

BALANCED SCORECARD As at March 2021

No.	Indicator	2017 / 18	2018 / 19	2019 / 20	2020 / 21	Trend	Target
FINANCE							
<p>The forecast surplus is adverse to the budgeted surplus. There are a number of variances each way, for further information please refer to the March management accounts. The headline social housing cost is showing less than 1% variance to the original budget. These figures are based on March management accounts and may change during the statutory accounts process.</p>							
Be financially strong							
1	Achieving budget surplus	£10,681,335	£11,853,892	£9,645,000	£11,253,599	↑	£9,426,043
2	Concert Living annual profit / loss before tax	-£51,000	-£277,900	-£305,044	-£249,840	↑	-£221,000
3	Headline social housing cost per unit (RSH definition)	£4,800	£5,061	£5,244	£5,227	↑	£5,280
3a	General needs and independent living cost per unit	£3,664	£3,527	£3,464	£3,696	↓	£3,641
3b	Supported Living cost per unit	£7,062	£8,340	£8,699	£8,496	↑	£8,785
CUSTOMERS & COMMUNITIES							
<p>We can see improvements in 3 of the 4 customer satisfaction surveys, overall customers have noted employees in tenants homes have kept their distance and took the necessary safety precautions. In the year we have received just over 4,750 surveys responses across all transactional surveys, a annual report is being finalised to highlight learning in the year. We have received 529 complaints between April and March 2021, 59% of complaints received are related to repairs. Progress Futures has shown that 93% of service users (107 service users) are making progress in 3 or more areas, the average user is making progress in 5.5 outcome areas (7 outcome areas). KEY Unlocking Futures has completed 269 cases in Outcomes STAR with improvement ranging from 0% to 85.7%. 155 cases have been completed using Warwick-Edinburgh Mental Wellbeing Scale (WEMWBS) with increase ranges from -10% to 379%. WEMWBS is unable to be conducted over the phone, during COVID an additional 132 cases have been completed which cannot be measured in the same way. All service users reported that their wellbeing had improved.</p>							
Improve customer satisfaction							
4	Responsive repairs satisfaction	98.6%	98.5%	89.3%	89.3%	↔	90.0%
5	Arrears service satisfaction	91.7%	86.4%	75.6%	82.9%	↑	90.0%
6	New tenant satisfaction	76.7%	88.2%	88.8%	92.9%	↑	95.0%
7	Telecare satisfaction	95.6%	99.5%	98.2%	98.3%	↑	97.0%
8	Complaints responded in timescale	NEW	99.7%	82.8%	87.0%	↑	95.0%
Have a positive impact on communities							
9	Outcome STAR % change by Progress Futures	NEW	NEW	31.8%	25.5%	↓	>30%
10	No. of Homeless service unit provision	86	86	86	86	↔	86
11	Outcome STAR % change for Key Unlocking Futures	NEW	NEW	NEW	13.8%	NEW	>30%
12	WEMWBS % change for Key Unlocking Futures	NEW	NEW	NEW	53.3%	NEW	>30%
LEARNING & GROWTH							
<p>COVID sickness in the year relates to 0.7% of all sickness, at a salary cost of £75,974. There have been 34% less sickness occurrences compared to the previous year, this reduction is short term and medium sickness with 38% less occurrences. We have seen an improvement in employee satisfaction across all measures when compared to the previous survey. The reporting department, length of service and marital status are factors which appear to be influencing satisfaction. Departments are now using this information to develop actions around the key improvement themes, reward and recognition, organisational culture and leadership.</p>							
Be a leading employer							
13	Employee sickness	5.0%	4.2%	4.5%	4.4%	↑	4.2%
14	Employee turnover **	12.8%	11.5%	11.8%	11.1%	↑	>10% / <12%
15	Employee satisfaction	73.9%	77.2%	79.7%	83.0%	↑	80.5%
Grow the organisation							
16	Projected completions Vs target	91	121	91	123	↑	118
17	No. supported by Technology Enabled Care & Support	20,017	40,012	49,677	50,502	↑	54,000
PROCESS							
<p>Most indicators has performed well over an extremely challenging year, arrears targets have been almost achieved and we have seen improvements in responsive repairs performance. Planned works targets had been adjusted due to COVID and targets have not been achieved due to further lockdowns and a decision to protect tenants and colleagues. Relet times are being impacted by the 1st lockdown and we adjusted the target at the beginning of the year to allow for this. Void rent loss targets have been achieved for general needs and independent living. General needs relet target has not been met due to 5 long term lets at Dobson Close, if we remove these the average relet time reduces from 31.0 to 26.4 days. We can attribute 0.3% of void rent loss to COVID but it is suspected that there is further impact which is unable to be measured in letting Supported Living units which is impacting void rent loss and relet times.</p>							
Reduce arrears and bad debts							
18	Current tenant arrears	3.4%	3.6%	3.9%	3.9%	↔	3.7%
19	Former tenant arrears	0.9%	0.8%	1.2%	1.1%	↑	0.9%
20	Rent debit written off	0.5%	0.1%	0.1%	0.3%	↓	0.5%
Improve the quality of our homes							
21	Appointments kept ***	92.0%	93.1%	92.7%	93.3%	↑	95.0%
22	Repairs completed in time ****	89.7%	91.0%	94.8%	94.9%	↑	95.0%
23	Repairs right first time - Tenant view	NEW	80.8%	83.7%	84.2%	↑	85.0%
24	Planned works completed	1243 / 1280	1580 / 1753	1295 / 1290	1173	↓	1413
Reduce the voids within our communities							
25	Relet times	94.1	88.4	99.3	124.2	↓	102
26	Void rent lost	6.2%	6.2%	6.2%	7.1%	↓	6.5%
27	Void rent lost less voids paid by others*****	4.4%	3.9%	4.3%	5.2%	↓	4.7%

↑ = 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

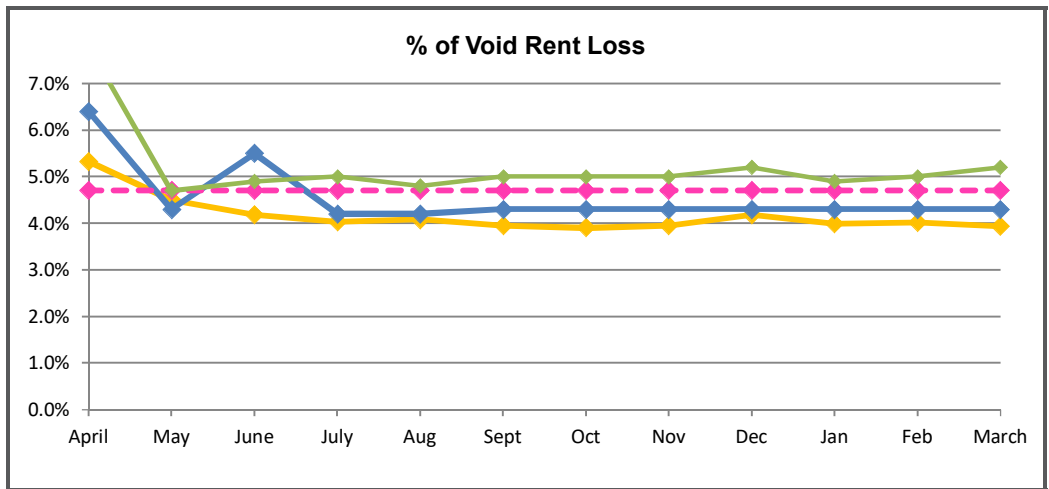
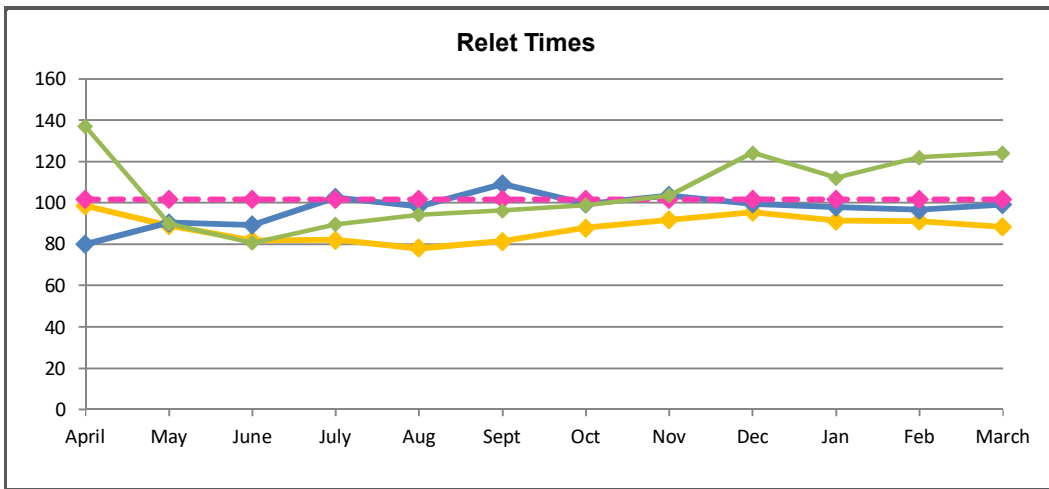
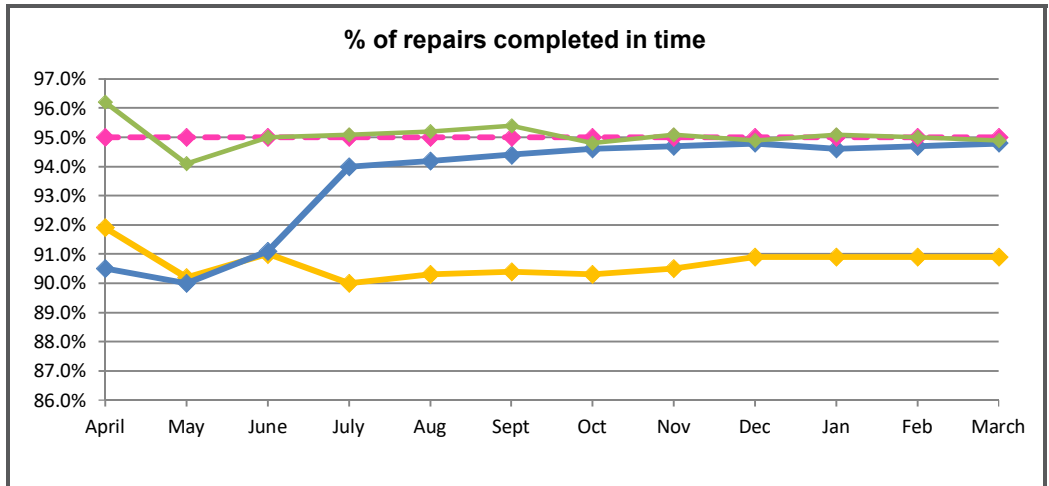
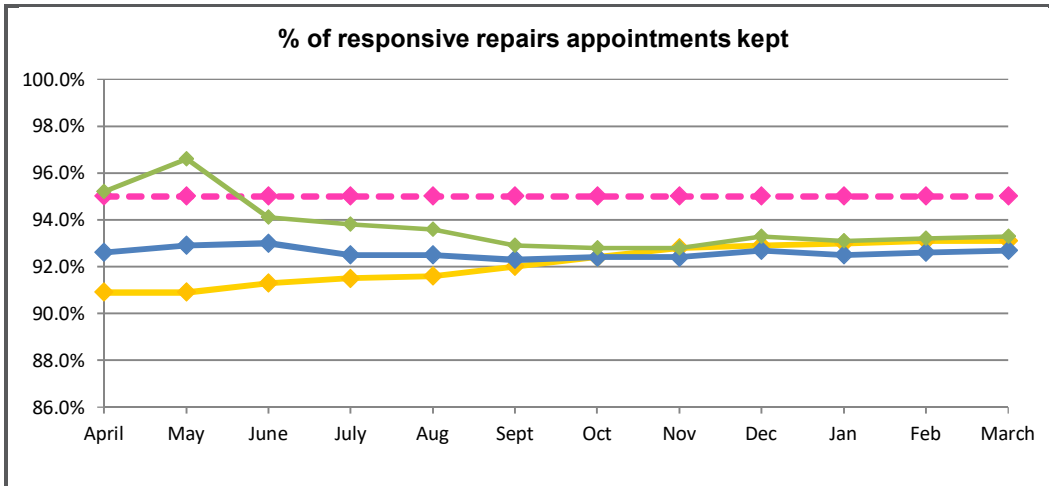
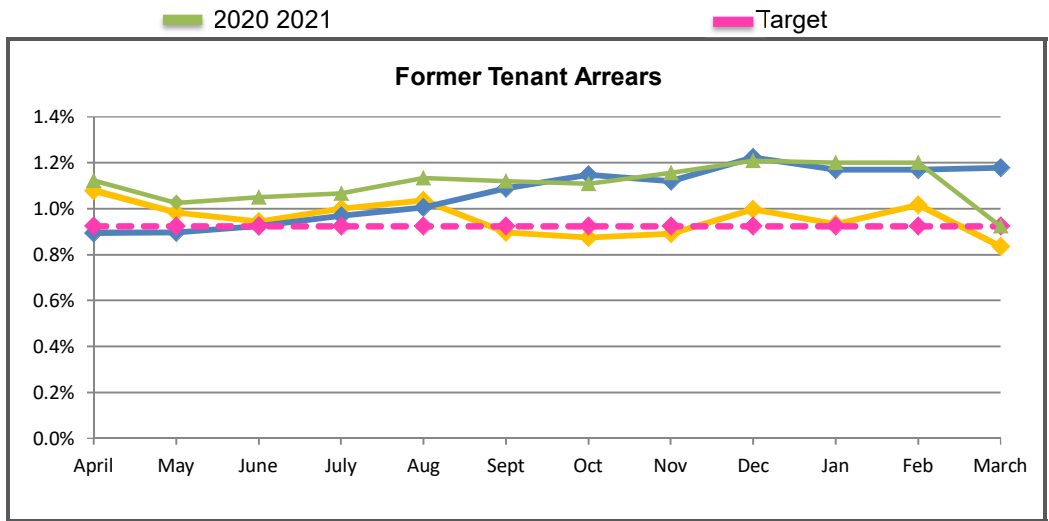
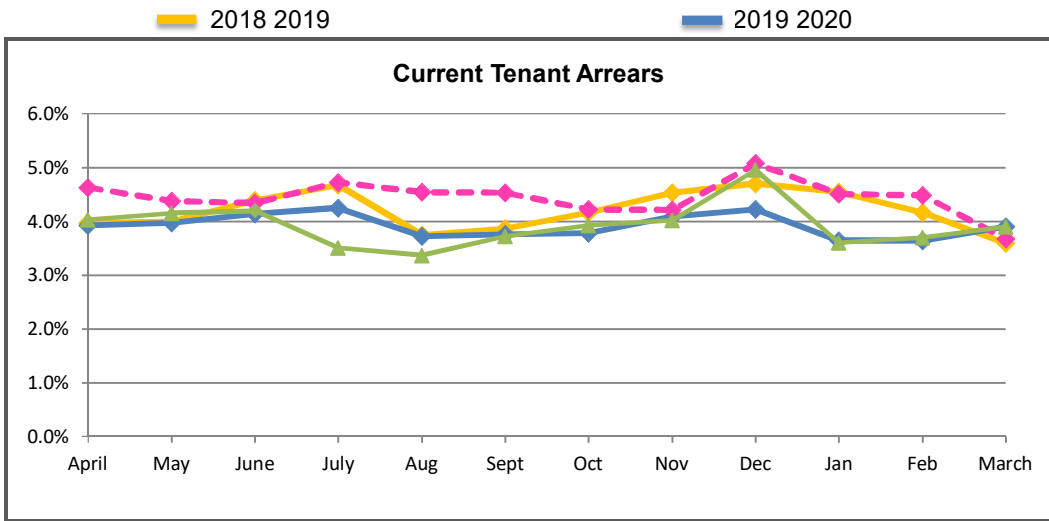
* This the number of people assisted into training, work placement, education and employment

** 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



PROCESS SECTION BY ACTIVITY TYPE

AIM	Indicators	Main activity type	2017 2018	2018 2019	2019 2020	2020 2021	Trend	Target
Reduce arrears and bad debts	Current Tenant Arrears	General	3.6%	4.0%	3.7%	3.0%	↑	4.0%
		Independent Living	0.5%	0.6%	0.4%	0.4%	↔	0.5%
		Supported Living	3.8%	4.0%	4.5%	5.3%	↓	4.1%
	Former Tenant Arrears	General	2.0%	1.6%	2.0%	1.6%	↑	2.0%
		Independent Living	0.5%	0.6%	0.6%	0.3%	↑	0.6%
		Supported Living	0.2%	0.2%	0.2%	0.4%	↓	0.2%
	Rent debit written off	General	1.4%	0.7%	0.3%	0.7%	↓	0.5%
		Independent Living	0.2%	-0.6%	0.1%	0.5%	↓	0.5%
		Supported Living	0.0%	-0.2%	0.1%	0.0%	↑	0.5%
Reduce the voids within our communities	Relet times	General	32.7	22.3	21.2	31.0	↓	26
		Independent Living	41	29.2	22.6	25.8	↓	31
		Supported Living	296.9	22.3	327.2	377.6	↓	327
	Void rent lost	General	0.8%	0.5%	0.6%	0.7%	↓	0.8%
		Independent Living	1.5%	1.1%	0.9%	0.8%	↑	1.3%
		Supported Living	9.3%	9.5%	9.6%	11.1%	↓	10.0%
	Void rent lost less voids paid by others****	General	0.8%	0.5%	0.6%	0.7%	↓	0.8%
		Independent Living	1.5%	1.1%	0.9%	0.8%	↑	1.3%
		Supported Living	6.4%	6.0%	6.4%	7.9%	↓	7.5%