

No	Indicator	2021 / 22	2022 / 23	April to June 2023	April to Sept 2023	April to December 2023	April to March 2024	Annual Trend	Target
<b>FINANCE</b>									
The Group's operating surplus is £14.6m and is £3.8m adverse to budget. Supported Living cost per unit is higher than target largely due to an increase in service costs relating to electricity and gas and reduced stock as a result of lease terminations. Concert Living is reporting a loss due to increased costs and extended build durations.									
<b>Be financially strong</b>									
1	Operating Margin	14%	15.1%	14.7%	13.3%	13.2%	12.2%	↓	14.6%
2	Concert Living annual profit / loss before tax and interest (fcast)	£259,000	£675,725	£461,411	-£340,352	-£919,753	-£1,177,728	↓	£837,750
3	Headline social housing cost per unit (RSH definition)	£5,866	£6,812	£7,358	£7,534	£7,473	£7,563	↓	£7,326
3a	General needs and independent living cost per unit	£4,237	£4,135	£4,734	£4,794	£4,778	£4,799	↓	£4,755
3b	Supported Living cost per unit	£9,879	£10,877	£11,803	£12,234	£12,048	£12,241	↓	£11,417
<b>CUSTOMERS &amp; COMMUNITIES</b>									
Figures here are cumulative. Responsive repairs satisfaction has shown a small rise and is still below target. Issues were still evident with out-of-area repairs and the Bell contract. Satisfaction survey results are showing high levels with our new national contractors. Arrears service satisfaction is showing a rise this quarter but is calculated from a low response rate. Complaints responded in timescale is not achieving target but is again showing a rise this quarter. A number of actions to improve performance in this area were recently									
<b>Improve customer satisfaction</b>									
4	Responsive repairs satisfaction	87.3%	80.1%	81.6%	85.6%	83.6%	84.4%	↑	89.5%
5	Arrears service satisfaction	90.9%	59.1%	88.9%	88.9%	77.4%	78.8%	↑	85.0%
6	New tenant satisfaction	93.1%	94.4%	96.2%	91.7%	92.6%	89.8%	↓	93.5%
7	Telecare satisfaction	96.9%	97.0%	96.0%	96.2%	94.6%	95.8%	↑	97.0%
8	Complaints responded in timescale	86.7%	91.3%	85.0%	82.9%	84.5%	87.2%	↑	95.0%
<b>Have a positive impact on communities</b>									
9	Outcome STAR % change by Progress Futures	24.1%	40.6%	37.8%	34.8%	32.8%	32.2%	↓	>30%
10	No. of Homeless service unit provision	86	86	86	86	86	86	↔	86
11	Outcome STAR % change by Key Unlocking	12.1%	12.5%	9.8%	11.5%	11.2%	10.1%		Positive
12	WEMWBS % change for Key Unlocking	28.6%	31.3%	36.5%	29.9%	35.7%	23.1%		Change
<b>LEARNING</b>									
A small fall in employee sickness can be seen this quarter and slightly exceeds our target of 4%.									
<b>Be a leading employer</b>									
13	Employee sickness	5.2%	4.2%	3.6%	4.3%	4.5%	4.4%	↑	4.0%
14	Employee voluntary turnover **	12.9%	11.0%	8.8%	5.0%	7.4%	9.9%	↓	12.0%
15	Employee Net Promoter Score	+22	+22.0	Available at YE	Available at YE	Available at YE	+24	↑	>20
<b>GROWTH</b>									
The Group's development plan is slightly below target and is detailed in the main report. The number of people supported by Technology Enabled Care and Support has fallen this quarter by 1326 connections.									
<b>Grow the organisation</b>									
16	Projected completions Vs target	232	144	251	217	204	176	↓	200
17	No. supported by Technology Enabled Care & Support	68,845	66,891	62,431	61,157	61,550	60,224	↓	70,000
<b>PROCESS</b>									
Current tenant arrears have improved this quarter to be within target. Repair-related metrics are showing improvement but the Bell contract is still impacting on the failure to hit our year-end targets. Both Void rent losses and void rent loss voids paid by others are showing positive movement and have reached target.									
<b>Reduce arrears and bad debts</b>									
18	Current tenant arrears	4.2%	5.0%	4.6%	5.2%	6.3%	4.6%	↑	4.7%
19	Former tenant arrears	1.0%	0.8%	1.1%	1.0%	1.0%	0.8%	↑	0.9%
20	Rent debit written off	0.3%	0.3%	0.04%	0.1%	0.2%	0.4%	↓	0.5%
<b>Improve the quality of our homes</b>									
21	Appointments kept ***	93.7%	94.0%	93.2%	93.5%	93.7%	94.0%	↑	95.0%
22	Repairs completed in time ****	92.2%	75.3%	73.0%	72.0%	73.9%	77.5%	↑	95.0%
23	Repairs right first time - Tenant view	84.2%	75.0%	76.8%	80.9%	79.4%	79.6%	↑	85.2%
24	Planned works completed *****	1962 / 2523	2049 / 2866	2,426	2,466	2,466	1,942	↓	2,404
25	SAP	71.72	73.20	72.21	72.35	72.36	72.49	↑	72.70
<b>Reduce the voids within our communities</b>									
26	Void rent lost	6.2%	6.8%	7.0%	7.1%	7.0%	7.0%	↔	7.2%
27	Void rent lost less voids paid by others*****	4.6%	5.8%	6.4%	6.2%	6.1%	5.9%	↑	5.9%

↑ = Performance is better than last quarter   ↔ = Performance is the same as last quarter   ↓ = Performance is worse than last quarter   N/A = Performance not comparable  
■ = Better than target   ■ = Within tolerance   ■ = Worse than target

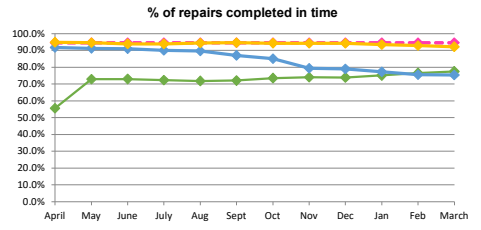
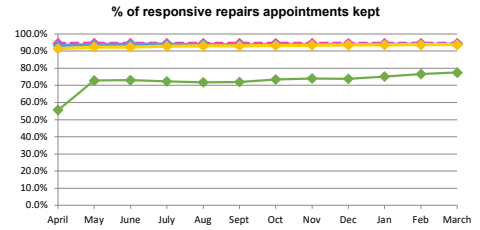
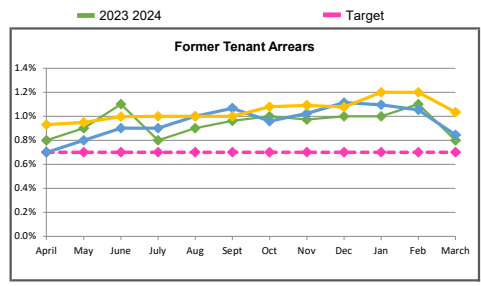
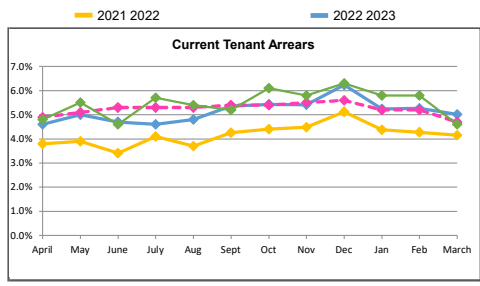
\* This is the number of people assisted into training, work placement, education and employment

\*\*\* These indicators monitor the performance of our internal maintenance workforce only

\*\*\*\*\* Planned works (Quarterly) (Forecast): the forecast for the third quarter is not available yet. The value included relates to the second quarter.

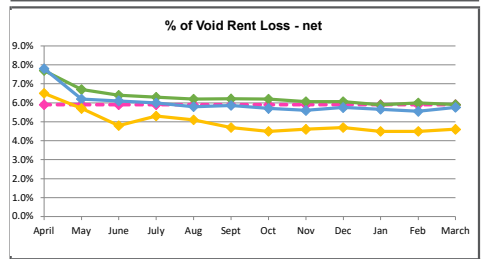
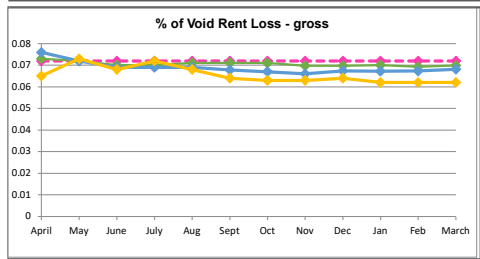
\*\* This is the number of employees choosing to leave (does not include involuntary leavers)

\*\*\*\* This measures all non appointable responsive repairs primarily contracted maintenance



The Group's operating

in 98% of cases, resulting in a significant increase in the number of repairs completed in time, due to increased costs and extended build durations.



Concert Living annual profit / loss before tax and interest (fcast)

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PROCESS SECTION BY ACTIVITY TYPE

Business Stream	Main activity type	Activity type	2020	2021	2022	April to	April to Sept	April to Dec	2023 2024	Annual	Target
			2021	2022	2023	June 2023	2023	2023		Trend	
Progress Homes	Current Tenant Arrears (P)	Progress Homes	2.6%	2.4%	2.5%	3.3%	3.7%	4.2%	2.1%	↑	4.4%
		General needs	3.0%	2.7%	2.6%	3.4%	3.8%	4.3%	2.3%	↑	5.1%
		Independent	0.4%	0.4%	0.6%	1.9%	2.6%	3.0%	0.6%	↑	2.0%
	Former Tenant Arrears	Progress Homes	1.5%	1.1%	1.1%	1.5%	1.2%	1.2%	0.9%	↑	1.4%
		General needs	1.6%	1.1%	1.1%	1.4%	1.1%	1.1%	0.8%	↑	1.6%
		Independent	0.3%	0.3%	0.3%	0.5%	0.4%	0.4%	0.3%	↑	0.5%
	Rent debit written off	Progress Homes	0.7%	0.5%	0.3%	0.03%	0.03%	0.1%	0.5%	↑	0.5%
		Independent	0.5%	0.2%	0.3%	0.01%	0.06%	0.1%	0.3%	↑	0.5%
	Void rent lost	Progress Homes	1.1%	1.1%	0.9%	0.8%	0.9%	0.9%	1.0%	↓	0.9%
		General needs	0.7%	0.7%	0.6%	0.6%	0.5%	0.5%	0.5%	↔	0.6%
		Independent	0.8%	1.1%	0.7%	0.7%	0.7%	0.6%	0.7%	↓	1.0%
	Void rent lost less voids paid by others*****	Progress Homes	1.0%	1.0%	0.9%	0.8%	0.8%	0.8%	0.9%	↑	0.8%
		General needs	0.7%	0.7%	0.6%	0.5%	0.5%	0.5%	0.5%	↔	0.6%
		Independent	0.8%	1.1%	0.7%	0.7%	0.7%	0.6%	0.7%	↑	1.0%
	RWP	Current Tenant Arrears (P)		5.3%	5.6%	7.0%	5.5%	6.3%	7.9%	6.7%	↑
Former Tenant Arrears		0.4%	0.5%	0.5%	0.6%	0.6%	0.7%	0.7%	↔	0.5%	
Rent debit written off		0.0%	0.1%	0.3%	0.1%	0.17%	0.3%	0.4%	↓	0.5%	
Void rent lost		11.1%	9.9%	10.7%	10.9%	10.8%	10.5%	10.4%	↑	10.6%	
Void rent lost less voids paid by others*****		7.9%	7.0%	8.9%	9.9%	9.4%	9.0%	8.6%	↑	9.0%	

The Group's operating performance is set out in the financial statements on pages 14 to 16.