



Improving Housing Together:

The SHP Plan 2013-16 UPDATE

and Supporting Plans 2015-16

OUR PURPOSE

Working together to deliver
homes and communities where
residents feel happy and secure



Please feel free to get in touch with us if:

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

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

Executive Director (Resources) on 0208 915 2200

Approved:

DRAFT v3

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Update

The SHP Plan

- 1.1** Our long term plans were set out in The SHP Plan 2013-16 which was approved in March 2013. Going in to the final year of the Plan, we will continue to pursue the priorities that were identified in the original Plan, namely:
- **Customer Care** To continuously improve the level of customer service to meet all customers' expectations;
 - **Quality** To deliver all services to the highest recognised standards based on external accreditation and benchmarking;
 - **Value For Money** To operate a framework that maximises the value for money received from the resources used;
 - **Reputation** To develop communication channels that most positively promote the care, quality and value of our service delivery.
- 1.2** However, the pursuit of these priorities will be influenced by the events of 2014-15 and particularly the way these have impacted on the key risks facing SHP. Once again, the key actions we undertake in 2015-16 will be directed towards managing these risks.
- 1.3** The 2014-15 update recognised that the introduction of a new responsive repairs & voids contractor in July 2013 has resulted in a deterioration in both service performance and customer satisfaction and a significant focus of the 2014-15 Improvement Plan and Performance Plan was to improve service delivery and contract performance.
- 1.4** Significant efforts were made to manage the contractor to improve the service to SHP and, more importantly, to residents. Whilst there were some recognisable improvements in the first half of 2014-15, these were neither consistent nor sufficient to raise performance to the contractually required levels. Ultimately, the contractor was unable to meet the terms of an Improvement Notice served in November 2014 and the contract was terminated on 19th December 2014. SHP made arrangements for the delivery of an emergency service over the holiday period and a new responsive repairs interim contractor was operating fully by mid-January 2015. The interim contractor also took over the voids service at the start of February 2015.
- 1.5** The initial signs are that the delivery of the repairs and voids service has improved substantially and there have already been significant increases in customer satisfaction. However, the service will remain a focus of activity for SHP in 2015-16 in two ways. Firstly, we will continue to robustly manage the interim contractor to ensure that high performance levels are maintained. Secondly, we will undertake a robust process to procure a long term service provider for 2016-17 onwards.

Update

1.6 Other events in 2014-15 which have impacted on our intentions for 2015-16 include:

- As anticipated there was no large scale introduction of Universal Credit in 2014-15 although it was introduced on a small scale in a restricted part of the borough in December 2014. Uncertainty over the full implementation timetable means that the impact on rent arrears during 2015-16 is also uncertain;
- The regulatory arm of the Homes & Communities Agency has highlighted governance issues in a number of registered providers relating to statutory compliance in areas such as gas servicing. The SHP Board, led by the Audit & Risk Committee, has responded by giving greater scrutiny to these areas of work which, in addition to gas servicing, cover fire safety, electrical testing, asbestos surveying and legionella testing;
- Plans to expand the provision of the successful tenancy fraud service to other landlords were curtailed when the Council took the decision to take the service back in-house in November 2014;
- SHP successfully introduced a new tenancy sustainment team to focus on the most vulnerable tenants and we continued to support financially the Anti Social Behaviour Unit and the Families Intervention Project to help to ensure that support is available where most needed.

1.7 In response to these and other issues we have reviewed the challenges facing us and updated our strategic risk register to reflect them. The updated register is given as an appendix to this update. We have also identified the main actions we need to undertake to manage these risks and this includes those actions that form part of our Improvement Plan for 2015-16.

Supporting Plans

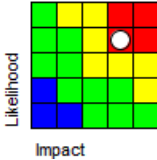
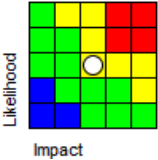
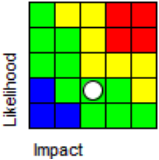
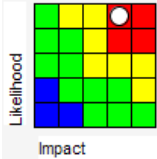
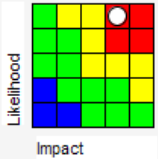
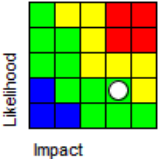
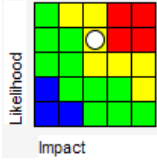
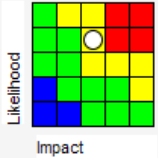
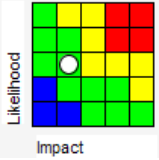
1.8 To support the implementation of the final year of the SHP Plan 2013-16, we provide a number of annual plans, namely:

- **Financial Plan 2015-16** detailing the HRA budget, SHP management fees and the housing related investment programme managed by SHP;
- **Improvement Plan 2015-16** detailing the key improvement actions that will be taken to deliver our priorities;
- **Performance Plan 2015-16** detailing the key performance targets across SHP for 2015-16. An indication of the intended 'direction of travel' for 2016-18 is also given but these will be reviewed when the new SHP Plan 2016-21 is developed.

These plans are provided as appendices to this update.

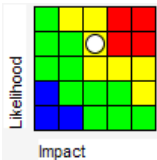
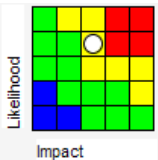
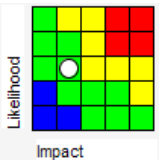
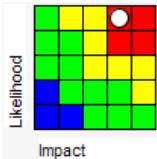
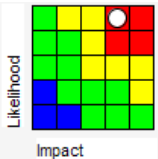
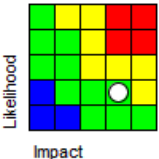
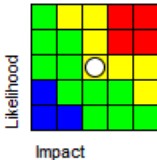
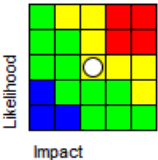
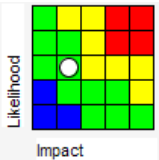
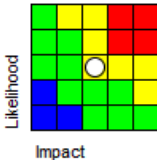
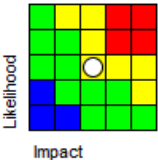
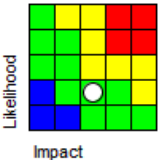
Strategic Risk Register 2015-16

Welfare Reform

Strategic Risk	Description	Original Risk Score	Current Risk Score	Target Risk Score
<p>STRK-A01 Housing benefit changes in April 2013 will make it more difficult for some tenants to pay their rent and arrears will rise</p>	Under occupation charges and an overall benefits cap potentially reduces the ability of around ten per cent of tenants to pay their rent. If uncontrolled then HRA income falls and subsequently SHP Management Fee	 <p>16</p>	 <p>9</p>	 <p>6</p>
<p>STRK-A02 Introduction of Universal Credit will result in fewer tenants paying their rent and arrears will rise</p>	Direct benefit payments to claimants will eventually result in over half of tenants having the opportunity to not pay at least some of their rent. If implemented before UC system working properly then payments maybe 'chaotic' and tenants' ability to pay may be affected. Further, increase in arrears may affect bad debt provision in HRA and subsequently reduce SHP Management Fee	 <p>20</p>	 <p>20</p>	 <p>8</p>
<p>STRK-A03 Implementation of Universal Credit will impact on the provision of a range of SHP services</p>	As more tenants move onto UC and arrears rise, there will be increasing demands on other services such as tenancy sustainment and neighbourhood management	 <p>12</p>	 <p>12</p>	 <p>6</p>

Strategic Risk Register 2015-16

Policy & Service Delivery

Strategic Risk	Description	Original Risk Score	Current Risk Score	Target Risk Score
STRK-B01 Government policies will impact on the supply of LA housing and income into the HRA/MRR	Policies such as the reinvigoration of 'right to buy', the new approach to rent setting & convergence and leaseholder major works charges capping reduce income in to the HRA Business Plan and consequently negatively impact on the SHP Management Fee and the LBS capital programmes SHP manages	 12	 12	 6
STRK-B02 Government policies will impact on the demand for LA housing and expenditure from the HRA/MRR	Policies that reduce the availability of services from public sector agencies (as a result of reduced funding) and the changing profile of those demanding LA housing increase the demands on expenditure from the HRA and SHP Management Fee to provide and/or fund relevant services. There is increased spending pressure on SHP to provide support to vulnerable residents and an increased risk of tenancy failure	 20	 20	 8
STRK-B03 General election in May 2015 will result in a change in government and/or policies	Initially there may be an increase in workload from MP enquiries. In the longer term, new potential policies will be developed in the run up to the general election that require SHP to be able to respond which may alter where resources are allocated	 9	 9	 6
STRK-B04 Approach to resident involvement is not fit for purpose	If the approach to resident involvement is not sufficiently inclusive and robust, developments in service delivery may not be based on resident requirements and views	 9	 9	 6

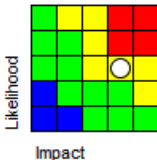
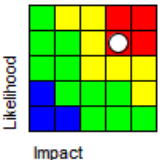
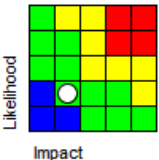
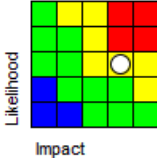
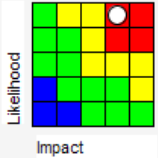
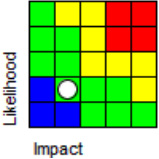
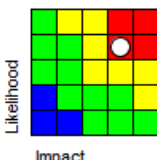
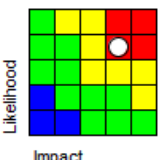
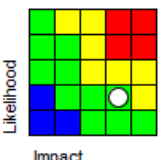
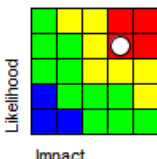
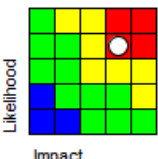
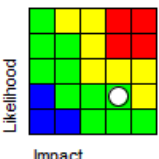
Strategic Risk Register 2015-16

Viability & Value

Strategic Risk	Description	Original Risk Score	Current Risk Score	Target Risk Score
STRK-C01 Council chooses other options for delivery of the housing management service	Prior to, or as part of, the next review of the management agreement, LBS chooses alternative options that increase the risks to the future of SHP	 15	 15	 6
STRK-C02 We are not treated as a strategic delivery partner by the Council	There is a need to ensure that SHP is treated as a key strategic partner so that SHP can make an effective contribution to delivering a wider range of services	 8	 20	 4
STRK-C03 We do not have the capacity or capability to develop the business	Existing resources within SHP may not be sufficient in quantity or quality to effectively grow the business	 12	 12	 6
STRK-C04 SHP is overly dependent on the Management Fee as an income source	Over dependence on the Management Fee makes SHP vulnerable to reductions in the Management Fee and so puts long term viability at risk	 16	 16	 6
STRK-C05 Asset management decisions are not co-ordinated	Decisions concerning responsive repairs, planned maintenance & major works must be co-ordinated or the allocation and use of resources will be inefficient	 16	 16	 6

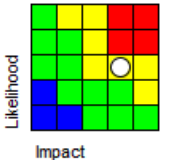
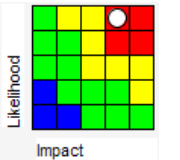
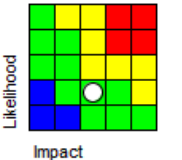
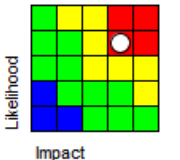
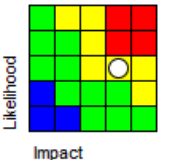
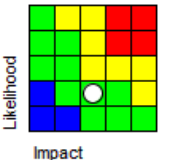
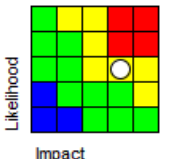
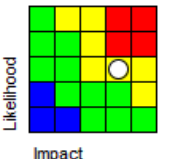
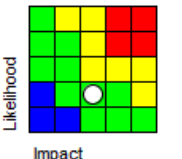
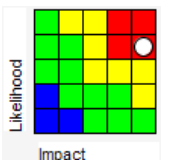
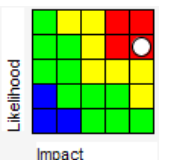
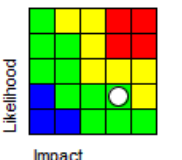
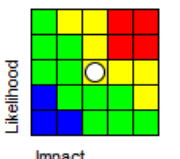
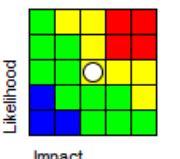
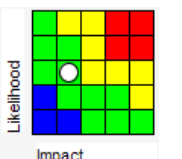
Strategic Risk Register 2015-16

Workforce

Strategic Risk	Description	Original Risk Score	Current Risk Score	Target Risk Score
STRK-D01 Staff are not appropriately skilled, rewarded & recognised to ensure delivery of priorities	Significant policy changes and the continuing difficult economic climate have heightened our requirement to focus on staff skill, reward and recognition in meeting our priorities. In addition, the requirement to more actively manage the repairs service & contractor and to move staff within the organisation to do it has put more pressure on resources	 Likelihood 12 Impact 12	 Likelihood 16 Impact 16	 Likelihood 4 Impact 4
STRK-D02 There is a lack of effective leadership to deliver our priorities	As priorities have been updated and new risks identified it is important that the leadership of the organisation remains effective. Further, the current pressures on the organisation are putting increasing pressure on the leadership team	 Likelihood 12 Impact 12	 Likelihood 20 Impact 20	 Likelihood 4 Impact 4
STRK-D03 Low staff morale effects our ability to move the organisation forward	Low morale may result in increased sickness absence, lower performance and a greater turnover of staff and may make it more difficult to motivate staff to deliver the organisation's priorities	 Likelihood 16 Impact 16	 Likelihood 16 Impact 16	 Likelihood 8 Impact 8
STRK-D04 We find it increasingly difficult to recruit appropriate staff	The potential to offer market level salaries and/or a poor reputation may make it more difficult to recruit appropriate staff, making achievement of our priorities more difficult	 Likelihood 16 Impact 16	 Likelihood 16 Impact 16	 Likelihood 8 Impact 8

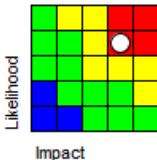
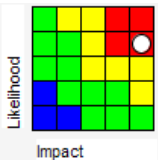
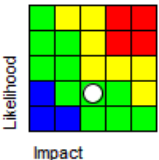
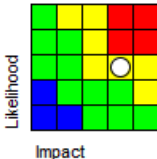
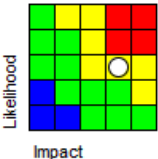
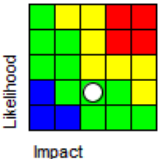
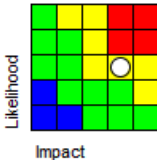
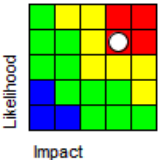
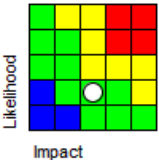
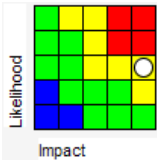
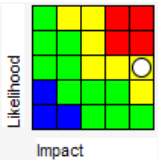
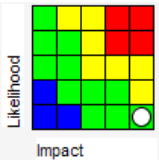
Strategic Risk Register 2015-16

Reputation

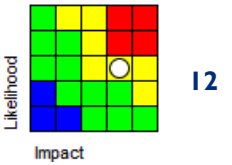
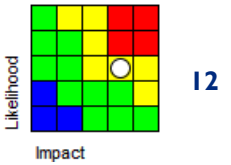
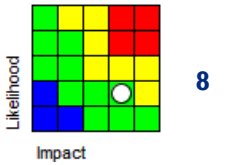
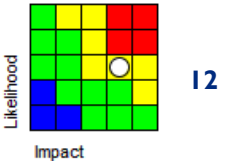
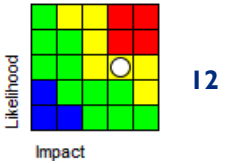
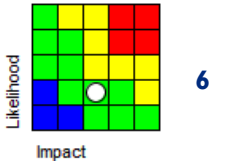
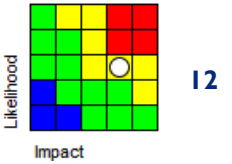
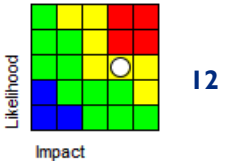
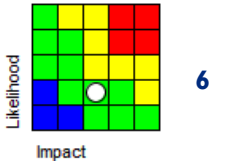
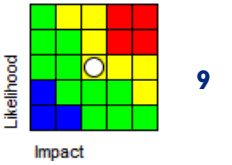
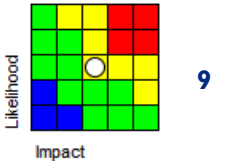
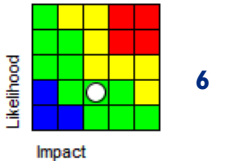
Strategic Risk	Description	Original Risk Score	Current Risk Score	Target Risk Score
STRK-E01 Failure to deliver priorities undermines SHP's reputation	There is a need to recognise that SHP's reputation needs to be built on our achievements in delivering care, quality and value	 Likelihood Impact 12	 Likelihood Impact 20	 Likelihood Impact 6
STRK-E02 There is a lack of effective communication to embed our reputation with stakeholders	We will only be able to establish a good reputation by effectively communicating with all stakeholders	 Likelihood Impact 16	 Likelihood Impact 12	 Likelihood Impact 6
STRK-E03 Failure to convince residents of the benefits of business growth	If residents are not persuaded of the benefits to them of SHP business growth they may believe it is being undertaken to the detriment of their services and our reputation with them may suffer	 Likelihood Impact 12	 Likelihood Impact 12	 Likelihood Impact 6
STRK-E04 Failure to convince political 'influencers' of the benefits of SHP	If those who are in a position to influence local politicians are not selling the benefits of SHP then it puts the future of SHP at greater risk. This may also include new local MPs after May 2015	 Likelihood Impact 20	 Likelihood Impact 20	 Likelihood Impact 8
STRK-E05 SHP has a poor reputation in the housing sector	If SHP develops a poor reputation amongst organisations who are potential partners in service delivery then this may limit our growth opportunities	 Likelihood Impact 9	 Likelihood Impact 9	 Likelihood Impact 6

Strategic Risk Register 2015-16

Contract Management

Strategic Risk	Description	Original Risk Score	Current Risk Score	Target Risk Score
STRK-F01 Not robustly/adequately managing performance of the repairs & voids contractors	Achieving our priorities is dependent on effective contract management especially, as is the case with the repairs & voids, if they are delivering the largest SHP contract and they are new to working with us	 Likelihood Impact	 Likelihood Impact	 Likelihood Impact
STRK-F02 Not effectively managing the major works (LBS) programme	The decreasing size of the major works programme brings risks around contractors attachment to the works and their motivation to meet resident expectations	 Likelihood Impact	 Likelihood Impact	 Likelihood Impact
STRK-F03 A major contractor ceasing to operate in the market	In recent years a number of contractors in social housing have ceased to operate and more recently some contractors have begun withdrawing from the market especially in responsive repairs. A contractor who has adopted unsustainable pricing may be forced to withdraw in the long term	 Likelihood Impact	 Likelihood Impact	 Likelihood Impact
STRK-F04 Lessons are not learned from previous procurements	Whether previous procurements have been successful or unsuccessful, lessons need to be learned and put in to practice to increase the chances of future procurements being successful	 Likelihood Impact	 Likelihood Impact	 Likelihood Impact

Health, Safety & Welfare

Strategic Risk	Description	Original Risk Score	Current Risk Score	Target Risk Score
<p>STRK-G01 Not adequately managing the safeguarding of residents</p>	<p>Risk arises in the areas of: (a) whether abuse is identified; (b) whether action is taken to prevent abuse arising/continuing; (c) whether the potential for staff to be abusers is minimised</p>	 <p>12</p>	 <p>12</p>	 <p>8</p>
<p>STRK-G02 Not effectively ensuring the safety of staff & contractors</p>	<p>Risk occurs when staff and contractors are in contact with residents in areas such as lone working, service notice of or enforcing legal processes and dealing with vulnerable residents with support needs</p>	 <p>12</p>	 <p>12</p>	 <p>6</p>
<p>STRK-G05 Not complying with statutory requirements relating to asset management</p>	<p>Risk arises where legal requirements for 'servicing' are in place and SHP needs to ensure compliance in the areas of gas, electrical, fire, asbestos, legionella and lifts</p>	 <p>12</p>	 <p>12</p>	 <p>6</p>
<p>STRK-G06 Business continuity arrangements are not sufficiently robust</p>	<p>Where existing business continuity arrangements have not been reviewed or tested for some time a risk arises that they are not sufficiently robust or fit for purpose</p>	 <p>9</p>	 <p>9</p>	 <p>6</p>

Financial Plans 2015-16

HRA Budget 2015-16

	2014-15 Forecast £ TOTAL	2015-16 Estimates £ TOTAL
INCOME		
1 Dwelling Rents	33,523,300	33,719,800
2 Dwelling Rents (Void Loss)	(466,500)	(437,500)
3 Non- Dwelling Rents	751,200	773,500
4 TOTAL RENTAL INCOME (1→3)	33,808,000	34,055,800
5 Tenant Charges for Services	795,500	785,800
6 Leaseholder Charges for Services	1,001,400	1,134,200
7 Tenants Water Account Income	1,969,300	1,998,100
8 Heating Account Income	407,900	374,300
9 Fees & Commissions	250,600	239,700
10 TOTAL INCOME (4→9)	38,232,700	38,587,900
EXPENDITURE		
11 SHP Costs	(14,959,400)	(15,288,600)
12 LBS Costs	(2,305,100)	(2,081,900)
13 Tenants Water Account Costs	(1,963,500)	(1,998,100)
14 Heating Account Costs	(459,500)	(386,900)
15 Provision for Bad Debts	(280,800)	(312,100)
16 Depreciation	(7,296,800)	(7,395,900)
17 Debt Management & Interest	(6,419,300)	(5,958,700)
18 Revenue Contribution to Capital Outlay (RCCO)	(1,662,000)	(8,485,000)
19 TOTAL EXPENDITURE (11→18)	(35,346,400)	(41,907,200)
20 NET OPERATING EXPENDITURE (10-19)	2,886,300	(3,319,300)
21 HRA Surplus as at 1 April	2,754,800	2,147,200
22 Interest on balances	20,200	20,200
23 Transfer (to)/from reserves	(3,514,100)	3,514,100
24 HRA Surplus as at 31 March (21→23)	2,147,200	2,362,200
<i>of which:</i>		
25 HRA Working Balance	1,701,700	1,929,300
26 Heating Account Surplus	445,500	432,900

SHP Management Fees 2015-16

SHP Management Fee (HRA)		
1	Management Fee paid from HRA	15,288,600
2	Vulnerable People Support Fees	210,000
3	TOTAL (1+2)	15,498,600
SHP Expenditure from Management Fee		
4	Repairs & Maintenance of properties	(7,382,000)
5	Estate Services	(1,743,600)
6	Neighbourhood Services	(962,000)
7	Older People's Services	(494,700)
8	Customer & Quality Services	(530,300)
9	Income Collection Services	(657,000)
10	Support Services	(2,696,500)
11	Other Costs	(1,032,500)
12	TOTAL (4→11)	15,498,600

SHP Management Fee (MRR)		
13	Management Fee paid from MRR	563,400

14	TOTAL SHP MANAGEMENT FEES (3+13)	16,062,000
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HRA Properties Capital Programme 2015-16

INCOME

Decent Homes Grant	£7,200,000
Brought forward from 2014-15	£1,444,400
Major Repairs Reserve (MRR)	£7,395,900
Revenue Contribution to Capital Outlay (RCCO)	£8,485,000

TOTAL	£24,525,300
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EXPENDITURE

Box bathroom replacements (St Helier)	£2,500,000
Kitchen & Bathroom/WC replacements	£2,000,000
Central heating/boiler installation/replacement/upgrade	£800,000
Electrical re-wiring	£1,400,000
Window replacements	£2,175,000
Roof, canopy, balcony works	£5,000,000
Sheltered Housing Call Systems	£250,000
Lift Renewals	£600,000
Works to communal areas	£610,000
Fire safety works	£575,000
Capital allocation to repairs & voids	£165,300
Chaucer House – phase 2 external works	£8,250,000
Adaptations	£200,000

TOTAL	£24,525,300
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Improvement Plan 2015-16

Improvement Plan 2015-16

Introduction

The priorities identified in The SHP Plan 2013-16 are restated in section 1.1 of the SHP Plan Update. The Improvement Plan summarises the actions planned for 2015-16 that are directed towards these priorities. In addition, as 2015-16 is the final year of the current plan, a number of actions will be undertaken that enable a new SHP Plan to be developed.

Key

Priority					
THE FOLLOWING ACTIONS WILL BE TAKEN:					
Ref.	Summary of action to be undertaken	RO	Action starts	Action complete	Evidence to verify completion of action

Reference

IA15.yyxx = 2015-16 Improvement Action (IA15) number xx from service area yy where:

AM = Asset Management	IM = Income Management
CE = Chief Executive	IT = Information Technology
CM = Communications	NH = Neighbourhoods
FS = Finance Services	OP = Older People's Services
HR = Human Resources	PD = Programme Delivery
HS = Health & Safety	TS = Tenancy Sustainment

Responsible Officers

RO = Responsible Officer for delivery of the action where:

CEO = Chief Executive	HoIM = Head of Income
DoN = Director of Neighbourhoods	HoIT = Head of Information Technology
DoP = Director of Property	HoMC = Head of Marketing
DoR = Director of Resources	HoNE = Head of Neighbourhoods
EMT = Executive Management Team	HoOP = Head of Older People's Services
HoAM = Head of Asset Management	HoPD = Head of Programme Delivery
HoFS = Head of Finance	HSM = Health & Safety Manager
HoHR = Head of Human Resources	

Improvement Plan 2015-16

Customer Care

THE FOLLOWING ACTIONS WILL BE TAKEN:

IA15-NH01	Investigate, and make a recommendation on, the suitability of an incentive/reward scheme as a means of tenancy management	HoN	Mar-15	Jun-15	<i>Stakeholder consultation undertaken, report with recommendation produced</i>
IA15-CE04	Engage TPAS* to review the Resident Compact and SHP's approach to resident consultation	DoN	Apr-15	Sep-15	<i>Agreed Compact, recommendations relating to resident consultation</i>
IA15-CE06	Work with the Council and other agencies to assist them in meeting their duties, and to ensure we meet our responsibilities, under the Care Act 2014	DoN	Apr-15	Sep-15	<i>Notes of meetings, action plans, evidence of implementation</i>
IA15-IM01	Income managers to liaise with the tenancy sustainment team to ensure high risk tenants affected by welfare reform are identified and appropriately supported	HoI	Apr-15	Mar-16	<i>Referrals recorded, case studies available</i>
IA15-CE07	Maintain and enhance relationships with other agencies involved in safeguarding in order to improve the protection of residents	DoN	Apr-15	Mar-16	<i>Notes of meetings, workshops, conferences, etc.</i>
IA15-TS02	Provide regular access to staffed IT facilities at Sutton Gate for Universal Credit claimants to update claims & receive support	HoOP	May-15	Mar-16	<i>IT facility available & promoted, numbers attending & being supported recorded</i>

*=Tenant Participation Advisory Service

Quality

THE FOLLOWING ACTIONS WILL BE TAKEN:

IA15-CE03	Restructure the Properties directorate to provide a more co-ordinated approach to the planning and delivery of asset management	DoP	Feb-15	Jun-15	<i>New structure in place & operational</i>
IA15-PD01	Ensure emergency plans are in place for the delivery of contracted services in the event of contractors being unable or unwilling to deliver the service without notice	HoPD	Apr-15	Jun-16	<i>Business continuity plans for all major contracts</i>
IA15-OP01	As part of the development of the SHP Plan 2016-19 undertake extensive resident consultation over the future development of older people's services	HoOP	Apr-15	Sep-15	<i>Consultation programme produced, delivery confirmed, report produced</i>
IA15-AM01	Undertake an audit of all statutory compliance areas of work and implement the recommendations produced by the audit	HoAM	Apr-15	Oct-15	<i>Audit report, recommendations recorded on Covalent, evidence of implementation provided</i>
IA15-PD02	Embed the robust approach to managing the interim responsive repairs & voids contractor to provide service delivery that meets residents' expectations	HoPD	Apr-15	Dec-15	<i>Regular performance reporting, regular contract meetings</i>
IA15-PD03	Develop a more robust approach to the management of major works contractors to ensure that residents receive a service that is responsive to their needs	HoPD	Apr-15	Mar-16	<i>Regular performance reporting, regular contract meetings</i>

Improvement Plan 2015-16

Value For Money

THE FOLLOWING ACTIONS WILL BE TAKEN:

IA15-CE01	Undertake a procurement process to secure a long term partner for the responsive repairs & voids service ensuring resident involvement is integral to the process	DoP	Jan-15	Dec-15	<i>Project plan approved, delivery monitored through EMT, long term partner secured</i>
IA15-AM02	Develop a fully integrated asset management strategy based on robust stock data that maintains quality, provides value and supports the HRA Business Plan	HoAM	Apr-15	Jan-16	<i>Approved strategy document</i>
IA15-CE08	Identify appropriate opportunities to deliver services with & for other organisations and implement or compete for such opportunities	CEO	Apr-15	Mar-16	<i>SHP bids & proposals to other organisations</i>
IA15-FS01	Complete the cost identification & savings projects & implement their recommendations to provide improvements in value for money	HoF	Apr-15	Mar-16	<i>Projects completed, reports written, recommendations implemented</i>
IA15-CE13	Ensure SHP undertakes a self-assessment based on the HCA Economic Standards	CEO	May-15	Sep-15	<i>Self-assessment completed and reported to SHP Board & HEB Committee</i>
IA15-FS02	Develop a 3-year SHP Financial Plan that reflects the HRA Business Plan and complements the SHP Plan 2016-19	HoF	Oct-15	Jan-16	<i>Plan produced and approved by SHP Board & HEB Committee</i>

Improvement Plan 2015-16

Reputation

THE FOLLOWING ACTIONS WILL BE TAKEN:

IA15-CM01	Ensure all local general election candidates are fully briefed regarding social housing issues and that enquiries on behalf of residents are dealt with in a timely manner	HoMC	Mar-15	May-15	<i>Briefings undertaken, records of responses to enquires available</i>
IA15-CM02	Identify opportunities for, and undertake, communications that enhance the reputation of SHP within the housing sector	HoMC	Apr-15	Mar-16	<i>Record of opportunities taken</i>

Planning

THE FOLLOWING ACTIONS WILL BE TAKEN:

IA15-CE12	Involving all stakeholders, develop a new SHP Plan for 2016-19 that identifies our responses to policy changes that will impact during the period of the Plan	DoR	Jul-15	Jan-16	<i>Plan produced & approved by SHP Board & HEB Committee</i>
IA15-CE11	Undertake a proactive role in the Council's 5-year review of the SHP Management Agreement	DoR	Jul-15	Mar-16	<i>Review completed, new management agreement approved by HEB Committee</i>

Performance Plan 2015-16

Priority Performance Indicators 2013-16

Key

Ref.	Description	2013-14 Outturn	2014-15 Outturn	13-14 Milestone	14-15 Milestone	Original 15-16 Target	Confirmed 15-16 Target
PI Reference	Description of performance indicator	1st year result	2nd year result	1st year milestone	2nd year milestone	3 rd year target set at start of 1 st year	Amended 3rd year target set at start of 3rd year

Performance Indicator Reference

yy.PI.xx = Indicator number xx of indicator type PI (priority) and based in service area yy where:

- AM= Asset Management
- CC= Community Cohesion
- CF = Customer Focus
- CM= Communications
- VM= Value For Money

Priority Indicators

These have a single 3-year target with the 1st and 2nd year milestones representing the desired path towards the 3rd year target. 2013-14 was the first year of a new three year target period.

The third year target is not necessarily changed because the milestones have not been hit. A decision is made about whether it is possible to take action to get back on track and the target is only changed if a decision is made either that the improvement is sustainable or the desired improvement is unlikely to be achievable.

Notes

¹These two indicators were trialled in 2013-14 through the annual residents' survey and the 2015-16 targets were set at the end of the 1st year

Priority Performance Indicators 2013-16

Ref.	Description	2013-14 Outturn	2014-15 Outturn	13-14 Milestone	14-15 Milestone	Original 15-16 Target	Confirmed 15-16 Target
Customer Care							
CF.PI.05	Tenant satisfaction with the overall service provided by their landlord	83.2%	83.1%	84.0%	85.0%	86.0%	86.0%
CF.PI.03	Leaseholder satisfaction with the overall service provided by their landlord	56.6%	59.0%	60.0%	63.0%	66.0%	66.0%
CF.PI.04	Proportion of residents who felt that SHP was able to deal with their enquiry	72.6%	67.7%	78.0%	80.0%	82.0%	82.0%
CF.PI.06	Tenant satisfaction that SHP listens to their views and acts upon them	66.5%	68.3%	65.0%	67.5%	70.0%	70.0%
CF.PI.07	Leaseholder satisfaction that SHP listens to their views and acts upon them	34.1%	41.7%	38.0%	43.0%	48.0%	48.0%
Quality							
AM.PI.01	Percentage of non-decent council homes	12.5%	17.7%	11.9%	16.1%	11.7%	11.7%
AM.PI.02	Tenant satisfaction with the overall quality of their home	81.3%	81.6%	81.0%	84.0%	86.0%	86.0%
AM.PI.04	Leaseholder satisfaction with the overall quality of their block	61.7%	58.3%	60.0%	62.0%	64.0%	64.0%
AM.PI.03	Tenant satisfaction with repairs & maintenance service	78.3%	69.8%	82.0%	84.0%	86.0%	86.0%
CC.PI.01	Tenant satisfaction with their neighbourhood as a place to live	84.1%	85.9%	83.0%	85.0%	87.0%	87.0%
CC.PI.02	Leaseholder satisfaction with the neighbourhood as a place to live	75.2%	77.2%	74.0%	76.0%	78.0%	78.0%
Value For Money							
VM.PI.01	Tenant satisfaction with value for money for their rent	83.6%	83.1%	84.0%	85.0%	86.0%	86.0%
VM.PI.03	Tenant satisfaction with value for money for their service charges	79.0%	71.6%	79.0%	80.0%	81.0%	81.0%
VM.PI.02	Leaseholder satisfaction with value for money for their service charges	32.6%	39.7%	31.0%	38.0%	45.0%	45.0%
Reputation							
CM.PI.01	Resident agreement that SHP has a good reputation locally ¹	69.6%	70.0%	n.a.	n.a.	n.a.	75.0%
CM.PI.02	Residents who would describe SHP as a good organisation to others ¹	74.1%	74.8%	n.a.	n.a.	n.a.	79.0%

Balanced Scorecard Performance Indicators

Balanced Scorecard

The balanced scorecard views the organisation from four perspectives.

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

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

Perspective	CUSTOMERS	SERVICES	FINANCIAL	ORGANISATIONAL
Element(s)	Customer Access Complaints Customer Involvement Customer Diversity	Major Works Planned Maintenance Responsive Repairs Voids & Allocations External Services Tenancy Management Older People's Services	Income Collection Value for Money	Health & Safety Reputation Support Services Governance

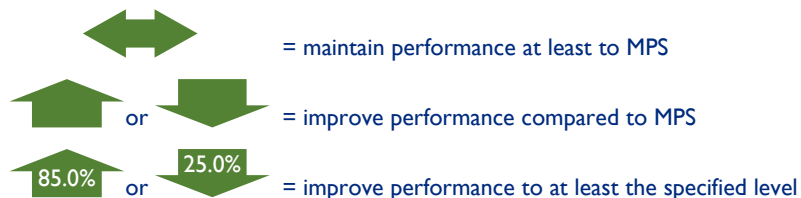
Each element contains a number of PIs that together represent a view of the overall performance of that element of the organisation. These PIs and their targets are given below.

Balanced Scorecard Performance Indicators

Key

Ref.	Description	RO	2014-15 Target	2014-15 Outturn*	2015-16 MPS	2015-16 Target	2016-17 Target	2017-18 Target
PI Reference	Description of performance indicator	Reporting Officer	Last full year target where one existed	Last full year result	Current year minimum performance standard	Current year target	Strategic indicators have indicative 3-year targets	

Targets



Minimum Performance Standard (MPS) = minimum performance required in 2015-16

Performance Indicator Reference

yy.SI.xx = Indicator number xx of indicator type SI (strategic) and from statement of intent yy where:

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

Reporting Officer

















RO = Reporting Officer where:

- | | |
|---------------------------------------|---|
| CC = Complaints Coordinator | HoHR = Head of Human Resources |
| CCM = Customer Care Manager | Hol = Head of Income |
| HSM = Health & Safety Manager | HoIT = Head of IT |
| HoAM = Head of Asset Management | HoMC = Head of Marketing & Communications |
| HoES = Head of External Services | HoN = Head of Neighbourhoods |
| HoF = Head of Finance | HoOP = Head of Older People's Services |
| HoGA = Head of Governance & Assurance | HoPD = Head of Programme Delivery |

Balanced Scorecard Performance Indicators

Ref.	Description	RO	2014-15 Outturn	2015-16 Target	2016-17 Target	2017-18 Target
Customer Access						
CF.SI.06	Customer satisfaction with reception services	CCM	99.3%	96.0%		
CF.SI.16	Average time taken to answer inbound calls	CCM	24.2 sec	25.0 sec		
CF.SI.17	Percentage of inbound calls answered	CCM	96.2%	98.0%		
CF.SI.18	Percentage of all visitors to reception seen within service standard times	CCM	91.6%	100.0% (tol. 0.5%)		
CF.SI.32	Percentage of emails responded to within target timescales	CCM	89.9%	93.0%		
CF.SI.33	Percentage of letters responded to within target timescales	CCM	90.8%	93.0%		
Complaints						
CF.SI.10	Number of enquiries upheld by the Ombudsman	CC	0	0		
CF.SI.20	Customer satisfaction with the way complaints are handled	CC	61.8%	72.0%		
CF.SI.21	Customer satisfaction with the outcome of their complaint	CC	61.3%	68.0%		
CF.SI.34	Average time taken to resolve a complaint	CC	21.8 days	11.0 days		

Balanced Scorecard Performance Indicators

Ref.	Description	RO	2014-15 Outturn	2015-16 Target	2016-17 Target	2017-18 Target
Customer Involvement						
CF.SI.23	Leaseholder satisfaction that SHP gives them the opportunity to make their views known	HoMC	63.0%	65.0%		
CF.SI.26	Tenant satisfaction that SHP gives them the opportunity to make their views known	HoMC	75.2%	80.0%		
CF.SI.27	Tenant satisfaction that SHP gives them the opportunity to make their views known by age (<25)	HoMC	90.9%	80.0%		
CF.SI.28	Tenant satisfaction that SHP gives them the opportunity to make their views known by age (25-59)	HoMC	65.4%	74.0%		
CF.SI.29	Tenant satisfaction that SHP gives them the opportunity to make their views known by age (60+)	HoMC	83.9%	80.0%		
CF.SI.30	BME tenant satisfaction that SHP gives them the opportunity to make their views known	HoMC	72.8%	80.0%		
CF.SI.31	Disabled tenant satisfaction that SHP gives them the opportunity to make their views known	HoMC	78.9%	80.0%		
Customer Diversity						
ED.SI.07	Percentage of resident leaseholders on who the landlord has diversity information	HoN	61.2%	94.0%		
ED.SI.08	BME tenant satisfaction with the overall service provided by their landlord	HoN	79.6%	86.0%	n.a.	n.a.
ED.SI.09	Disabled tenant satisfaction with the overall service provided by their landlord	HoN	86.4%	86.0%	n.a.	n.a.
ED.SI.10	Tenant satisfaction with the overall service provided by their landlord by age (<25)	HoN	80.0%	86.0%	n.a.	n.a.
ED.SI.11	Tenant satisfaction with the overall service provided by their landlord by age (25-59)	HoN	73.8%	86.0%	n.a.	n.a.
ED.SI.12	Tenant satisfaction with the overall service provided by their landlord by age (60+)	HoN	90.7%	86.0%	n.a.	n.a.

CUSTOMERS

Balanced Scorecard Performance Indicators

SERVICES	Ref.	Description	RO	2014-15 Outturn	2015-16 Target	2016-17 Target	2017-18 Target	
	Major Works							
	AM.SI.32	Average SHP satisfaction rating for major works projects	HoPD	91.1%	85.0%			
	AM.SI.38	Tenant satisfaction with internal major works projects	HoPD	99.1%	96.0%			
	AM.SI.39	Tenant satisfaction with external major works projects	HoPD	94.5%	96.0%			
	AM.SI.40	Tenant satisfaction with internal major works products	HoPD	100.0%	96.0%			
	AM.SI.41	Tenant satisfaction with external major works products	HoPD	94.4%	96.0%			
	AM.SI.27	Tenant satisfaction with major adaptations process	HoPD	100.0%	96.0%			
	AM.SI.33	Average time taken for major adaptations from order issue to work completion	HoPD	54.8 days	60.0 days			
	Planned Maintenance							
AM.SI.04	Average SAP rating (energy efficiency) of local authority owned dwellings	HoAM	70	70				
AM.SI.06	Percentage of gas repair 1 st appointments requested by tenants completed within target times	HoAM	99.0%	98.0%				
AM.SI.07	Customer satisfaction with the gas servicing process	HoAM	98.5%	96.0%				

Balanced Scorecard Performance Indicators

Ref.	Description	RO	2014-15 Outturn	2015-16 Target	2016-17 Target	2017-18 Target
Responsive Repairs						
AM.SI.08	Percentage of inspections requested by tenants completed within target	HoPD	95.1%	96.0%		
AM.SI.10	Percentage of all repairs requested by tenants completed within local target times	HoPD	94.2%	98.0%		
AM.SI.12	Tenant satisfaction with their most recent repair	HoPD	84.8%	96.0%		
AM.SI.13	Percentage of post inspections accepted as satisfactory by SHP	HoPD	76.5%	97.0%		
AM.SI.29	Resident satisfaction with communal responsive repairs	HoPD	67.0%	85.0%		
Voids & Allocations						
AM.SI.14	Average time taken to re-let local authority housing	HoPD	30.1 days	25.0 days		
AM.SI.15	Percentage rent loss from vacant properties	HoPD	1.23%	1.00%		
AM.SI.16	New tenant satisfaction with the voids & allocations team	HoPD	88.9%	96.0%		
AM.SI.30	New tenant satisfaction with the condition of their property in relation to the lettings standard	HoPD	81.5%	82.0%		
AM.SI.45	Percentage of mutual exchanges approved/refused within the statutory 42-day period	HoPD	100.0%	100.0% (tol. 3.0%)		

SERVICES

Balanced Scorecard Performance Indicators

SERVICES	Ref.	Description	RO	2014-15 Outturn	2015-16 Target	2016-17 Target	2017-18 Target	
	External Services							
	ES.SI.01	Percentage of all estate external areas achieving a good or excellent rating	HoES	89.9%	90.0%			
	ES.SI.04	Resident satisfaction with communal window cleaning services	HoES	73.5%	75.0%			
	ES.SI.06	Tenants satisfaction with estate services	HoES	71.3%	75.0%			
	ES.SI.08	Leaseholder satisfaction with estate services	HoES	59.7%	63.0%			
	Tenancy Management							
	CC.SI.01	Percentage of neighbourhood inspections completed on time	HoN	100.0%	100.0% (tol. 1 visit)			
	CC.SI.03	Percentage of new tenancy 6-week visits undertaken	HoN	100.0%	100.0% (tol. 5.0%)			
	CC.SI.04	Percentage of new tenancy 8-month visits undertaken	HoN	99.1%	100.0% (tol. 5.0%)			
CC.SI.08	Tenant satisfaction with the way ASB cases are handled	HoN	83.3%	83.0%				
CC.SI.09	Tenant satisfaction with the outcome of their ASB complaint	HoN	77.3%	77.0%				
Older People's Services								
OP.SI.02	Sheltered tenant satisfaction with the service provided by sheltered housing team	HoOP	94.9%	96.0%				

Balanced Scorecard Performance Indicators















FINANCIAL	Ref.	Description	RO	2014-15 Outturn	2015-16 Target	2016-17 Target	2017-18 Target	
	Income Collection							
	IM.SI.01	Rent collected as a proportion of the rent roll (exc. arrears)	Hol	99.2%	99.2%			
	IM.SI.02	Rent arrears as a proportion of the rent roll	Hol	2.8%	3.0%			
	IM.SI.03	Percentage of tenants with more than 7 weeks gross rent arrears	Hol	5.5%	5.5%			
	IM.SI.05	Number of tenants evicted as a result of rent arrears	Hol	27	not applicable	not applicable	not applicable	
	IM.SI.06	Former tenant debt as a proportion of rent roll	Hol	1.5%	1.3%			
	IM.SI.07	Percentage of current year's leasehold service charges collected	Hol	97.8%	100.0%			
	IM.SI.08	Leasehold service charge arrears	Hol	£102,461	£102,500			
	Value For Money							
VM.SI.06	Budget spend against profile	HoF	102.2%	min 90-98% ² max 101%				
VM.SI.08	Overhead spend against profile	HoF	99.7%	max 101%				
VM.SI.09	Next year's overhead costs as a proportion of next year's budget	HoF	23.8%	23.6%				

²Minimum tolerance will be profiled quarterly: Q1 = 90.0%, Q2 = 93.0%, Q3 = 97.0%, Q4 = 98.0%

Balanced Scorecard Performance Indicators

ORGANISATIONAL	Ref.	Description	RO	2014-15 Outturn	2015-16 Target	2016-17 Target	2017-18 Target	
	Health & Safety							
	AM.SI.05	Percentage of dwellings with a valid CPI2 gas certificate	HSM	100.0%	100.0% (tol. 0.5%)			
	AM.SI.19	Number of RIDDOR incidents on major works projects	HSM	1	0			
	AM.SI.21	Percentage of properties with a valid electrical test certificate	HSM	99.6%	100.0% (tol. 0.5%)			
	AM.SI.42	Percentage of communal areas where an asbestos survey has been undertaken	HSM	100.0%	100.0% (tol. 0.5%)			
	AM.SI.43	Percentage of communal areas where fire safety risk assessment has been undertaken	HSM	100.0%	100.0% (tol. 0.5%)			
	AM.SI.44	Percentage of communal water tanks where an annual legionella test has been undertaken	HSM	n.a.	100.0% (tol. 0.5%)			
	Reputation							
	FN.SI.02	Proportion of invoices paid by SHP within 30 days	HoF	58.8%	63.0%			
CM.SI.05	Resident agreement that SHP has a good reputation locally by age (<25)	HoMC	90.9%	75.0%	n.a.	n.a.		
CM.SI.06	Resident agreement that SHP has a good reputation locally by age (25-59)	HoMC	62.9%	75.0%	n.a.	n.a.		
CM.SI.07	Resident agreement that SHP has a good reputation locally by age (60+)	HoMC	82.0%	75.0%	n.a.	n.a.		
CM.SI.08	BME resident agreement that SHP has a good reputation locally	HoMC	69.4%	75.0%	n.a.	n.a.		
CM.SI.09	Disabled resident agreement that SHP has a good reputation locally by age (<25)	HoMC	78.7%	75.0%	n.a.	n.a.		

Balanced Scorecard Performance Indicators

ORGANISATIONAL	Ref.	Description	RO	2014-15 Outturn*	2015-16 Target	2016-17 Target	2017-18 Target	
	Support Services							
	CM.SI.03	Tenant satisfaction with the way SHP keeps them informed	HoMC	84.7%	86.5%			
	CM.SI.04	Leaseholder satisfaction with the way SHP keeps them informed	HoMC	69.9%	74.5%			
	HR.SI.02	Number of working days lost due to short-term sickness	HoHR	3.6 days	3.6 days			
	IT.SI.01	Staff satisfaction with ICT services	HoIT	98.8%	96.0%			
	IT.SI.02	Reliability of ICT systems (based on system uptime 24/7)	HoIT	99.9%	100.0% (tol. 2.0%)			
	IT.SI.03	Percentage of all ICT calls responded to within service standards	HoIT	99.7%	100.0% (tol. 2.0%)			
	Governance							
	GO.SI.01	Percentage of Board members who meet the minimum attendance requirement for meetings	HoGA	87.5%	90.0%			



Care, Quality, Value
