

# Sandwell Homes

Business & Delivery  
Action Plan

2010  
2011

making a  
difference

Improving Sandwell through  
partnership working



# WORKING IN PARTNERSHIP

Sandwell Homes Business & Delivery Action Plan 2010 - 2011



The design concept used on the front cover of this Plan was submitted by Greg Woodin as an entry in our competition open to all Year 9 students from Sandwell's Q3 Academy at Great Barr.

Greg Woodin (centre), design concept winner, is pictured here accepting his prize from Nicky Denston (right), Business and Performance Manager, Sandwell Homes and Anne-Marie Moore (left), Art Teacher at Q3 Academy.

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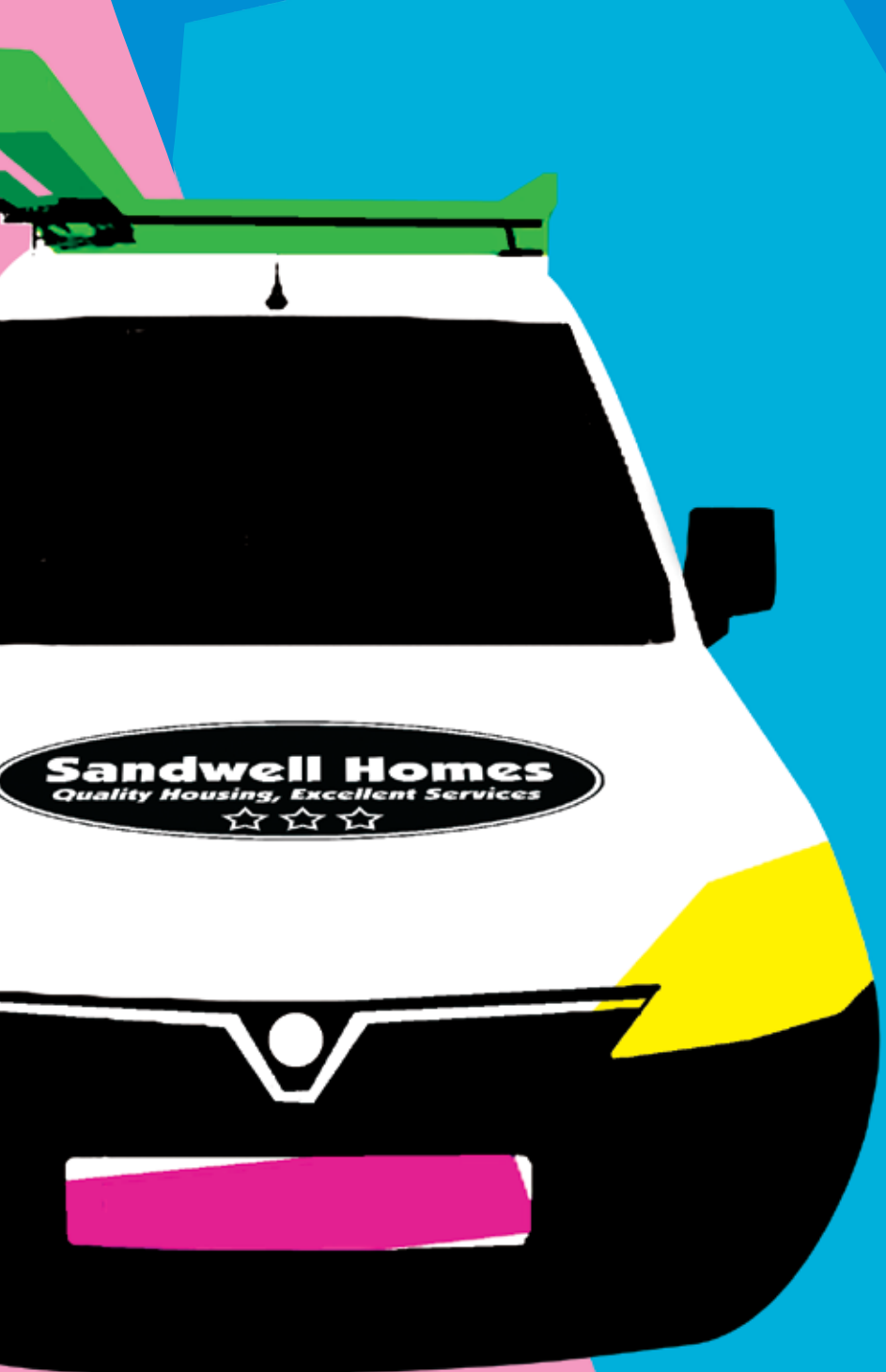
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# INTRODUCTION

Sandwell Homes Business & Delivery Action Plan 2010 - 2011





# section

Making the Change



# INTRODUCTION

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011

### VISION – MISSION-VALUES- PRIORITIES

Sandwell Homes Vision, Mission and Strategic Priorities clearly articulate our ambition. Our values reflect how we will conduct our business and treat our customers.

### SANDWELL HOMES VISION

To be nationally recognised as a best practice social housing provider by delivering sustainable quality homes and excellent customer services through committed and motivated people.

### SANDWELL HOMES MISSION

Improve the Quality of Life for People in Sandwell, by providing quality housing and excellent services, to enable healthy living in safe and sustainable neighbourhoods.

### SANDWELL HOMES VALUES

**C**ontinuous improvement

**R**espect and fairness

**E**nvironmentally responsible

**A**ctively seeking and listening to stakeholder views

**T**rusted and caring

**I**ntegrity, honesty and openness

**V**alue for Money

**E**ncouraging and supportive



# FOREWORD

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011

**Sandwell Homes operates within a three year business planning horizon. This Business and Delivery Action Plan represents year three of the planning horizon, supporting the strategic direction set in the Sandwell Homes Business and Delivery Plan 2008/11.**

Working in partnership with Sandwell MBC we have established ourselves as a force for change in the local community and take pride in our role that supports the Council's transformation of neighbourhoods and Council homes. The future holds significant challenges and opportunities for Sandwell Homes and we will shape our service to maximise benefits, for our existing customers, and the wider Sandwell community.

Since the development of the 2008/11 Business and Delivery Plan there has been a significant downturn in the economy this will require this Company to be more effective and efficient in the future. Anticipated impact:

- An increase in the number of homeless applicants and in the numbers awaiting a permanent home
- Tenants and leaseholders may find it more difficult to pay rent and charges due, increasing pressure on arrears recovery
- Fewer tenants will vacate tenancies, reducing opportunities for transfer and for those requiring new accommodation
- Increase in worklessness.



In order to continue to deliver excellent services for our customers, with limited resources, we need to constantly evaluate the cost effectiveness of our service delivery. Crucial to this is our understanding of the diverse needs of customers and in being pro-active to develop services to meet that need.

Reducing waste and improving efficiency is a major driver across the Company and provides a stimulus for our continuous improvement agenda and value for money agenda.

# FOREWORD

Sandwell Homes Business & Delivery Action Plan 2010 - 2011



# BUILDING BLOCKS

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011

Sandwell Homes success has been built on the solid foundations of motivated and committed employees, an awareness of our corporate social responsibilities and maintaining the viability of the Company, through delivering year on year efficiencies.

We seek to develop greener, cleaner, safer neighbourhoods and to make best use of the stock we manage. Property management is key to our business success and includes the refurbishment, repair and maintenance of tenanted and void properties and maximising tenant choice through the application of the Council's Allocations Policy.

Customer needs and expectations are integral to shaping service delivery. It is our aim to continually enhance our customer services.



# CONTRIBUTING TO THE WIDER STRATEGIC AGENDA OF SANDWELL

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011

Sandwell Homes is an established and supportive contributor towards the wider strategic agenda of Sandwell MBC and can demonstrate a positive track record of delivering improvements, which have improved the quality of life for many. Through our collaborative working with Sandwell Council and key partners, Sandwell Homes has made positive contributions in the delivery of the Decent Homes programme, our work reducing anti-social behaviour, youth intervention projects and our proactive approach to financial inclusion.

Sandwell Homes has a collaborative partnership with Sandwell Council, working together to deliver tangible improvements for the people of the Borough. Our co-ordinated and proactive approach is demonstrated overleaf and reflects how both our core activities and the improvements contained within our Business & Delivery Plan Action 2010/11 complement Sandwell Council priorities.



# CELEBRATING CHANGE

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011



**During 2009/10, we have supported Sandwell's transformation agenda by:**

- Uplifting a further 2300 properties to meet the "decent homes" standard
- Completing £3.1m of environmental improvements
- Providing 48 future skills apprentice work placements
- Establishing the West Bromwich Housing Service Centre
- Achieving overall customer satisfaction levels of 80.39%

**During 2009/10 we have achieved:**

- Gaining the Housing Excellence – Social Landlord of the Year - Regional
- EMAS accreditation for environmental management
- The Times Green Company of the year award 2009/10 – ranked 27th out of 60
- ROSPA Gold Award for Health & Safety
- Implemented Single Status agreement in January 2010



# CELEBRATING CHANGE

Sandwell Homes Business & Delivery Action Plan 2010 - 2011





# section

Themes for Change



# INTRODUCING COMPANY THEMES FOR 2010/11

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011

### 1 Efficiency & Viability

Sandwell Homes has an excellent track record in achieving efficiencies. Since the Company was established in 2004, in excess of £14 million savings have been recorded. The direction we have set is to challenge current processes and our approach to service delivery.



Utilising new technology, delivering further implementation phases of the IBS Housing Management System and modernising our ways of working will support delivery of the savings required to achieve a balanced budget.

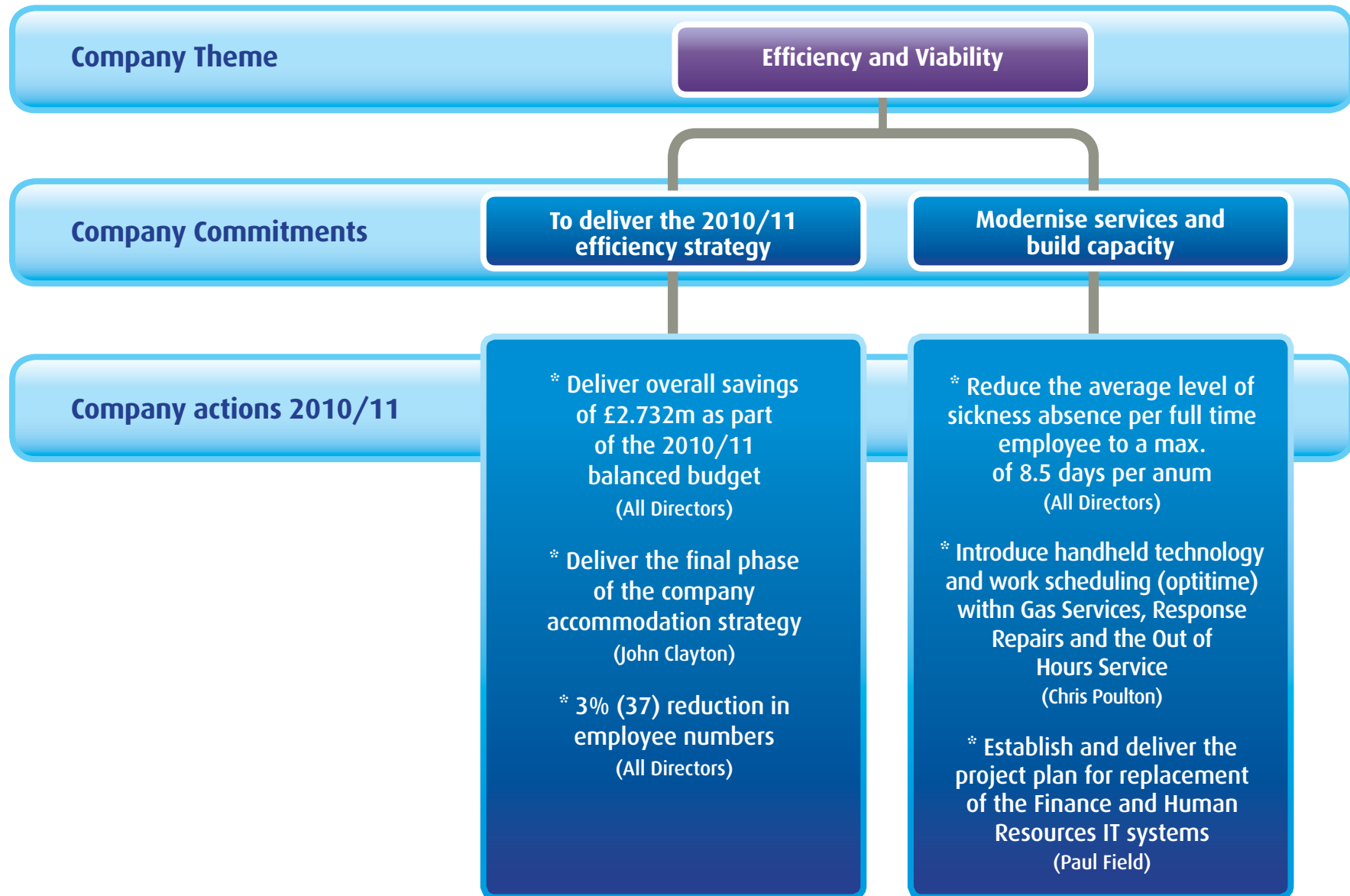
The worldwide economic downturn will undoubtedly have an impact on the Company during the life of this Plan and beyond. This reinforces the need to enhance efficiency in the way we carry out our business, delivering on cost and quality and customers satisfaction.

Our response is to identify and eliminate waste within the Company, looking proactively at prioritising those areas of service delivery which are of importance to tenants. We feel that our reputation and levels of customer satisfaction have been built on delivering excellent services within core business activities and this is our priority.

The Company is operating in a climate where emerging technologies across all of our business areas will facilitate services being delivered more cost effectively, efficiently and quicker. Sandwell Homes embraces the use of technology in improving service delivery, customer access and contribute to our sustainable environment agenda.

# INTRODUCING COMPANY THEMES FOR 2010/11

Sandwell Homes Business & Delivery Action Plan 2010 - 2011



# INTRODUCING COMPANY THEMES FOR 2010/11

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011

### 2 Enhancing the customer experience

During 2009/10 the Company achieved the Customer Service Excellence Award, demonstrating our commitment and delivery of excellent customer service. However, we are not complacent, we see this accreditation as a stepping stone towards excellence, it recognises the commitment of our employees and the progress we have made so far. Last year saw the launch of our Customer Services Centre and the introduction of our telephone golden number. This year our Customer Access Strategy will provide more opportunities for customers to use our services interactively.

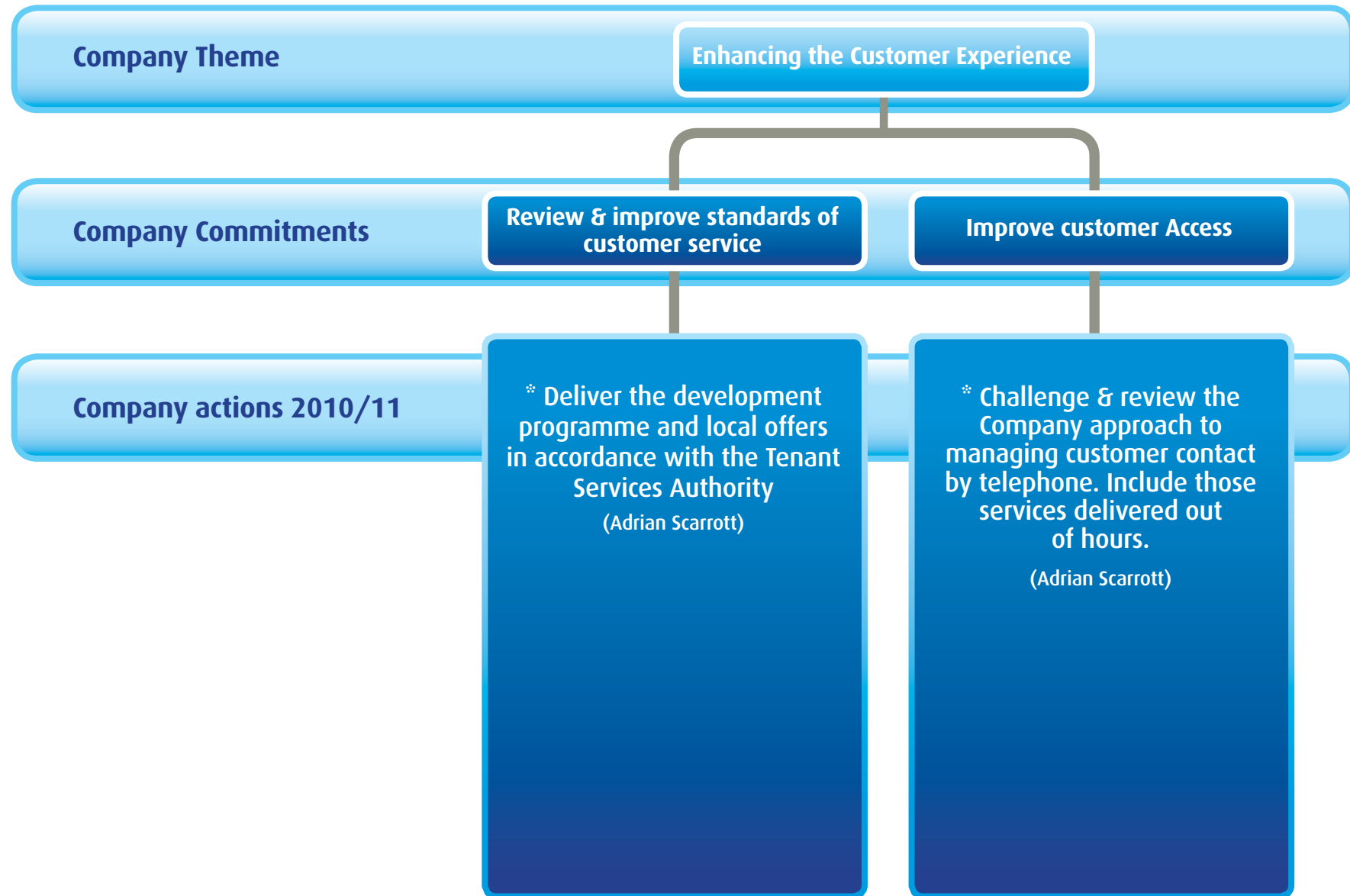
Our primary focus is the delivery of excellent services first time, every time and we are dedicated to reducing the amount of repeat calls we receive, reducing the number of complaints, increasing customer satisfaction levels and improving response times.

The Tenant Services Authority (TSA) holds regulatory responsibility for affordable homes in England. Sandwell Homes will be undertaking local consultation in partnership with Sandwell Community Information and Participation Service (SCIPS) in June to develop local offers to complement agreed national standards. This consultation will supplement the consultation we undertake with customers through our links with tenants and residents associations and our existing customer intelligence mechanisms.



# INTRODUCING COMPANY THEMES FOR 2010/11

Sandwell Homes Business & Delivery Action Plan 2010 - 2011



# INTRODUCING COMPANY THEMES FOR 2010/11

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011

### 3 Property Management

Sandwell Homes manages over 29,000 properties on behalf of Sandwell Council. We recognise the increased demand for affordable housing as a challenge and are working in partnership with Sandwell MBC's Housing Strategy to develop a planned and co-ordinated response to making the best use of the properties we manage.

Stock management, to a high standard of excellence is a pre-requisite to meet the needs of tenants and potential tenants and is principally focussed around refurbishment (Decent Homes), repair and maintenance and the management of housing stock.

Issues of under-occupation and over-crowding are tackled utilising local lettings plans, the Tenant Incentive Scheme and the Council's Choice Based Lettings Policy to best effect.

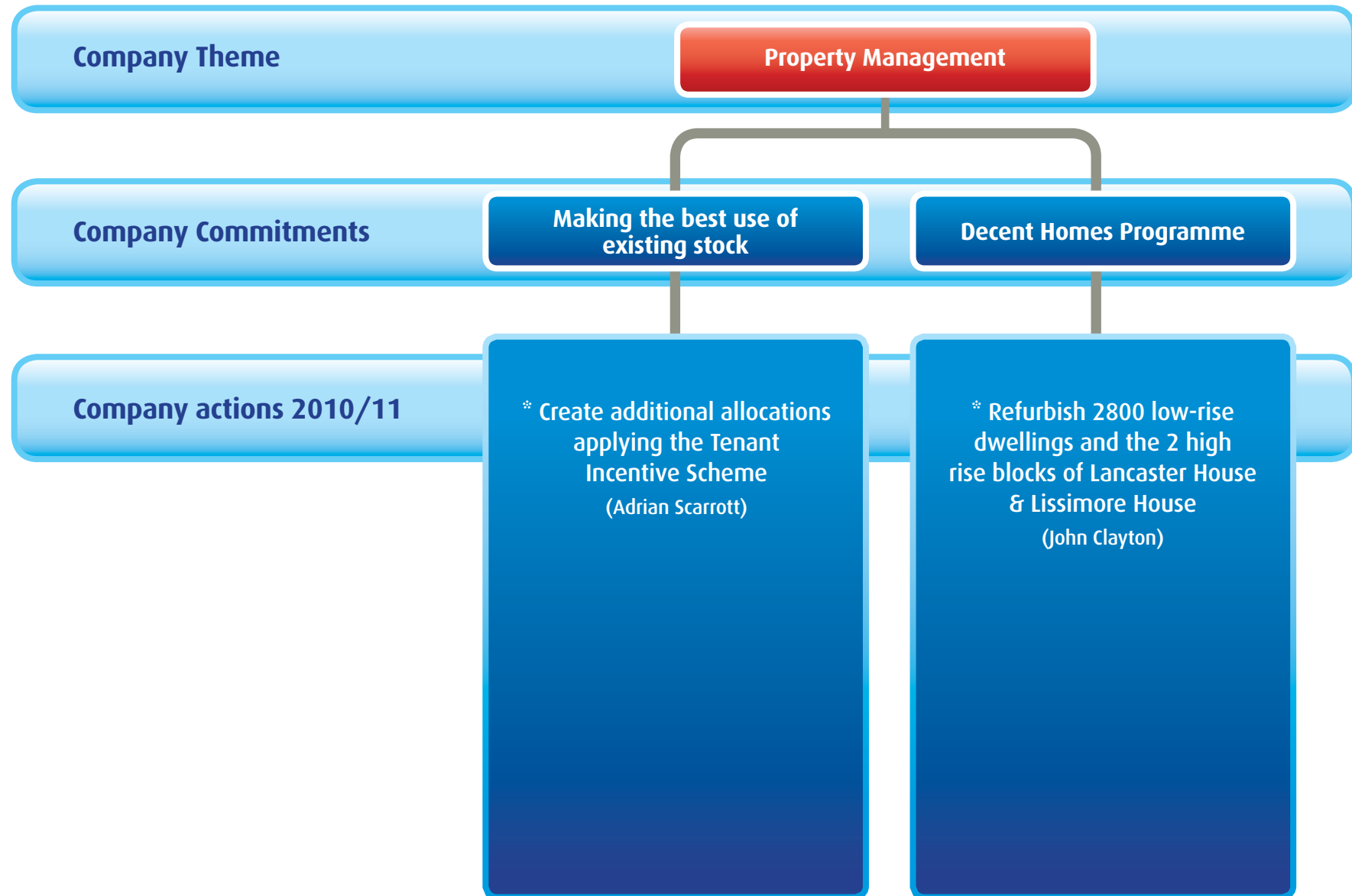
Sandwell Homes gained National "Overcrowding Pathfinder" status and subsequently developed an Under Occupation and Overcrowding Strategy. In 2010/11, the Tenant Incentive Scheme funding of £60,000 will provide the opportunity to release, for reletting, an additional 50 family homes that are currently under occupied.



The current arrangements for the Low Rise Decent Homes Partnership will conclude in December 2010 following a six year period that has seen significant levels of investment and improvements to customers' homes. The tendering process for the second phase of improvements is in progress. The conclusion of this process will see construction partners delivering further improvements to a further 2,800 homes during 2010 and March 2011.

# INTRODUCING COMPANY THEMES FOR 2010/11

Sandwell Homes Business & Delivery Action Plan 2010 - 2011



# INTRODUCING COMPANY THEMES FOR 2010/11

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011

### 4 Decent Neighbourhoods

Residents in our properties tell us that living in a decent neighbourhood is as important to them as the condition of the property they live in. The estates we manage are clean, tidy, well maintained and provide tenants with a safe, secure and pleasant environment to live in. We strive to improve the physical condition of estates, through the delivery of the environmental improvement programme and the routine activities carried out by our cleaning, caretaking and janitorial teams.

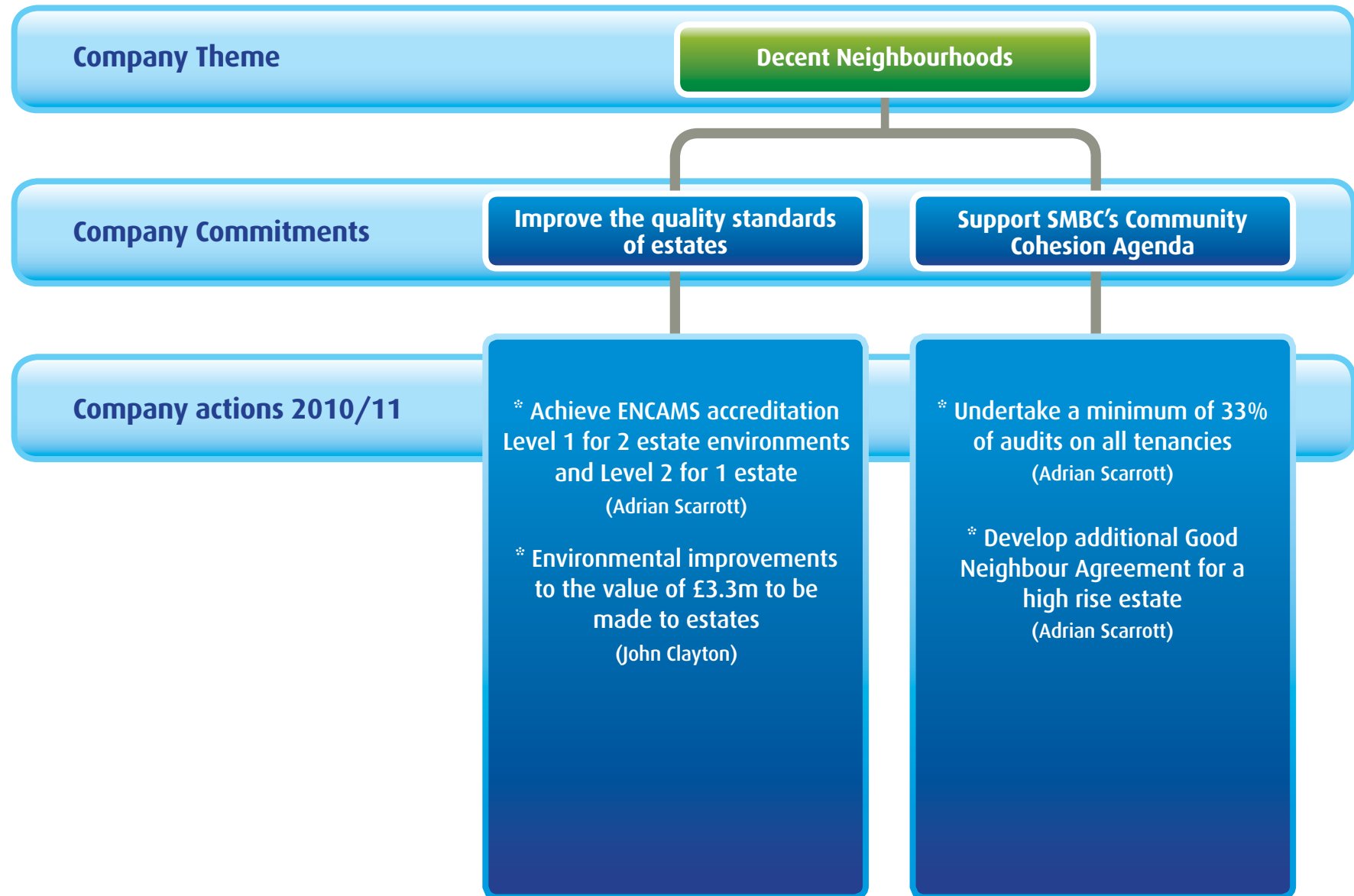
Over the last five years Sandwell Homes have delivered over £12m of improvements to estates and public spaces, with plans to spend a further £3.3m during 2010/11.

We contribute to Sandwell's Community Cohesion Agenda through our multi-agency and tasking approach, working with local providers who all share the goal of improving the quality of life for the people in Sandwell. The community is at the heart of any initiatives we undertake and their valued contribution provides us with the opportunity to make a difference where it really matters. We pride ourselves on the positive impact we will continue to make through our work with young people and the success of our Community Chest Project, offering local groups the opportunity to access funding for community projects.



# INTRODUCING COMPANY THEMES FOR 2010/11

Sandwell Homes Business & Delivery Action Plan 2010 - 2011



# INTRODUCING COMPANY THEMES FOR 2010/11

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011

### 5 Corporate Social Responsibility

Sandwell Homes is concerned to ensure that we conduct our business in an ethical way and take into account the social, economic and environmental impact of our business. We work in partnership with local communities to help tackle worklessness through the continuation of our apprentice strategy. Our partnership with local schools also provides work experience and work placements.

We take our environmental responsibility extremely seriously and have worked hard to attain the environmental management accreditation (EMAS) and apply positive and practical solutions to our everyday work. During the life of this Plan, we intend to make further progress to reduce the Company's carbon footprint and that of the properties we manage.

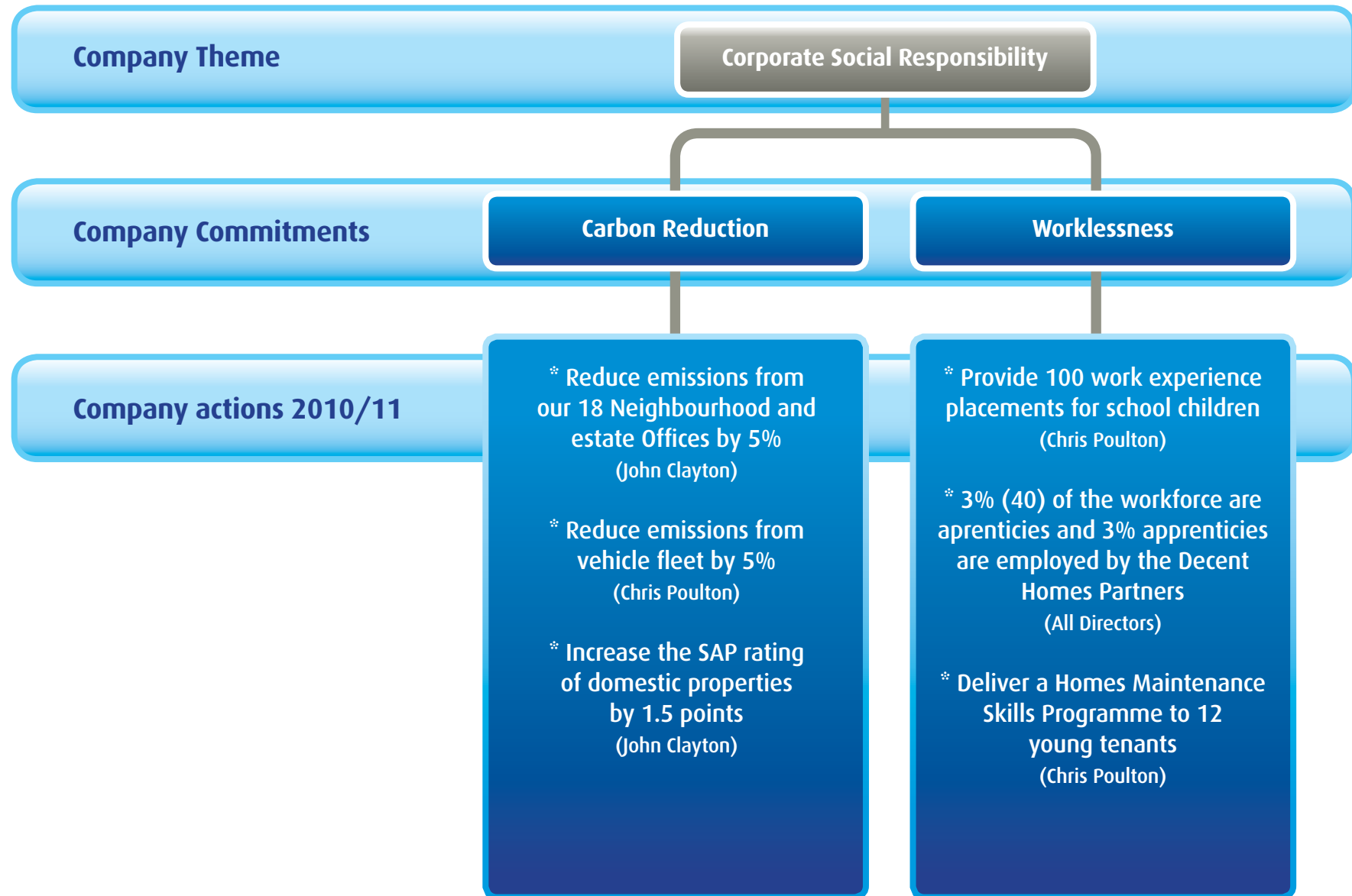


Our Homes Maintenance Skills Programme has offered young tenants the opportunity to learn new skills in a practical environment, using our own employees as trainers. This initiative assists in sustaining tenancies and providing young people with the platform to develop their learning further and possibly support future employment prospects.

Procurement of goods and services delivers significant efficiencies, making a positive impact on our environmental agenda and supporting Sandwell's economy through the employment of local labour.

# INTRODUCING COMPANY THEMES FOR 2010/11

Sandwell Homes Business & Delivery Action Plan 2010 - 2011



# INTRODUCING COMPANY THEMES FOR 2010/11

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011

### 6 Motivated and Committed Employees

Our employees are the most important asset of the Company and are recognised as integral to the success of the Company. We support the health and wellbeing of our employees and have developed a range of initiatives to help develop healthier lifestyles. As a consequence our employee sickness absence levels have reduced considerably since the establishment of the Company in 2004/05 from an average 18 days absence per full time employee to under 8 days in 2009/10.

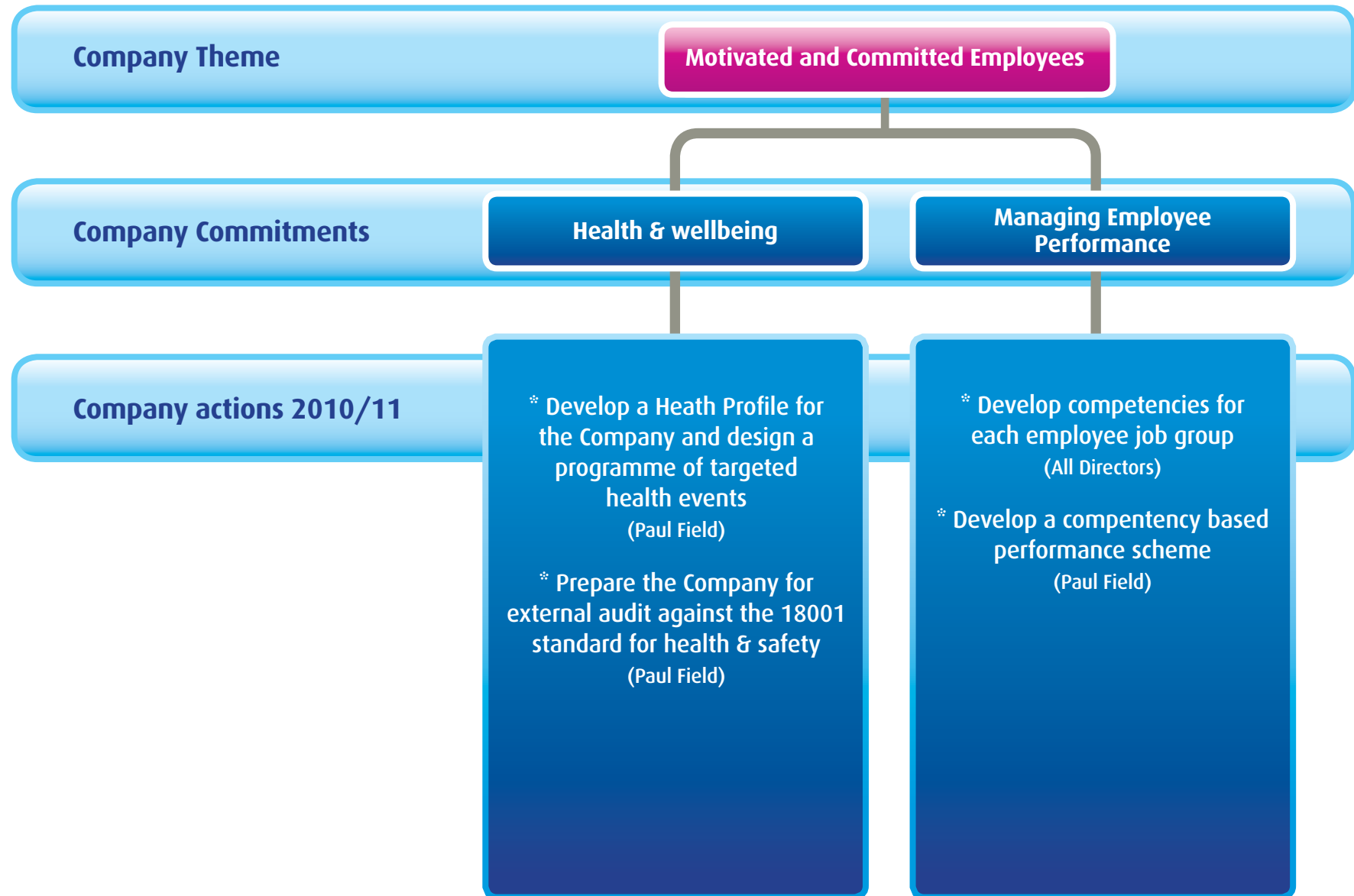
To support the Company's focus on efficiency and effectiveness it is imperative that additional capability and capacity is developed for the future. The introduction of a competency based performance scheme will support this approach.

We aim to ensure that the Company has the "right people with the right skills in the right place at the right time." To achieve this, the Company operates a workforce planning process.



# INTRODUCING COMPANY THEMES FOR 2010/11

Sandwell Homes Business & Delivery Action Plan 2010 - 2011



# COMMITMENT TO CHANGE

Sandwell Homes Business & Delivery Action Plan 2010 - 2011





section  
Delivery of Change

3

# PRIORITY - TO BE VIABLE

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011

Company Theme	Outcome	Commitment	Target	Director Responsible	Milestone	Target
Efficiency and Viability	Overall efficiency gain of £2.732m is achieved	Target savings of £2.152m across the company are delivered as part of 2010/11 balanced budget	31st July 2010	All Directors	Support Services Directorate have achieved savings of £662,000	31st July 2010
					Housing Services Directorate have achieved savings of £513,000	31st July 2010
					Repairs & Maintenance have achieved savings of £883,000	31st July 2010
					Investment Directorate have achieved savings of £94,000	31st July 2010
		Additional £580,000 savings are delivered as part of 2010/11 balanced budget	31st August 2010	Paul Field Finance Director	£480,000 savings from the lower pay award 2009/10 have been achieved and verified	31st August 2010
					An additional £100,000 service charge income for digital aerials is in place for 2010/11	31st August 2010
					A report is presented to Finance Committee indicating that savings have been achieved	31st August 2010

# PRIORITY - TO BE VIABLE

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011

Company Theme	Outcome	Commitment	Target	Director Responsible	Milestone	Target
	A reduction of £155,000 will be achieved on accommodation costs	Deliver the final phase of the Company Accommodation Strategy	31st December 2010	Paul Field Finance Director	Complete the ten year lease of Court House in West Bromwich	30th September 2010
					Transfer all employees from Smethwick Council House	31st December 2010
					Surrender the leases of West Bromwich Property Shop and Gladstone Street	31st December 2010
					Complete the West Bromwich Housing Service Centre	31st December 2010
	Improve business efficiency and effectiveness	The average level of sickness absence per full time employee is a maximum of 8.5 days	31st March 2011	Paul Field Finance Director	The maximum target of 2.12 days has not been exceeded	30th June 2010
					The maximum target of 4.25 days has not been exceeded	30th September 2010
					The maximum target of 6.37 days has not been exceeded	31st December 2010
					The maximum target of 8.5 days has not been exceeded	31st March 2011

# PRIORITY - TO BE VIABLE

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011

Company Theme	Outcome	Commitment	Target	Director Responsible	Milestone	Target
		Introduce handheld technology and work scheduling (Optitime) within Response Repairs, Out of Hours and Gas Services	31st December 2010	Chris Poulton Repairs & Maintenance Director	100 employees are using handheld technology within Repairs and Maintenance	
					30 employees are using handheld technology within Gas Services	
					A minimum of 50 employees are using Opti-time	
		Establish and deliver the Project Plan for the replacement of the Finance and HR IT systems	31st December 2010	Paul Field Finance Director	Draft project plan has been considered by Finance Committee	30th June 2010
					System requirements have been defined	30th June 2010
					A system has been selected	31st December 2010
	A reduction of £900,000 will be achieved on reducing employee numbers	Reduce employee numbers by 3% (37)	31st March 2011	Paul Field Finance Director	Half year monitoring of employee number reductions against an anticipated target of 18	30th September 2010
					Complete budget with 37 funded vacancies deleted	31st March 2011

# PRIORITY - TO BE VIABLE

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011

Company Theme	Outcome	Commitment	Target	Director Responsible	Milestone	Target	
Motivated and Committed Employees	Improving the Health & Wellbeing of Employees leading to reduced absence	A Health Profile for the Company has been produced	31st July 2010	Paul Field Finance Director			
		A programme of targeted events based on the health profile has been designed	31st December 2010	Paul Field Finance Director			
		An Employee Health Day event is held	31st May 2009	Paul Field Finance Director			
		Company to undergo external audit against the 18001 standard for Health & Safety	31st December 2010	Paul Field Finance Director	An Internal Audit has been completed	30th September 2010	
	A Performance Management culture is further developed and capacity increased	Develop a competency based performance scheme		31st December 2011	Paul Field Finance Director	Guidance developed for new competency based Performance & Development Scheme (PAD)	30th April 2010
						Scheme approved by Human Resources Committee	31st May 2010
						A pilot in one service area has been completed and the findings reported to Human Resources Committee	28th October 2010
						Managers and supervisors have received training on the scheme and all employees have been briefed	31st December 2010

# PRIORITY - TO BE CUSTOMER FOCUSED

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011

Company Theme	Outcome	Commitment	Target	Director Responsible	Milestone	Target				
Enhance the Customer Experience	Standards operated are agreed with customers	Deliver the development programme and local offers in accordance with the Tenant Services Authority Framework	30th January 2011	Adrian Scarrott Housing Services Director	A Tenants Conference has been delivered	30th June 2010				
					A baseline analysis of compliance against the National Standards of the Tenant Services Authority has been completed	31st July 2010				
					A monitoring framework for the Tenant Services Authority standards is in place	31st July 2010				
					The first annual report including proposals for local standards has been published	31st October 2010				
					Local standards have been implemented	31st January 2011				
					Customer satisfaction levels for 2011/12 for call handling have increased by 5%	Challenge and review the Company approach to managing customer contact by telephone. Include those services delivered out of hours and contacted by telephone	31st March 2011	Adrian Scarrott Housing Services Director	All services on the Golden Number use Customer Contact 6 technology	30th June 2010
									Establish baseline performance & reporting framework for Golden Number	30th June 2010

# PRIORITY - TO BE CUSTOMER FOCUSED

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011

Company Theme	Outcome	Commitment	Target	Director Responsible	Milestone	Target
				Adrian Scarrott Housing Services Director	Standards of telephone answering have been developed in consultation with tenants as part of the Local Offers consultation	30th November 2010
					A Performance and Process Review of call handling and out of hours provision has been completed	31st December 2010
					Evaluation of data completed and an Action Plan produced	28th February 2011
					The number of points of contact for out of hours services has been rationalised	31st March 2011

# PRIORITY - TO CREATE SUSTAINABLE COMMUNITIES

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011

Company Theme	Outcome	Commitment	Target	Director Responsible	Milestone	Target
Decent Neighbourhoods	The living environment on estates is improved	Achieve ENCAMS accreditation for a total of 6 estate environments	31st March 2011	Adrian Scarrott Housing Services Director	New Hope Estate in Smethwick to achieve Level 2	31st December 2010
					Tibbington Estate in Tipton to achieve Level 2	31st December 2010
					Consult with tenants in Oldbury, Rowley and Wednesbury and agree an estate for submission to achieve Level 1	31st December 2010
					Consult with tenants in Oldbury, Rowley and Wednesbury and agree two estates for submission to achieve Level 2	31st December 2010
					Charlemont Farm Estate in West Bromwich to achieve Level 3	30th November 2011
		Environmental improvements to the value of £2.5m to be made to estates	31st March 2011	John Clayton Investment Director	Commencing April 2010, £0.5m environmental improvements have been delivered	30th June 2010
					Commencing April 2010, £1.0m environmental improvements have been delivered	30th September 2010

# PRIORITY - TO CREATE SUSTAINABLE COMMUNITIES

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011

Company Theme	Outcome	Commitment	Target	Director Responsible	Milestone	Target
					Commencing April 2010, £1.5m environmental improvements have been delivered	31st December 2010
					Commencing April 2010, £2.5m environmental improvements have been delivered	31st March 2011
		Deliver year one of a three year rolling programme of tenancy audits	31st March 2011	Adrian Scarrott Housing Services Director	A programme of tenancy audits has been developed using a risk based approach	30th June 2010
					5,000 tenancy audits have been completed	31st March 2011
		Develop additional Good Neighbour Agreement for a high rise estate	30th December 2010	Adrian Scarrott Housing Services Director	The Task and Finish Group have identified a high rise estate to develop a Good Neighbour Agreement	30th June 2010
					Consultation with residents has been completed	30th September 2010
					A Good Neighbour Agreement has been established	31st December 2010

# PRIORITY - TO CREATE SUSTAINABLE COMMUNITIES

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011

Company Theme	Outcome	Commitment	Target	Director Responsible	Milestone	Target
Property Management	Housing stock is better used	Create 50 additional allocations through application of the Tenant Incentive Scheme	31st March 2011	Adrian Scarrott Housing Services Director	25 additional allocations have been made through application of the Tenant Incentive Scheme	30th September 2010
					50 additional allocations have been made through application of the Tenant Incentive Scheme	31st March 2011
	In excess of 90% of Sandwell Council's Housing stock meets the Decent Homes Standard by 1st April 2011	Complete the refurbishment of 2800 low-rise dwellings and the 2 high rise blocks of Lancaster House and Lissimore House	31st March 2011	John Clayton Investment Director	850 low rise dwellings have been made decent	30th June 2010
					Lancaster House has been refurbished	30th June 2010
					1700 low rise dwellings have been made decent	30th September 2010
					2500 low rise dwellings have been made decent	31st December 2010
					Lissimore House has been refurbished	31st December 2010
					2800 low rise dwellings have been made decent	31st March 2011

# PRIORITY - TO CREATE SUSTAINABLE COMMUNITIES

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011

Company Theme	Outcome	Commitment	Target	Director Responsible	Milestone	Target
Corporate Social Responsibility	A structured carbon reduction programme will be operated from the 1st April 2011	Reduce the emissions from our 18 Neighbourhood & Estate Offices by 5%	31st March 2011	John Clayton Investment Director	An energy performance certificate (EPC) has been obtained for each Neighbourhood & Estate Office	30th June 2010
					A baseline assessment has been completed	30th September 2010
					An action plan containing quick wins has been produced	31st December 2010
					All quick wins contained within the action plan have been completed	31st March 2011
		Reduce emissions from the vehicle fleet by 5%	31st March 2011	Chris Poulton Repairs & Maintenance Director	A baseline assessment has been completed	30th June 2010
					An Action Plan has been produced	30th September 2010
		Increase the SAP rating of domestic properties by 1.5 points	31st March 2011	John Clayton Investment Director	The SAP rating of properties has increased by 0.75 points	30th September 2010
					The SAP rating of properties has increased by 1.5 points	31st March 2011
The employment prospects of 166 young people are increased	100 work experience placements have been provided for school children	31st March 2011	Chris Poulton Repairs & Maintenance Director		31st March 2011	

# PRIORITY - TO BE HIGH PERFORMING

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011

Company Theme	Outcome	Commitment	Target	Director Responsible	Milestone	Target
		3% of the workforce (40) have been trained as apprentices		All Directors		31st March 2011
		The Decent Homes partnership trains 3% (14) of their workforce as apprentices		John Clayton Investment Director		31st March 2011
		A Home Maintenance Skills Programme has been delivered to 12 young tenants		Chris Poulton Repairs & Maintenance Director		31st March 2011

# 2010/11 TARGET SCHEDULE

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011

Ref	Reporting Frequency	Description	2010/11 Target
BV66a	Quarterly	Local authority rent collection and arrears: proportion of rent collected	98%
BV66b	Quarterly	% tenants with more than 35 days rent appears	2.38%
BV66c	Quarterly	% tenants in arrears who have notices seeking possession served	22.29%
BV66d	Quarterly	% tenants evicted as a result of rent arrears	0.25%
BV212	Quarterly	Average relet times for local authority dwellings let in the financial year	26
BV 74a(i)/NI160	Annual	Satisfaction of all tenants of council housing with the overall service provided by their landlord	82%
BV 74b(i)	Annual	Satisfaction of ethnic minority tenants of council housing with the overall service provided by their landlord	75%
BV 74c(i)	Annual	Satisfaction of non-ethnic minority tenants of council housing with the overall service provided by their landlord	82%
BV 75a(i)	Annual	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord - All Tenants	69%
BV 75b(i)	Annual	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord - ethnic minority tenants	62%
BV 75c(i)	Annual	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord - non-ethnic minority tenants	69%
SI272	Quarterly	Percentage of rent lost through local authority dwellings becoming vacant	1.20%
SI268	Quarterly	Local authority rent collection and arrears: rent arrears of current tenants as a proportion of the authority's rent roll	1.60%
SI277	Quarterly	The average time taken to complete non-urgent responsive repairs (Exc. Batch Repairs) (Calendar Days)	8
SI509	Annual	Average weekly management cost	£14.43
H21	Annual	Percentage of planned response repairs funded from the revenue account	50%
SH_BV 2a	Annual	The level (if any) of the Equality Standard for Local Government to which the authority conforms	4
SH_SI 64	Quarterly	Time taken to respond to Ombudsman	15

# 2010/11 TARGET SCHEDULE

## Sandwell Homes Business & Delivery Action Plan 2010 - 2011

Ref	Reporting Frequency	Description	2010/11 Target
SI 62a	Annual	Percentage of tenants satisfied with the quality of housing repairs work	86.00%
SI 62b	Annual	Percentage of black and ethnic minority tenants satisfied with the quality of housing repairs work	78.00%
SI 63a	Annual	Percentage of Tenants overall satisfied with the Housing Repair Service	85.00%
SI 63b	Annual	Percentage of Black and ethnic minority tenants overall satisfied with the Housing Repair Service	76.5%
RM 2	Quarterly	Percentage of properties with current landlord Gas Safety Certificate	100%
FIN1	Quarterly	Management Fee Accounts - profile of budget versus actual	+ / -1.5%
FIN3	Quarterly	Financial Performance of Investment Programme	+ / -1.5%
NI158	Annual	The proportion of LA homes which were non-decent at 1st April	8.23%
BV 184b	Annual	The percentage change in proportion of non-decent LA homes during the year	45%
DH4	Quarterly	Number of properties started where tenants have refused to have any works carried out the property in which they reside (Contract Life)	6.50%
BV63	Annual	Energy Efficiency - SAP Rating	71.50
BV213	Quarterly	The number of households who consider themselves as homeless who approached the local authorities housing advice services and for whom housing advice casework intervention solved their situation	6 per 1000hh
NI 156	Quarterly	Number of households living in temporary accommodation	30

## Translation

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## Arabic

أو بطباعة مكبرة أو على شريط إذا كنت تود الحصول على نسخة مترجمة من هذا المستند، أو كنت بحاجة تسجيل صوتي، يرجى الاتصال برقم 0121-569 6030 لنسخة مطبوعة بطريقة برايل للمكفوفين

## Bengali

আপনি যদি এই নথিটির অনুবাদ পেতে চান অথবা ব্রেইল-এ, বড় অক্ষরের ছাপায় অথবা অডিও টেপ-এ এটি চান, তাহলে অনুগ্রহ করে 0121-569 6030 নম্বরে যোগাযোগ করুন

## Kurdish Kumanji

Eger hûn dixwazin kopiyeke vê dokument bê wergerandin yan jî dixwazin kopiyeke bi Tîpên Koran (Braille), bi Tîpên Mezin yan jî wekî Axaftina Qeydkirî bidest bixin, jî kerema xwe têkildar bin bi hejmarê telefonê 0121-569 6030.

## Kurdish Sorani

ی برهیل، چاپی "نهگهر تو دمهوت ئهم به گهیه وهر بگرینهوه  
یان له سهر شریتی کاسدت بو تو ئاماده سهر زمانی خوت، یان به د  
0121-569-6030. بکهین، تکایه په یومندی بکه به ژماره تهلهفونی قه هو

## Punjabi

ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀ ਇਕ ਕਾਪੀ ਦਾ ਅਨੁਵਾਦ ਚਾਹੁੰਦੇ ਹੋ ਜਾਂ ਬ੍ਰੇਲ, ਵੱਡੇ ਅੱਖਰਾਂ ਜਾਂ ਆਡੀਓ ਟੇਪ ਦੀ ਕਾਪੀ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ 0121-569 6030 'ਤੇ ਸੰਪਰਕ ਕਰੋ

## Polish

Aby uzyskać tłumaczenie tego dokumentu, lub jego egzemplarz alfabetem Breille'a, dużym drukiem lub na kasecie audio, prosimy o kontakt telefoniczny pod numerem 0121-569 6030

## Urdu

اگر آپ کو اس دستاویز کی ایک ترجمہ شدہ نقل چاہئے یا بریل،  
بڑے حروف یا آڈیو ٹیپ میں ایک نقل کی ضرورت ہو تو برائے  
مہربانی 0121-569 6030 پر رابطہ کریں



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