

ANNUAL PERFORMANCE REPORT 2010-2011



LANARKSHIRE
HOUSING ASSOCIATION LTD



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ANNUAL PERFORMANCE REPORT 2010 - 2011

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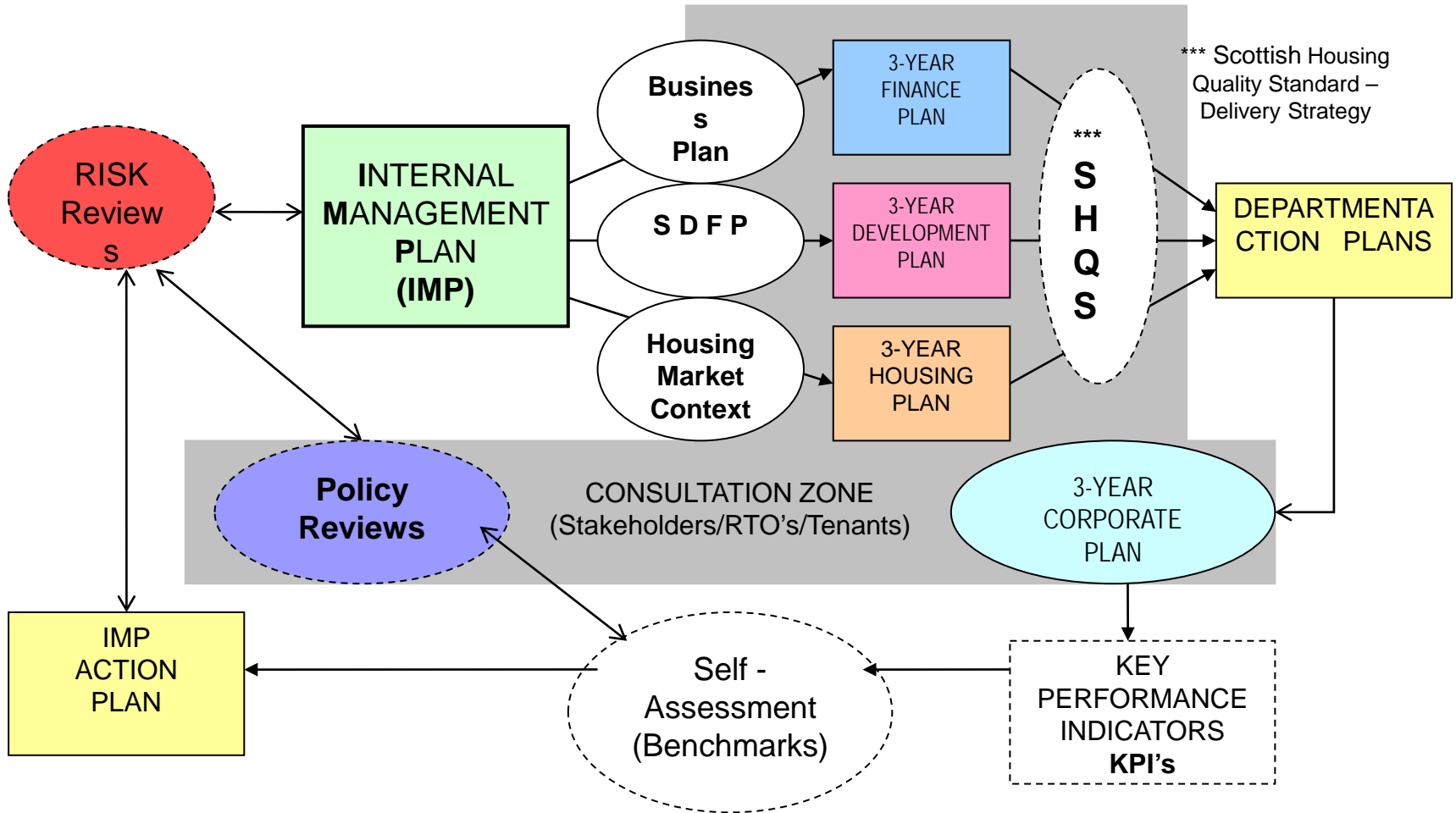
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Section 1

Strategic Planning

Relationships Flow Chart

Strategic Planning - Relationships



Section 2

Management Committee Summary Report

KEY PERFORMANCE INDICATORS **2010-2011**
MANAGEMENT COMMITTEE - SUMMARY REPORT (September 2011)

General points of interest for **2010-2011** are as follows:

1. HOUSING MANAGEMENT

- 1.1 Local Authority (LA) nominations represented **32%** of all tenancy allocations, virtually unchanged from last year, remaining below the nominal entitlement of 50%. This arrangement has not been subject to re-negotiation. This figure on its own has become much less significant with the introduction of the CHR (Common Housing Register).
- 1.2 The rented housing stock rose to **843 units** from 836 units – up by only 7 units, principally through the ‘mortgage-to-rent’ facility. An additional **48** units (26 at Dalziel Street, Motherwell and 22 at Hamilton Road, Bellshill) will be added during the fiscal year 2011-2012. Beyond this there are longer term plans that anticipate varying prospects of a small development programme of up to 100 units depending on the availability of funding. Some additional stock is anticipated through outright acquisition of individual houses.
- 1.3 Shared Ownership housing fell to **62 units** during the year, representing **7.0%** of the overall housing stock compared to 7.9% the previous year.
- 1.4 Overall turnover (rents and service charge received plus surplus on sales and interest received) increased by **7%** to **£3,062,888** during a period when RPI varied between 4.4% and 5.3% and the annual rent increase was limited to **3.9%**.
- 1.5 Voids and bad debts represented **1.6%** of total turnover, compared to 1.7% last year. This is well within the acceptable limit of 3%. However, the position will be regularly monitored for any negative trend. Management of void property still has priority status within Housing Services. The priorities for quantitative outputs continue to be (in no specific order):
 - Low demand housing (voids - principally in Forgewood)
 - Re-let timescales
 - Rent arrears
 - Bad debt
- 1.6 Additionally, total rent arrears were down significantly to **2.5%** this year from 3.1% last year and 3.8% the year before; surpassing a very demanding overall target of **3.5%** (including Housing Benefit) and much better than the sector average. This was a very good outcome for the third consecutive year and reinforces the achievements previously made by Housing Services in:
 - Accurate and prompt year-end payment of Housing Benefit from NLC reducing ‘technical’ arrears significantly.
 - Improved credit control combined with effective debt counselling.
 - Streamlined management of arrears with procedures aimed at reducing the need for legal action.

2. MAINTENANCE

- 2.1 With respect to response times the maintenance section delivers outcomes that are close to agreed targets in the three categories - Emergency (E), Urgent (U) and Routine (R) - noted for the year as **(E) 98.3%, (U) 96.6%, and (R) 95.4%** respectively, showing virtually no change in performance from last year (benchmarks are all set at 100% for these purposes). Corrective action will be considered by the Housing Services Director where necessary and reported to the Sub Committee.
- 2.2 **Routine** (or reactive) repairs' costs remained unchanged at **£251 per unit**, which was just within the revised budget of £252. However, the total maintenance/repair cost was **£1540 per unit** which was **5.0%** above the overall revised budget of £1466. The planned maintenance was **£772 per unit** against a budget of £688 per unit, an excess of 12.2%. Planned maintenance works took a higher priority during the year with increased expenditure toward the end of the year for strategic business reasons. A thorough analysis of specific trends and anomalies in terms of day-to-day expenditure is kept under review. Notably, customer satisfaction levels remain very high.
- 2.3 The maintenance overhead decreased from £504 per unit to **£480**, down **4.8%** which represented **97%** of a revised budget of £495 for this purpose.
- 2.4 The year's allocation to 'Designated Reserves' for planned works increased by **6.3%** from the previous year's £5,611 to **£5,967 per unit**. LHA's actual planned maintenance expenditure was equivalent to **£772 per unit** (12.2% above the agreed budget of £688) – representing an increase of **154%** on the prior year's spending of £304 per unit. The anticipated fluctuation in spending on planned renewals for building elements is regularly monitored against the long-term plan for any discrepancies and anomalies.
- 2.5 In summary the budget setting process for 2010-2011 reflected a realistic approach taking account of the continued improvements in rent collection that had occurred and the need to extend planned maintenance in an appropriate time frame. The previous year's "trade-off" between planned and reactive expenditure was not repeated and control measures are in place to ensure effective delivery of the **SHQS**. If there is a proven case that reactive maintenance budgets need to be increased above current anticipated levels then this evidence must be incorporated in future rent reviews
- 2.6 It is recommended that, due to the latest financial and corporate ratings, LHA continues to consolidate its position through a cautious budget setting regime in its routine repairs for 2011-2012, whilst moving ahead with the essential aspects of planned maintenance as set out in the approved programme for planned renewals and the SHQS requirements.
- 2.7 The executive priority for **2011-2012** is to ensure the budget expenditure on routine repairs is not exceeded by more than 10% and continue to keep a tight rein on overheads generally.

3. DEVELOPMENT & TECHNICAL

- 3.1 Development 'deficits' are measured in relation to notional allowances that have already been acknowledged as completely inadequate unless there is an uninterrupted capital programme running without delays, to a value in excess of £4m per annum. This remains highly unlikely in the current market and poorer economic climate. Following the usual business risk assessments, it remains the Governing Body's approved policy to continue to fund any notional 'deficit' from general surplus funds as long as this proves feasible. Viability studies will continue, particularly where rental income is under any threat. Reviews of HAG funding by the Scottish Government have added further pressures.
- 3.2 There are no current legal actions or threats of legal action relating to building contracts, and the Local Authority's independent report on alleged land contamination at Watling Street found no significant risk.
- 3.3 The agreed Grant Planning Target (GPT) was **£2.349m.**, a decrease of 21% on last year's £2.970m. Actual HAG spend was **£2.347m.**, almost 100% of target. Other Grants amounted to **£0.051m.**, but there was **NO** private borrowing (i.e. **Total Capital Spend = £2.398m.** compared to the prior year's spend of £5.538m.). Overall this downturn was to be expected given the economic climate and in the medium term there will likely be fewer opportunities than recent years. Priorities remain concentrated on the Local Authority's Strategic Housing Investment Programme (SHIP).

4. FINANCE

- 4.1 In terms of the income and expenditure account, turnover increased from £2.84m to **£3.05m** (up nearly **7.6%**, well ahead of inflation), and operating costs increased from £2.00m to **£2.10m**, up by 5.0%, giving rise to the increased surplus on ordinary activities before tax from last year.(up from £432,597 to **£500,943**). Following adjustments for tax the surplus was reduced to **£409,603** a substantial increase of **66.3%** on last year's £246,287.
- 4.2 The overall financial performance was better than expected in this respect with a surplus on ordinary activities before tax of **£500,943** up by **15.8%** from last year. This 'gross profit margin' represented **16.4%** of LHA's overall turnover compared to 15.2% the previous year. The Auditors have provided a note in explanation of the tax calculations for this year and the prior year (copy attached). Charitable Status is now scheduled to be achieved early in 2011-2012. The Corporate Services Director will report further on these matters to the Governing Body during 2011-2012.
- 4.3 A detailed breakdown of financial ratios, with approved Benchmarks, is incorporated in the Key Performance Indicators (Table 7.1). Most results were better than the benchmarks with the exception of the Current ratio which fell from 110% to 42.4% - LHA used its own cash funds in lieu of private finance for capital works. This private funding was secured for a date beyond the fiscal year end. Once

secured these funds ensure the current ratio will return to a level much higher than the benchmark. Net Housing Debt per unit was brought well within the revised benchmark of £14,300 to £12,144. The growth in reserves this year was 37.5% well in excess of the anticipated 8%. The main reason for this is the inclusion of the nominal “Pension Liability” an actuarial calculation of gain/(loss) which is a required book entry that reflects the movement in the value of the employer’s share of the Strathclyde Pension Fund rather than an actual liability.

- 4.4 Standard financial RATIOS are published quarterly with Management Accounts. Interest Cover is now a healthy **211.4%**, well above the benchmark of 175%.
- 4.5 Net Housing Debt reduced by **1.9%** from £12,375 per unit to **£12,144** per unit. This is in keeping with the sector average despite the fact LHA has operated historically with less than average levels of public subsidy (HAG) and has a relatively new housing stock.
- 4.6 Staff costs reduced from 29.7% of turnover to **27.7%**, well within the benchmark maximum of 32.0%. Office overheads remained at **8.3%** (below the benchmark of 10%). The general executive view remains that staff costs are sustainable around the 30% level, but a figure in excess of 35% would require to be urgently addressed.

5. CORPORATE SUMMARY

- 5.1 LHA’s surplus after tax increased this year despite the absence of grant receivable on Corporation Tax, and the substantial funds in overall reserves increased from £2.54m to **£3.48m**, up a further **36.9%** (principally as a result of the reduced nominal pension deficit noted above).
- 5.2 The company “liability” under the retirement benefit scheme (FRS 17) with respect to the Strathclyde Pension Fund (SPF) was significantly reduced from last year, with an actuarial gain of £530,000 moving LHA from a £(1,461,000) pension “deficit” to a £(608,000) pension “deficit” (the remaining £323,000 “surplus” being the balance of service costs, employer contributions and net return on assets.). Combined with our ordinary revenue deficit of £(952,893) this gave rise to an overall £(1,560,893) revenue “deficit”. Movement in this revenue reserve fund can be very sensitive to the following key areas.
 - The retirement benefit scheme “liability” (FRS 17)
 - LHA’s commitment to designating reserves for an appropriate planned maintenance programme, and
 - Accounting provisions for potential legal or contractual liabilities where these are significant

It should be noted that the Local Authority pension fund is guaranteed by the Treasury and actuarial shortfalls are required to be remedied by a triennial re-assessment of the employers’ contributions. However, in a technical sense FRS 17 may disadvantage LHA since not all RSL’s are required to follow this Accounting

practice (e.g. where individual employer's actuarial calculations are deemed unavailable) which brings about a disparity between LHA and the majority of RSL's linked to the SFHA/Pensions Trust. Further details are available from the Corporate Services Director. Nevertheless, we are compelled to apply the ruling under FRS 17 since an actuarial calculation can be made available by SPF.

- 5.3 The wider executive view of corporate risk is that the organisational objectives are achievable but will continue to require further appropriate restraint in budgets for routine maintenance, non-performance related wage increases and general overheads.
- 5.4 This year's financial results are GOOD with most of the key indicators clearly supporting this outcome. This position needs to be further consolidated during 2011-2012 and action plans must continue to be implemented in appropriate areas where results against benchmarks point to immediate or foreseeable concerns. These can be summarised as follows:
- a) Continue to exercise appropriate restraint in budget setting; in particular routine maintenance costs and excessive or unnecessary overheads
 - b) Keep under review the bad debt position generally and in particular the area relating to "rechargeable" repairs
 - c) Retain revised "quality" measures in terms of the corporate ratings linked with departmental performance against budgets
 - d) Consider some restriction in the 2012-2013 element of the wage review that is not contractually linked to performance (i.e. the approved IAF - Inflation Adjustment Factor) taking account of the wider economy.
 - e) Review our Allocations Policy in line with the latest guidance and principles and the application of the Common Housing Register (CHR)
 - f) Closely monitor re-let times including Forgewood (strengthen the low demand strategy)
 - g) Continue to monitor risk and analyse legal/contractual claims in the capital programme (promote "conflict avoidance" strategy in partnering approach to construction – 'building a better deal' action plans)
 - h) Continue to improve service delivery and respond effectively to customer complaints
- 5.5 For the purposes of committee monitoring, self-assessment and internal audit, the agreed summary style of Corporate Benchmarking will continue in its usual format of a monthly performance report distributed to the management team and Governing Body, highlighting crucial business performance areas and trends. There have been measurable improvements in the critical areas since its introduction and review, due to its strong influence on departmental action plans.

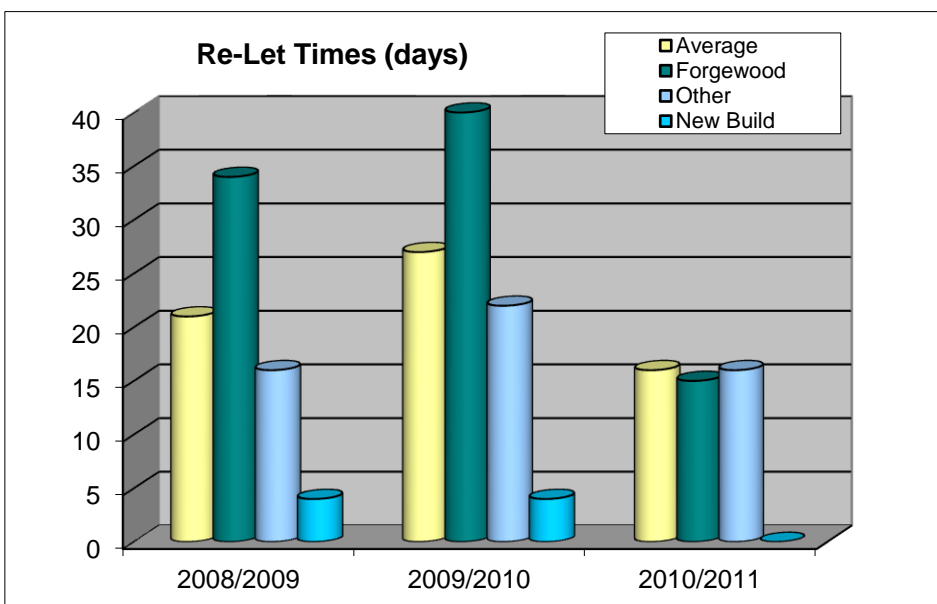
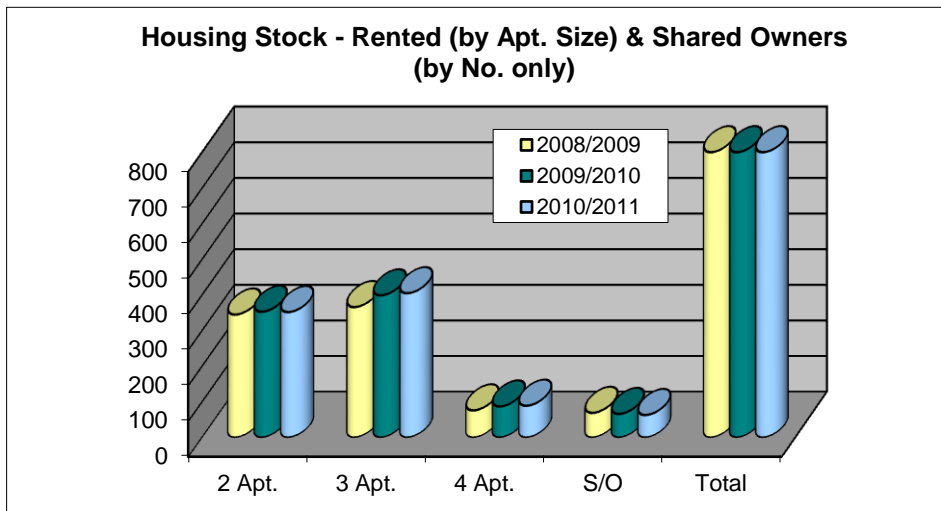
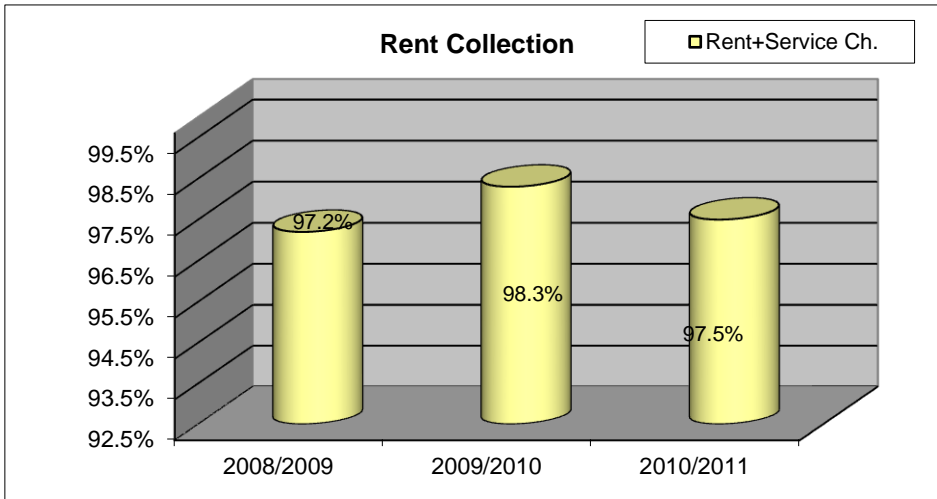
NOTE:

RSL's had to review their accounts and financial position in the light of the abolition of grant (Section 54 - Corporation Tax relief) from the fiscal year 2006-2007. Non-charitable RSL's now have full liability for corporation tax. One possible approach to be considered is a change to charitable status where this is legally possible and consideration of this possibility is being taken forward by the Corporate Services Director. Many Housing Associations already operate under charitable status, and further advice will be made available on this. The proposed move to charitable status was approved in principle at a Special General Meeting (28 June 2011).

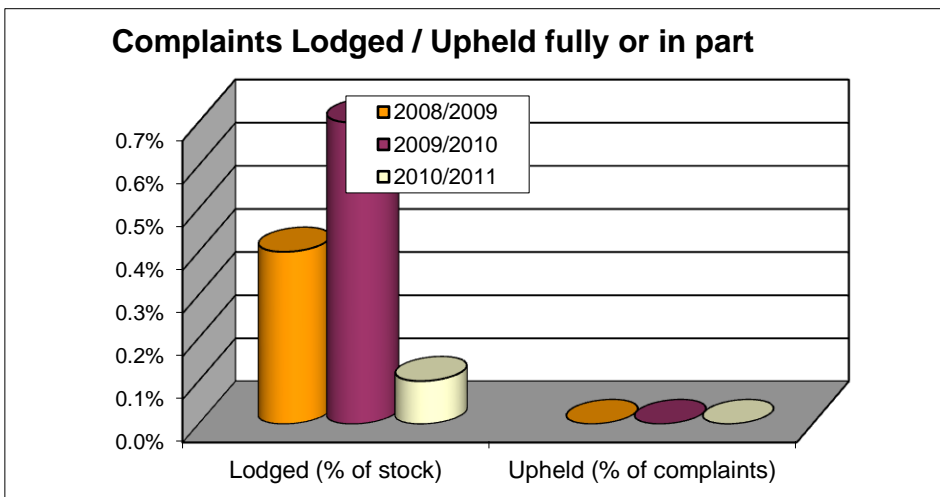
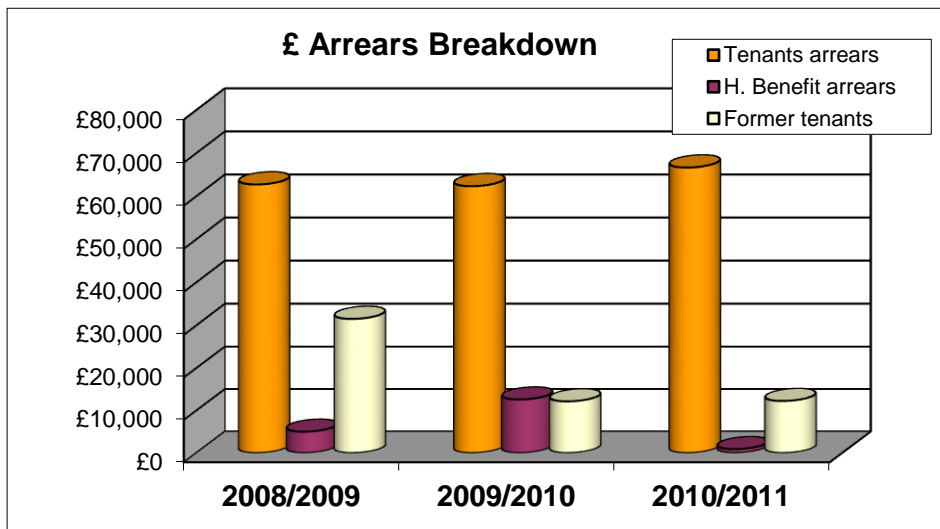
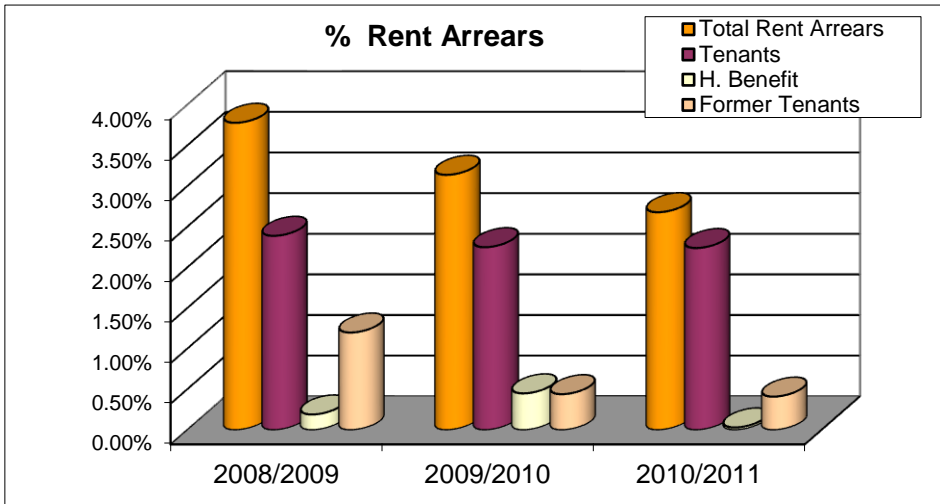
LANARKSHIRE HOUSING ASSOCIATION LTD
CORPORATION TAX 2010/11
Reconciliation of Taxable Surplus to Annual Accounts

	2011	2010
Operating Surplus Before Taxation per Accounts	500,943	432,597
Add: Non Eligible Expenditure		
Housing Stock Depreciation	219,864	201,539
Other Depreciation	29,311	29,053
Disallowable Expend. - Lease Costs	4,204	14,745
Adjustment in Tax Provision	13,503	
Increase in Bad Debt Provision	-	18,126
FRS17 Adjustment	-	6,000
Expensive Leased Car Rentals Disallowance	7,419	7,775
Total Additions	274,301	277,238
Less: Allowances & Tax Reliefs		
Surplus on Disposal of Properties	(9,936)	(25,755)
FRS17 Adjustment	(323,000)	
Group Relief	(368)	
Capital Allowances		
Plant & Machinery - General Pool	(18,883)	(13,710)
Special Rate Pool	(33,752)	-
Total Deductions	(385,939)	(39,465)
Adjusted Surplus for Tax Purposes	389,305	670,370
Corporation Tax 28% of Adjusted Surplus	109,005	187,704
Less: Small Business Tax Relief	(6,312)	(1,394)
Corporation Tax Liability	102,693	186,310

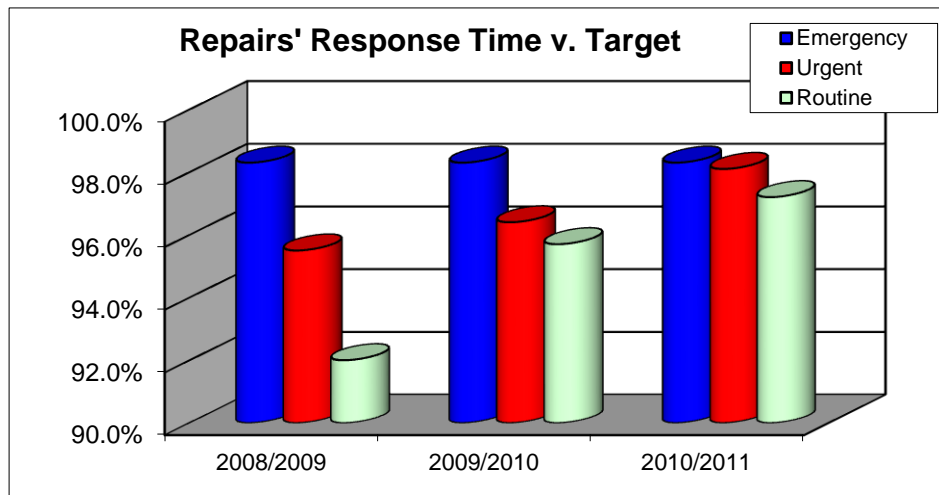
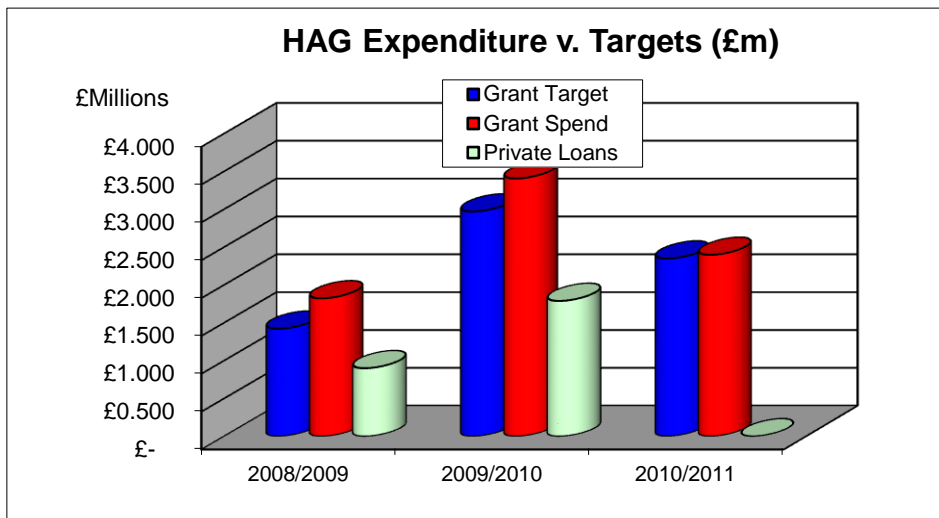
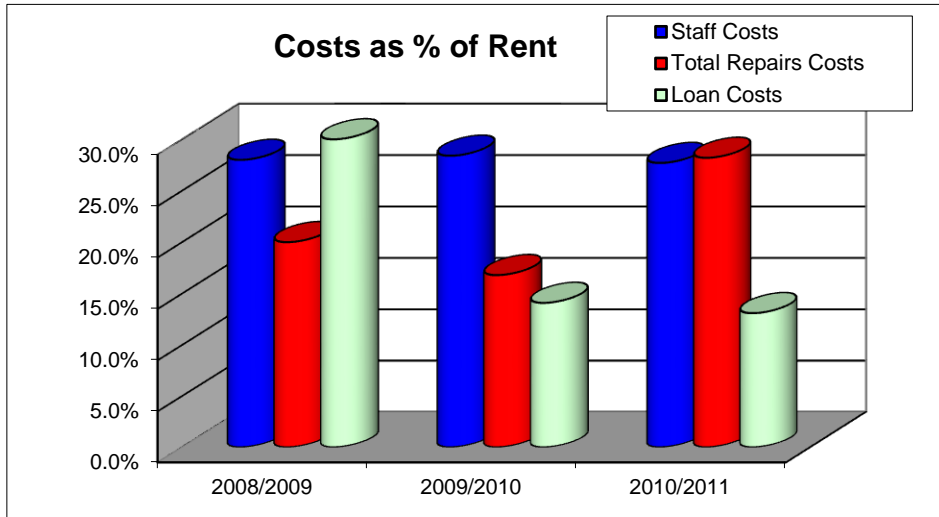
PERFORMANCE INDICATORS - CHARTS



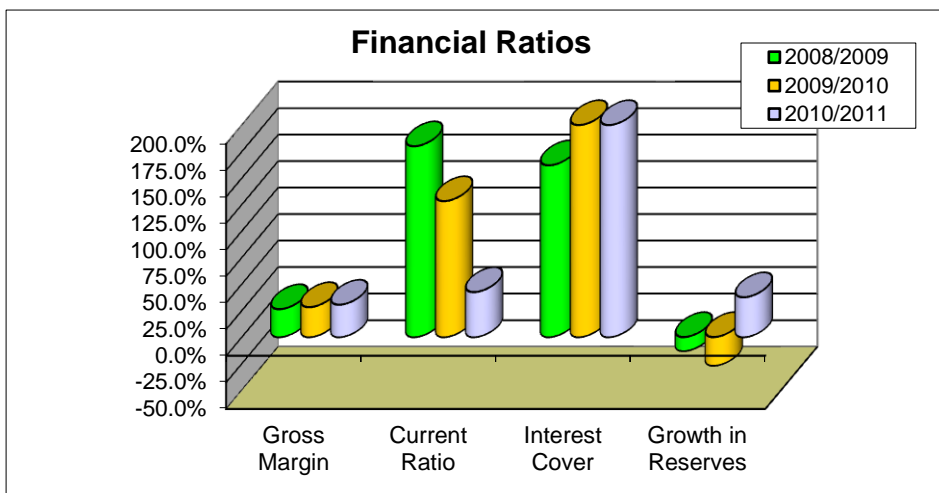
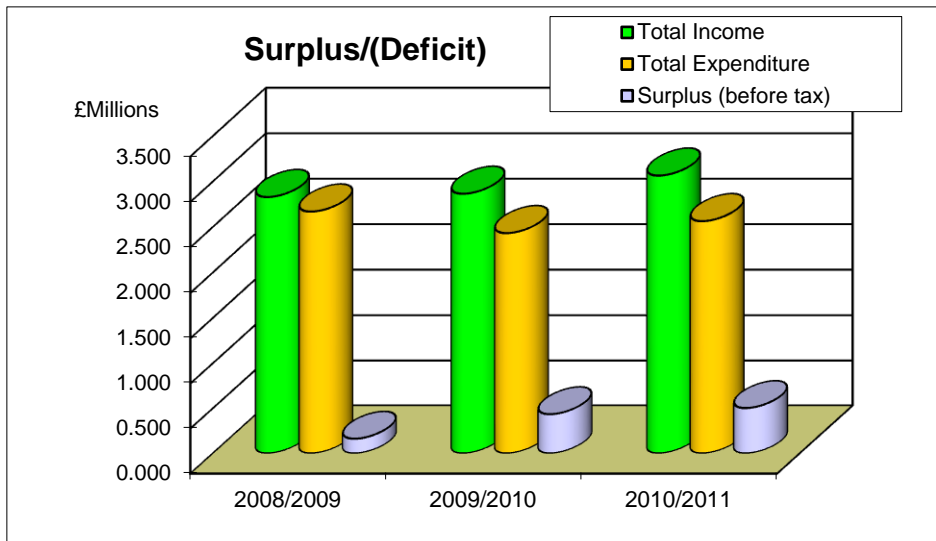
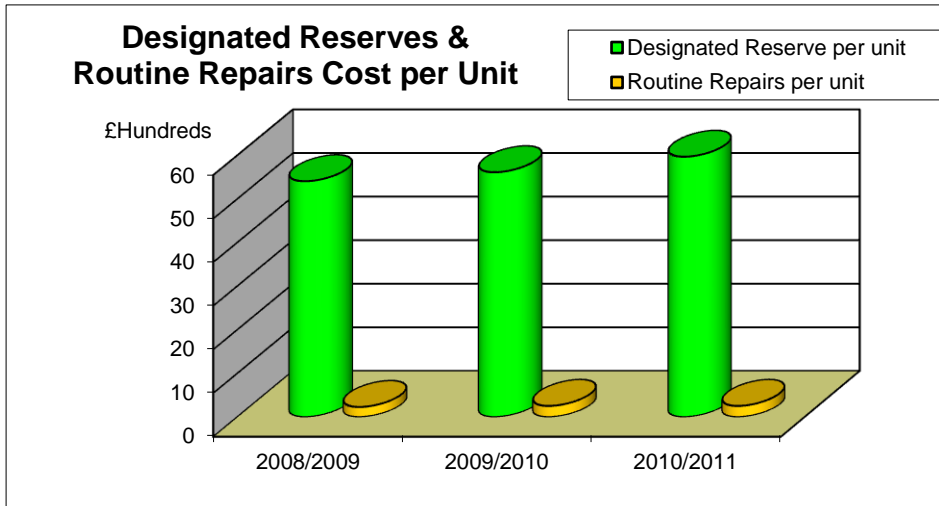
PERFORMANCE INDICATORS - CHARTS



PERFORMANCE INDICATORS - CHARTS



PERFORMANCE INDICATORS - CHARTS



Section 3

Summary and Review of Benchmarks

KEY PERFORMANCE INDICATORS

PAGE 1

SUMMARY AND REVIEW OF BENCHMARKS

	2010/11 Benchmark	2010/11 Actual	+/- Variance		2011/12 Benchmark	PRIORITY STATUS
Average Weekly Rent (£)						
2 Apt	58.63	57.09	(3)%		59.32	
3 Apt	69.37	67.55	(3)%		70.18	
4 Apt	76.91	74.89	(3)%		77.81	
5 Apt	N/A	N/A	N/A		N/A	
Average Annual Rent Increase (%)	2.0%	2.0%	0%		3.90%	
SFHA Affordability Test - Pass Rate	85%	85%	0%	S	85%	
Source of Lettings:						
NLC Nominations	50%	32%	18%	S	50%	
Rent Collection:						
Technical Arrears	0.5%	0.0%	(0.5)%	S+	0.5%	
Non-Technical Arrears	2.3%	2.3%	0.0%	S+	2.3%	HIGH
Former Tenant Arrears	0.8%	0.4%	(0.3)%	S+	0.8%	HIGH
Void Loss	0.8%	0.3%	(0.5)%	S+	0.8%	
Total	4.3%	3.0%	(1.3)%	S+	4.3%	
Management Cost/Unit	495	480	(3)%	S	837	
Routine Repairs Cost/Unit	252	251	(0)%	S-	254	MEDIUM
Maintenance Overhead	526	517	(2)%	S	523	MEDIUM
Re-Let Times:						
LHA Overall	24	15	(38)%	S+	24	
Repairs Response Times:						
Emergency (2 hours)	100%	98.3%	2%	S	100%	
Urgent (5 working days)	100%	96.6%	3%	S	100%	
Routine (8 working days)	100%	95.4%	5%	S	100%	MEDIUM
Tenant Satisfaction:						
overall	89%	95%	7%	S+	95%	
repairs	80%	96%	20%	S+	96%	
participation	88%	97%	10%	S+	97%	
reception at office	97%	100%	3%	S+	100%	
telephone response	98%	100%	2%	S+	100%	
safety & security	90%	98%	9%	S+	98%	
neighbourhood	75%	95%	27%	S+	95%	
design of home	91%	99%	9%	S+	99%	
Planned Maintenance:						
Annual Expenditure per unit	688	772	12%	S-	345	

Key:

S+ = more than satisfactory

S = satisfactory

S- = fairly satisfactory (consider action)

U = unsatisfactory

KEY PERFORMANCE INDICATORS

PAGE 2

SUMMARY AND REVIEW OF BENCHMARKS

	2010/11	+/-			2011/12	PRIORITY
Benchmark	Actual	Variance			Benchmark	STATUS
Development Programme:						
Annual HAG Spend (£m.)	2.349	2.347	(0)%	S	0.000	
Total Spend (£m.)	4.557	2.398	(47)%	S	4.557	
Ratio of HAG/Total funding	52%	98%	88%	S	0%	
Claims (as % of income)	0%	0%	0%	S	0	
GOVERNANCE:-						
Finance:						
Net Housing Debt/Unit (£)	14,300	12,144	(15)%	S	13,970	
Interest Cover (%)	175%	211%	(36)%	S+	175%	
Net Surplus / -Deficit (%)	(1)%	16%	(17)%	S+	1%	
Growth in Reserves (%)	8%	37%	(29)%	S+	0%	
Staff Costs (%)	32%	28%	4%	S+	32%	
Office Overheads (%)	10%	8%	2%	S+	9%	
Attendance/Absence:						
Staff Attendance	97%	96%	1%	S	97%	
Committee Attendance	75%	92%	(17)%	S+	75%	
AGM Attendance	12%	14%	(2)%	S+	12%	
Governing Body						
Tenant Members	3	3	0	S	3	
Former Tenant Members	2	2	0	S	2	
Non-Tenant Members	6	6	0	S	6	
Governing Body - meetings quorate	100%	100%	0%	S	100%	
Complaints:						
Lodged (anticipate ~1.5% of stock)	7	3	(4)	S+	7	
Upheld by appeal	0	0	0	S-	0	
Sent to Ombudsman	0	0	0	S	0	
Upheld by Ombudsman	0	0	0	S	0	
Equal Opportunities Monitoring:						
Race	YES	YES	√	S+	YES	
Gender	YES	YES	√	S+	YES	
Disability	YES	YES	√	S+	YES	

Key:

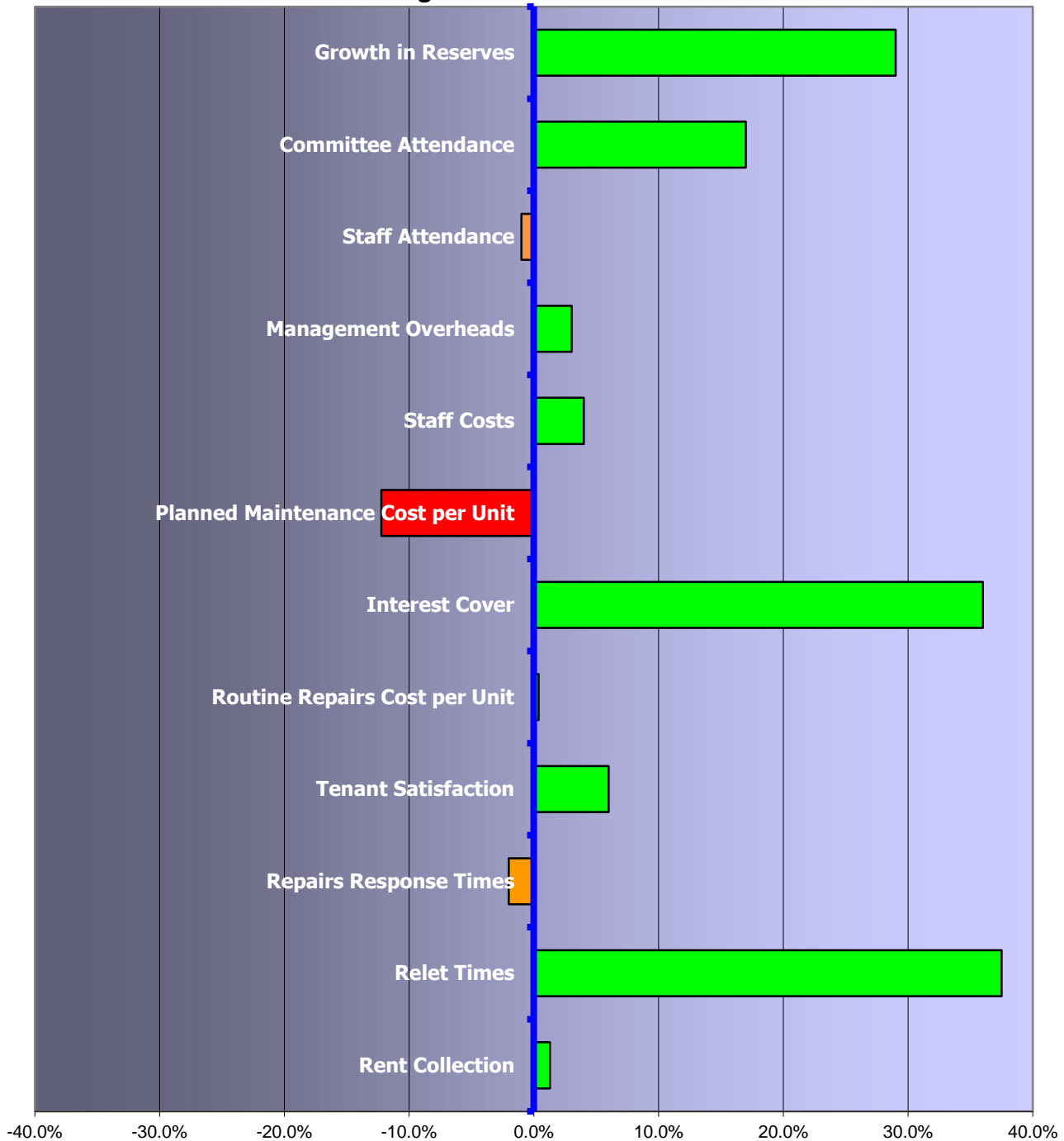
S+ = more than satisfactory

S = satisfactory

S- = fairly satisfactory (consider action)

U = unsatisfactory

Performance Against Benchmarks 2010/11



The above graph represents the Association's actual performance against agreed targets for the financial year 2010/11

As can be seen, areas of good performance against targets are represented by green, satisfactory amber and poor performance represented by red. The majority of key business performance have performed well throughout the past year, with relet times and rent collection being in particular seeing improved performance. Financial performance exceeded expectations with cost control and income maximisation measures working effectively.

Whilst there are some areas of the business that require further monitoring in the future, the principal areas of the business are operating satisfactorily.

Section 4

Key Performance Indicators (KPI)

Strategic Framework

KEY PERFORMANCE INDICATORS (KPI) – STRATEGIC FRAMEWORK

(*Note Lanarkshire Housing Association hereinafter referred to as LHA)

YEAR ENDING – 31 MARCH 2011**1.0 BUSINESS OVERVIEW**

KPI – Summary Business	DEFINITION
Rent Income (£)	Total amount of rental and service charge income
Void – Bad Debts (%)	% of lost rent and service charge income to annual voids and bad debt
Rent Arrears	Total arrears of rent and service charge as a percentage of rent income
Annual Loan Costs	Cost of servicing loans as a % of annual rent receivable
Annual Staff Costs	Total cost of staff as a % of annual rent receivable
Maintenance Costs (Reactive)	Cost of contractors payments for reactive repairs per unit per annum
Committee Meetings - % quorate	% of Governing Body meetings that were quorate during year
Staff attendance levels	Average % attendance level of all staff each year
Formal Complaints lodged	The number of formal complaints received as a % of the number of units in management
Formal Complaints upheld	The % of formal complaints upheld during the year
Designated Reserves per house	The reserve available for major repairs / renewals divided by the number of houses in management

TABLE 1 – Overall Business KPI's (Trends Analysis)

KPI	2008/09	2009/10	2010/11
Rental Income (£)	2.605m	£2.782m	£2.958m
Void – Bad Debts (%)	1.5%	1.7%	1.6%
Rent Arrears (%)	3.8%	3.1%	2.5%
Annual Loan Costs	19.3%	14.1%	13.1%
Annual Staff Costs	28.0%	28.4%	27.7%
Reactive Maintenance Costs	£226	£251	£251
Committee Meetings - % quorate	100%	100%	100%
Staff attendance levels	97.2%	98.8%	96.3%
Formal Complaints lodged	0.4%	0.7%	0.1%
Formal Complaints upheld	0%	0%	0%
Designated Reserves per House	£5,405	£5,611	£5,967

2.0 HOUSING STOCK

TABLE 2.1 – Housing Stock

Rental Stock by Size	General Needs	Particular Needs	Total No.	Total %
2 Apt.	350	1	351	38.7%
3 Apt.	392	12	404	44.6%
4 Apt.	86	2	88	9.7%
5 Apt.	0	0	0	0.0%
Sub-totals	828	15	843	93.0%
Shared Owners.	62	0	62	7.0%
Totals	890	15	905	100.0%

TABLE 2.2 – Average Rent Level

Rental Stock by Size	Weekly Rent	Housing Regulator Peer Group Weekly Rent 2009/10
2 Apt.	57.09	51.36
3 Apt.	67.55	58.75
4 Apt.	74.86	66.2
5 Apt.	N/A	75.29
Average Rent	64.00	58.27

TABLE 2.3 – Source of Lettings

Housing Applications	No.	%age	Benchmark
LA (NLC) Nomination	20	31.8%	50.0%
Housing List Applicants	31	49.2%	
Existing Tenants	0	0.0%	
Statutory Homeless	5	7.9%	
Other	7	11.1%	
Totals	63	100.0%	

TABLE 2.4 - Groups Housed

Housing Applicants	No.	%age
Single people under 65 years of age	30	54.0%
Single people over 65 years of age	6	11.0%
Couples	6	11.0%
One adult with child/children	8	14.0%
Two adults with child/children	5	9.0%
Other (shared accomm., etc.)	1	1.0%
Totals	56	100.0%

TABLE 2.5 - Allocation Priorities

Housing Lets	No.	%age
Urgent Re-housing	0	0.0%
Independent Housing	2	3.6%
Overcrowding or Under-occupancy	19	33.9%
Medical Priority	12	21.4%
Social Priority	1	1.8%
Homeless	21	37.5%
Other	1	1.8%
Total	56	100.0%
Re-lets Turnover		6.7%

TABLE 2.6 - House Re-possession (Evictions/Abandonments)

Housing	For non-payment of rent	For anti-social behaviour	Other	Total
Number of Notice of Proceedings Issued	63	0	0	63
Court Orders Initiated	14	0	0	14
Court Orders for Recovery of Possession granted	5	0	0	5
Abandonment before vacant possession received	0	0	0	0
Vacant possession obtained	2	0	0	2
Abandoned dwellings	5	0	0	5

TABLE 2.7 - Ethnic Origin (Housing Applicants/Tenants)

Housing Applicants	No.	%age	Tenants	No.	%age
White	1,036	63.4%	White	773	92.6%
Mixed	0	0.0%	Mixed	0	0.0%
Asian	11	0.1%	Asian	8	0.9%
Black	10	0.1%	Black	1	0.1%
Other Ethnic Background	0	0.0%	Other Ethnic Background	0	0.0%
Unknown	472	36.4%	Unknown	53	6.4%
Totals	1,621	100.0%	Totals	835	100.0%

* Footnote: All figures based on Total No. of *Returned Forms*

3.0 INCOME AND EXPENDITURE

TABLE 3.1 – Rent Collection

	LHA	%	LHA Benchmark	Sector Av (2009/10)
Rent Income	2,974,189			
Voids	7,975	0.27%	0.80%	0.50%
Non-technical Arrears	66,663	2.24%	2.25%	2.80%
Technical (HB) Arrears	877	0.03%	0.50%	0.60%
Former Tenant Arrears	12,241	0.41%	0.75%	1.00%

TABLE 3.2 – Management and Maintenance Costs

RSL/ Peer Group	LHA £	LHA Benchmark (allowance/Budget) £
Planned Maintenance per unit (£)	772	688
Reactive repairs per unit (£)	236	222
Void repairs per unit (£)	15	30
Maintenance Overhead	517	526
Total Maintenance/Repair Cost	1,540	1,466
Housing Management Overhead	480	495
Total Management & Maint. Cost	2,020	1,961

4.0 VACANCIES AND ALLOCATIONS

TABLE 4.1 – Vacant Stock at Year End

Vacancies	Vacant and available (%)	Vacant and unavailable (%)	Total vacant Stock	No. of Vacant Units
Percentage of Total Stock	0.3%	0.0%	3	3

TABLE 4.2 – Average Re-let Times

RSL/ Peer Group	Average No. of days to Re-let	Re-lets as %age of total stock	Less than 2 weeks	Between 2 – 4 weeks	More than 4 weeks
Sector Median (2009/10)	33		34.8%	30.9%	34.3%
Internal Benchmark	24	N/A	25.0%	35.0%	40.0%
LHA Forgewood	15	2.2%	56.2%	26.5%	17.3%
LHA Other Areas	15	6.2%	54.5%	20.5%	25.5%
LHA New Build – First Let	4	3.2%	93.0%	7.0%	0.0%
LHA Average	16	11.6%	64.3%	14.3%	21.4%

5.0 SERVICES TO TENANTS

TABLE 5.1 – Repairs Completed within Target

RSL/ Peer Group	% Emergency	% Urgent	% Routine
Internal Benchmark	100.0%	100.0%	100.0%
LHA Actual	98.3%	96.6%	95.4%

TARGETS

Emergency Completion Target –
2 Hours

Urgent Completion Target –
5 working days

Routine Completion Target –
8 working days

TABLE 5.2 – Annual Servicing of Gas Appliances

	Number of Units	%
Properties with gas appliances	588	
Properties with current gas safety certificates	588	100.0%
Properties where current safety check was carried out within 12 months of previous check	588	100.0%
Properties where safety check was up to 1 month late	0	0.0%
Properties where safety check was between 1 and 3 months late	0	0.0%
Properties where safety check was more than 3 months late	0	0.0%

TABLE 5.3 – Tenant Satisfaction Results

Satisfaction Measure questions	Benchmark % (MIS average)	LHA %
CORE		
Keeping tenants informed of services, activities	88	97
Taking account of tenants views	72	92
Aware of complaints procedure	73	91
Satisfied with LHA as Landlord	89	95
Quality of services provided	82	94
Convenience of rent payment method	93	100
Value for money (house / services received)	71	75
Satisfaction with repairs service	80	96
Easy to report a repair	98	99
Overall design of home	91	99
Neighbourhood	75	95
Satisfaction with Police service	54	81
OFFICE		
Quality of information before becoming a tenant	82	100
Explanation of tenancy agreement	86	100
Length of time to answer telephone	98	100
Quality of advice/assistance over 'phone	93	95
Satisfaction with Reception area	97	100
Helpfulness of reception staff	97	100
Quality of advice/assistance at office	89	100
REPAIRS		
Helpfulness of repairs staff	93	98

Tradesmen arriving at correct time	84	98
Quality of repairs	82	98
HOME		
Feeling of security in home	90	98
Satisfied with heating system	84	94

TABLE 5.4 – Anti-Social Behaviour / Racial Harassment

Nature of Complaint	Resolved by internal intervention /mediation	Referral to Task Force or other Agency	ASBO's or other Legal proceedings for prevention
Reports of Anti-Social Behaviour	29	0	0
Reports of Racial Harassment	0	0	0

6.0 PROJECTS**TABLE 6.1 – Planned Maintenance**

Planned Maintenance	Expenditure £	Transfer to Designated Reserve Fund £	Spend as % of Total Designated Reserve
Budget Spend	580,000	352,472	11.5%
Actual Spend	651,130	352,472	12.9%
+ / (-) variation	71,130	0	1.4%

TABLE 6.2 – Development Programme (£m - last 4 years)

Developments	2007/08	2008/09	2009/10	2010/11
HAG Spend	1.872	1.823	3.407	2.347
Private Finance	0.000	0.900	1.789	0.000
Other Grant spend	1.282	0.028	0.342	0.051
Total Spend	3.154	2.751	5.538	2.398
GPT	0.826	1.422	2.970	2.349
% of GPT achieved	227%	128%	114%	102%

7.0 CORPORATE FUNCTIONS (Finance & Administration)**TABLE 7.1 - Key Financial Ratios**

Ratio	Benchmark	LHA
Interest Cover (%)	175%	211.4%
Current Ratio (%)	110%	42.4%
Net Housing Debt per Unit (£)	£14,300	£12,144
Gross Surplus / Deficit (%)	26%	30.5%
Net Surplus / Deficit (%)	3%	16.4%
Growth in Reserves	8%	37.5%
Staff Costs (% of Income)	32%	27.7%
Office Overheads (% of Income)	10%	8.3%

Table 7.2 – Cash Flow Summary

	Budget	Actual
Revenue	£	£
Cash Received	3,002,170	3,111,358
Cash Paid Out	2,999,270	2,957,000
Net Inc/(Dec) in Cash	2,900	154,358
Capital		
Cash Received	4,493,000	2,831,779
Cash Paid Out	4,557,160	4,462,586
Net Inc/(Dec) in Cash	(64,160)	(1,630,807)
Total Inc/(Dec) in Cash	(61,260)	(1,476,450)

Table 7.3 – Annual Increase/Decrease in Cash

	2006/07	2007/08	2008/9	2009/10	2010/11
Inc/(Dec) In Cash	340,865	1,182,578	(515,071)	225,060	(1,476,450)

TABLE 7.4 - Attendance Levels

RSL/ Peer Group	Committee Members Attendance (%)	Staff Attendance (%)
Internal Benchmark	70.0%	95.0%
LHA Actual	92.0%	96.3%

TABLE 7.5 – Policy Reviews

Department	No of Policies due for review	No of Policies reviewed	Annual Review success rate (%)
Governance & Finance	18	18	100.0%
Housing Management	4	4	100.0%
Property Management	0	0	100.0%
Development & Technical	40	40	100.0%
Total	62	62	100.0%

TABLE 7.6 – Complaints Monitoring

Department	Stage 1 Complaints	Stage 2 Complaints	Stage 3 Complaints	SPS Ombudsman
Governance	0	0	0	0
Corporate (Finance & Admin)	0	0	0	0
Housing Management	2	0	0	0
Maintenance	0	0	0	0
Development & Technical	1	0	0	0
Other	0	0	0	0
Total	3	0	0	0

TABLE 7.7 – Training Budget

Training Budget	Budget (£)	Actual Spend (£)	Budget % achieved
Committee Members Training Budget	4,500	4,490	99%
Staff Training Budget	7,500	3,450	46%
Total	12,000	7,940	66%

TABLE 7.8 - Staff Appraisals & Personal Development

Annual Appraisals	Managerial Staff	General Staff
% Appraisals concluded	100.0%	100.0%
% awarded excellent/ commendable grade	100.0%	
% awarded good/satisfactory grade	0%	
% awarded unsatisfactory grade	0%	
% awarded staff bonus		75.0%
% Personal Development Plans concluded	100.0%	100.0%

8.0 EQUALITY & DIVERSITY**TABLE 8.1 - Ethnic Origin (Staff, Committee & Membership)**

Staff	No.	%age		Committee	No.	%age		Members	No.	%age
White	21	100%		White	10	%		White	61	49%
Mixed	0	0		Mixed	0	0		Mixed	1	1%
Asian	0	0		Asian	0	0		Asian	0	0
Black	0	0		Black	0	0		Black	0	0
Chinese	0	0		Chinese	1	%		Chinese	0	0
Unknown	0	0		Unknown	0	0		Unknown	62	50%
Totals	21	100%		Totals	11	100%		Totals	124	100%

TABLE 8.2 - Ethnic Origin (Job/Membership Applicants)

Job Applicants	No.	%age		Membership Applicants	No.	%age
White	79	97%		White	3	100%
Mixed	0	0		Mixed	0	0
Asian	2	3%		Asian	0	0
Black	0	0		Black	0	0
Chinese	0	0		Chinese	0	0
Unknown	0	0		Unknown	0	0
Totals	78	100%		Totals	3	100%

TABLE 8.3 - Disability Monitoring

Source	Number with a disability	As a %age of total	No. of Cases where Adjustments made
Job applicants	2	2.5%	0
Staff	1	5.0%	0
Committee	2	18.0%	0

TABLE 8.4 - Gender (Staff, Committee & Membership)

Staff	No.	%age		Committee	No.	%age		Members	No.	%age
Male	7	33%		Male	7	64%		Male	68	55%
Female	14	67%		Female	4	36%		Female	56	45%
Totals	21	100%		Totals	11	100%		Totals	122	100%

- Footnote: All figures based on Total No. of *Returned Forms*

TABLE 8.5 - Gender (Job / Membership Applications)

Job Applicants	No.	%age		Membership Applicants	No.	%age
Male	8	10%		Male	1	33%
Female	70	90%		Female	2	67%
Unknown	0	0		Unknown	0	0
Totals	78	100%		Totals	3	100%

- Footnote: All figures based on Total No. of *Returned Forms*