

BALANCED SCORECARD As at 31 March 2022

excluding Reside



No	Indicator	2018 / 19	2019 / 20	2020 / 21	2021 / 22	Trend	Target
FINANCE							
<p>The Groups surplus is above the budgeted surplus. The main variances are due to interest payable and maintenance costs. Concert Living variance is mainly due to delays in build programmes. The cost per unit variances are mainly due to increased major repairs costs. Further information on these measures are available in the accounts.</p>							
Be financially strong							
1	Achieving budget surplus	£11,853,892	£9,645,000	£11,253,599	£10,328,000	↓	£8,633,555
2	Concert Living annual profit / loss before tax	-£277,900	-£305,044	-£249,840	-£259,000	↓	£246,129
3	Headline social housing cost per unit (RSH definition)	£5,061	£5,244	£5,227	£5,866	↓	£5,728
3a	General needs and independent living cost per unit	£3,527	£3,464	£3,696	£4,237	↓	£4,059
3b	Supported Living cost per unit	£8,340	£8,699	£8,496	£9,879	↓	£9,303
CUSTOMERS & COMMUNITIES							
<p>We can see improvements in 2 of the 4 surveys. 3 of the 4 surveys have satisfaction levels above 90%. Action trackers are provided to all services to drive service improvement. We have received 654 complaints and 244 compliments between April and March 2022. 47% of complaints and 64% of compliments received relate to repairs and maintenance. Progress Futures has shown that 93% of service users (188 service users) are making progress in 3 or more areas, the average user is making progress in 5.7 outcome areas (7 outcome areas). KEY Unlocking Futures service users are showing a slight worsening in performance compared to the previous year.</p>							
Improve customer satisfaction							
4	Responsive repairs satisfaction	98.5%	89.3%	89.3%	87.3%	↓	91.0%
5	Arrears service satisfaction	86.4%	75.6%	82.9%	90.9%	↑	85.0%
6	New tenant satisfaction	88.2%	88.8%	92.9%	93.1%	↑	95.0%
7	Telecare satisfaction	99.5%	98.2%	98.3%	96.9%	↓	97.0%
8	Complaints completed in timescale	99.7%	82.8%	87.0%	86.9%	↓	95.0%
Have a positive impact on communities							
9	Outcome STAR % change by Progress Futures	NEW	31.8%	25.5%	24.1%	↓	>30%
10	No. of Homeless service unit provision	86	86	86	86	↔	86
11	Outcome STAR % change for Key Unlocking	NEW	NEW	13.8%	12.1%	↓	+ change
12	WEMWBS % change for Key Unlocking	NEW	NEW	53.3%	28.6%	↓	achieved
LEARNING							
<p>Sickness absence has worsened by 0.8% (5.2%) from the previous year end (4.4%). We can 2 highest absence categories are mental health and COVID-19. In January to March we saw COVID absences significantly rise from 14.7% of absences to just under 20%. There are currently only 10 cases of absences over 20 days (3 are due to mental health), all cases are being managed appropriately. The employee satisfaction measure has been changed to the net promoter score. Benchmarking shows a good net promoter score is between +10 to +30.</p>							
Be a leading employer							
13	Employee sickness	4.2%	4.5%	4.4%	5.2%	↓	4.1%
14	Employee turnover **	11.5%	11.8%	11.1%	12.9%	↓	>10% / <12%
15	Employee net promoter score	NEW	NEW	NEW	+16	N/A	NEW
GROWTH							
<p>Property development completions are 13% lower than budget due to delays in schemes, some of which will now be complete 2022/ 23. The number of connections being supported by technology enable care and support has exceeded its year end target of 57,766. Growth and acquisition plans are in place to expand the geographical areas of operation as well as the Ecommerce offer.</p>							
Grow the organisation							
16	Projected completions Vs target	121	91	123	232	↑	266
17	No. supported by Technology Enabled Care & Support	40,012	49,677	50,502	68,845	↑	55,766
PROCESS							
<p>Arrears, write off and rent lost due to voids (net and gross) measures have exceed or on target at year end. Improvements can be seen against appointments made and kept. Sickness has impacted the delivery of services both internally and by external contractors. Repairs are monitored closely at all times and customer insight is used for service improvement. The out of area delivery has been reproced and from December 2022 performance failures will hold financial penalties enabling us to have a tighter control on performance. Although we have seen an improvement in the rent lost due to voids we can see an increase in relet times. We can see a 5 day improvement in general needs accommodation. We have noted property condition at hand over has deteriorated, the void improvement team is looking at what actions can be taken.</p>							
Reduce arrears and bad debts							
18	Current tenant arrears	3.6%	3.9%	3.9%	4.2%	↓	3.8%
19	Former tenant arrears	0.8%	1.2%	1.1%	1.0%	↑	0.9%
20	Rent debit written off	0.1%	0.1%	0.3%	0.3%	↔	0.5%
Improve the quality of our homes							
21	Appointments kept ***	93.1%	92.7%	93.3%	93.7%	↑	95.5%
22	Repairs completed in time ****	91.0%	94.8%	94.9%	92.2%	↓	95.5%
23	Repairs right first time - Tenant view	80.8%	83.7%	84.2%	84.2%	↔	85.5%
24	Planned works completed	1580 / 1753	1295 / 1290	1173 / 1413	1,962	↓	2,523
Reduce the voids within our communities							
25	Relet times	88.4	99.3	124.2	146.5	↓	104
26	Void rent lost	6.2%	6.2%	7.1%	6.2%	↑	6.4%
27	Void rent lost less voids paid by others*****	3.9%	4.3%	5.2%	4.6%	↑	4.6%

↑ = Performance is getting better ↔ = Performance is the same ↓ = Performance is getting worse 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 employer

** 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

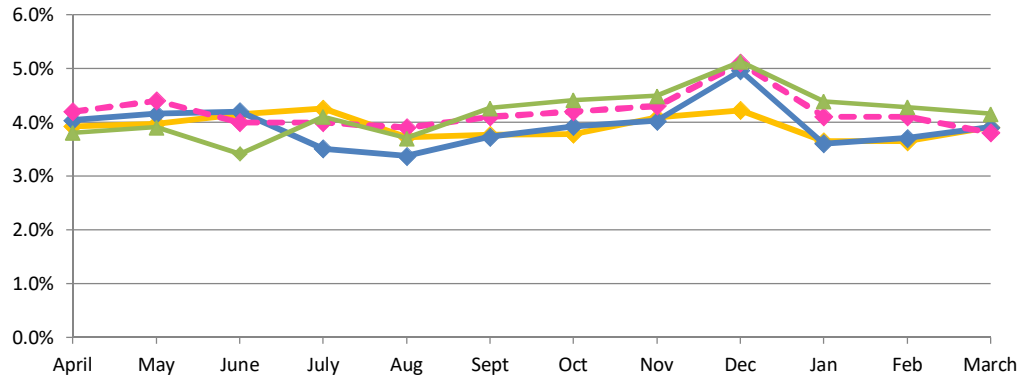
2019 2020

2020 2021

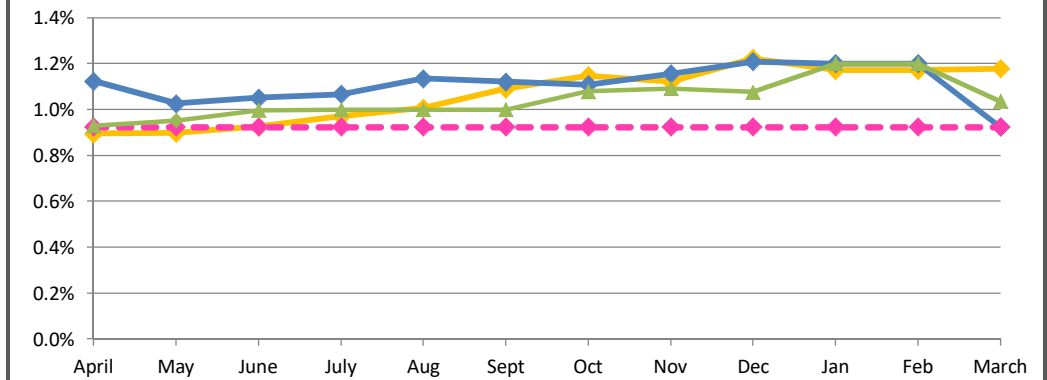
2021 2022

Target

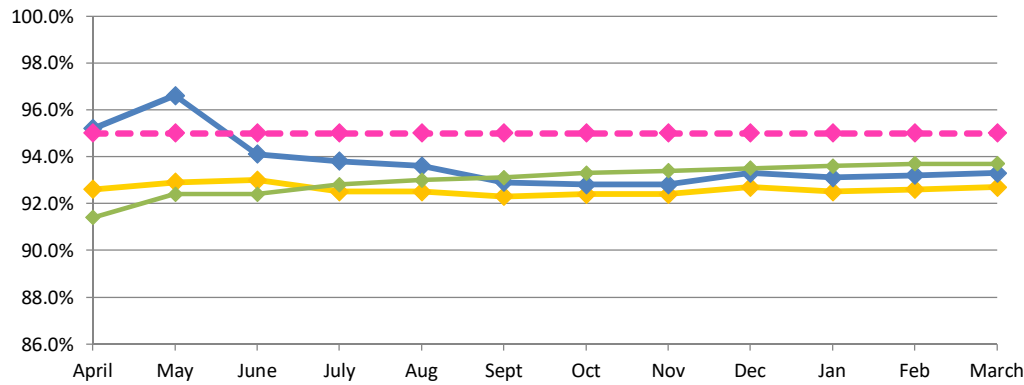
Current Tenant Arrears



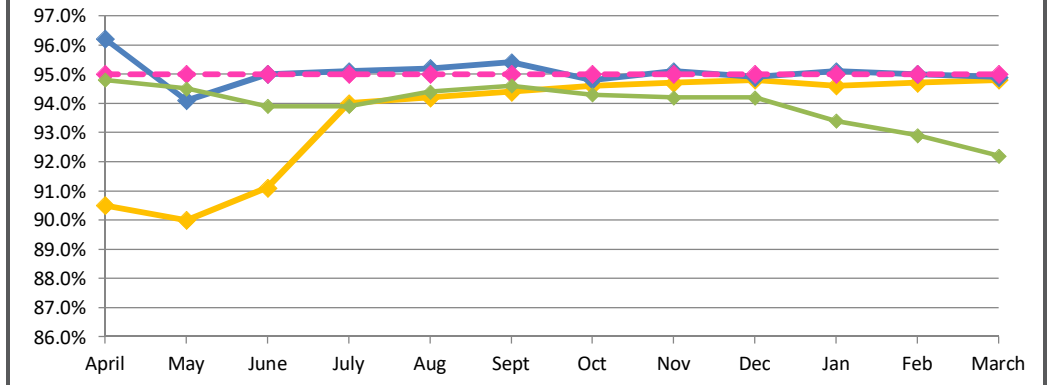
Former Tenant Arrears



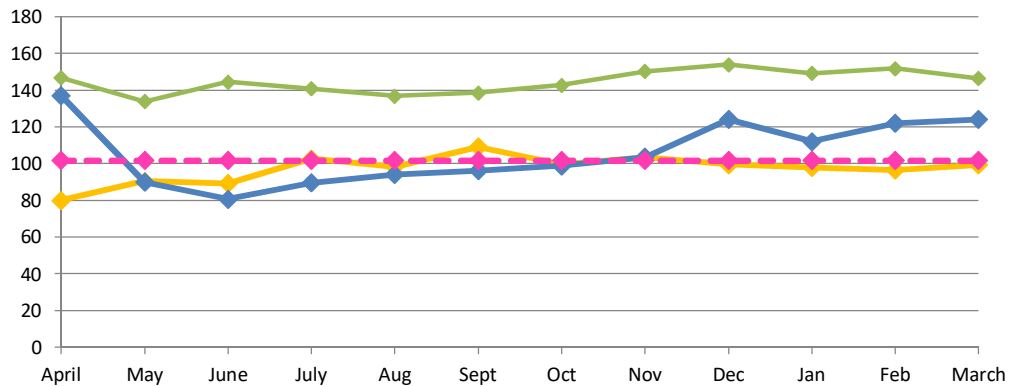
% of responsive repairs appointments kept



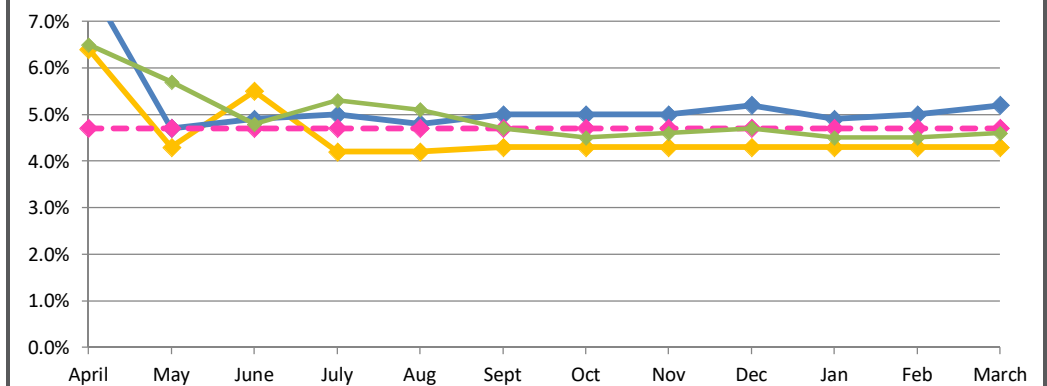
% of repairs completed in time



Relet Times



% of Void Rent Loss



PROCESS SECTION BY ACTIVITY TYPE

AIM	Indicators	Main activity type	2018 2019	2019 2020	2020 2021	2021 2022	Trend	Target
Reduce arrears and bad debts	Current Tenant Arrears ^(P)	General	4.0%	3.7%	3.0%	2.7%	↑	3.9%
		Independent Living	0.6%	0.4%	0.4%	0.4%	↔	0.5%
		Supported Living	4.0%	4.5%	5.3%	5.6%	↓	4.5%
	Former Tenant Arrears	General	1.6%	2.0%	1.6%	1.1%	↑	2.0%
		Independent Living	0.6%	0.6%	0.3%	0.3%	↔	0.6%
		Supported Living	0.2%	0.2%	0.4%	0.5%	↓	0.2%
	Rent debit written off	General	0.7%	0.3%	0.7%	0.6%	↑	0.5%
		Independent Living	-0.6%	0.1%	0.5%	0.2%	↑	0.5%
		Supported Living	-0.2%	0.1%	0.0%	0.1%	↓	0.5%
Reduce the voids within our communities	Relet times	General	22.3	21.2	31.0	26.0	↑	23.0
		Independent Living	29.2	22.6	25.8	29.1	↓	25.0
		Supported Living	22.3	327.2	377.6	378.2	↓	356.0
	Void rent lost	General	0.5%	0.6%	0.7%	0.7%	↔	0.6%
		Independent Living	1.1%	0.9%	0.8%	1.1%	↓	1.0%
		Supported Living	9.5%	9.6%	11.1%	10.0%	↑	10.0%
	Void rent lost less voids paid by others****	General	0.5%	0.6%	0.7%	0.7%	↔	0.6%
		Independent Living	1.1%	0.9%	0.8%	1.1%	↓	1.0%
		Supported Living	6.0%	6.4%	7.9%	6.7%	↑	7.5%