



# How are we performing?

**Quarterly Report  
September 2011  
(Quarter 2)**

# Contents

<b>Chapters</b>	<b>Sections</b>	<b>Page</b>
	Introduction	<b>3</b>
<b>1. Tenant Involvement and Empowerment</b>	<b>1a</b> Radian Direct	<b>4</b>
	<b>1b</b> Satisfaction	<b>6</b>
	<b>1c</b> Compliments and Complaints	<b>13</b>
	<b>1d</b> Complaints and Equality & Diversity	<b>15</b>
<b>2. Home</b>	<b>2a</b> Maintenance Performance	<b>17</b>
	<b>2b</b> Gas Servicing	<b>19</b>
	<b>2c</b> Decent Homes Compliance	<b>19</b>
	<b>2d</b> SAP Rating	<b>19</b>
	<b>2e</b> Development	<b>20</b>
<b>3. Tenancy</b>	<b>3a</b> Allocations and Voids	<b>21</b>
	<b>3b</b> Income Management	<b>23</b>
	<b>3c</b> Welfare Benefit Officers	<b>27</b>
<b>4. Neighbourhood and Community</b>	<b>4a</b> Anti Social Behaviour – Domestic Abuse	<b>29</b>
	<b>4b</b> Turnstone Support	<b>31</b>
	<b>4c</b> Home Ownership	<b>32</b>
<b>5. Corporate Indicators</b>	<b>5a</b> Health & Safety	<b>33</b>
	<b>5b</b> Human Resources	<b>35</b>

## Introduction

The purpose of this report is to provide a review of performance at the end of the second quarter, September 2011. This report gives information in relation to our performance and various business activities and services and demonstrates our customer focus, which is extremely important to us.

Comparisons have been made in this report to our targets, which are challenging but have been set to drive improvement. Benchmarking information has also been used in this report; however, this information relates to the performance of others in 2009/2010 and is therefore not contemporary. Submissions have been made to the Tenant Services Authority and HouseMark in respect of the 2010/2011 financial year and we anticipate being able to compare our performance against others on more up to date information from HouseMark in November/December and the TSA in January 2012.

Our Area Panels place residents at the heart of our decision making process. Information in relation to them is available on our website at [www.radian.co.uk](http://www.radian.co.uk) or by contacting us.

This report has been compiled by the Radian Business Excellence Team. We welcome comments and feedback and are happy to provide any further information or more detail in relation to this report, our performance or other service provided that has not been included in this report.

If you have any questions about this report, then please contact us either via our Customer Services Centre or by using the dedicated email address shown below.

### Our contact details are:

Radian Direct: 0300 123 1567  
Email: [business.excellence@radian.co.uk](mailto:business.excellence@radian.co.uk)  
Text: 07764 309 062

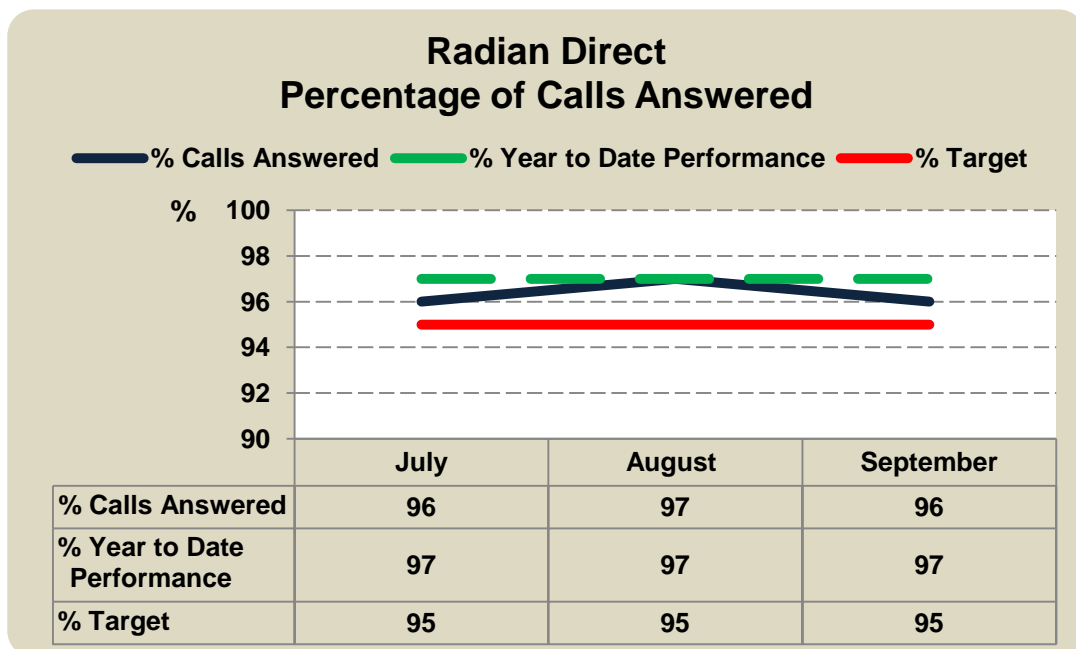
# 1 Tenant Involvement and Empowerment

## 1a. Radian Direct

We dealt with 63,865 calls during the second quarter, an increase on quarter one by 1,340 calls and a total of 126,390 year to date. The holiday period has been managed effectively to ensure staff are able to enjoy time off whilst maintaining our service levels. We have also been able to carry out significant training this quarter including the Moments of Truth programme, excellent repairs training from the tradesmen themselves and some staff have been to visit and familiarise themselves with schemes such as Ward Royal and Sawyers Close in the Thames area. This really helps us with the quality and delivery of our service.

Another big success this quarter is the collection of e-mail addresses. Radian Direct has collected over 7,000 e-mail addresses from customers resulting in our database now holding just under 10,000 addresses.

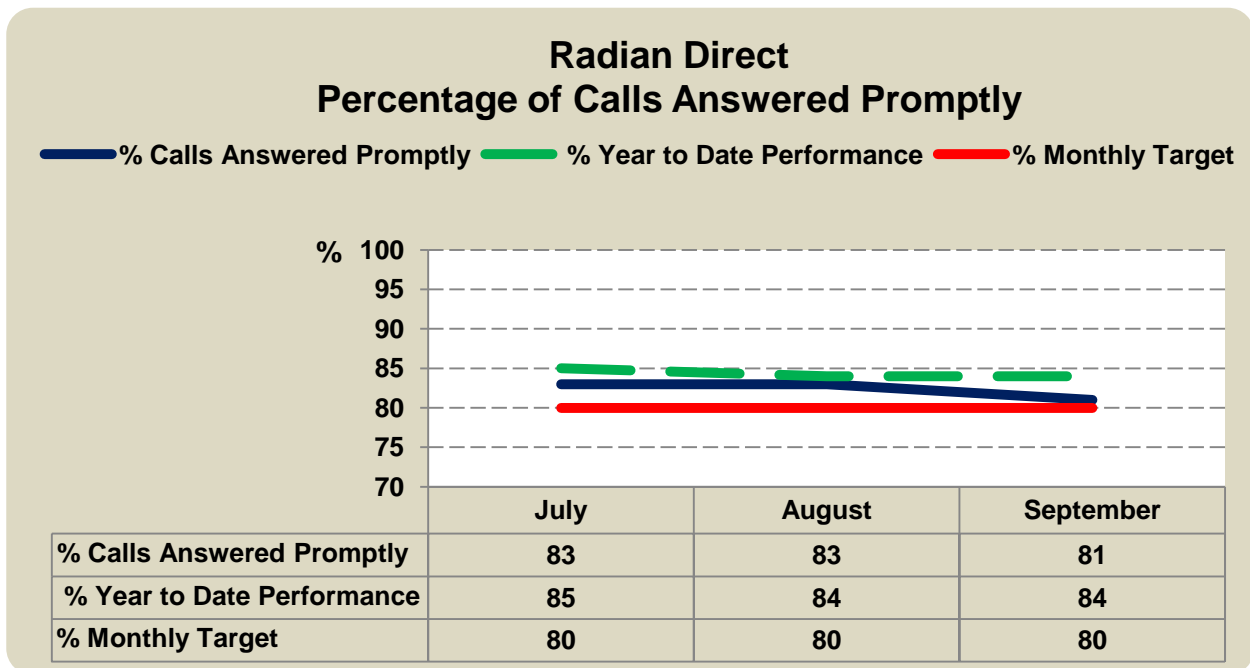
**Graph 1a:1**



**Radian Direct is currently consistently meeting targets concerning percentage calls answered. However, maintaining this level of performance during the winter months will be more challenging.**

Radian Direct staff recently visited Carnival Cruises as part of a South East contact centre forum and noted that our levels of performance equalled theirs and targets were the same.

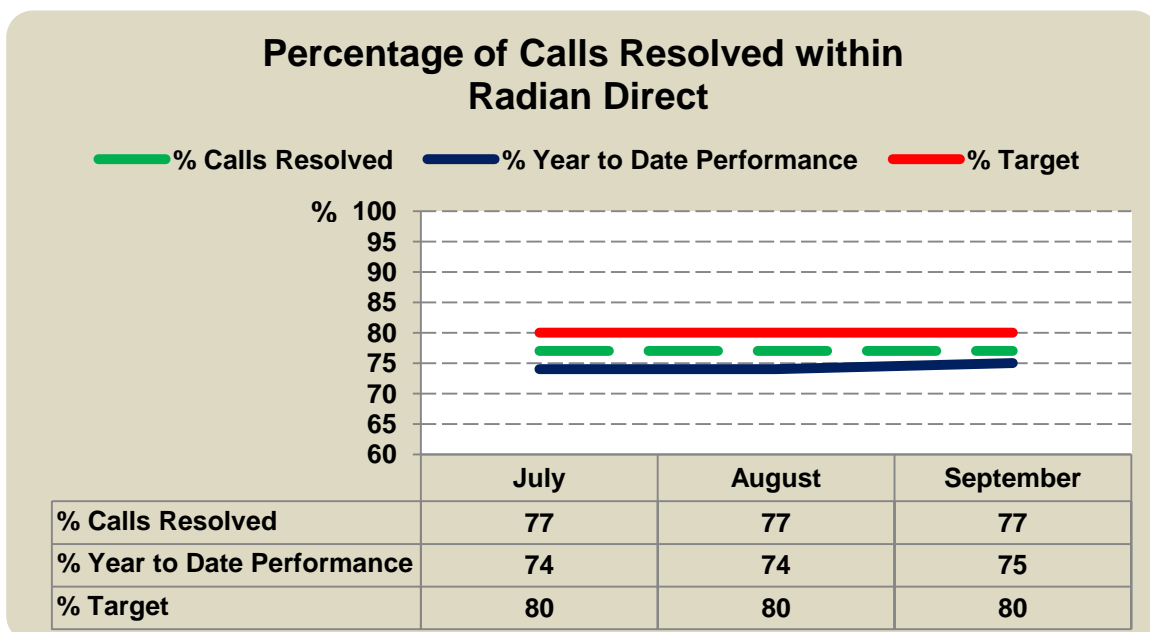
**Graph 1a:2**



The percentage monthly target is currently being exceeded each month. Year to date performance of 84% is close to the end of year target of 85%.

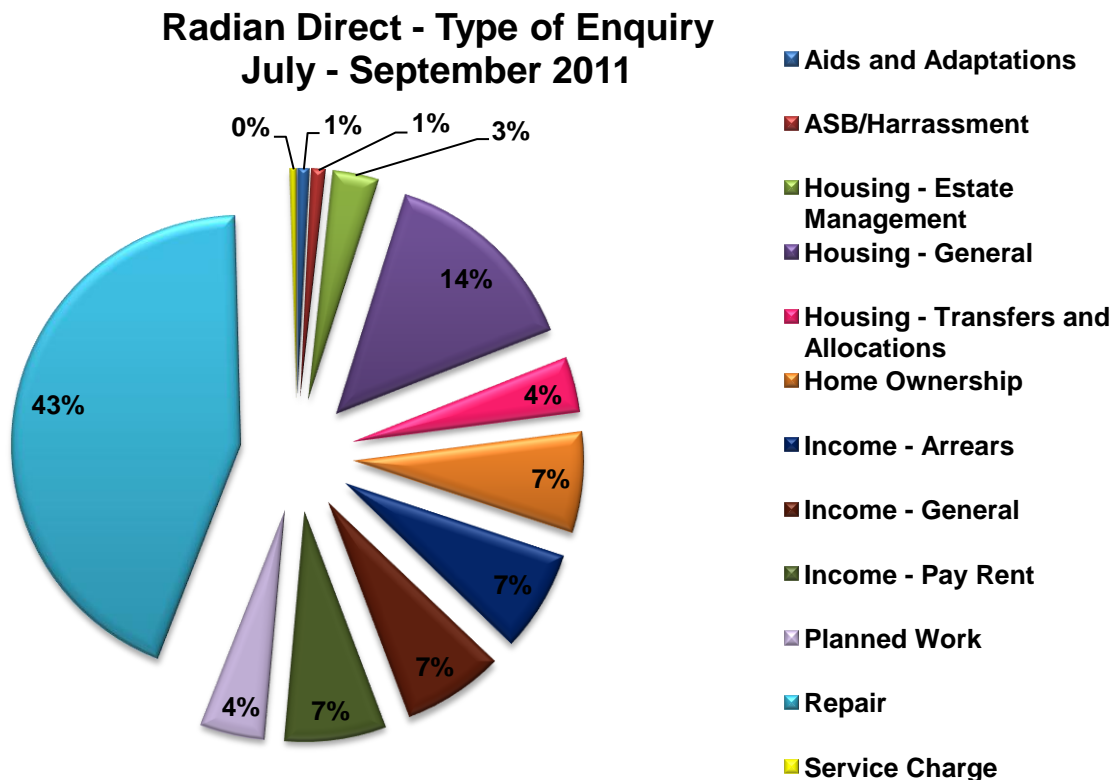
September results reflect the onset of autumn and performance is expected to dip during the winter months making the year to date target of 85% particularly challenging. Results shown above are typical and even better results were seen during quarter 1 when we brought in extra staff to deal with call volumes following bank holidays and rent increase letters.

**Graph 1a:3**



Quarter 2, as detailed in the graph above, shows consistent performance of 77% compared with quarter 1 at 74%.

**Graph 1a:4**



## **1b. Satisfaction**

### **New Development Satisfaction**

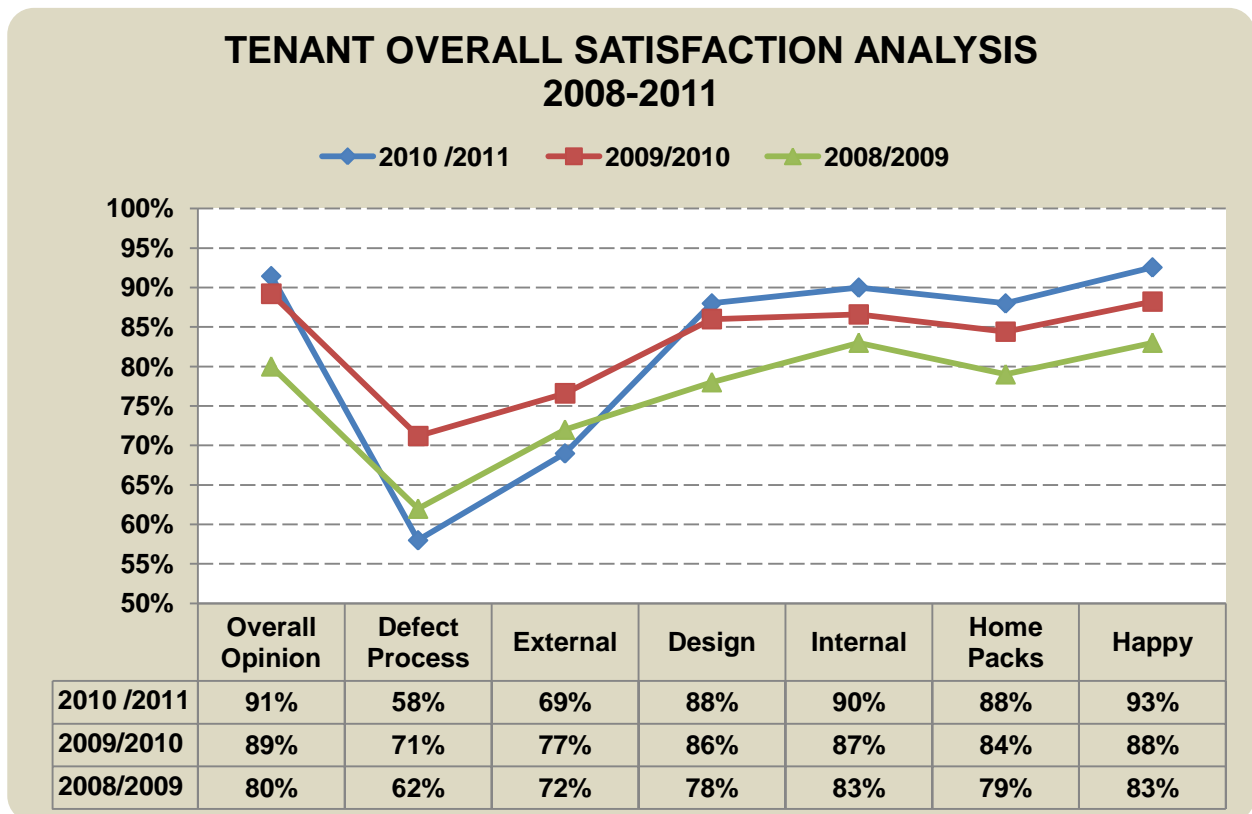
**Overall satisfaction with new homes built over the last financial year has risen from 89% in 2009/10 to 91% in 2010-2011.**

Resident satisfaction surveys are sent out to all new homes within three months of occupation. We received a 27% return rate by post (32% in 2009/10 and 30% in 2008/9) and this was increased to 32% by the use of telephone surveys. We will extend the use of telephone surveys in 2011-12 and will also look to gain results on line, through 'facebook' and other media.

Looking in more detail at the main indicators:

- Satisfaction with the design of the new homes has risen to 88% from 86%
- Satisfaction with communal external areas has dropped from 77% to 69%
- Satisfaction with internal areas has risen to 90% from 87%
- Satisfaction with the defects repair process has significantly dropped from 71% to 58%
- Satisfaction with the new homes packs has risen to 88% from 84%
- The measure of how happy, proud and safe residents feel has risen to 93% from 88%

**Graph 1b:1**



There are two significant areas where performance remains an issue and we will be tackling these over the next 12 months. In outline these are:

#### External Issues

Particular issues are raised in respect of lighting to roads and car parking and the safety and security of footpaths and roads. The areas where this is most commonly felt are on schemes delivered under S106 or developer led schemes where we are part of a larger development and do not have as much control over all parts of the site.

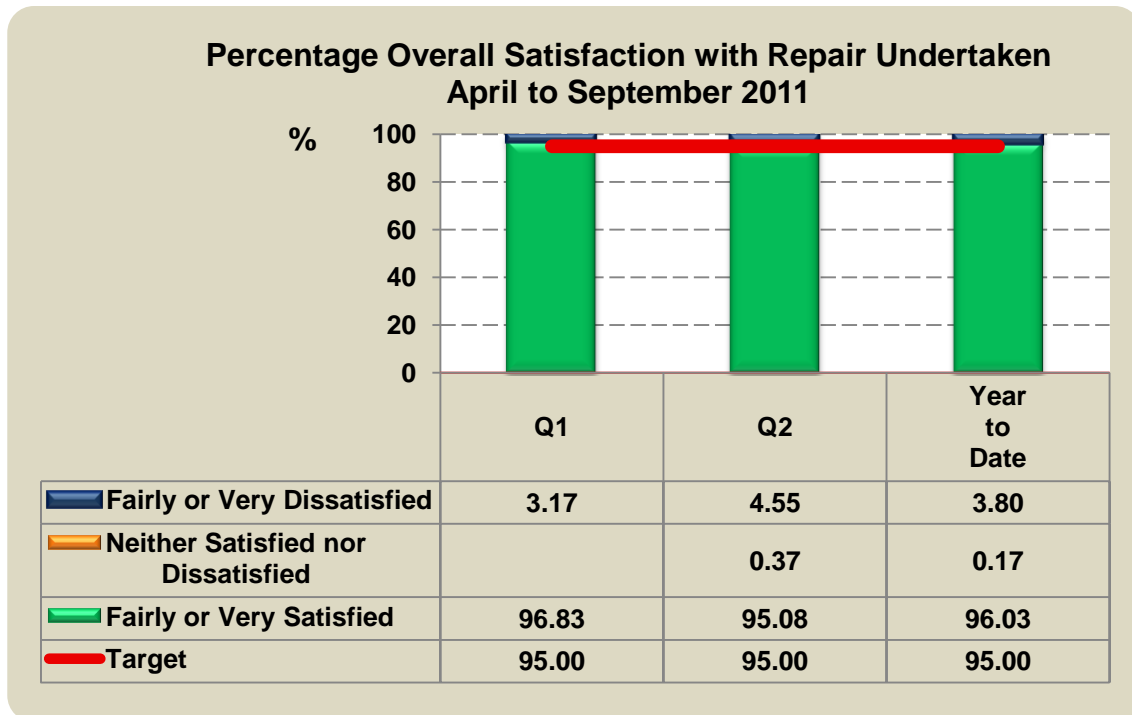
#### Rectification of Defects

We are currently continuing with our pilot defects procedure in which Radian Services will undertake defects instead of the building contractor. Pilots are happening at 152 Winchester Road and West of Waterlooville phase 1. The results of the pilots will be reported to our Executive Appraisal Panel in the autumn.

## Responsive Repairs Satisfaction

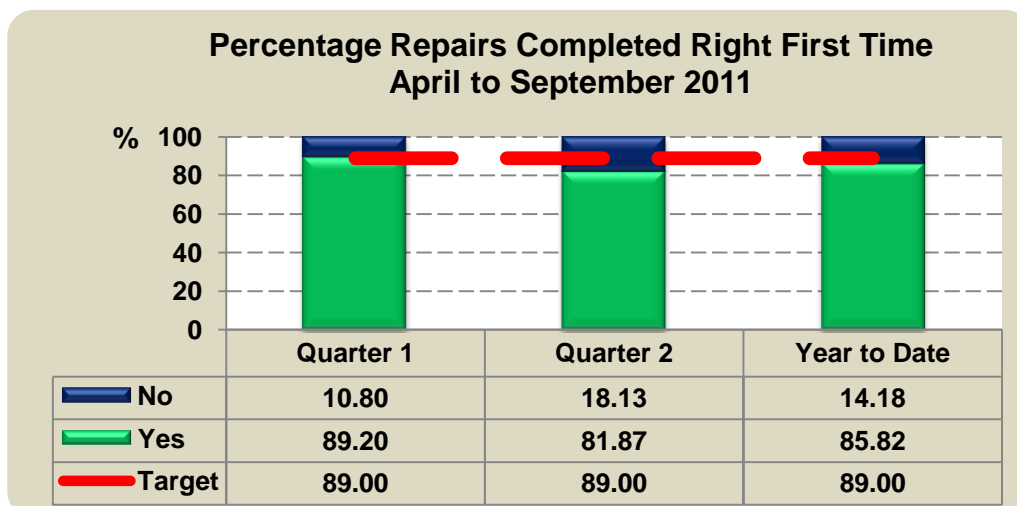
Responsive Repairs satisfaction information detailed below has been obtained from 579 surveys undertaken during the period April to September 2011 when 31,267 responsive repairs were completed.

**Graph 1b:2**



The graph above shows that overall satisfaction with responsive repairs jobs carried out at 96.03% (year to date) is above our target of 95.00%. Performance during the second quarter is not quite as good as quarter one, but performance compares favourably with target in both quarters.

**Graph 1b:3**

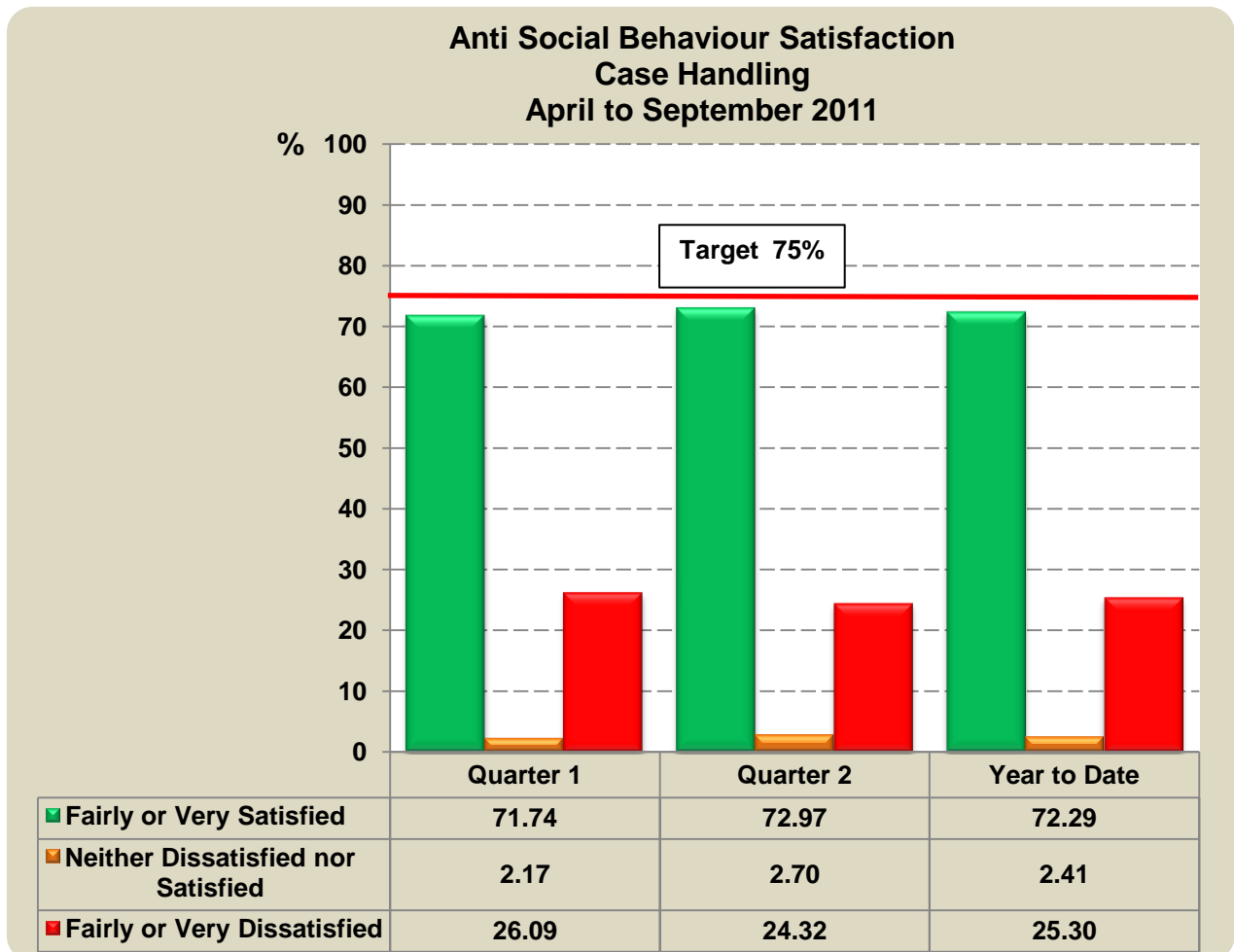


The graph above shows that our 'Right First Time' performance worsened by 7 percentage points from quarter 1 to quarter 2 and dropped below target. The year to date result, at 85.82%, is now also below target.

## Anti Social Behaviour Satisfaction

Results shown are from 83 surveys undertaken from April to September 2011. Figures for quarter one have changed from those previously published as further surveys have now been completed in respect of this time period. An issue has been identified with staff not activating surveys when cases have been closed and systems have now been put in place to ensure the Quality Assurance Team is advised when a case has been closed so the survey is carried out.

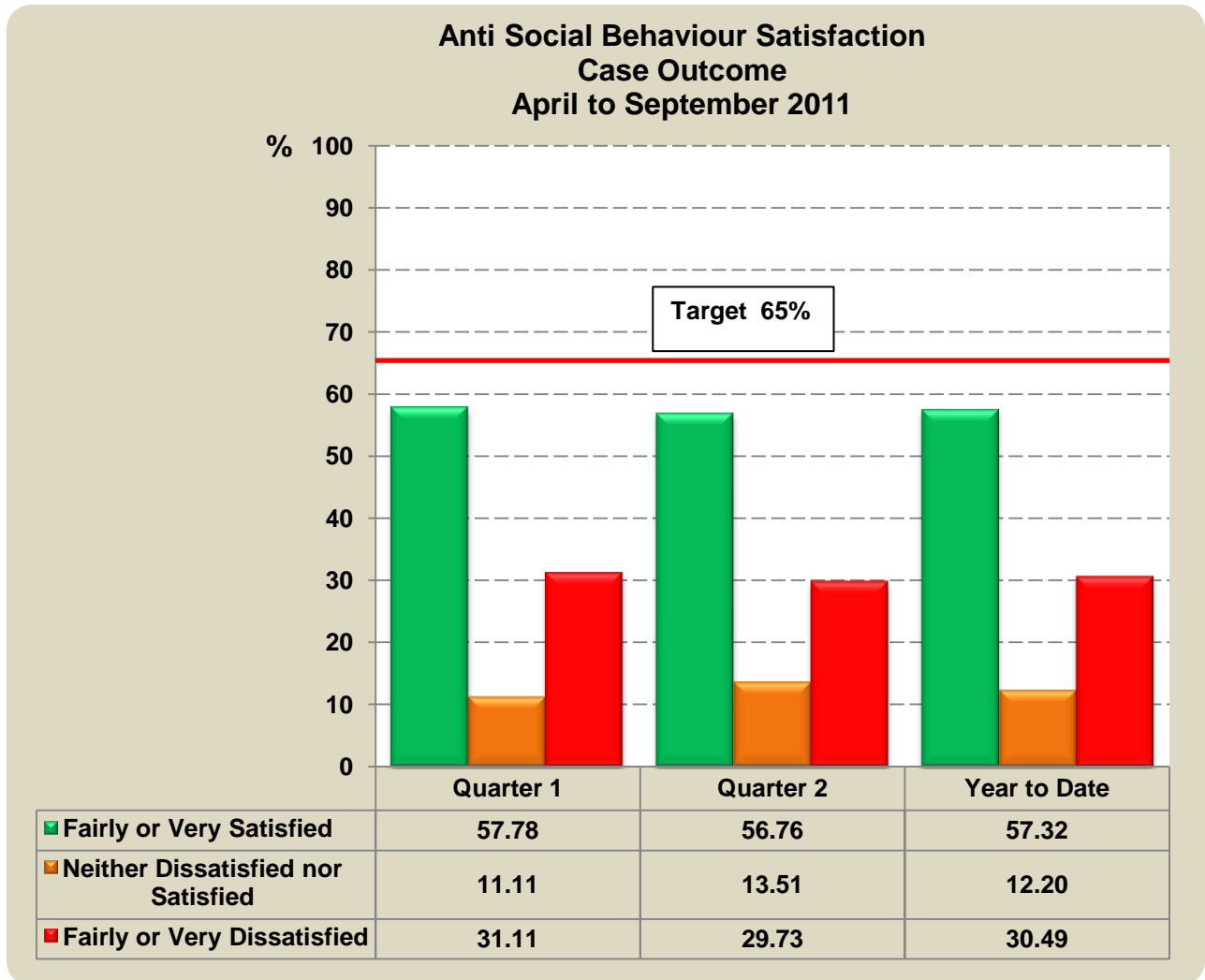
**Graph 1b:4**



Performance of 72.29% is below our target of 75% but is better than current HouseMark upper quartile performance of 72%.

Performance has improved from 71.74% in quarter 1 to 72.97% in quarter 2.

Graph 1b:5



Performance year to date at 57.32% is below our target of 65.00%.

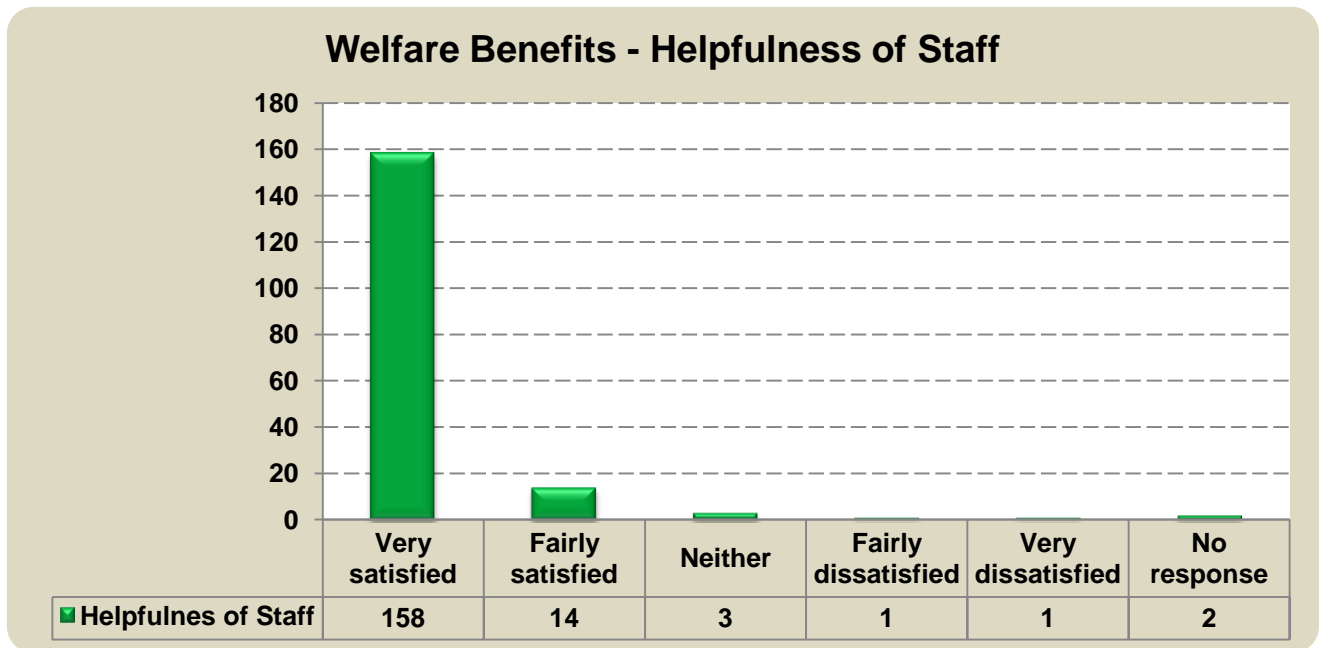
Quarter 2 performance is slightly worse than quarter 1.

We are pleased that fewer respondents were 'Fairly or Very Dissatisfied' and have noted an increase in 'Neither Dissatisfied nor Satisfied' responses.

### Satisfaction with Welfare Benefits Service

We have recently undertaken satisfaction surveys about the service offered by our Welfare Benefit officers. Surveys were completed by customers that used this service between January and June 2011 and results are illustrated below. Welfare Benefit Officers give advice in a number of ways, most often in customers' homes.

**Graph 1b:6**

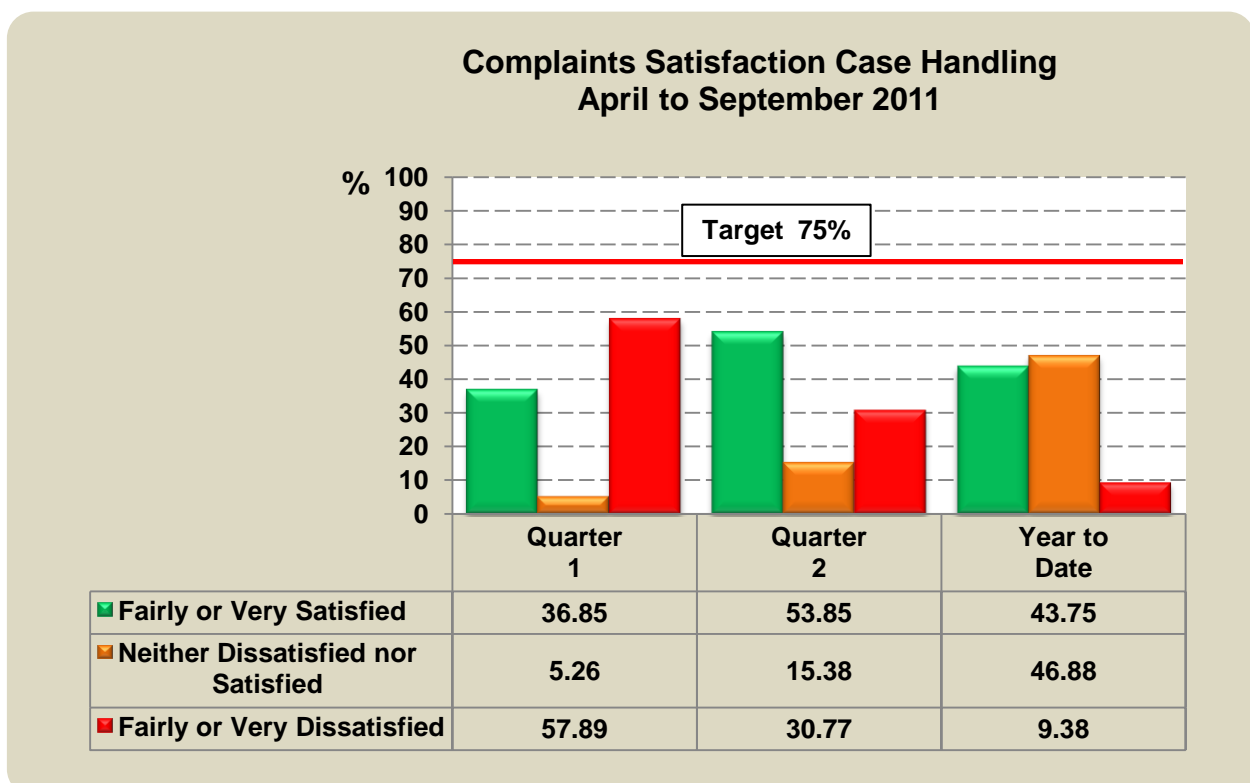


96% of the people we surveyed were fairly or very satisfied that our Welfare Benefits Advisors had been helpful.

### Complaints Satisfaction

We carried out surveys with 64 people who had complained between April and September 2011.

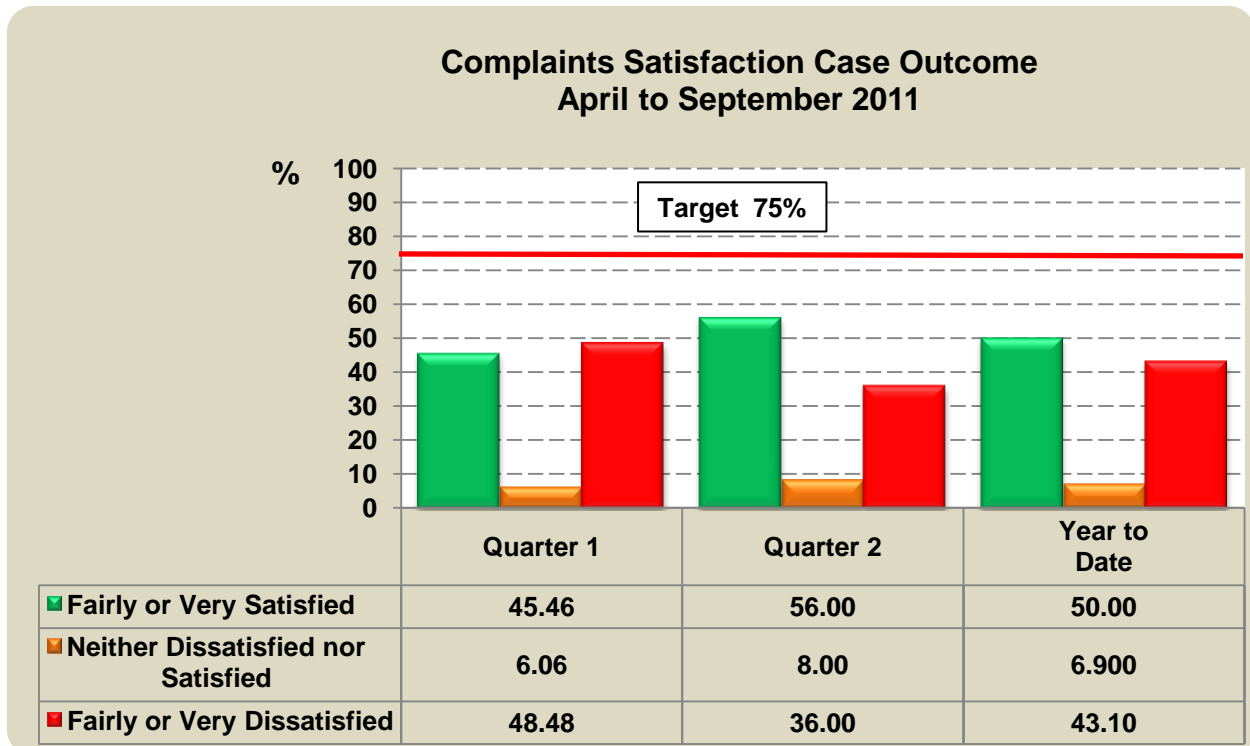
**Graph 1b:7**



Satisfaction with Case Handling is below our target of 75%, but satisfaction has improved significantly from 36.85% in the first quarter to 53.85%.

This moves us much closer to current HouseMark upper quartile performance of 57%.

**Graph 1b:8**



Satisfaction with the outcome of complaints is still below our target of 75%, but has increased from 45.46% in quarter 1 to 56%. This is now very close to the HouseMark upper quartile performance of 57.5%.

Increased satisfaction levels with complaint Case Handling and Case Outcome are encouraging. When the Quality Assurance team carry out satisfaction surveys they always ensure they ask the customer the reasons why if they state they are not satisfied with either the complaint outcome or handling. This enables us to establish if there are ways in which we can improve our service and specifically the complaint process.

We have recently rolled out a new process encouraging all staff to make personal contact with complainants within five working days of a complaint being made. This will usually be by phone, but may also involve a visit. We hope this will assist officers to discuss and resolve complaints more quickly and on a more personal level.

Euan Ramsay is Director of Shore Consult and a customer research expert in the Housing sector. He works closely with HouseMark and the NHF. We talked to him recently about the results of our complaints satisfaction surveys. He said:

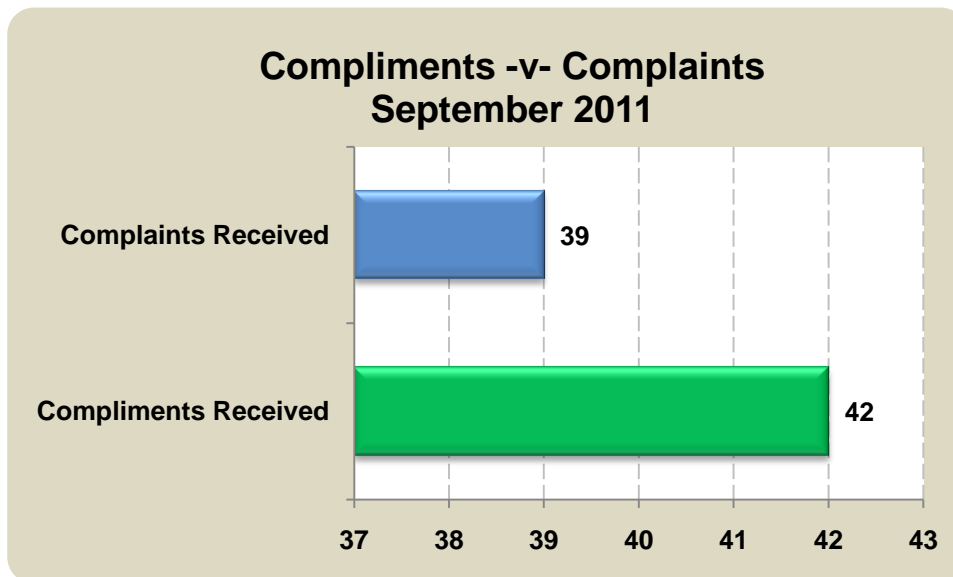
*“When you told me recently that the target for overall satisfaction with the complaints service was 75%, I did question whether this was too high. Based on my experience with a number*

of social landlords who are conducting continuous satisfaction surveys of complaints cases, I think a more realistic target would be in the region of 55% to 60%. It is very difficult, given the nature of the beast, to recover fully more than half the customers who have made a recent complaint, and in my experience, 50% satisfaction or higher is relatively rare.”

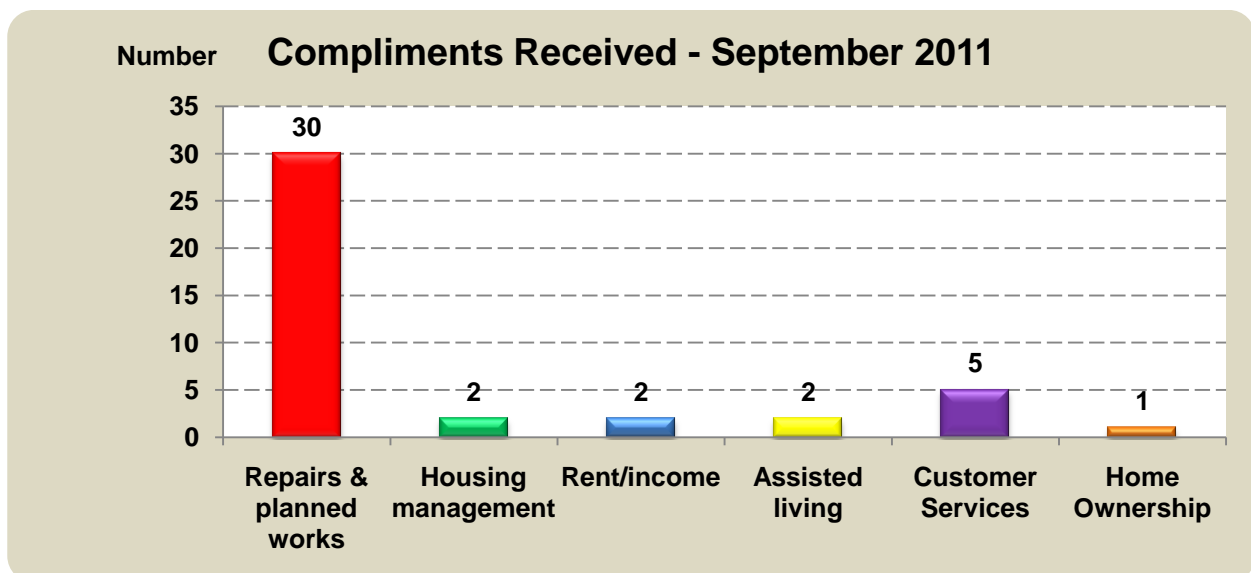
### **1c. Compliments and Complaints Received**

**In September, for the first time, the number of compliments received exceeded complaints.**

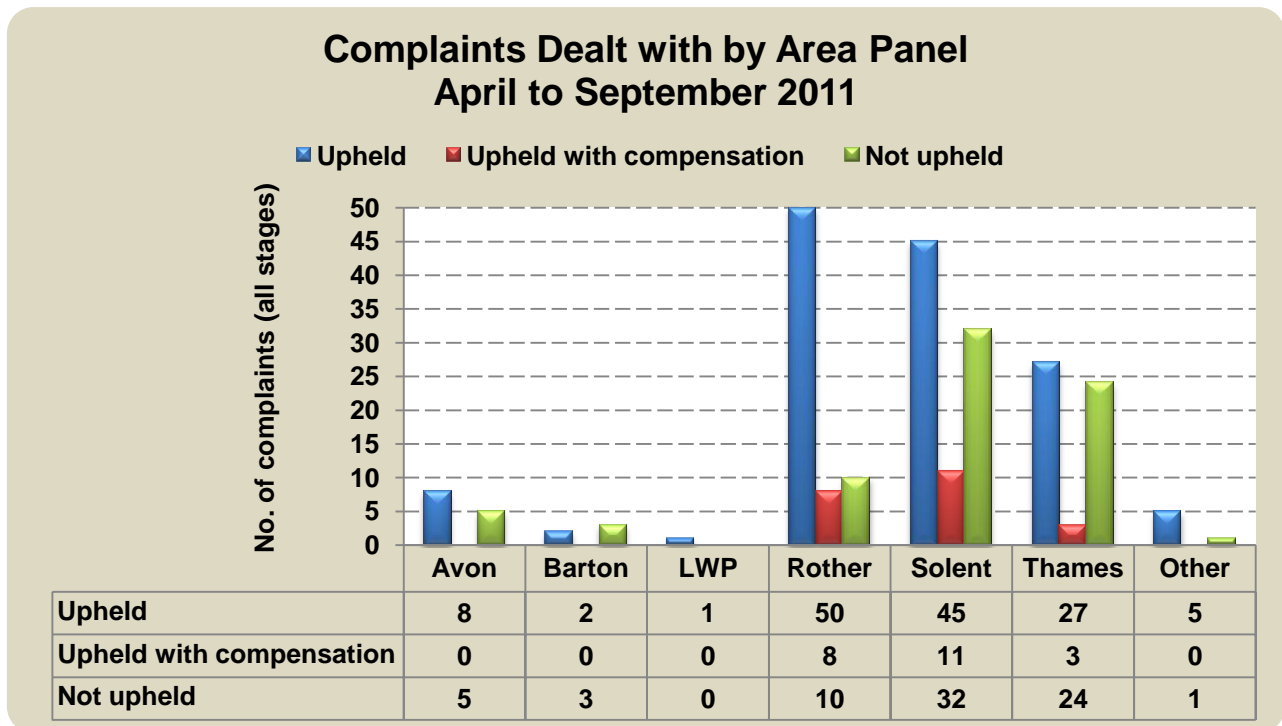
**Graph 1c:1**



**Graph 1c:2**



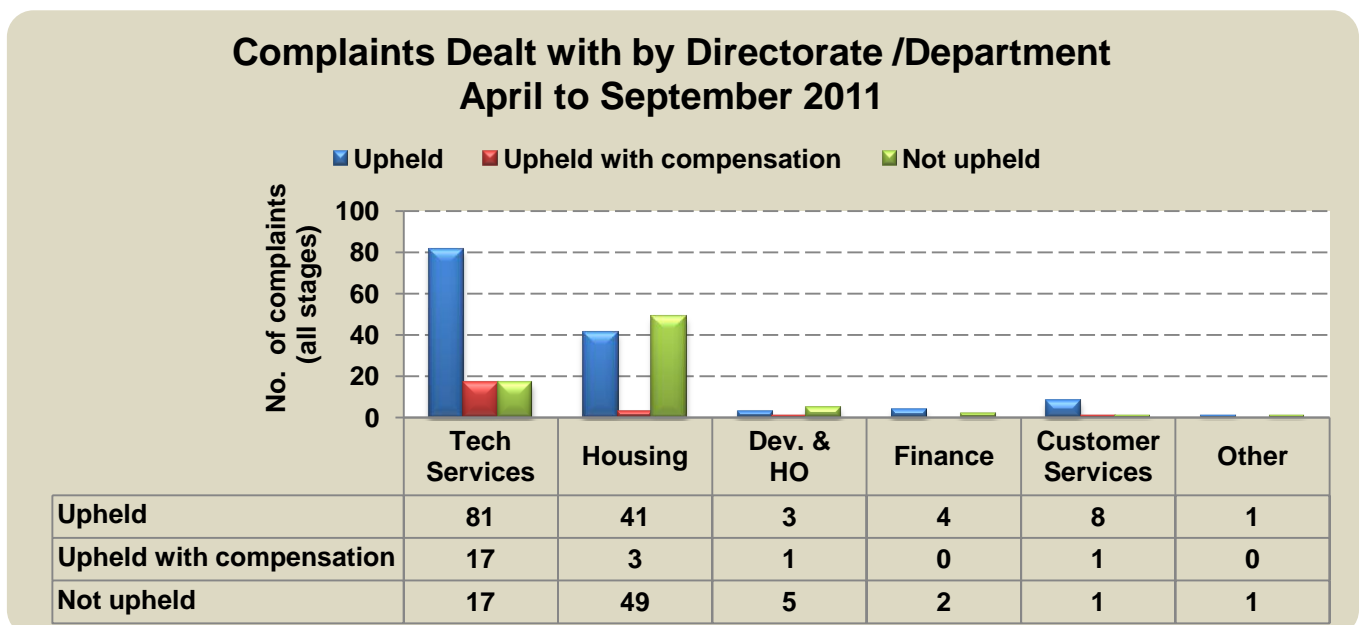
**Graph 1c:3**



Complaints in the “Other” section are from people who have complained who do not fall within an area panel. They may be people who have applied for housing, accessed one of our services etc. (so are entitled to complain) but are not Radian residents.

The “Barton” section is for our offices, commercial premises and HomeBuy. There were 2 Barton complaints, both were from HomeBuy customers.

**Graph 1c:4**



When complaints are upheld we recognise there has been a failure in our service provision, which we need to apologise for and put right.

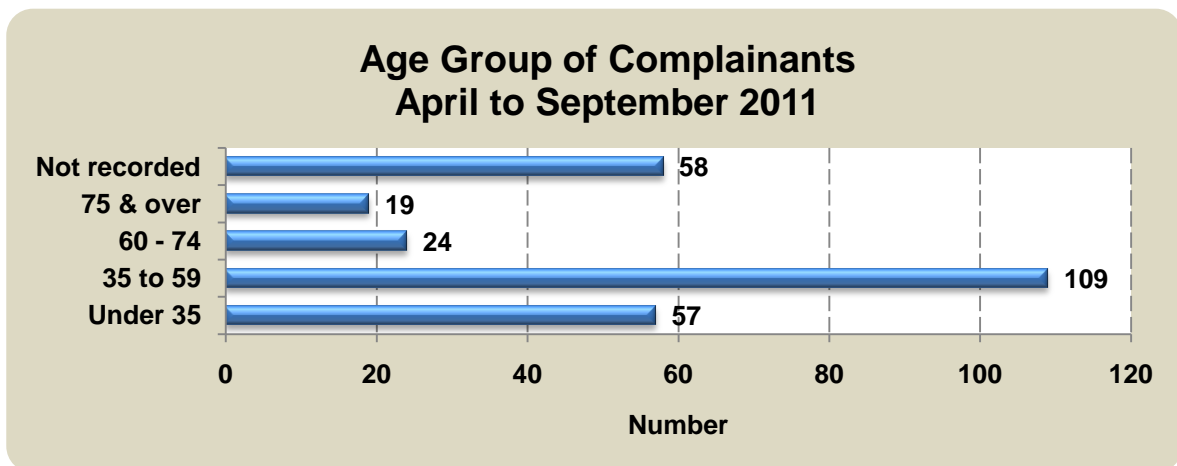
Sometimes when a complaint is upheld we may award compensation or a good will gesture in line with our procedures. This may be where there has either been a direct financial loss to the customer or where unnecessary stress or inconvenience has been caused. Where a complaint is not upheld it means that following investigation we do not believe there has been a service failure and we have followed our procedures appropriately.

We value feedback from our customers because it helps us to examine our service provision and make changes where appropriate. The Quality Assurance Team has started to keep a log of service improvements as a result of learning from complaints.

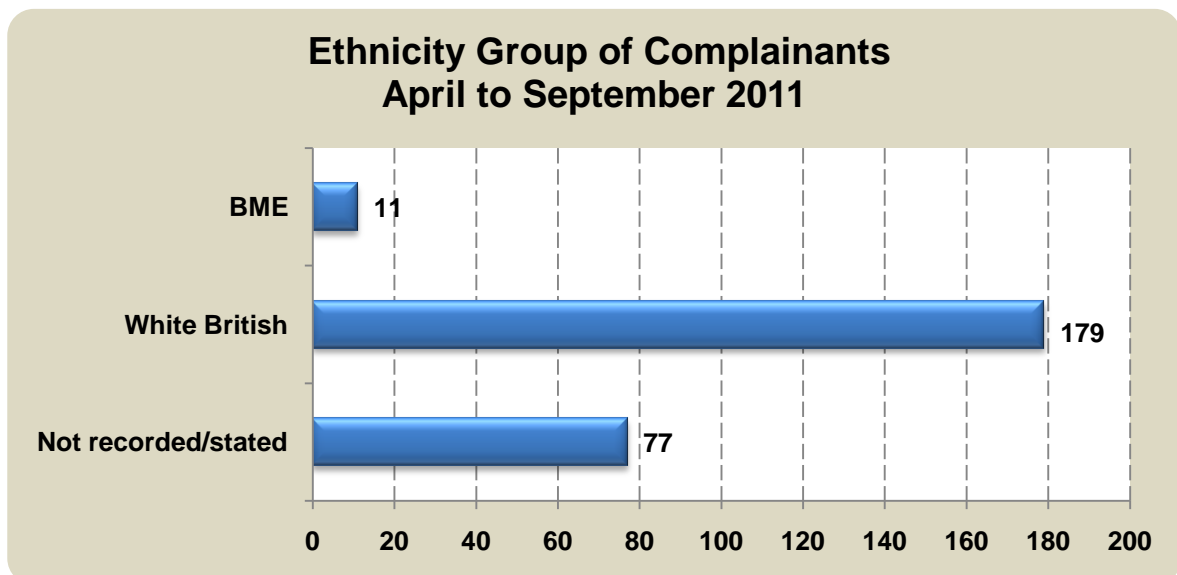
### **1d. Complaints and Equality & Diversity**

The information below shows some aspects of the profile of people who complained during the period April to September 2011.

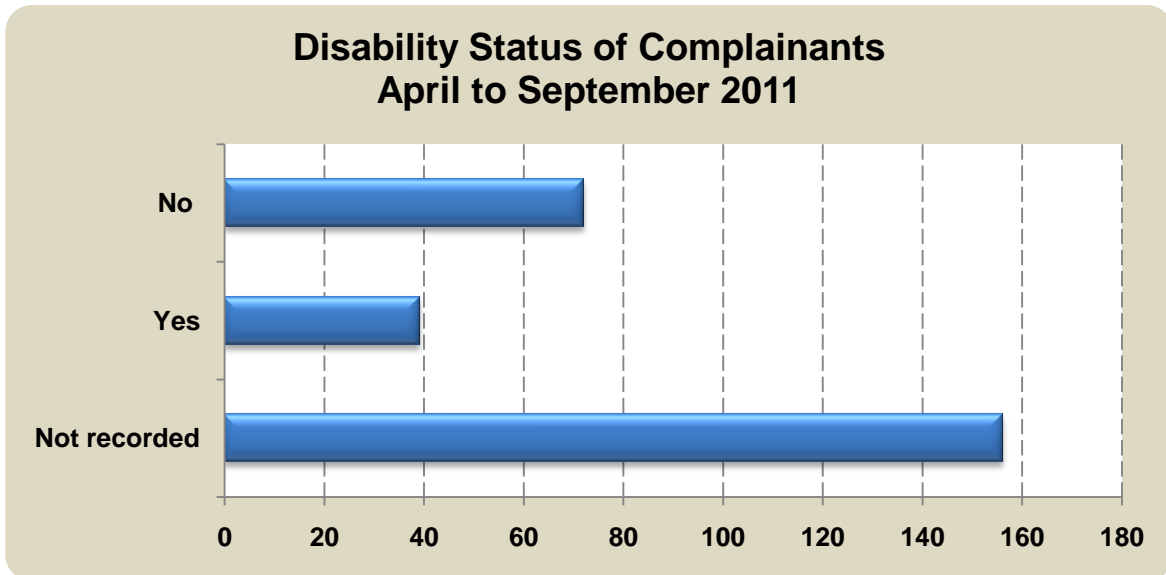
**Graph 1d:1**



**Graph 1d:2**



**Graph 1d:3**



Some people do not wish to give us information about their Equality and Diversity so we give the option to respond with 'Prefer not to say'. This allows us to differentiate between customers for whom we have no information.

Monitoring the Equality and Diversity of people using our services compared to the profile of our communities helps us to monitor equality of access and outcome and could help us to identify discrimination.

-o0o-

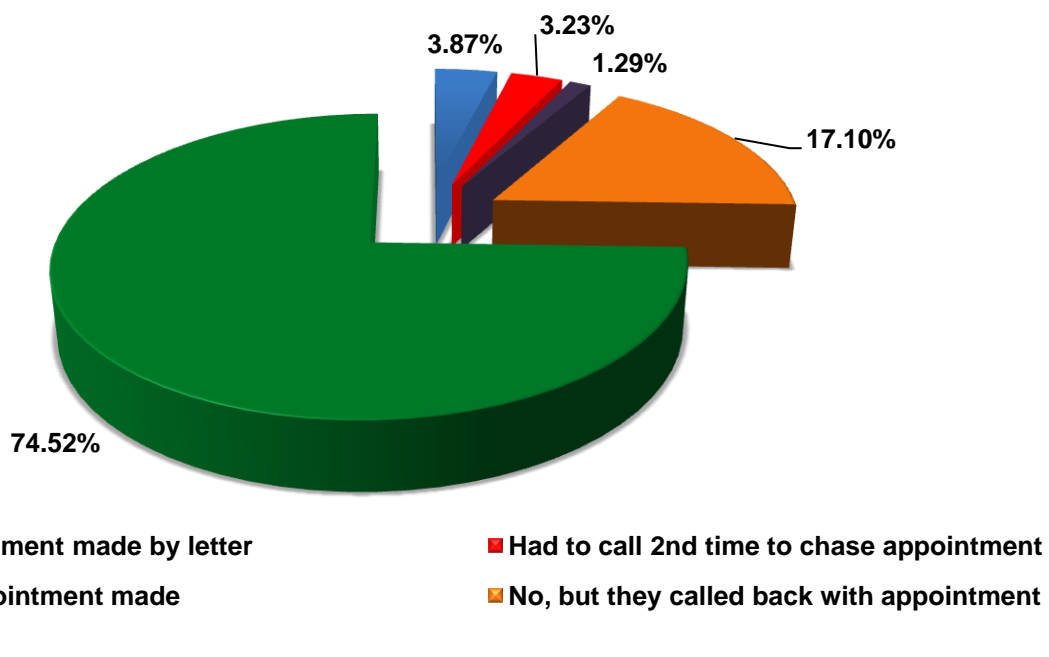
## 2 Home

### 2a. Maintenance Performance

We have carried out 579 surveys about Responsive Repairs. These surveys include a question about appointments being made when customers first contact us; the results are shown below.

**Graph 2a:1**

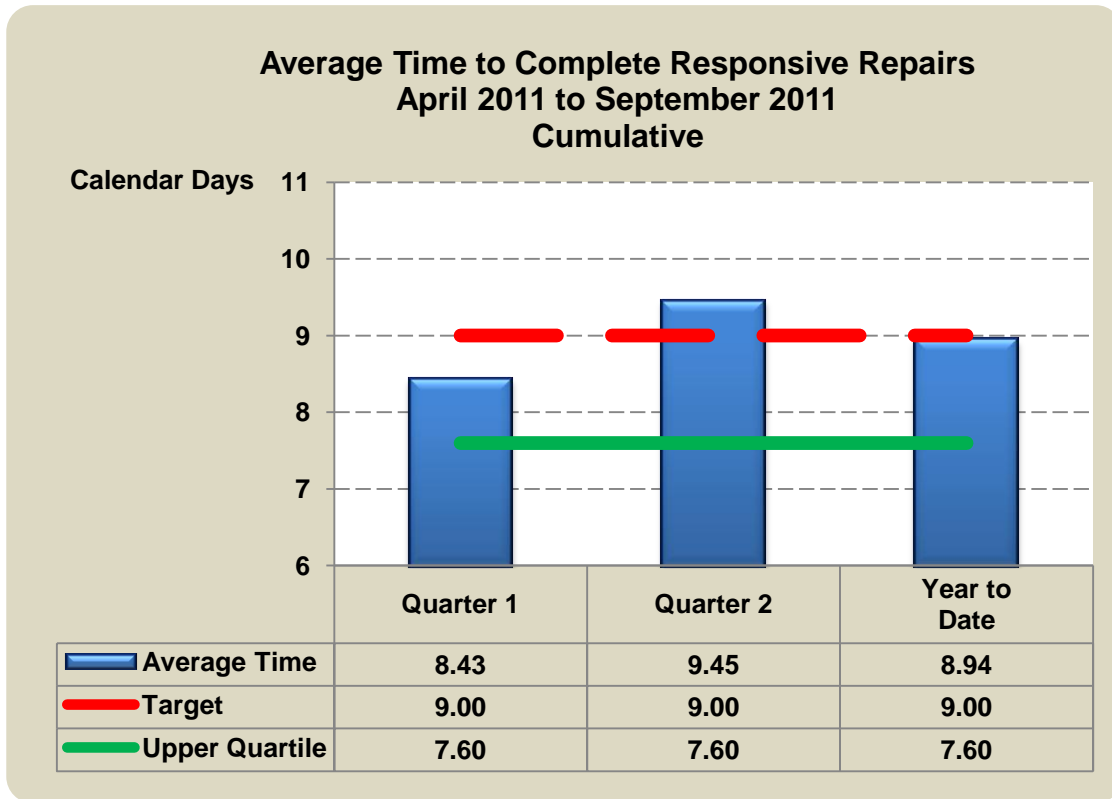
**Responsive Repairs - Appointments Made at First Contact  
April to September 2011**



Performance improved from 73.08% at the end of quarter 1 to 74.52% for the first six months of the financial year. This progress moves us closer to our target of 75% by the end of this financial year.

Last quarter we showed that 2.56% of our customers had to call a second time to chase an appointment. Performance has worsened to 3.23% for the first six months of this financial year and requires improvement to achieve 2.50% or less by the end of this financial year.

**Graph 2a:2**



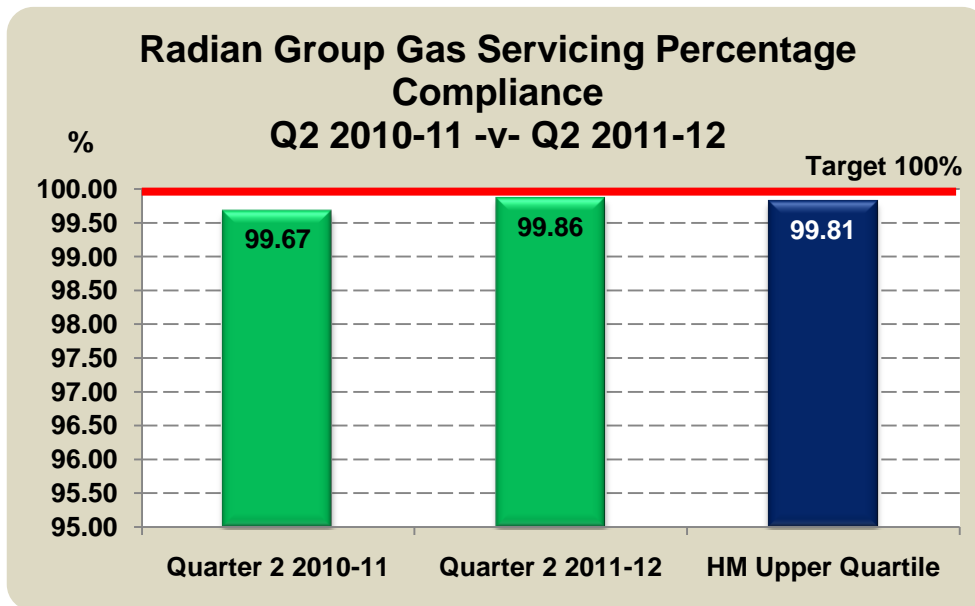
The average time to complete repairs for quarter 1 has increased from the figure reported last quarter (8.33 days) as this has been impacted by further repair completions that have been entered onto our systems since information was taken for our last quarterly report.

**Our performance for quarter 1 was 8.43 days, increasing to 9.45 days in quarter 2, making year to date (YTD) average completion time 8.94 days. YTD performance is better than our target of 9 calendar days.**

In order to achieve our target of 9 calendar days to complete Responsive Repairs during the 2011/2012 financial year, we will need to improve on the level of performance shown in quarter 2, which will be challenging given the winter months ahead.

## **2b. Gas Servicing**

**Graph 2b:1**



**Our target will always be 100%. Our performance at 99.86% is an improvement since last year and exceeds the HouseMark upper quartile performance of 99.81%.**

The 0.14% of properties without a gas certificate represents 18 properties. There are access issues with all of these.

## **2c. Decent Homes Compliance**

As reported previously, this is a key performance indicator for social landlords and current government policy states that all social rented homes (with some limited and specific exceptions) should have met the decent homes standard by 2010. Thereafter, as properties age they need to be maintained to the 'Decent Homes Standard'.

**At the end of September 2011 we were 100% compliant with this standard and meeting our target.**

## **2d. SAP Rating**

This is another key regulatory indicator for social landlords, set to improve the environmental performance of existing homes. The higher the rating on a scale of 1 to 100, the more energy efficient the dwelling is considered to be. This indicator is reported annually and is calculated on all self-contained general needs dwellings in ownership.

**At the end of March 2011 our rating was 71.8. This is slightly worse than we reported at the end of March 2010 (72.7) and below our target of 74, but exceeds HouseMark upper quartile performance of 68.8 and the national top quartile of 71.**

In the HouseMark outturns for 2009/10 Radian ranked number one amongst our peer group with the highest score.

This year a new SAP Rating calculation has been introduced which now incorporates technologies such as solar panels and ground source heat pumps. The introduction of this new calculation method will make it harder to achieve our existing ratings as older styles of heating, such as gas, now attract a lower score and will make our target for the 2011/12 financial year of 74.0 extremely challenging.

## **2e. Development**

### **Homes and Communities Agency Framework**

The HCA has agreed a contract with the Wayfarer Partnership which will see partners deliver around 1,600 new affordable homes across the South of England over the next four years.

The agreement is part of the HCA's Affordable Homes Programme designed to deliver 80,000 new affordable homes across England by 2015. This will have a major impact on affordable housing provision across our region, where average house prices have been recorded as being more than 12 times the average local salary in some areas.

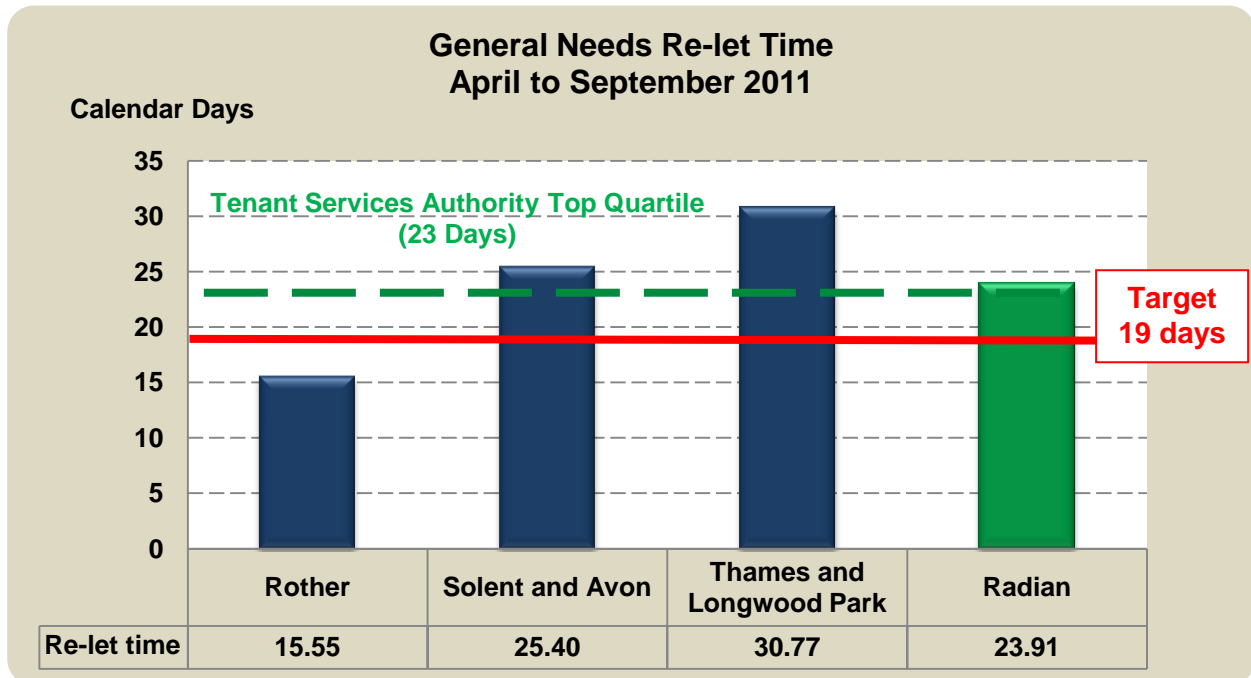
As part of the Wayfarer Partnership, Radian has secured £5,118,000 of the grant to deliver 536 new homes by March 2015. This will comprise of 369 Affordable Rent properties and 167 Shared Ownership properties. Within Radian's programme it has committed to delivering 123 larger homes (3 bed and above), 18 supported housing units and 37 homes in rural areas.

-o0o-

## 3 Tenancy

### 3a. Allocations and Voids

Graph 3a:1



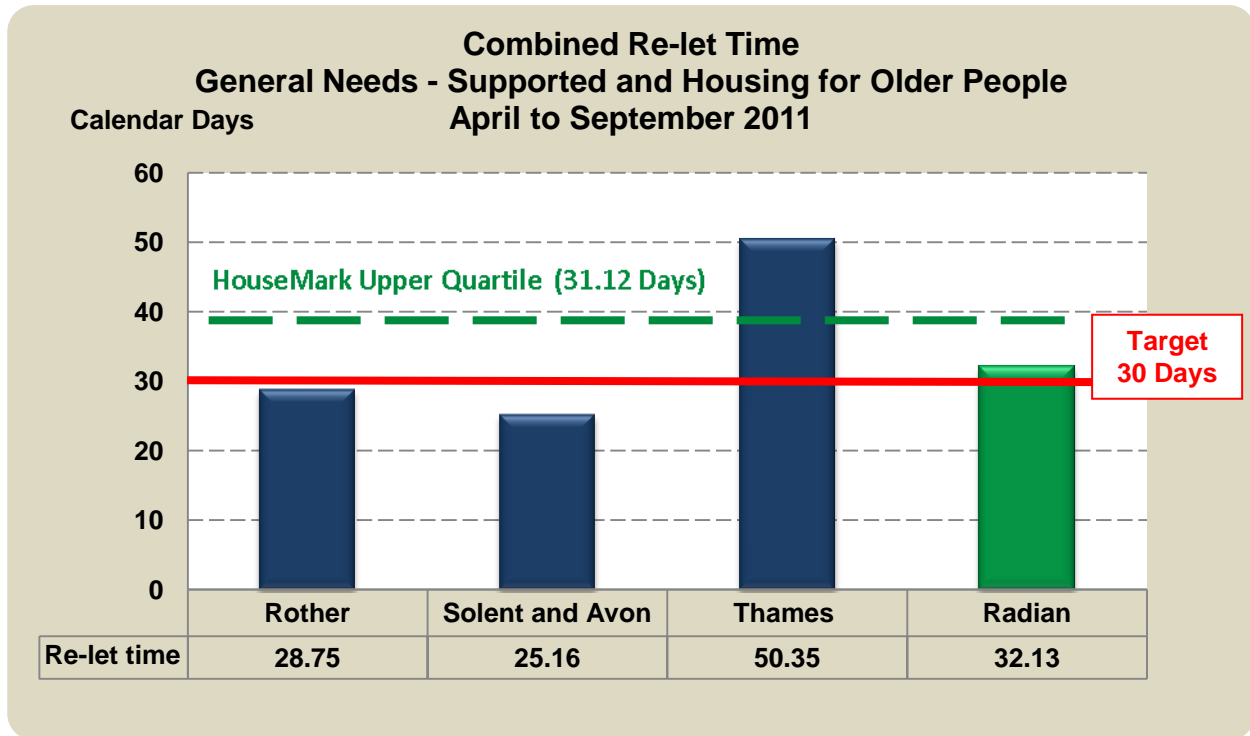
Graph 3a:1 above shows the time in calendar days that it takes us to let a property that has been vacated. The information shown does not include properties that have been subject to major repairs or new development properties. The top quartile shown is the latest figure provided by the Tenants' Services Authority (TSA).

**Top quartile performance of 23 days, and our target of 19 days, is being exceeded in Rother.**

**Radian performance, at 23.91 days, is slightly worse than top quartile performance.**

This is an area of performance we are focussing on to make improvements, achieve performance as good as the best of our peers and move towards our challenging target of 19 days.

**Graph 3a:2**



**Rother, Solent and Avon performance is better than the target of 30 days set for this financial year and we are focussing on Thames for improvement.**

While there is still work to do, it is useful to note positive progress to date. During the period from October 2010 to October 2011, average re-let times for Radian's Supported Housing and Housing for Older people (HoP) reduced from 72 to 45 days. For supported and HoP accommodation in Thames, re-let times have reduced from 126 days to 84. We are delighted with this progress but the impact on average void turnaround times of letting homes that have been empty for long periods has been significant.

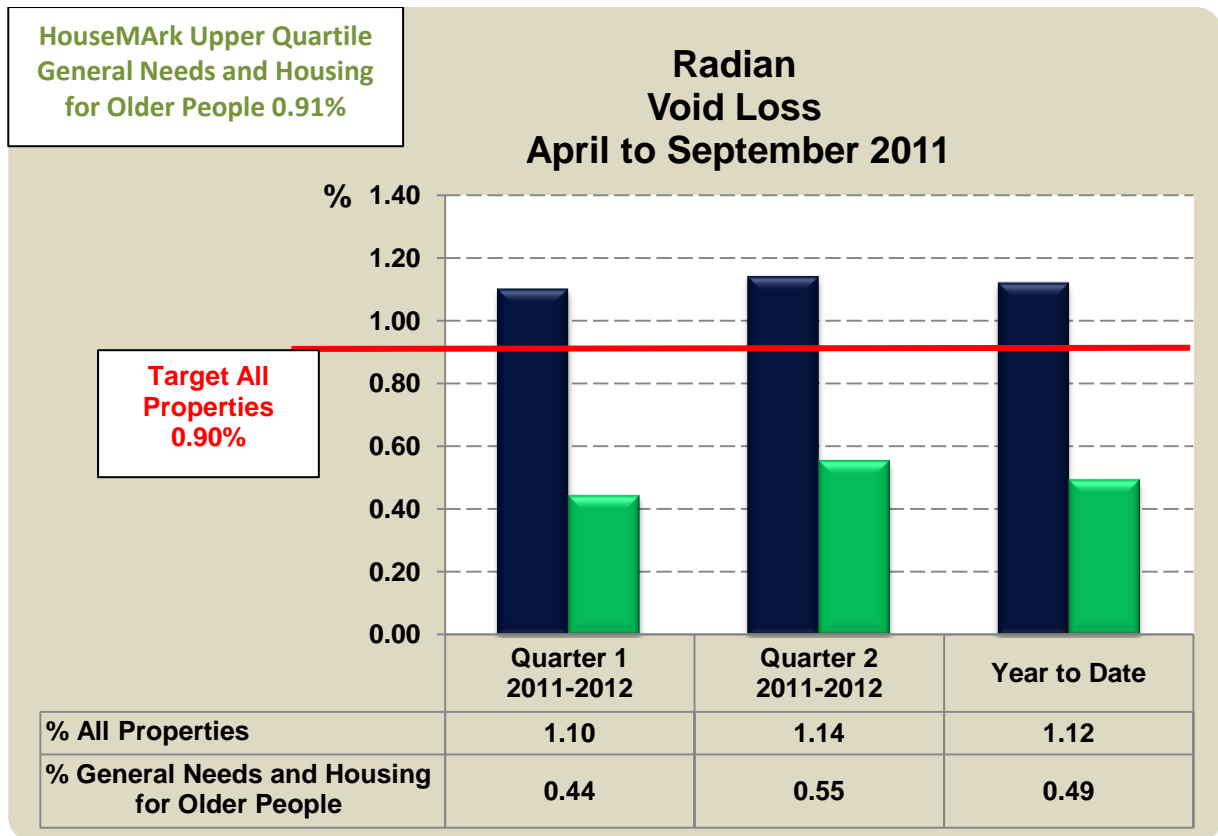
Heads of Region and senior managers have been tasked with overseeing the scrutiny of this area of the business to ensure that there is accountability for performance and that appropriate actions are being taken to achieve the target set.

### **Tenancy Turnover**

As previously reported, this target supports stable communities and value for money (by reducing income lost while homes are re-allocated and the cost of preparing them for re-letting) but does not support mobility or any efforts to address over or under occupation. Welfare benefit reforms may link rents, benefits and accommodation sizes in new ways that will make more households want to move. Other factors also impacting on tenancy turnover include the size and nature of the landlord's stock and tenant profile, so it is important not to view this performance indicator in isolation

**During the period April to September 2011 our tenancy turnover in respect of General Needs, Housing for Older People and Supported Housing was 2.53%, significantly better than our target of 5.5% and HouseMark upper quartile performance at 5.22%**

**Graph 3a:3**



The graph above shows the percentage of income we have lost as a result of properties being empty during the first and second quarters of the 2011/2012 financial year.

**Our void loss percentage for ‘All Properties’<sup>1</sup> and ‘General Needs and Housing for Older People’ has worsened in quarter 2 compared to quarter 1, (increasing from 1.10% to 1.14%) and is not within target (0.90%).**

### **3b. Income Management**

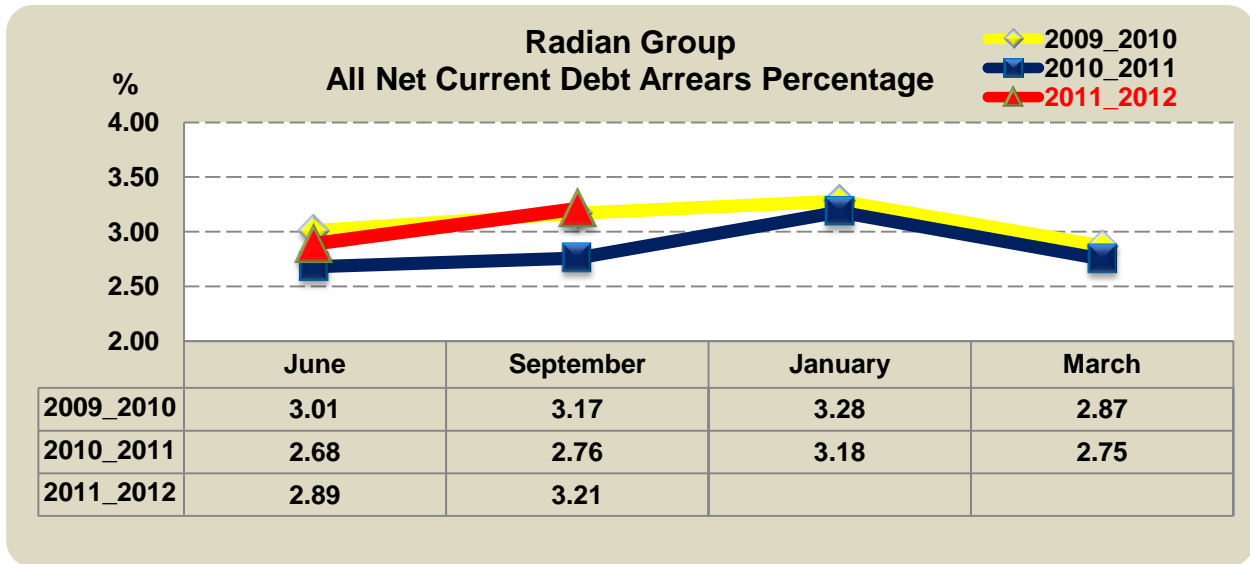
The graphs below illustrate the total amount of debt owed to Radian by residents, shown as a percentage of the total money due in a twelve month time period, adjusted for housing benefit that we anticipate is owed to us.

Benchmark data for all resident debt performance is not published but a target of 2.60% has been agreed to match our general needs income target.

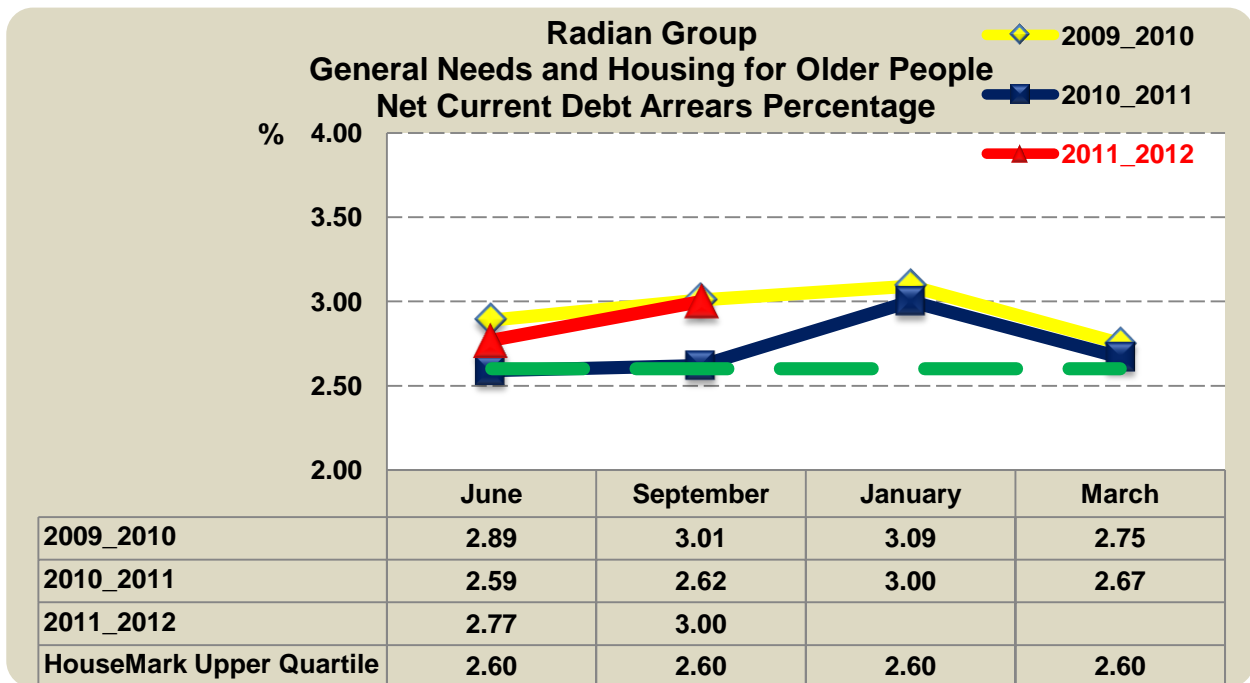
The graphs below show a position at the end of January instead of December to eliminate the distortion of the Christmas holidays and to reveal a truer position of performance at this time of year.

<sup>1</sup> All Properties includes: garages, owned by others, My Choice HomeBuy, intermediate rent, keyworkers, leaseholders, supported housing, mobile homes, Market Rent, shared ownership, shops and commercial premises, allotments.

**Graph 3b:1**



**Graph 3b:2**



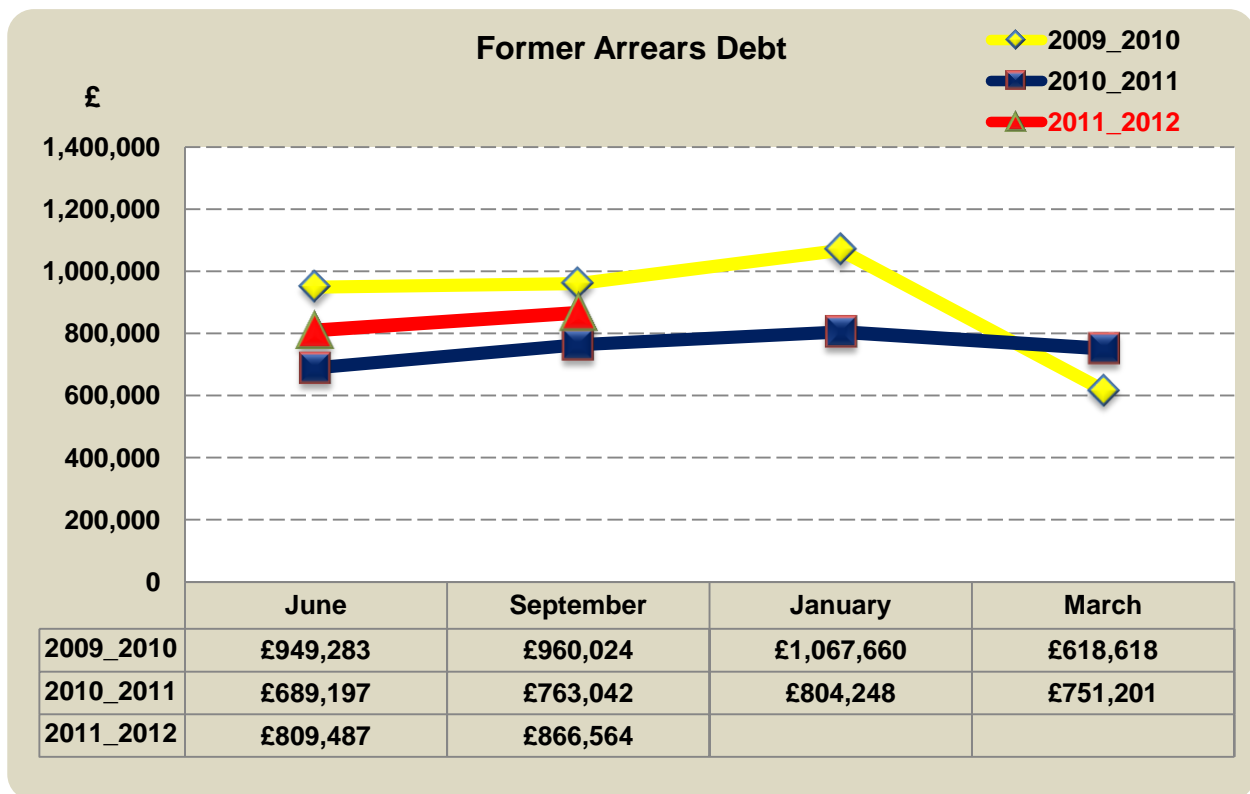
The trend over previous years is for arrears to increase between June and January. To date there is no variation in this trend. The current economic climate also presents us with new challenges. An increasing number of our customers are using our welfare benefits advice service and the number of cases being referred to court are increasing despite support and welfare benefits advice being offered at all stages.

Our income and IT Team are working on a texting project that will target arrears at low level and assist with early intervention. This new facility will be available within the next month once it has been fully tested.

Benefits training has been given to many of our front line staff to enable them to better identify when tenants need to be referred for welfare benefits advice or support. Telephone training has also taken place for the income team to ensure the best results are achieved from each call they make or receive.

A new temporary staff structure for the Income team has been approved which will enable resources to be targeted and enable the patches that income officers look after to be reduced and improve performance.

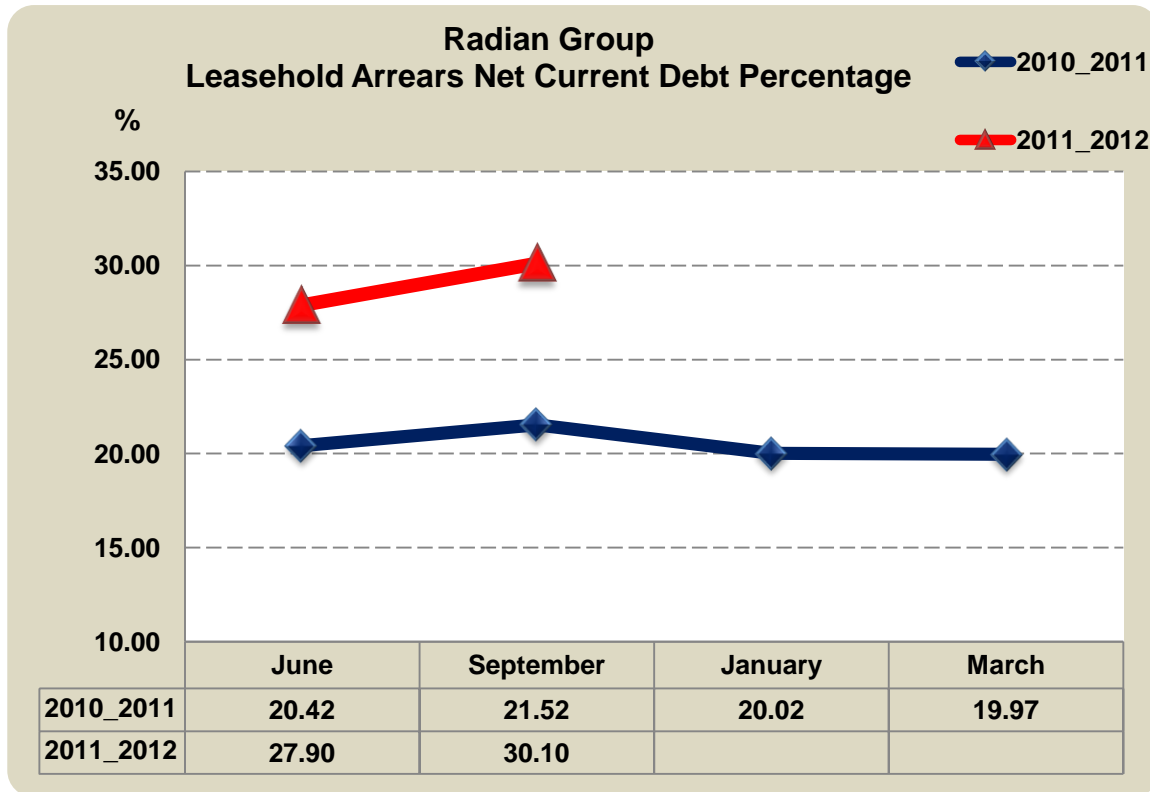
**Graph 3b:3**



The above graph shows the amount of debt that is left outstanding where tenants have left their tenancies.

One of the reasons for the increase in former arrears debt compared to the last quarter is due to the number of evictions that were carried out - 6 across the group. The tenants that were evicted owed a total of £25,000. Recovery action for these debts will continue where the whereabouts of these tenants are known.

**Graph 3b:4**



The graph above shows the amount of money owed by Leaseholders as a percentage of charges to accounts in a twelve month period for current Leaseholders.

**Leasehold arrears increased from 27.90% at the end of quarter 1 to 30.10% at the end of quarter 2.**

Difficulties have been encountered this year with leasehold arrears. Accounts were not finalised until July (this is usually complete in April) resulting in Direct Debits not being effective until October. Staff shortages in Solent were resolved at the end of the quarter where 0.5 FTE will focus on arrears management. The leasehold recovery team is now expecting to reduce arrears by the end of this current financial year starting with significant progress from the end of October.

**Subject to Committee approval, the team has proposed a target to reduce arrears from the current level of 30.10% to 14.77% by the end of March 2012. This is a reduction of 5.20% on the arrears percentage achieved in March 2011.**

**STOP PRESS**  
*Leasehold arrears reduced to 23.24% at the end of October.*

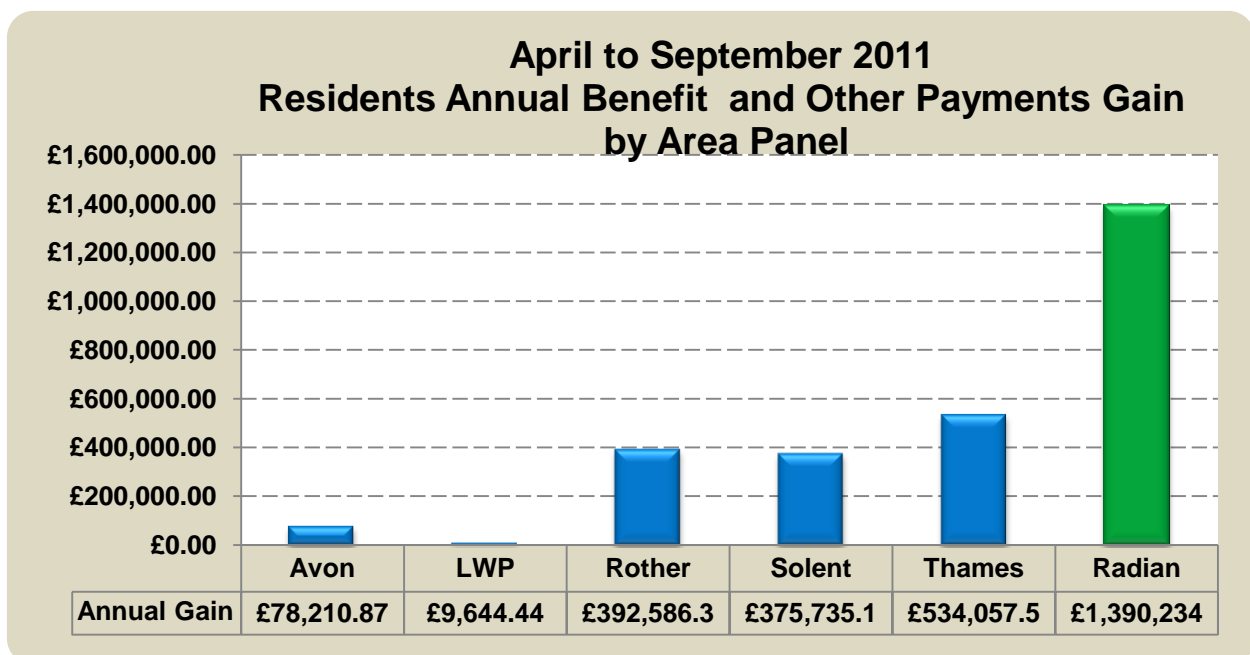
### **3c. Welfare Benefit Officers**

Our Welfare Benefits service continues to achieve great results.

Welfare Benefits Officers have given advice to 988 residents during the period April to September 2011. This service is available to any customer that requires advice and the graph below shows the Annual Benefit and Other Payments Gain that our customers have achieved.

Figures reported for a particular time period can increase due to backdated awards of benefit.

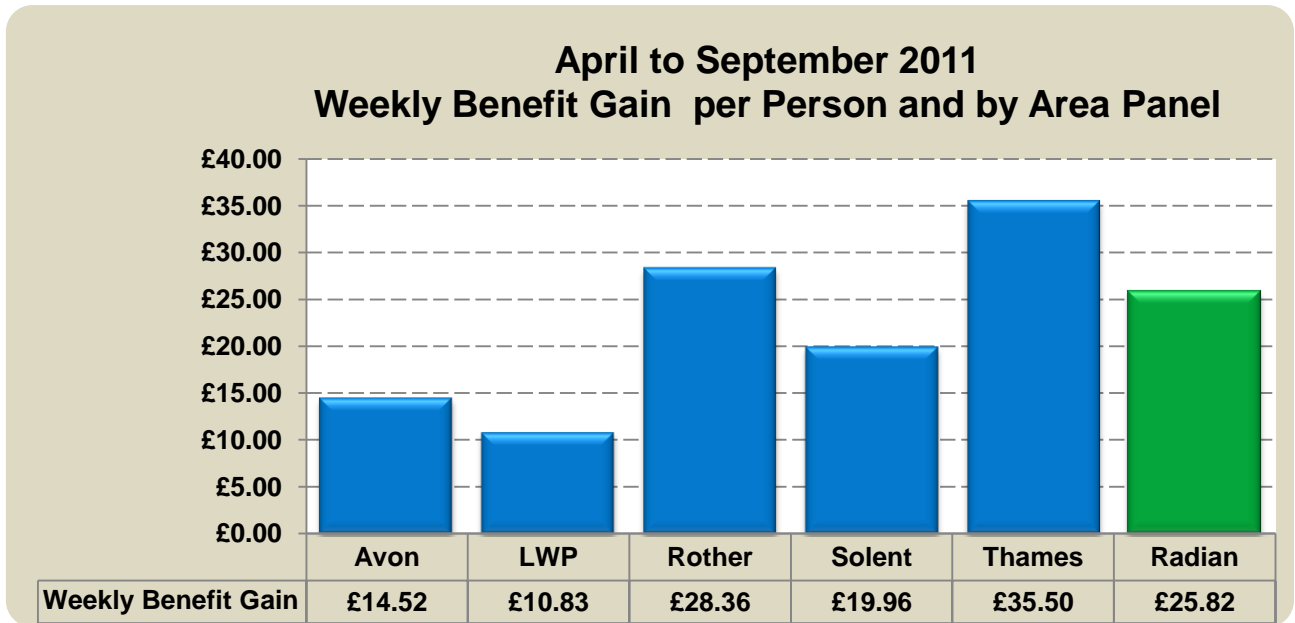
**Graph 3c:1**



**£1,390,234 has been secured for residents. This is excellent progress towards the target to reach £2m by the end of the financial year.**

The team is finding that some benefits are becoming harder to secure and this is reflected with a lower quarter 2 figure of £596,664.75 benefit gain, compared to £793,569.63 in the first quarter. The number of customers seen has increased from 477 in quarter 1 to 511 in quarter 2.

**Graph 3c:2**

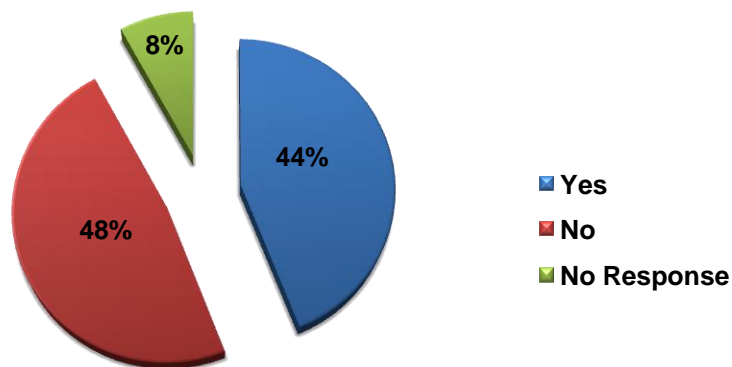


The graph above shows the weekly benefit gain by Area Panel.

**Benefit gain per person has reduced by £4.74 from £30.56 per week in quarter 1 to £25.82.**

**Graph 3c:3**

**Did Advice Result in Extra Income or Benefits?**



A large percentage of those surveyed did not receive further income as a result of advice given by our Welfare Benefit officers, but these people still took the time to return our survey.

-o0o-

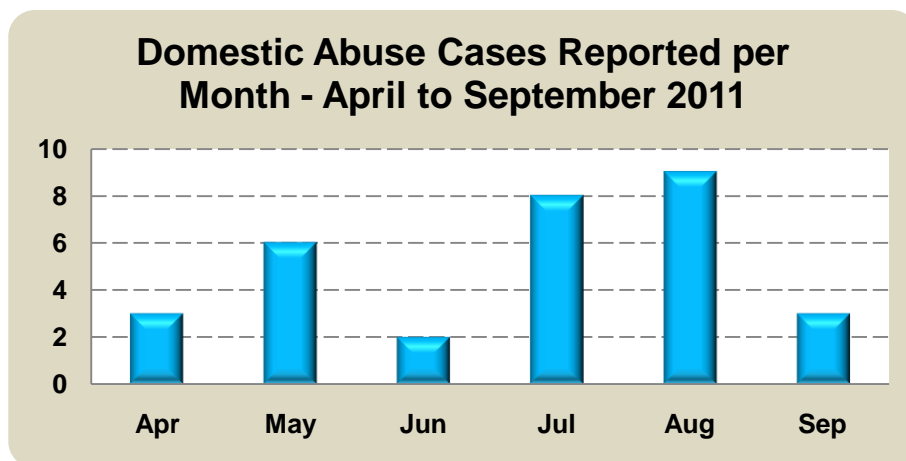
## 4 Neighbourhood and Community

### 4a. Anti Social Behaviour (ASB)

Cases of domestic abuse are dealt with by the Community Safety Team. During the first half of this financial year the team have dealt with 31 cases. In all of these cases the person experiencing the domestic abuse has been female; this is contrary to the national statistic of 1 in 6 men experience domestic abuse.

Articles will be included in “R” magazine to stress that male victims of domestic abuse can seek advice from us. Training has been organised with “Mankind”, a national charity offering advice to male victims.

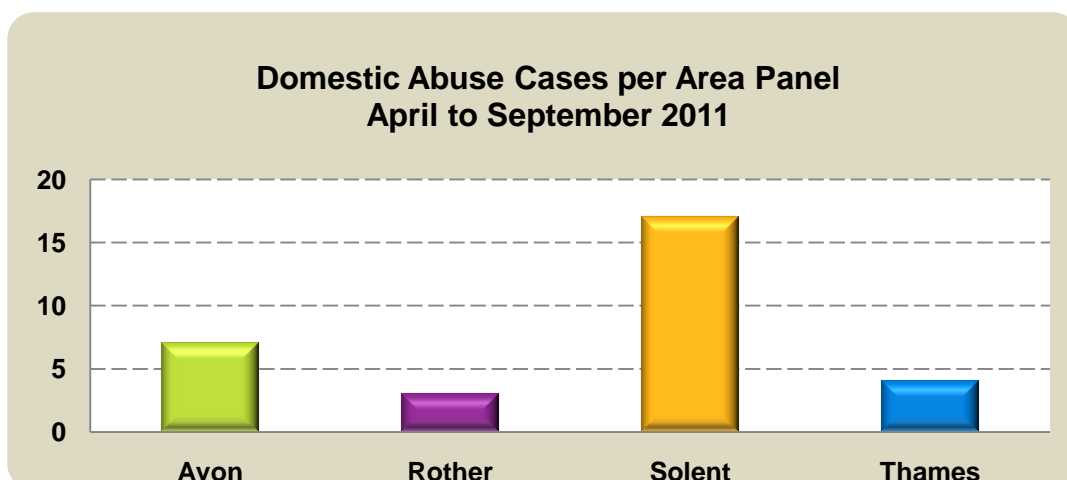
**Graph 4a:1**



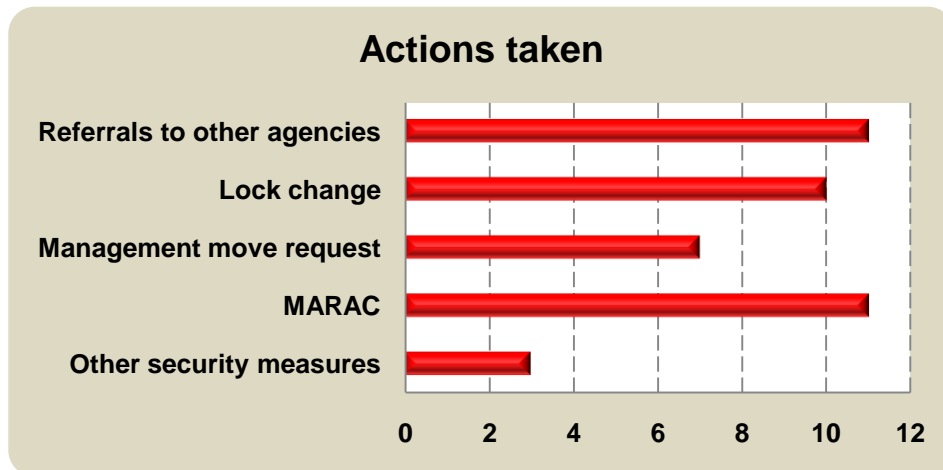
We have identified peaks in May, July and August, which coincide with the school holidays.

People who are experiencing domestic abuse can self refer to us (74%) or agencies such as police and support workers can refer on their behalf (26%).

**Graph 4a:2**



**Graph 4a:3**



MARAC is the Multi Agency Risk Assessment Conference.

Some of the examples of other security measures include fire proof letterboxes, security sensor lighting and increasing the height of fencing. All management move requests are supported by the police.

### **Domestic Abuse Case Studies**

Our Community Safety team, supported by our in-house solicitor, is getting more and more involved with serious cases. This is illustrated in the examples of cases dealt with by one of the Community Safety Officers. From these it can be seen how important it is to work with our partnering agencies. Our second case study shows that we deal with not just partners but abuse by other family members.

#### **Case 1**

Mrs X fled her property and went to a refuge with her two children to escape domestic abuse, which had been ongoing for 5 years.

Mrs X was supported in the refuge but needed assistance with her tenancy, because it was in joint names with her partner. By attending multi agency risk assessment conferences (MARAC) with partnering agencies, we were able to update all other agencies involved and give tenancy advice. Mrs X was supported in her application for a Non molestation Order<sup>2</sup> and an Occupation Order<sup>3</sup> while she pursued court action to grant her a sole tenancy.

Mrs X has been in the refuge for 6 months and receives regular contact from one of our officers which made “a difference and gave reassurance” and will be returning with her children to her property this month. Mrs X will continue to be supported by a Community Safety Officer until she has been re-housed to give her and her children a fresh start with no “horrible memories”.

<sup>2</sup> A non-molestation order is aimed at preventing your partner or ex-partner from using or threatening violence against you or your child, or intimidating, harassing or pestering you, in order to ensure the health, safety and well-being of yourself and your children. Breach could result in fines or a prison sentences.

<sup>3</sup> An Occupation Order is a decision by a court about who can and who cannot live in a property. An occupation order could exclude a person from a property for which they have a joint tenancy. Breach could result in fines or a prison sentences.

## **Case 2**

Mrs W is a disabled wheel-chair bound sole tenant. She allowed her son to move in with her when he told her he had cancer. Mrs W notified one of our community safety officers that she had left and was unable to return because of the domestic abuse from her son.

Our officer met Mrs W in a local community centre and she told us that her son had taken over her flat, and was being cruel and abusive to her. He then proceeded to drink heavily and have his friends in the property. He stole money from her and caused anti-social behaviour in the community.

Permission was received from Mrs W to contact other agencies and attend the MARAC. Radian changed the locks to the flat with the Police present. Her son was contacted to inform him that he had no legal entitlement to the property and he needed to move out. The Homeless Unit for the local authority confirmed he had been in touch and was requesting housing.

The son, on two further occasions broke into the flat and Radian had to re-secure it using sitex (special sheets to board the doors and windows). Each time Mrs W needed to return to her property to collect post and clothing we arranged for her to be accompanied by us and the Police at a time which was convenient to her. Our officer worked with social services and the housing team at the local authority to re-house her away from the area to ensure her safety.

Mrs W's son was arrested and charged with burglary. He did not have cancer but used this as emotional blackmail.

Mrs W could not thank Radian enough for the assistance we gave her and the way she was supported and listened to.

## **4b. Turnstone Support**

### **Royal Borough of Windsor and Maidenhead Domiciliary Care Contract:**

The contract to provide care and support at home for older people and vulnerable people in the Windsor and Maidenhead area is now receiving a number of referrals on a weekly basis. The Team Manager and Care Co-ordinator for this service, now called CAS Berkshire, are building up the staff team to deliver this expanding service. The Contract Commissioners and Brokerage Officers from RBWM have expressed their satisfaction with the good progress Turnstone has made with this new contract. We are building on our experience in implementing this contract to expand our domiciliary care services in other areas in the future.

### **Care Attendance Service Hampshire:**

The CAS Hampshire service based in Petersfield transferred to Turnstone on 1<sup>st</sup> August. The staff were subject to TUPE under the regulations and we have been working closely with the team to introduce Turnstone systems and procedures.

During a recent contract review meeting with Hampshire County Council we were asked if we could develop our domiciliary care services in the Alton area. We will utilise the staff based in Alton to pick up this extra work.

## **Hampshire County Council, Panel of Preferred Providers (PPP) for Domiciliary Care and Support Services:**

Turnstone has successfully achieved accreditation onto the Panel of Preferred Providers to provide domiciliary services in Hampshire. All new services from 18<sup>th</sup> July come under the terms defined within it. We are accredited to work in three districts: Havant, East Hampshire North and East Hampshire South. This accreditation gives us scope to significantly expand our existing services which are mainly provided through CAS in East Hampshire South. We plan to develop our infrastructure to allow us to broaden our accreditation to other districts as the PPP is opened each year for new applications.

## **Portsmouth Contract:**

Following Turnstone's successful tender submission to provide Supported Living services, the four new units which are all based in the North End area of Portsmouth, became operational on 1<sup>st</sup> October. The contract included a TUPE transfer of 11 staff, a new partnership with Affinity Sutton and an increased partnership with Advance Housing to provide the housing. A transition period took place prior to the implementation of the service to ensure a smooth transfer for both staff and the people we support. Denise Milligan has taken the lead working closely with Annette Durrant to ensure these services are providing the quality of service we aim to provide within Turnstone. We have been working closely with the staff who have continually expressed their enthusiasm to be working for an organisation such as Turnstone.

## **4c. Home Ownership**

The Home Ownership team helps first time buyers who are not eligible for social housing but are priced out of the open market through affordability of deposit issues. The main schemes offered include Shared Ownership and Equity Loans and are collectively known as HomeBuy.

The Home Ownership team also manage the government's HomeBuy Agency for Hampshire and the Isle of Wight, providing a 'one stop shop' for all HomeBuy options across the county. Applicants can apply to one single place and find details about a range of schemes and properties available in their area. The HomeBuy Agency website has details of hundreds of homes available and an online application function. The website received on average over 70,000 hits per day in the last quarter.

The HomeBuy Agency also holds regular shows to promote HomeBuy schemes. The autumn campaign included shows in Southampton, Portsmouth and Basingstoke with over 700 people attending.

Radian's Home Ownership team also manage the government's Mortgage Rescue scheme helping people at risk of repossession by buying their home from them which means they can stay in the property as tenants. 26 such cases were completed in the last quarter across Hampshire, Berkshire and Oxfordshire.

Radian also administers the Armed Forces Home Ownership Scheme on behalf of the Ministry of Defence. This is an Equity Loan scheme providing assistance for eligible serving members of the armed forces to buy a home of their own where they would otherwise be priced out of the market. This scheme covers the whole of England and is managed by Radian from its offices in Eastleigh.

## 5 Corporate Indicators

### 5a. Health and Safety

**Health Promotion** - The Health & Safety team has introduced some health promotion events to improve staff wellbeing. These have included smoking cessation and weight loss sessions, and a well being day where blood pressures and cholesterol level testing was offered and advice from physiotherapists and on drug and alcohol awareness was available.

**Health & Safety Training** – The Health & Safety e-learning package has been rolled out across the organisation and 36 people have completed one or more of the 15 courses so far. The pass mark is 80%.

#### 5a:1 Health & Safety e-learning courses available and number of successful participants

Course Title	Number of people undertaking course	Number of successful participants
Asbestos Awareness	2	2 (100%)
Child protection	14	7 (50%)
DDA interactive	9	8 (89%)
Driving Safety	10	10 (100%)
DSE	6	6 (100%)
Environmental Awareness	1	1 (100%)
Fire Safety Awareness	10	8 (80%)
First Aid for Managers	7	7 (100%)
Food Allergies	3	3 (100%)
Food Hygiene	6	6 (100%)
H&S Induction	2	2 (100%)
H&S for Managers	5	4 (80%)
Lone Working - employees	13	13 (100%)
Lone working – managers	1	1 (100%)
Manual handling	8	7(88%)
Risk Assessment	7	7 (100%)
Stress Management – employees	9	7 (78%)
Stress Management – Managers	4	1 (25%)
Workplace safety	2	2 (100%)

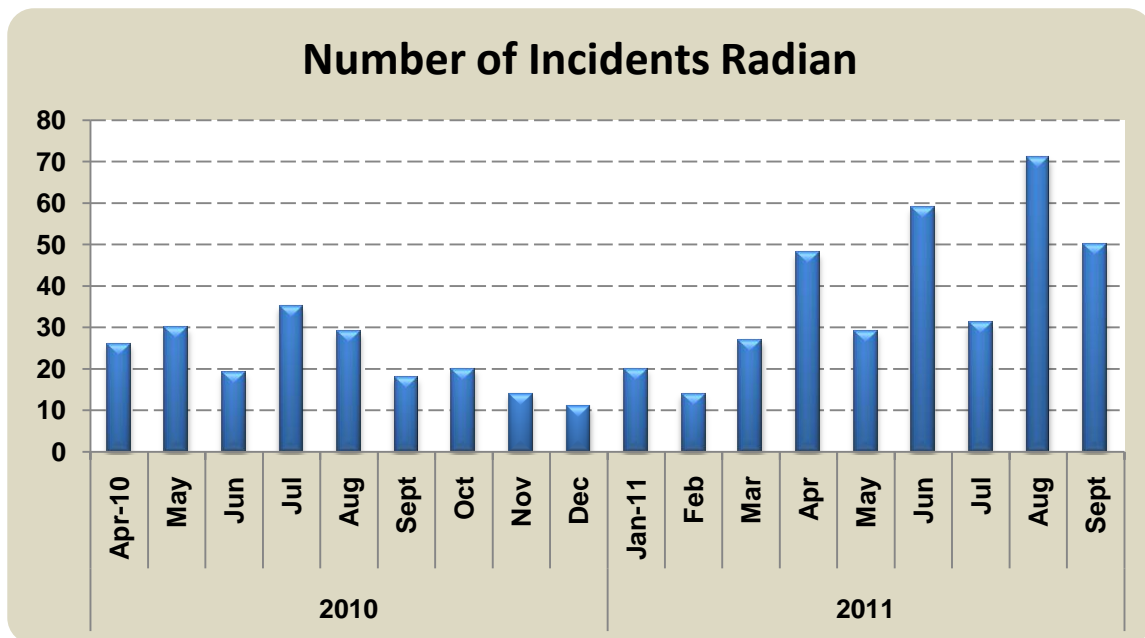
We are developing a system to alert managers when team members fail courses so that they are aware and can support people to increase the relevant knowledge and competencies.

During quarter 2, Radian has averaged 50.7 accidents per month, which is higher than both the last quarter (45.3) and the same quarter in 2010-11 (27.3). This continues to be due to the number of incidents that Turnstone staff suffered as a result of physical

assaults, because of the challenging behaviour of one particular person they support. We are taking a multi agency approach to work with the PWS (person / people we support) and we are keeping medication under review. Staff are receiving practical support, coaching and counselling to ensure they employ suitable techniques to help prevent them being assaulted and to manage upset and trauma.

The overall trend of staff accidents and incidents is illustrated in the graph below where it is possible to see that when the challenging PWS was on respite care the number of incidents dramatically reduced.

**Graph 5a:2**



There were 6 RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrence Regulations) reportable incidents recorded for staff in this quarter. All but one of the incidents were reported due to absence of over 3 days as a result of an injury sustained whilst at work, the remaining one of these incidents was classed as a major injury (a staff member fell and broke his hand).

There were on average 68.3 incidents per month to (PWS) which is slightly lower than our benchmarking indicator of 71 incidents per month. It should be noted that variations will occur dependent upon the type of PWS at any given time. There was one recorded RIDDOR for PWS.

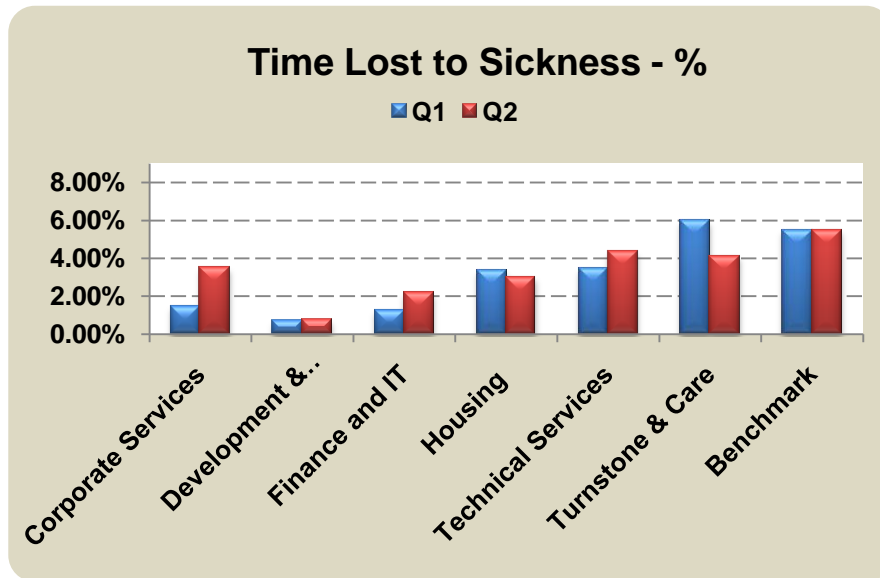
Radian has had one recorded incident to a visitor to our Petersfield offices during the last quarter, which occurred as a result of the visitor stumbling when attempting to stand in the reception area. This appeared to have no root cause to correct. There were a further 3 incidents recorded to residents all of whom slipped or tripped within the communal areas of their sheltered schemes.

There have been no enforcement notices in this quarter.

## 5b. Human Resources

We use the 'People Count' survey for benchmarking. The survey compares a peer group of 20 organisations closely aligned to Radian's business, 10 of which have a strong care and support element.

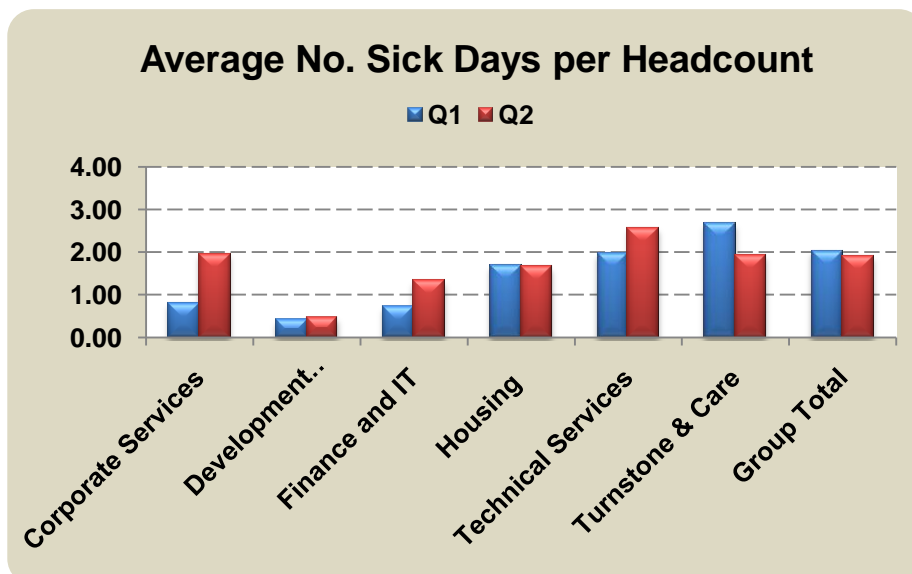
**Graph 5b:1**



**Sickness absence rates improved by 0.37% between quarter 1 and quarter 2 (to 3.53%). Absence rates within all the directorates have consistently stayed below the 5.5% benchmark.**

Turnstone's sickness rate has reduced steadily during quarter 2 and is within the benchmark at 4.13%. Improved performance for Turnstone reflects the success of their action plan to address sickness absence and also reconciliation of manual record keeping with central IT systems to provide more accurate data.

**Graph 5b:2**



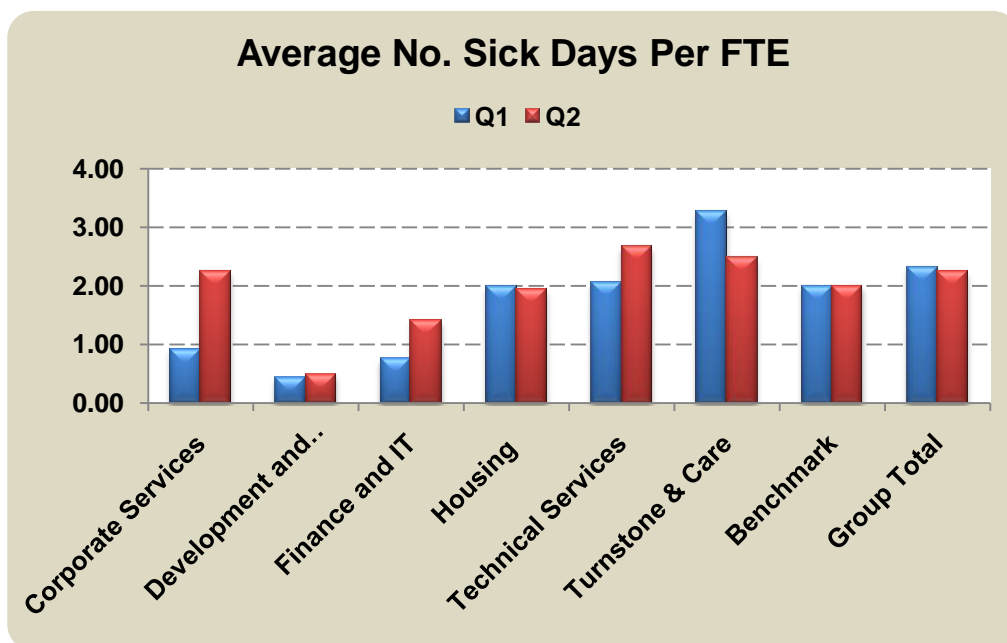
**Performance has improved and the Group Total is better than the benchmark.**

The average number of day's sickness per headcount for the group is 1.92, which is above the benchmark figure of 1.6 days per employee. This is lower than quarter 1 2011/12 by 0.11days.

The average days sick per head for quarter 2 2010/11 was 2.09. Therefore, absence has gone down since last year and last quarter.

The benchmark is currently being exceeded by Corporate Services, Housing, Technical services and Turnstone Directorates. Detailed information is reviewed by managers in the HR team for trends and irregularities and Directors receive detailed monthly reports.

**Graph 5b:3**



**Performance has improved since quarter 1 but is not as good as the benchmark.**

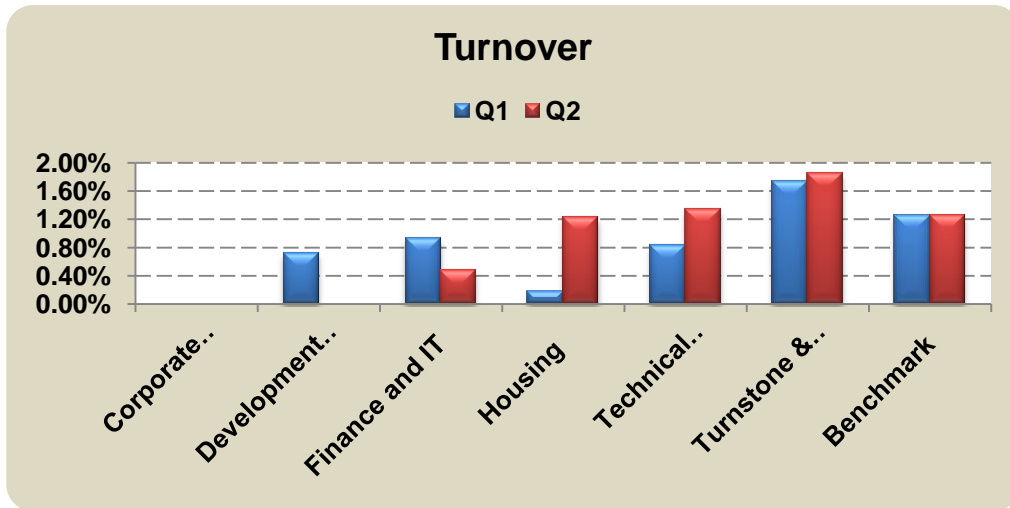
Average sick days per full-time employee (FTE) during quarter 2 2011/12 was 2.24 days which is slightly worse than the benchmark of 2 days per FTE.

By Directorate it is only Corporate Services, Technical Services and Turnstone that exceed this benchmark by 0.24, 0.67 and 0.49 days per FTE respectively.

Average sick days per FTE for quarter 1 2011/12 was 2.32 and quarter 2 2010/11 were 2.87. Therefore, the amount of sick days has reduced based on the previous quarter and last year.

The cumulative sickness figure for the group is 4.58 days per FTE and 3.95 days per head. Should the absence rate for the group stay consistent then the projected amount of day's sickness per FTE is estimated to be 9.16. This will be above the 8 days per FTE for 2010/11 which compared to our peers was low. Our Peers reported 12.7 days absence per FTE for 2010/11.

**Graph 5b:4**



Staff turnover for Radian increased from quarter 1 by 0.33 to 1.35% in quarter 2.

Turnover increases were apparent within the Housing and Technical Services Directorates compared to quarter 1. We have started an exercise to analyse the reasons for this.

Headcount increased in August for Turnstone when the CAS (Care Attendant Service) transfer took place.

**Graph 5b:5**

