

BALANCED SCORECARD As at 31 March 2023

Reside HA included from financial year 2022 / 23



No	Indicator	2020 / 21	2021 / 22	2022 / 23	Annual Trend	Target
FINANCE						
The Groups forecasted surplus is £2.4m favourable to budget. The main variances are due to an underspend in compartmental works. Concert Livings annual profit is £1.2m adverse due to 40 less units for sale in the year. The increase in cost per unit to the previous year is due to Reside Housing Association being included from this year.						
Be financially strong						
1	Achieving budget surplus	£11,253,599	£10,328,000	£13,081,034	↑	£10,665,000
2	Concert Living annual profit / loss before tax and interest	(£249,840)	(£259,000)	£675,725	↑	£1,899,000
3	Headline social housing cost per unit (RSH definition)	£5,227	£5,866	£6,812	↓	£6,928
3a	General needs and independent living cost per unit	£3,696	£4,237	£4,135	↑	£4,209
3b	Supported Living cost per unit	£8,496	£9,879	£10,877	↓	£10,886
CUSTOMERS & COMMUNITIES						
We can see a reduction in satisfaction in responsive repairs this is due to dissatisfaction with multiple visits and unresolved work. We have seen an increase in responses from work completed out of area (Bell Group) which is impacting overall satisfaction. Arrears satisfaction is being impacted by the low response levels, this will always have lower levels based on a lower sample size. The main reason for dissatisfaction is communication.						
Improve customer satisfaction						
4	Responsive repairs satisfaction	89.3%	87.3%	80.1%	↓	89.0%
5	Arrears service satisfaction	82.9%	90.9%	59.1%	↓	85.0%
6	New tenant satisfaction	92.9%	93.1%	94.4%	↑	93.0%
7	Telecare satisfaction	98.3%	96.9%	97.0%	↑	97.0%
8	Complaints responded in timescale	87.0%	86.7%	91.3%	↑	95.0%
Have a positive impact on communities						
9	Outcome STAR % change by Progress Futures	25.5%	24.1%	40.6%	↑	>30%
10	No. of Homeless service unit provision	86	86	86	↔	86
11	Outcome STAR % change for Key Unlocking	13.8%	12.1%	12.5%	↑	positive
12	WEMWBS % change for Key Unlocking	53.3%	28.6%	31.3%	↑	change
LEARNING						
Annual improvements can be seen in both employee sickness and turnover indicators. The net promoter score has remained consistent from the previous year and has exceeded the target of 17.						
Be a leading employer						
13	Employee sickness	4.4%	5.2%	4.2%	↑	4.0%
14	Employee voluntary turnover **	11.1%	12.9%	11.0%	↑	>10 and <12
15	Employee Net Promoter Score	NEW	+22	+22.0	↔	>17.0
GROWTH						
The Group have not achieve the number of new units due to fewer general needs and shared ownership being completed by March 2023.						
Grow the organisation						
16	Projected completions Vs target	123	232	144	↓	232
17	No. supported by Technology Enabled Care & Support	50,502	68,845	66,891	↓	65,055
PROCESS						
Current tenant arrears is worse than the year end target due to RWPP which has not been included in previous years. The increase is due to work being undertaken to improve the data held in the housing management system following the inclusion of RHA tenancies from 1 April 2022. Responsive repairs appointments kept has improved from the previous year. The other indicators have not achieved targets mainly due to the out of area contract being provided by Bell Group. The Group are working closely with Bell Group to ensure the road map provided is being achieved at its various points. Void indicators have met the targets as at year end, however there has been an increase in void rent loss due to the increase number of void supported living properties following the inclusion of RHA properties.						
Reduce arrears and bad debts						
18	Current tenant arrears	3.9%	4.2%	5.0%	↓	4.5%
19	Former tenant arrears	1.1%	1.0%	0.8%	↑	0.7%
20	Rent debit written off	0.3%	0.3%	0.3%	↔	0.5%
Improve the quality of our homes						
21	Appointments kept ***	93.3%	93.7%	94.0%	↑	94.5%
22	Repairs completed in time ****	94.9%	92.2%	75.3%	↓	94.5%
23	Repairs right first time - Tenant view	84.2%	84.2%	75.0%	↓	85.0%
24	Planned works completed	1173 / 1413	1962 / 2523	2,049	↓	2,866
25	SAP	NEW	71.72	73.20	↑	72.17
Reduce the voids within our communities						
26	Relet times	124.2	146.5	121.0	↑	154.0
27	Void rent lost	7.1%	6.2%	6.8%	↓	7.9%
28	Void rent lost less voids paid by others*****	5.2%	4.6%	5.8%	↓	6.5%

↑ = 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 🟡 On target 🟠 Worse than target

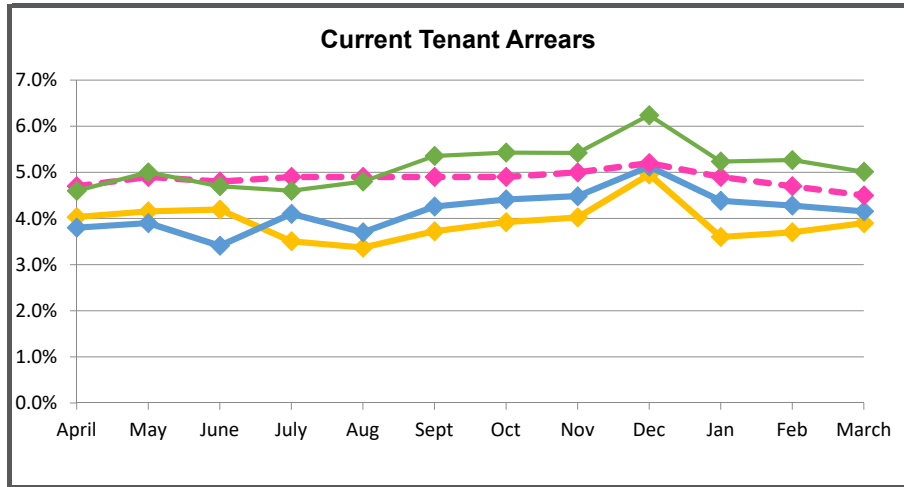
* This the number of people assisted into training, work placement, education and employment ** This is the number of employees choosing to leave (does not include involuntary leavers)

*** These indicators monitor the performance of our internal maintenance workforce only **** This measures all non appointable responsive repairs primarily contracted maintenance

***** This indicator measures the amount of rent lost due to voids less the value received from others to cover void losses

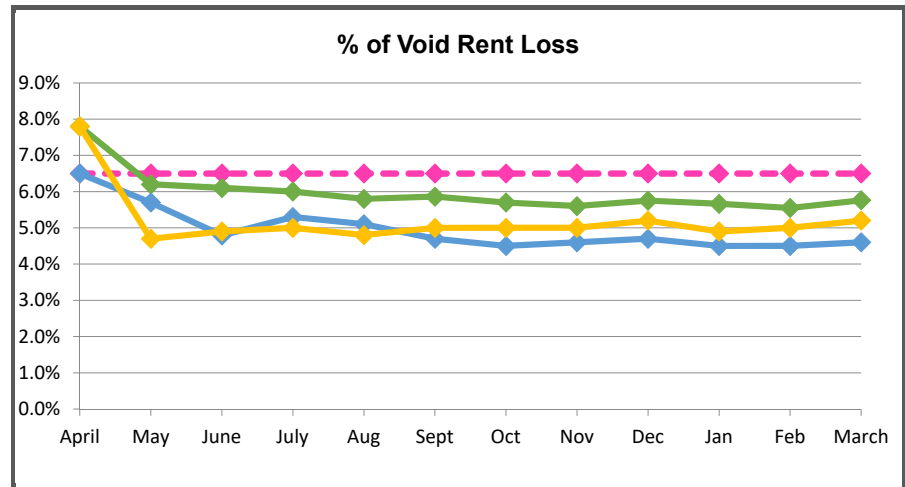
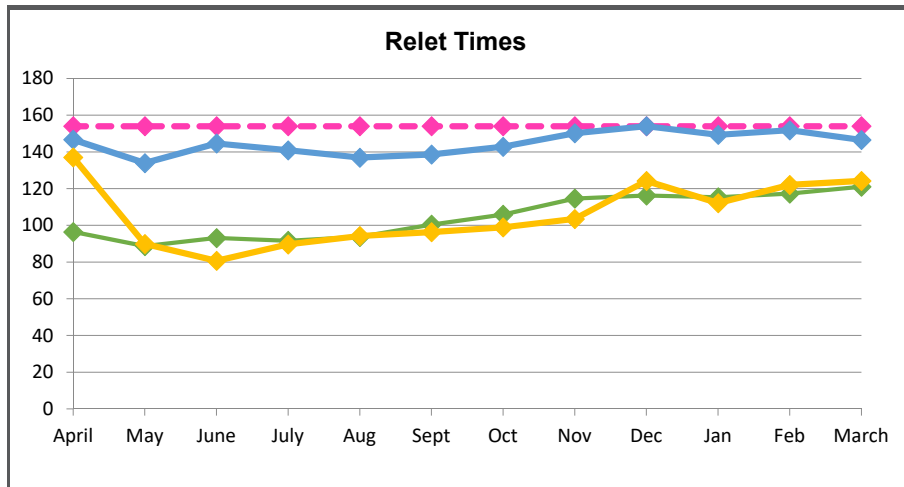
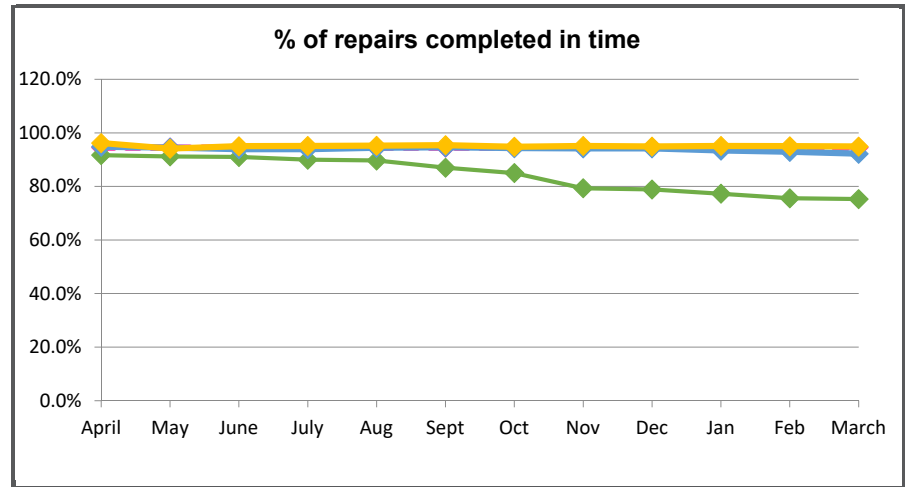
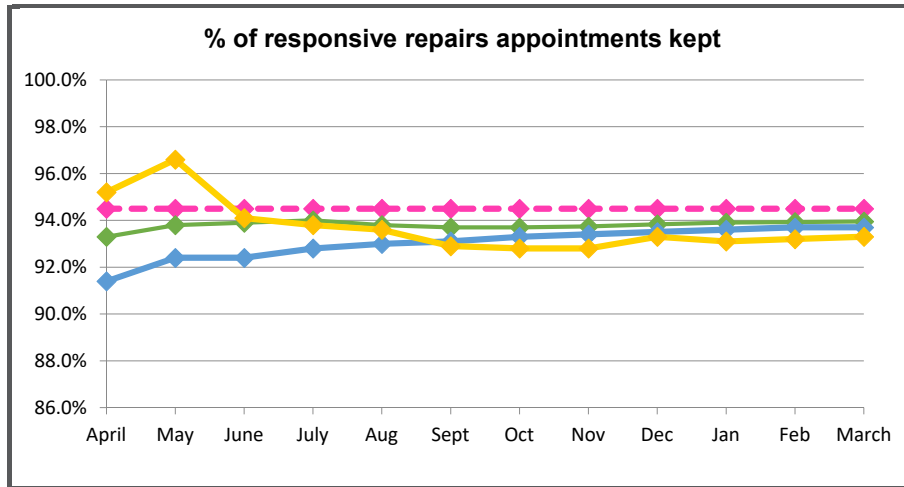
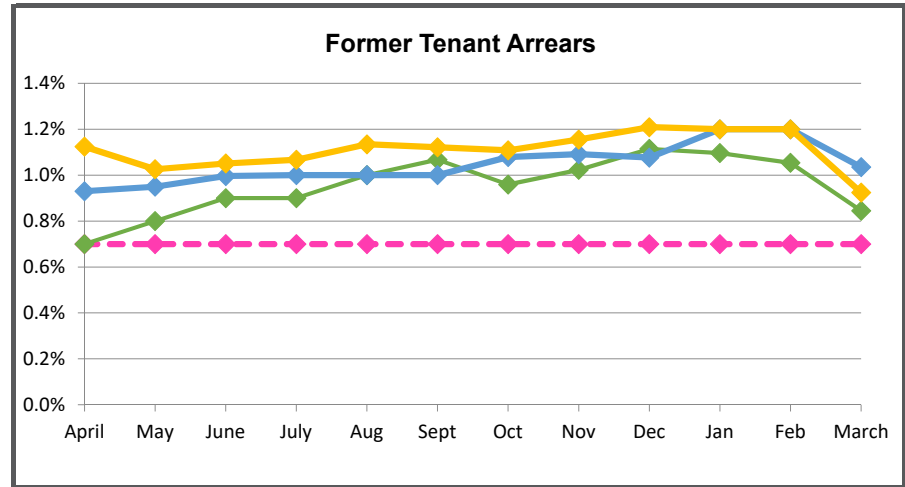
2020 2021

2021 2022



2022 2023

Target



PROCESS SECTION BY ACTIVITY TYPE

Business Stream	Main activity type	Activity type	2020 2021	2021 2022	2022 2023	Annual Trend	Target
Progress Homes	Current Tenant Arrears (P)	Progress Homes	2.6%	2.4%	2.5%	↓	3.2%
		General needs	3.0%	2.7%	2.6%	↑	3.8%
		Independent	0.4%	0.4%	0.6%	↓	0.5%
	Former Tenant Arrears	Progress Homes	1.5%	1.1%	1.1%	↔	1.4%
		General needs	1.6%	1.1%	1.1%	↔	1.6%
		Independent	0.3%	0.3%	0.3%	↔	0.5%
	Rent debit written off	Progress Homes	0.7%	0.5%	0.3%	↔	0.5%
		General needs	0.7%	0.6%	0.3%	↔	0.5%
		Independent	0.5%	0.2%	0.3%	↔	0.5%
	Relet times	Progress Homes	26.5	26.3	19.5	↑	24.0
		General needs	31.0	26.0	18.1	↑	25.0
		Independent	25.8	29.1	17.1	↑	28.0
	Void rent lost	Progress Homes	1.1%	1.1%	0.9%	↑	0.9%
		General needs	0.7%	0.7%	0.6%	↑	0.6%
		Independent	0.8%	1.1%	0.7%	↑	1.0%
Void rent lost less voids paid by others*****	Progress Homes	1.0%	1.0%	0.9%	↑	0.8%	
	General needs	0.7%	0.7%	0.6%	↑	0.6%	
	Independent	0.8%	1.1%	0.7%	↑	1.0%	
RWP	Current Tenant Arrears (P)		5.3%	5.6%	7.0%	↓	5.6%
	Former Tenant Arrears		0.4%	0.5%	0.5%	↓	0.2%
	Rent debit written off		0.0%	0.1%	0.3%	↓	0.5%
	Relet times		377.6	378.2	309.6	↑	356.0
	Void rent lost		11.1%	9.9%	10.7%	↓	11.7%
	Void rent lost less voids paid by others*****		7.9%	7.0%	8.9%	↓	10.0%