

## Asset Management

	Gas	Monthly or Cumulative	Target
1	% of properties with gas safety certificate more than 3 months overdue	Monthly	0%

### Disabled Adaptations

2	% of minor adaptations completed within target (20 days)	Monthly	95%
3	% of major (Wherry funded) adaptations completed within target (98 days)	Monthly	80%
4	% of major (grant funded) adaptations completed within target (182 days)	Monthly	80%
5	% all major adaptations completed within target – contractor performance	Monthly	95%
6	Average time taken to complete major (Wherry funded) adaptations (days)	Cumulative	98
7	Average time taken to complete major (grant funded) adaptations (days)	Cumulative	182
8	% of customers very satisfied or satisfied with disabled adaptations work	Cumulative	90%

### Planned Works

9	% of customers very satisfied or satisfied with planned maintenance works	Cumulative	92%
10	% of planned maintenance works completed within target	Monthly	90%

### Repairs

11	% of orders where a pre-inspection has been undertaken	Cumulative	8.1%
12	% of orders where a post-inspection has been undertaken	Cumulative	10%
13	Ratio of emergency/urgent/routine works (everything except gas)	Cumulative	10/20/70

### Complaints

14	% property team complaints responded to within 10 working days	Cumulative	95%
	<b>Estate Inspections</b>		
15	Number of estate inspections attended by property team	Cumulative	3

## Income Management

		Monthly or Cumulative	Target (End of year)
1	% of current cases over 20 weeks in arrears		1.12%
2	Arrears evictions not exceeding 0.5% (cumulative figure)		0.50%
3	% of rents payments by direct debit		41.27%
4	% of properties visited within 6 weeks of tenancy (cumulative figure)		90%
5	% of referrals to debt/money advice/support (cumulative figure)		2.50%
6	% of write offs (cumulative figure)		0.90%
7	Former tenant arrears (FTA) collection		£60,000
8	Number of income and expenditure forms completed		150
9	% of new tenants offered housing benefit trial calculation		50%
10	% of tenants accessing FI related services (target is 25% over 3 years from April 2009)		18.96%
11	% of income team complaints responded to within 10 working days		95%

## Resident Involvement

		Monthly or Cumulative	Target
1	% of residents involved in both formal and informal structures as a % of properties managed	Quarterly	4%
2	% of residents who respond to consultation exercises and attend forums as a % of properties managed (over previous 3 months)	Quarterly	7%
3	Total spend on resident involvement per property managed (monthly expenditure)	Monthly	Information item
4	Residents who receive training provided or part funded by Wherry as a % of properties managed	Quarterly	2%
5	% of residents who are satisfied with learning outcomes when asked after training	Monthly	70%
6	% of residents covered by a resident representative or residents association	Cumulative	15%
7	% of residents accessing a community event as a % of properties managed	Cumulative	3%
8	New residents involved in consultation activities as a % of properties managed (not involved before) (over previous 3 months)	Quarterly	2%
9	Residents aged under 45 years old involved in consultation exercises as a % of properties managed (over previous 3 months)	Quarterly	3%

## Neighbourhood

		Monthly or Cumulative	Target
1	Number of new ASB cases as a % of stock	Cumulative	Information item
3	Number of cases by action taken – prevention, early intervention and support as a % of stock	Cumulative	Information item
4	Number of cases by action taken – enforcement as a % of stock	Cumulative	Information item
5	Number of live cases as % of stock	Snapshot	Information item
6	Number of successfully resolved cases as a % of stock	Cumulative	Information item
7	Number of closed cases (unresolved) as a % of stock	Cumulative	Information item
11	% of customers satisfied with outcome of ASB cases	Cumulative	75%
12	Number of referrals for mediation	Cumulative	5
13	% live ASB cases open longer than 3 months	Cumulative	TBC

### Estate Management

1	% of estates meeting the required standard	Cumulative	73%
2	% of reported rubbish removed within 2 working days	Monthly	100%
3	% of offensive graffiti removed within 24 hours of being reported	Monthly	100%
4	% of customers satisfied with their neighbourhood as a place to live	Cumulative	90%
5	% of customers very satisfied or satisfied with communal/external cleaning and grounds maintenance	Cumulative	76%

### Tenancy Management

1	% of estate inspections completed within 6 week target	Monthly	95%
2	% of abandoned properties investigated (visited) within 3 working days	Monthly	100%
3	% of tenancy audits completed within target (cumulative from Apr 08)	Cumulative	6.67%
4	% of reported suspected squatters investigated (visited) within 24 hours	Monthly	100%
5	Number of estate inspections completed with residents in attendance	Monthly	11
6	% of approval/refusal letters sent within 42 days of mutual exchange application	Monthly	100%
7	% of 3 month starter tenancy reviews completed in timescales	Cumulative	90%
8	% of 9 month starter tenancy reviews completed in timescales	Cumulative	90%
9	% of properties that took over 2 days to void on orchard	Cumulative	5%

### Tenancy Sustainment

1	Number of tenancies ended	Cumulative	Information item
5	% of starter tenancies moved to assured within 1 year	Cumulative	90%

### Complaints

1	% of neighbourhood team complaints responded to within 10 working days	Cumulative	95%
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## Voids and Lettings

		Monthly or Cumulative	Target
2	Long term voids as a % of stock (general needs only)	Monthly	Information item
3	Turn around time for short term voids (days)	Monthly	18
7	% of customers satisfied with allocations process	Monthly	95%
13a	Time taken to input new lettings onto orchard (days)	Monthly	2
13b	Time taken to input re-lets onto orchard (days)	Monthly	2
13c	Time taken to input tenancy changes onto orchard (days)	Monthly	2

## Access and Customer Care

Contact Centre LPIs		Monthly or Cumulative	Target
1	% of calls answered	Monthly	95%
2	% of calls answered in 20 seconds or less	Monthly	70%
3	% of calls responded to within 30 seconds	Monthly	80%
4	% of calls answered in more than 120 seconds	Monthly	0%
5	Average wait for a call to be answered (seconds)	Monthly	60
6	% of calls classed as value calls	Monthly	70%
7	Customer satisfaction (from mystery shops)	Quarterly	

Complaint LPIs		Monthly or Cumulative	Target
1	No of stage 1 complaints received per 1000 units	Monthly	5
2	No of stage 2 complaints received per 1000 units	Monthly	Information item
3	No of stage 3 panel hearings held per 1000 units	Monthly	Information item
4	No of ombudsman complaints received per 1000 units	Monthly	Information item
5	% of stage 1 complaints acknowledged within 3 working days	Monthly	98%
6	% of stage 2 complaints acknowledged within 3 working days	Monthly	98%
7	% of stage 1 complaints responded to within 10 working days	Monthly	95%
8	% of stage 2 complaints responded to within 10 working days	Monthly	90%
9	% of complaints escalated to 2 <sup>nd</sup> stage of procedure	Monthly	8%

10	Number of complaints satisfaction surveys attempted	Monthly	n/a
10a	Number of complaints satisfaction surveys completed	Monthly	n/a
11	% customer satisfaction with complaints outcome	Monthly	65%
11a	% customer satisfaction with complaints with way complaint was managed	Monthly	75%
11b	% customer satisfaction with complaints outcome (for upheld and partly upheld complaints only)	Monthly	65%
11c	% customer satisfaction with complaints with way complaint was managed (for upheld and partly upheld complaints only)	Monthly	75%
12	% of complainants contacted by phone or visit to resolve the complaint	Monthly	90%
13	% of stage 1 complaints upheld	Monthly	Not set
14	% of stage 1 complaints partly upheld	Monthly	Not set
15	% of stage 1 complaints not upheld	Monthly	Not set
16	No of expressions of dissatisfaction (EODs) received per 1000 units	Monthly	2
17	Number of compliments logged	Monthly	20

#### Access LPIs

1	Number of visitors to customer website	Monthly	2000
2	Number of visitors to digi tv site	Monthly	200
3	Number of visitors to facebook	Monthly	1300

# Appendix B Organisational Risk Map



Probability	5						Very high
	4	7,8	4,17,29,32	12,13	10,11,27		High
	3		9,14,15,16	5,18,19,20,30	23,25,28		Medium
	2		6,21,22,24,33,34	3,26	1,2,31		Low
	1						Very low
		1	2	3	4	5	
	Very low	Low	Medium	High	Very high		
Impact							

Key to matrix	Score	Description	Probability	Financial > £x	Legal/ Regulatory	Reputational	Customer
	1	Very Low	Up to 3%	£0 and above up to	Minor breach of legal/ regulatory	No adverse publicity	Impact both minor and short term
	2	Low	Between 3% and 10%	£50,000 and above up to	More serious breach but no long term implications	Short term, local, adverse publicity	Minor or short term problems
	3	Medium	Between 10% and 30%	£150,000 and above up to	Loss of green light	Longer term adverse publicity, locally contained	Noticeable impact
	4	High	Between 30% and 90%	£500,000 above and up to	Prosecution/ TSA supervision	Major adverse publicity and external interest with damage to reputation and/or long term impact	High impact on many customers - significant resource to rectify
	5	Very High	Above 90%	£1,500,000 And above	Compulsory transfer of assets		

## Wherry Life Chances Risks above Tolerance



LC Risk	Life Chances Commitment	Risk detail	Owner
1	Fire Risk Assessments kept up to date, delivery plan of associated works agreed through Asset Delivery plan 10.11	<b>Costs increase, Cost prohibitive, budget constraints and resourcing requirements</b>	Susan Schofield
2	Develop and implement Wherry safety & security programme, linked to CA standard for gas, carbon monoxide, fire safety & security measures, and measures arising out of scalding policy	<b>Budget constraints</b>	Susan Schofield
4	Complete resident review of the repairs service, utilising customer journey mapping and customer insight to improve customer experience	<b>Lack of interest from residents to get involved with review</b>	Sally Greetham
5	Report Asset Management Schemes to re-investment panel. Agree programme of asset management sites within driver borough of Broadland DC and seek agreement from GOT.	<b>Wherry financial plan capacity , market risks, funding risks.</b>  <b>Capacity within Wherry financial plan</b>	Mike Doherty
7	Review with Roddens VFM proposal to transfer management of C33 owned stock in Cambridgeshire. Wherry stock in Cambridgeshire to be subject to stock rationalisation to increase development capacity	<b>Ability of infrastructure – IT , resources etc to deliver management transfer.</b>  <b>Management capacity within RP's to deliver</b>	Mark Jones
8	Pilot an easy moves under occupation scheme to incentivise freeing –up properties with one or more bedrooms free	<b>Financial incentive not sufficient to influence residents to move. Lack of suitable alternative accommodation</b>	Susan Schofield
10	Develop , implement and embed a set of VFM LPI's and targets for 10/11 linked to CA maintenance savings	<b>AMS profitability, increase in cost to RP's, savings through procurements/ process not passed onto Wherry.</b>	Mark Jones
11	Complete a VFM review with residents to identify efficiencies/savings	<b>Lack of management skills and competencies within AMS to deliver enhanced service levels and increased customer satisfaction</b>	Mark Jones
12	Revise local asset management delivery plan	<b>Inability to recruit senior and management positions in AMS</b>	Mark Jones
13	Deliver asset plan within budget, timescale and with increased satisfaction ( minimum of 2 % increase)	<b>Lack of clarity in the AMS/CA management arrangements</b>	Mark Jones
17	Complete collection of customer profile data from 92 % to 100%	<b>Apathy of residents to engage with Wherry</b>	Sharon Perks
18	Commence a recruitment and succession campaign to ensure that resident groups, working groups and panels are representative of Wherry's wider resident base	<b>Could create conflict with WAWW group.</b>	Sally Greetham
19	Ensure existing 92 % customer data is up to date	<b>Cost of existing service prohibitive, budget constraints</b>	Sharon Perks
20	Grounds maintenance and estate cleaning retendered and new contractor procured. Involve residents in procurement and management of contract. – Estate management standards agreed with and publicised to residents	<b>Contractor non-performance, costs increase, rising resident expectations</b>	Sue Stavers

23	Review resident involvement strategy, agreement and action plan	<b>Lack of interest from residents to get involved.</b>	Sally Greetham
25	Deliver customer satisfaction targets of 88%	<b>Financial constraints, market conditions</b>	Mark Jones
27	Support Phase I – Sheltered housing review – John Gale Court & Bure Valley.	<b>Costs increase , budgetary constraints</b>	Mark Jones Zaiba Qureshi
28	Support commercial subsidiaries by identification of opportunities to increase business	<b>Ability of group commercial subsidiaries to evidence VFM and comparison with the market.</b>	Mark Jones
29	Maximise income generation opportunities within Wherry	<b>Capacity of AMS and adequate management skills and competencies to deliver</b>	Mike Doherty Sue Stavers
30	Review team plans and continuous improvement to achieve 2 *	<b>Rising customer expectations, other RP's increase services/delivery above current 2* level.</b>	Sharon Perks Sue Stavers Mike Doherty
31	Input into business support priorities as per SET/BLG collective process	<b>Business support priorities distracted away from supporting service delivery actions in the timescale required</b>	Mark Jones