



# Board Performance Report

As at 31 December 2018

For Board meeting – 27 February 2019



## Quarterly Board Performance Report Directors Summary – for the period ending 31 December 2018

### 1. Recommendation

The Board is asked to NOTE the content of this Performance Report.

### 2. Introduction

The Report comprises:

- i) This Directors' Summary - highlighting key performance issues for the Directors Team and pointing the Board to the Directors' particular areas of concern and of good performance.
- ii) A Dashboard of Indicators - that provides an at a glance view of performance.
- iii) A Detailed Performance Report - incorporating historic trends, peer group information and brief commentary. The commentary summarises exceptions, proposed actions to improve performance and updates on actions taken advised in previous reports.  
Peer group information is taken from the HouseMark Benchmarking Club data. HouseMark is jointly owned by the Chartered Institute of Housing & the National Housing Federation and is the leading provider of performance information for the social housing sector.  
Where performance is reported as being in the upper quartile this means we are in the top (best performing) 25% of organisations who have recorded information with the Club. Where performance is reported as in the lower quartile this means we are in the bottom (worst performing) 25% of organisations who have recorded information with the Club. The median point has 50% of organisations better and 50% worse.

The Dashboard incorporates traffic light colour coding and a direction of travel indicator.

The traffic light system used is:

Green = Meeting target

Amber = Not currently meeting target; not a concern for Directors

Red = Not currently on target; a concern for Directors and remedial action is prioritised

The direction of travel indicators are:

↑ = improving since last quarter (even if still outside target). The direction of travel could show that even though we are outside our target we are moving in the right direction.

↓ = worsening since last quarter (even though we could still be achieving target)

→ = no change on last quarter

The arrows are used to show at a glance whether performance is improving or declining; or where our performance is broadly similar to that reported in the previous quarter. An element of discretion will be involved, for example where performance differs only very slightly from the previous quarter a static trend indicator may be used rather than using a strict, narrow interpretation based solely on the numerical data.

### 3. Highlights & Challenges for Directors Team

We remain pleased with the performance in a number of areas including:

- General Needs current tenant arrears. See page 6.
- General Needs void rent loss. See page 9.
- The low level of evictions and abandonments. See pages 11 &12.
- Gas servicing. See page 13.

Two major focuses at the moment are: -

- Mobilising our new gas contractor (pg. 13)
- Implementing and embedding our new housing management and asset systems (CX and Keystone). Our IT Department and Operational teams have worked hard to make the end of January go-live a success. We now have a stabilisation period of up to 8 weeks before we'd expect to be in business as usual.

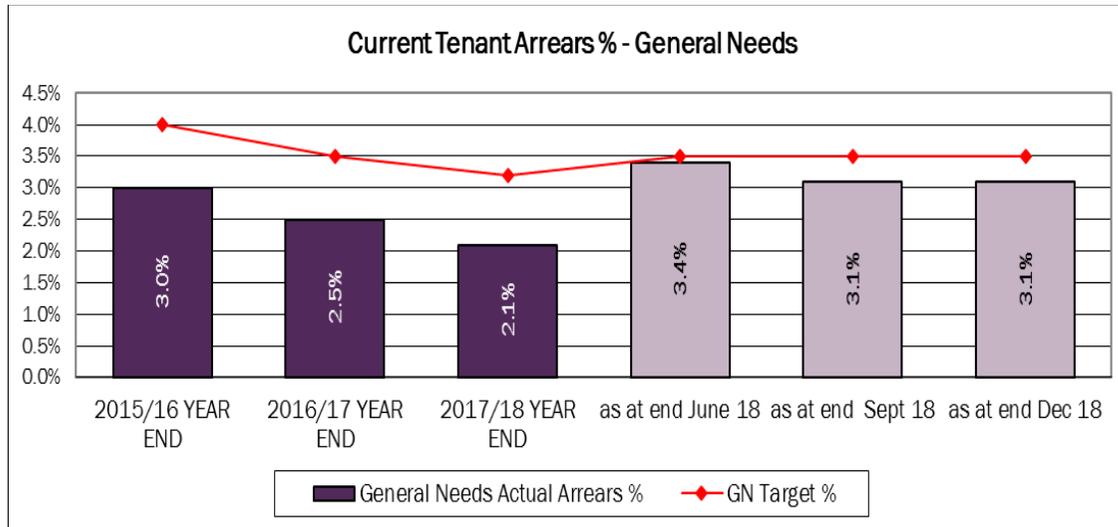
## Dashboard of Indicators

On Target	Not currently meeting target; <u>not</u> a concern for Directors	Not currently on target; a concern for Directors and remedial action is prioritised			
↑ = improving since last quarter	↓ = worsening since last quarter	→ = no (significant) change on last quarter			
Performance Indicators	External Benchmark (as at March 2018)	More Info.	31 Dec 2018 (unless stated)	Target / Measure	
General Needs current tenant arrears - month end snapshot	Upper Quartile = 2.47%	Page 6	3.1%	<3.5% @ year-end	→
LiveWell Current Tenant Arrears:		Page 7	3.56%	<3% @ year-end	↓
Direct Managed Services			13.9%	<9% @ year-end	↓
Partnerships			3.07%	<3% @ year-end	↓
SAMs					↓
LiveWell Former Tenant Arrears:		Page 8	5.80%	<5% @ year-end	↑
Direct Managed Services			2.26%	<2% @ year-end	↑
Partnerships			0.39%	<1% @ year-end	↑
SAMs					↑
General Needs void rent loss (cumulative %)	Upper Quartile = 0.46%	Page 9	0.80%	<1.0%	→
LiveWell void rent loss		Page 10	£414.5k	c£363.3k	↓
Direct Managed Services			£165k	c£113.5k	↓
Partnerships			£197k	c£206k	→
SAMs					→
Evictions (cumulative)		Page 11	GN - 14	No target set: reported to monitor actuals	
General Needs		Page 12	L'Well - 1		
LiveWell		Page 12	IA - 0		
Interim Accommodation					
Gas servicing - % of homes serviced in last 12 months (snapshot)	Upper Quartile = 100%	Page 13	100%	100%	→
HMT repairs completed in one visit (cumulative %)	Upper Quartile = 96.2%	Page 14	88.80%	90%+	→

On Target	Not currently meeting target; <u>not</u> a concern for Directors	Not currently on target; a concern for Directors and remedial action is prioritised			
↑ = improving since last quarter	↓ = worsening since last quarter	→ = no (significant) change on last quarter			
Performance Indicators	External Benchmark (as at March 2018)	More Info.	31 Dec 2018 (unless stated)	Target / Measure	
HMT Repairs Appointment Kept	Upper Quartile = 99.3%	Page 15	95.11%	95%	↑
Customer satisfaction with day-to-day repairs service (cumulative %)	Upper Quartile = 97.2%	Page 16	86%	90%+	↓
Emergency Responsive Repairs completed in timescale (cumulative %)	Not available	Page 17	98.12%	95%+	↑
Customer Satisfaction with overall service – How are we doing? Survey (cumulative %)	Upper Quartile 90.2%	Page 18	88.0%	85%+	→

## Current Tenant Rent Arrears – General Needs (Snapshot of arrears as a % of annual rent roll)

### Target

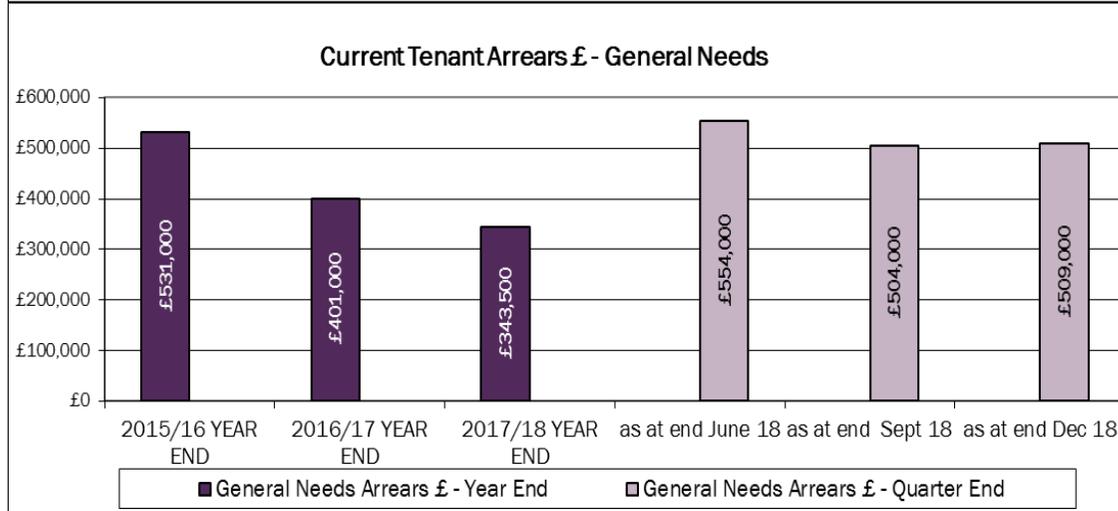


**Comment:**

End-Q3 actual = 3.1% (£509K)  
Year-end Target = less than 3.5%

Our arrears levels match where they were at the end of the same quarter in 2017-18 although delays in processing housing benefit claims in some areas has had an impact on our performance.

Despite the government announcement delaying the managed migration, the number of customers on Universal Credit is increasing rapidly as new claims and people with changes of circumstances move to Universal Credit. We had 217 Universal Credit cases at the end of September, 348 cases at end of December and at the time of writing 08 February 2019 there are 365 cases. Our monitoring shows that average arrears for customers on Universal Credit are higher than our overall average so this is having some marginal impact on performance.



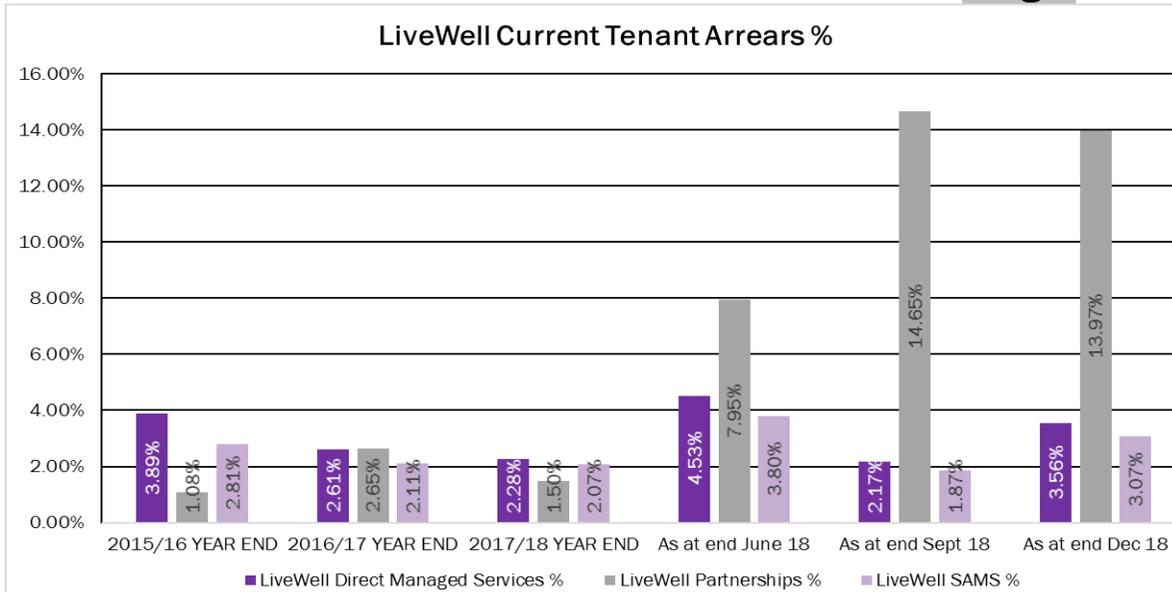
**Peer Group Comparison:**

HouseMark's National Benchmarking Club as at 2017-18 year-end: 27 organisations have recorded data:

- Upper quartile = 2.47%
- Median = 2.97%
- Lower quartile = 3.67%
- SYHA = 2.1% - as at March 2018

## Current Tenant Rent Arrears – LiveWell (Snapshot of arrears as a % of annual rent roll)

**Target**



**Comment:**

This is the first year we have split out the current tenant arrears for different types of services. On reflection this is Juliann's preferred form of presentation.

**Direct Managed Services**

End-Q3 actual = 3.56% (£262K): target = less than 3%  
At the end of December housing benefit payments for Doncaster and Rotherham fell out of sync with the reporting. We are also aware that many customers failed to make their regular payments between Christmas and New Year. This figure is comparative with last years which stood at 3.53% for both Direct Managed Services and SAMS.

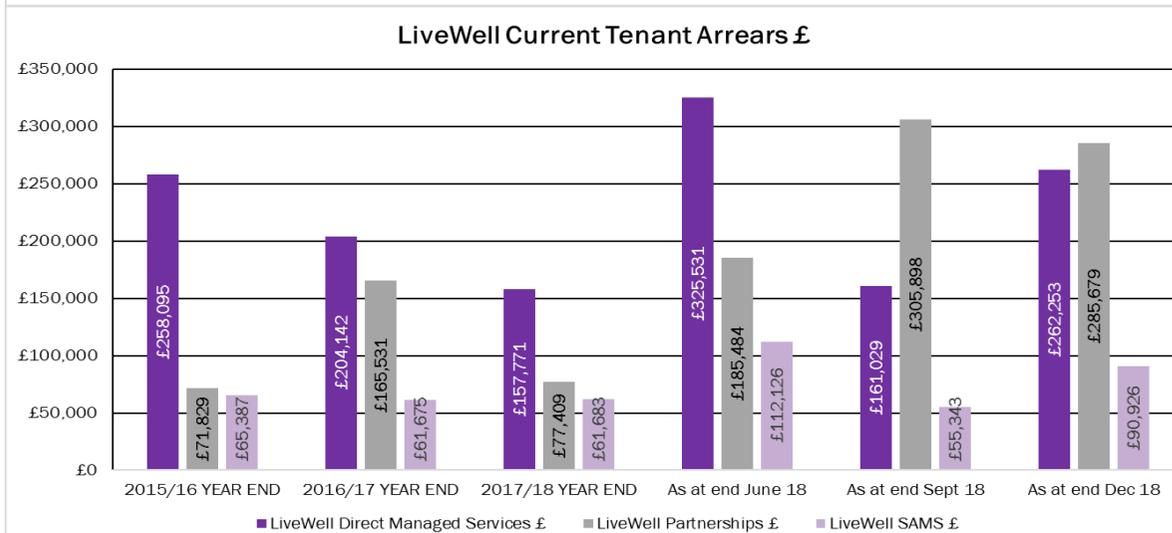
**Partnerships**

End-Q3 actual = 13.97% (£285.6K): target = less than 9%  
Arrears continue to rise at Birch for patients that have lost CHC funding (arrears stood at £266990 at the end of December). CCG, SCC and SYHA are working to try and find a resolution to this.

**SAMS**

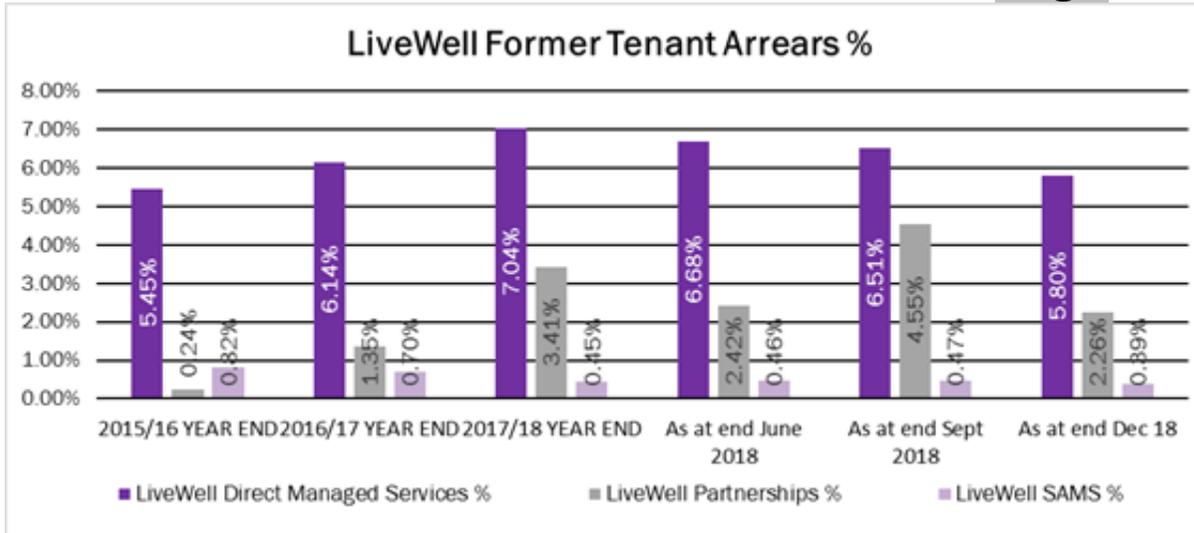
End-Q3 actual = 3.07% (£90K): target = less than 3%  
At the end of December housing benefit payments for Doncaster and Rotherham fell out of sync with the reporting. As we are at a similar position now as we were last year, we anticipate that we are on track to meet the 3% target for SAMS projects.

The coming quarter will not be without challenges as the Core Services Team and project staff get to grips with the new housing system Cx. But we will continue to work closely with projects, encouraging them to make early interventions and support customers.



## Former Tenant Rent Arrears – LiveWell (Snapshot of arrears as a % of annual rent roll)

### Target



**Comment:**

This is the first year we have split out the former tenant arrears for different types of services. On reflection this is Juliann’s preferred form of presentation.

**Direct Managed Services**

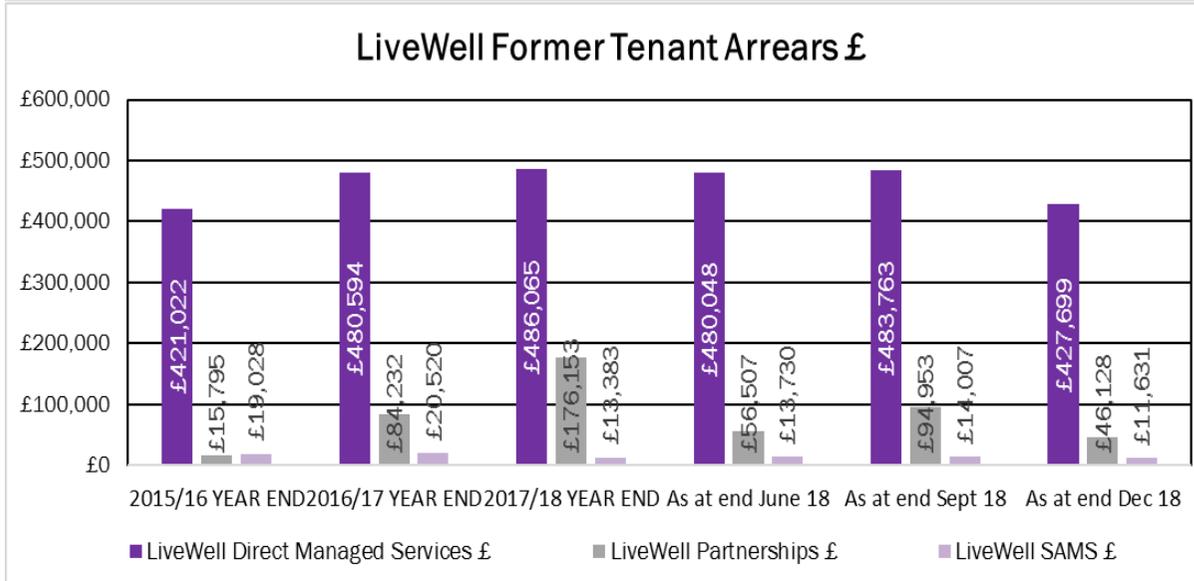
End-Q3 actual = 5.80% (£427.6K): target = less than 5%

**Partnerships**

End-Q3 actual = 2.26% (£46K) target = less than 2%

**SAMS**

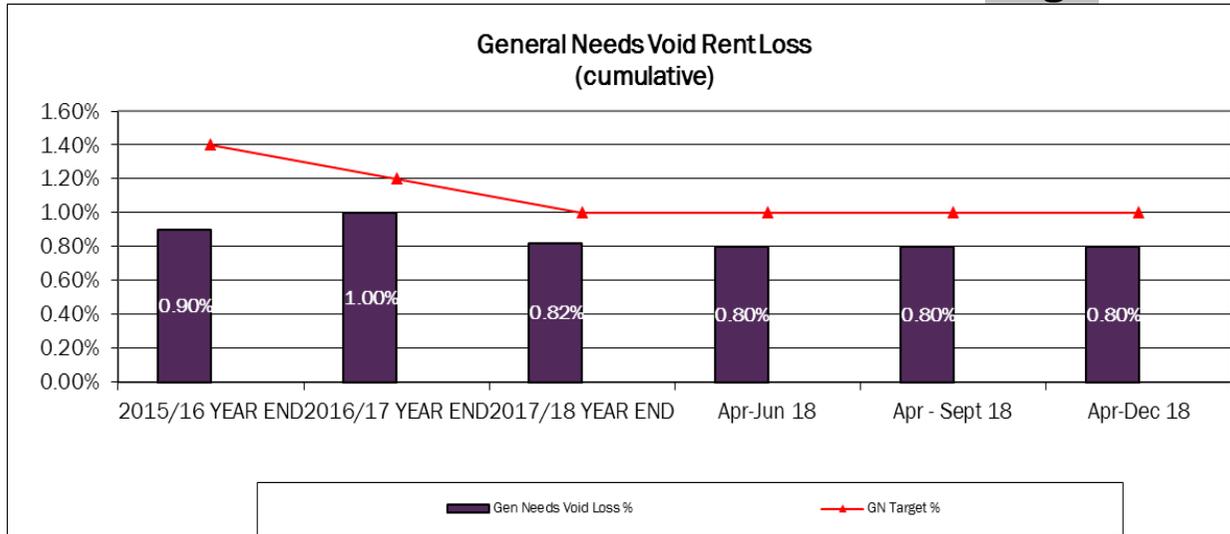
End-Q3 actual = 0.39% (£11.6K): target = less than 1%



Although FTA arrears figures remain over target for both Direct Managed Services and Partnerships, we can report a reduction across all services on former tenant arrears. This is principally due to writing off arrears of approximately £88K which could not be recovered by UK Search, the collection agency.

## Void Rent Loss - General Needs (% and £ value of rent not collected while units vacant - cumulative)

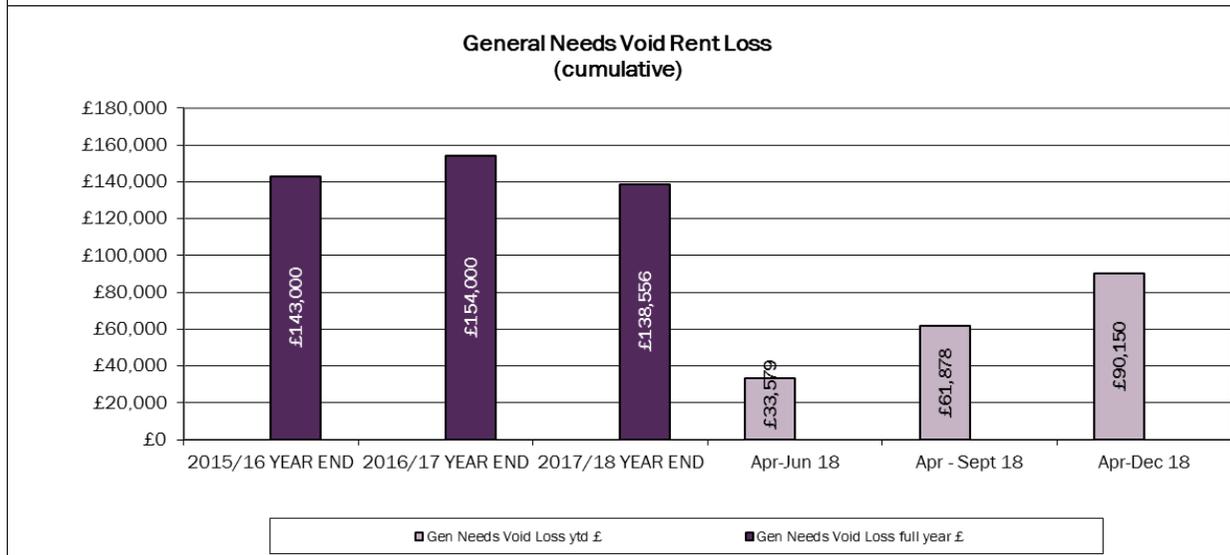
### Target



**Comment:**

Q3 YTD actual = 0.80% (£90.1k)  
Target = less than 1.0%

Our performance on void rent loss remains good and is supported by a welcome reduction in turn over in our properties as a whole. We are on course to achieve year end results which are well below our target.



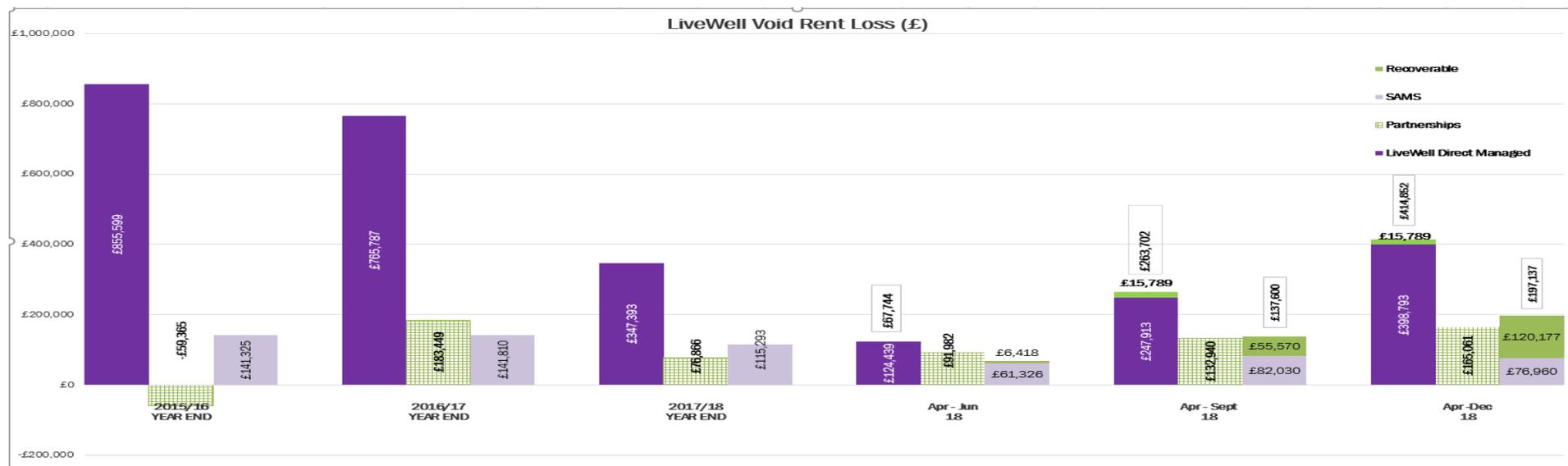
**Peer Group Comparison:**

HouseMark's National Benchmarking Club as at 2017-18 year-end: 27 organisations have recorded data:

- Upper quartile = 0.46%
- Median = 0.75%
- Lower quartile = 0.97%
- SYHA = 0.82% - as at March 2018

## Void Rent Loss – LiveWell (including Interim Accommodation) (£ value of rent not collected while units vacant)

Target



**Comment:**

This is the first year we have split out the void rent loss for different types of services. On reflection this is Juliann's preferred form of presentation.

**Direct Managed Services.** Q3 YTD actual = £414.8K, Q3 target say £363.3K; Annual target = £414.3k

We are currently £35.7K over target for quarter three when recoverable adjustments have been made. Newbold Court, Connect 3 and Doncaster Move On are all slightly over target. Collaboration between the service delivery team and those concentrating on Voids is underway to look at reducing void levels.

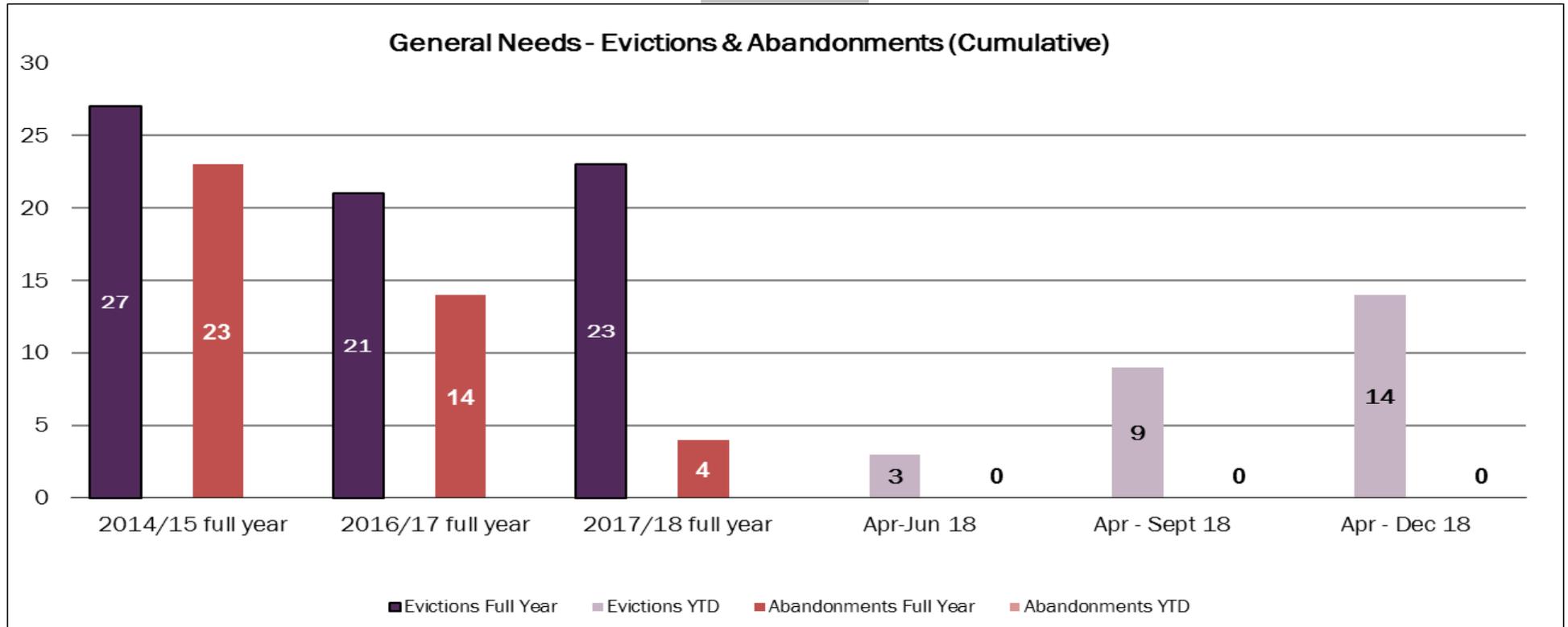
**Partnerships** Q3 YTD actual = 165K: annual target = 151.4k; Q3 target say £113.5k.

All void rent loss on Partnerships is recoverable from grant aid.

**SAMS** Q3 YTD actual = £197K: annual target = 275k; Q3 target say £206k.

On target with a further £120k recoverable. We have void agreements in place with each Local Authority that ensures a high percentage of voids are recoverable.

## Evictions & Abandonments – General Needs Information



**Comment:**

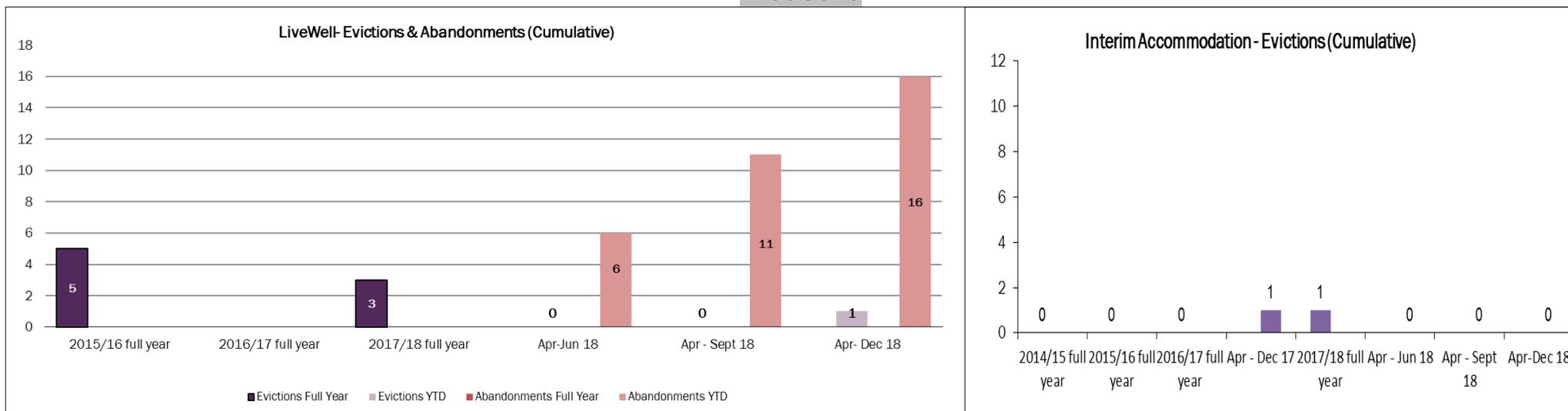
*No target / measure has been set for this KPI: reported to monitor trends.*

Eviction levels in the third quarter are just below those in the second quarter and remain below historic levels, even though levels of evictions are growing across the sector. We anticipate that at the year end eviction numbers will be lower than in previous years.

There were no abandonments in the first 3 quarters of the year which remains a positive story in regard to tenancy sustainment.

## Evictions & Abandonments LiveWell & Interim Accommodation

### Measure



#### Comment: LiveWell

This measure is to monitor the number of evictions and abandonments year-on-year and to gauge the impact of welfare reform, changes to customer eligibility and need and acts as a guide to how we are tackling, or contributing, to the cycle of homelessness.

#### Evictions

There was 1 formal eviction (following an application to court) from our Connect 3 service this quarter. There were seven tenancies for which the license agreement was terminated following a Notice to Quit – all from our 911 service. People were asked to leave for the following reasons; a violent attack on another customer, excessive and sustained drug use, sex working from a flat and continued unsafe disposal of sharps putting other customers and staff at risk.

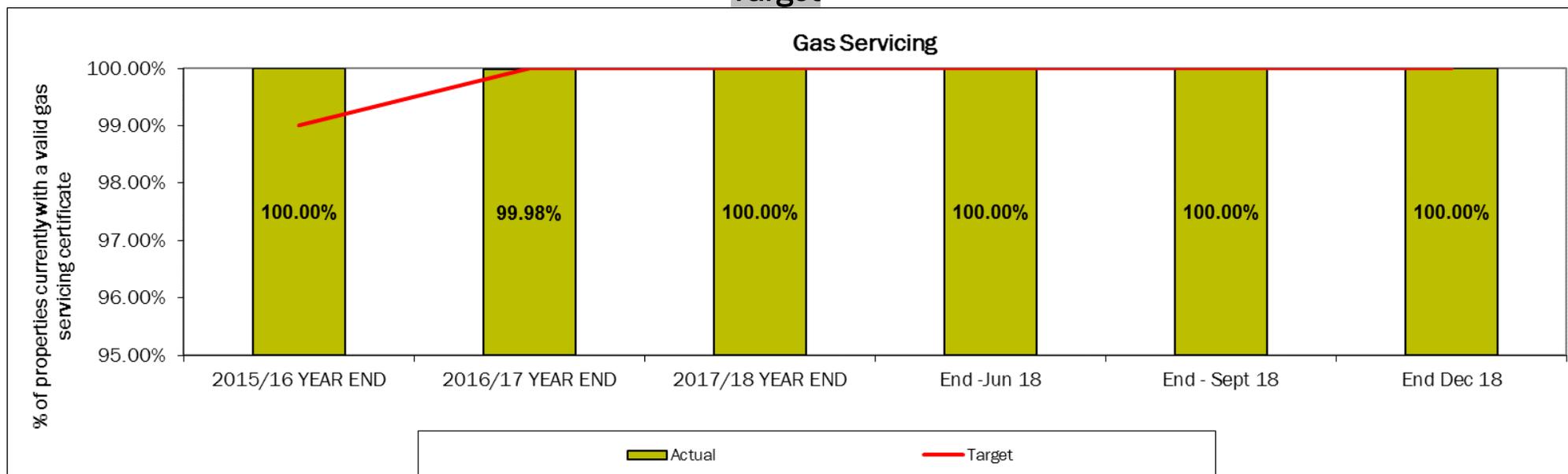
**Abandonments** – We have enhanced our data collection and can now report on this measure. During Q3 there were five abandonments, all at 911. In many cases customers are only staying for very short periods (1 or 2 nights) which suggests that the initial offer of accommodation was not suitable and that customers are being placed rather than having any meaningful choice.

#### Comment: Interim Accommodation

This measure is to monitor the number of evictions in our interim accommodation. It acts as a guide to how we are tackling, or contributing, to the cycle of homelessness.

## Gas Servicing - % of homes serviced in the last 12 months – month-end snapshot

Target



### Comment:

**End-Q3 actual = 100%: target 100%**

At the end of December we had no gas services overdue. During Q3 there were no services that became overdue.

As part of the Gas Servicing Internal Audit in April 2018 it was identified that we were not always complying with our own Policy for 5% of services each month to be subject to a third-party quality check. Where we fall short in a given month, typically around Christmas and Summer holidays, we will pick up any shortfall in the following month. As part of our response to the Audit we have agreed we'll implement reporting to confirm we are meeting with performance expectation and will add to the KPIs included in the Leadership Team Performance Report. We expect to include this in the next report once we are live with CX.

We continue to work closely with our contractor, Liberty Gas Group, to ensure that any risk is highlighted well in advance to enable us to take appropriate actions, as necessary.

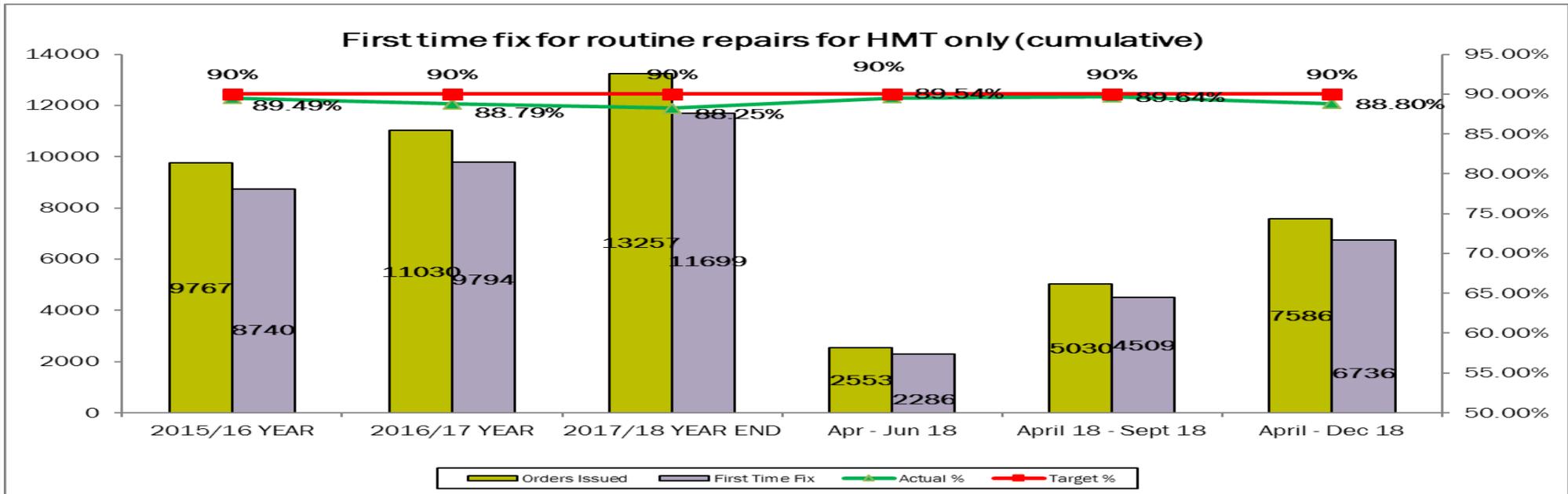
We have just re-tendered the gas contract and the Board approved the award of the contract to J. Tomlinson. Mobilising the new contractors for a 1 April start is a high priority for us.

### Peer Group Comparison:

HouseMark's National Benchmarking Club as at 2017-18 year-end: 117 organisations have recorded data:

Upper quartile	= 100%
Median	= 99.99%
Lower quartile	= 99.77%
SYHA	= 100% - as at March 2018

## Home Maintenance Team Repairs completed in one visit Target



**Comment:**

Our target is to “get it right first time” and complete 90%+ of repairs in one visit.

YTD actual = 88.80%

The % of repairs completed at first visit is now the primary performance indicator for repairs and maintenance. Our HMT continue to prioritise completing jobs in one visit.

Whilst marginally below target we remain pleased with the performance of our HMT. We are continuing to experience a larger number of repairs that require multi-trades and more than one visit to complete the repair. As reported last quarter we are seeking to embed a new approach, after the implementation of Cx (our new housing management system). We will classify cases as ‘routine responsive’ or ‘day-to-day planned works’. The latter are more complex repairs where more planning is required, more than one trade is involved and we wouldn’t expect to complete the job in one visit and we would make this clear to the customer. These jobs would not then be included in our reporting for this performance indicator.

**Peer Group information:**

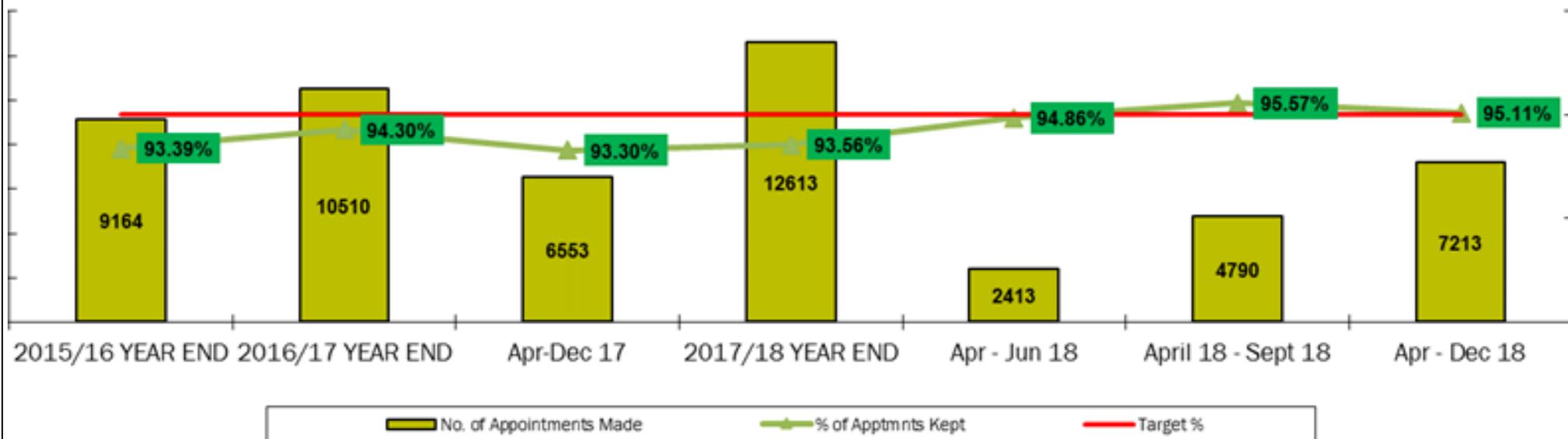
HouseMark’s National Benchmarking Club as at 2017-18 year-end: 84 organisations have recorded data:

Upper quartile	= 96.2%
Median	= 91.9%
Lower quartile	= 86.7%
HMT	= 88.25% - as at March 2018

## Repairs appointments kept (Home Maintenance Team only)

### Target

Appointments kept for day to day repairs for HMT only (cumulative)



**Comment:**

Q3 YTD actual = 95.11%: target 95%+

Completing repairs in one visit and keeping appointments continue to be important factors for our customers.

We are pleased with the performance of our Home Maintenance Team and pleasingly have achieved our target this year-to-date.

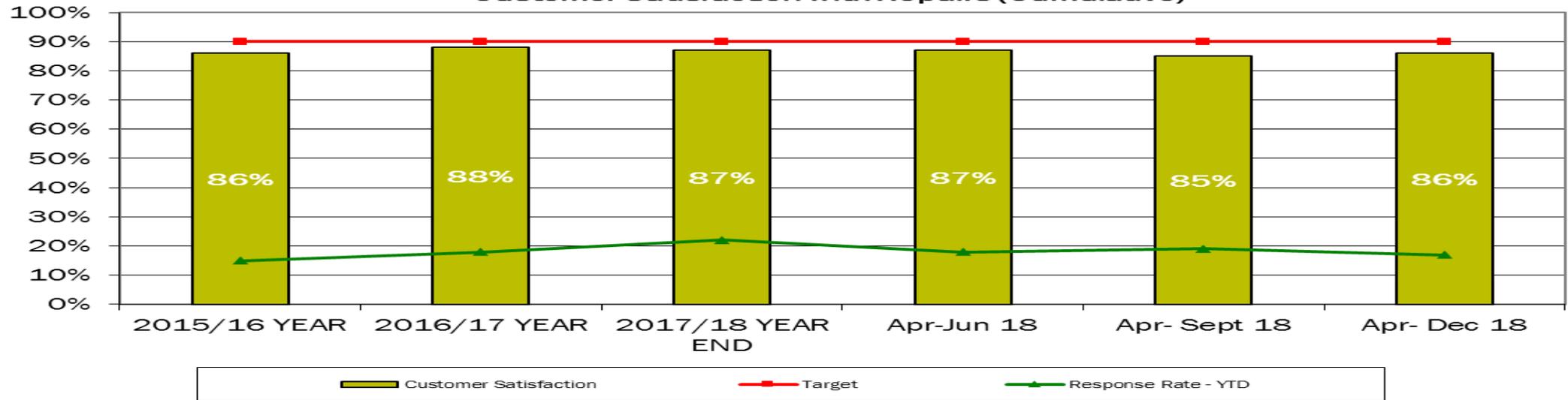
**Peer Group information:**

HouseMark's National Benchmarking Club as at 2017-18 year-end: 93 organisations have recorded data:

- Upper quartile = 99.3%
- Median = 97.7%
- Lower quartile = 95.2%
- HMT = 93.56% - as at March 2018

## Customer Satisfaction with our overall Repairs Service Target

**Customer Satisfaction with Repairs (Cumulative)**



**Comment:**

Our performance is measured on a rolling 12-month average.

As at end-Q3 actual = 86%: target 90%+.

As reported previously our primary aim is to increase our satisfaction levels to (at least) our target level of 90%+. We are looking closely at our contractors' quality of work where we have had to recall them and time taken to complete repairs. These aspects are the focus for our review meetings with contractors and for our Home Maintenance Team.

For information, details of Q3 satisfaction levels for our main contractors are:

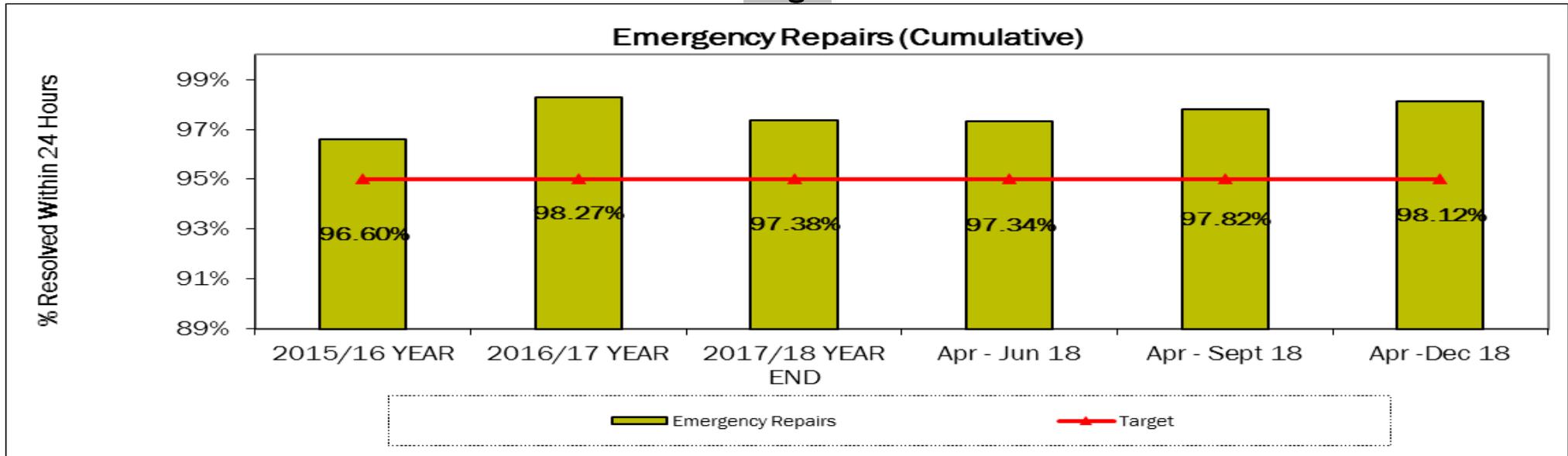
- Home Maintenance Team actual = 91% (based on 258 surveys in Q3)
- Burngreave Building Company actual = 90% (based on 96 surveys in Q3)
- Liberty Gas actual = 80% (based on 109 surveys in Q3)

**Peer Group Comparison:**

HouseMark's National Benchmarking Club as at 2017-18 year-end: 102 organisations recorded their data.

- Upper quartile = 97.2%
- Median = 93.6%
- Lower quartile = 89.8%
- SYHA = 87% - as at March 2018

### Emergency Repairs completed within SLA (service level agreement) Target



**Comment:**

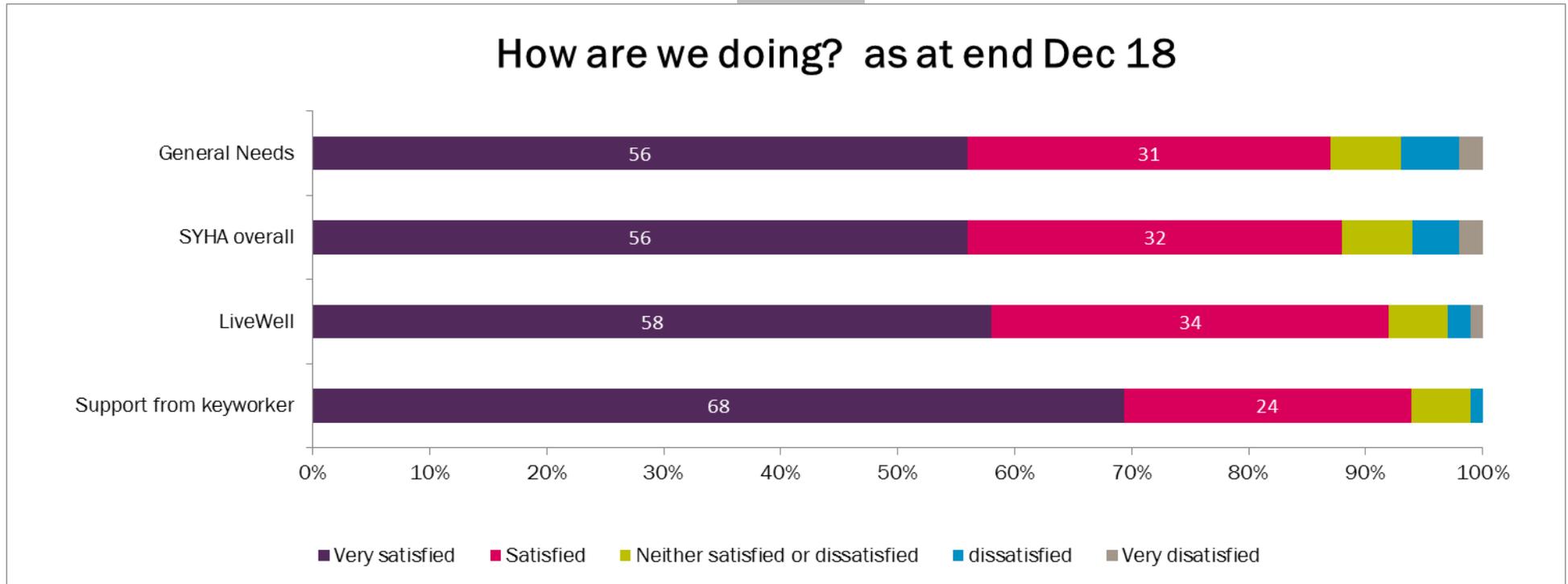
Q3 YTD actual = 98.12%: target 95%+  
Total jobs issued = 1653

Our response timescales for Emergency Repairs are to make good or make safe within 24 hours.

**Peer Group Comparison:**

HouseMark no longer separate performance between emergency, urgent and routine repairs - which means it is no longer possible to effectively benchmark performance. They now use % of repairs completed at first visit as the primary performance indicator - see page 10.

## Customer Satisfaction with SYHA's overall service Measure



**Comment:**

Our performance is measured on a rolling 12-month average. There has been little change in satisfaction levels in any category this past 12 months.

As at end-Q3 88% of customers surveyed were satisfied with our overall service; with 56% describing themselves as “very satisfied”: based on over 3k surveys.  
92% of customers are satisfied with the support they receive; based on over 615 responses.

**Peer Group information:**

HouseMark’s National Benchmarking Club: % of General Needs’ customers satisfied with the overall provided as at 2017-18 year-end:

16 organisations have recorded data:

- Upper quartile = 90.2%
- Median = 86.4%
- Lower quartile = 79.0%
- SYHA overall = 88% - as at March 2018
- General Needs = 87% - as at March 2018
- LiveWell = 92% - as at March 2018