) 2010 will deliver Energy Performance Certificates to 100% of new tenancies	C
	b) Complete Decent Homes programme	Dec 2010	Operations	b) The average SAP rating will improve from 69 to 70	G
6.7 Tenants believe rent represents value for money	a) Provide reports to tenants with clear information about expenditure and performance	Annually	CEO	a) Tenants and leaseholders informed	C
	b) Retain question regarding whether tenants believe their rent represents value for money in next STATUS survey, due October 2010	Oct 10	Business Support	b) Top quartile response to VFM question in STATUS survey (next due in 2010)	G

By virtue of paragraph(s) 1, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 1, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

Document is Restricted

Document is Restricted

By virtue of paragraph(s) 1, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted