

Report to:	STOCKPORT HOMES MEMBER COMMITTEE		
Date of Meeting:	06 July 2020 Stockport Homes Member Committee		
Title of Report:	CORPORATE PERFORMANCE YEAR END 2019-20		
Report of:	ASSISTANT CHIEF EXECUTIVE		
Confidentiality	Non Confidential		
Purpose of Report:	To provide an update on performance against indicators.		
Type of Report	Decision		
Recommendation(s):	<p>That the Members Committee:</p> <ul style="list-style-type: none"> i. Notes performance and improvement actions outlined in this report; ii. Raises any issues of concern about the explanations presented where targets or objectives have not been met. 		
Financial Implications of the recommendations	The report covers a range of financial measures including rent collection and arrears. Performance on the measures is analysed and improvement actions identified where required.		
Value for Money Implications of the recommendations	This report does not contain details of efficiencies delivered because these are reported on a half yearly basis		
Risk Implications of the recommendations	Risk Number	Risk Description	Risk Mitigation
	12	Income collection reduces/does not remain best in sector performance	Performance is reported both weekly and monthly to managers and quarterly to the Board, Customer Monitoring Group and the Council's Member Committee. This ensure oversight of potential problems and plans to prevent or

			address poor performance. Benchmarking across the sector helps track trends.
	13	Rent and water arrears increase to unsustainable levels as a result of the changes brought about by the Housing and Planning Act, Welfare Reform and the live rollout of Universal Credit in Stockport	This risk is mitigated by monitoring and managing key performance indicators related to the impact of Welfare Reform. A performance brief is produced monthly for managers and a performance report quarterly to the Board, the Customer Monitoring Group and the Council's Member Committee. These highlight potential problems, helping ensure financial reforecasting and action planning for improvement.
	16	Health and safety obligations to customers are not fulfilled, including gas safety, fire safety, legionella and asbestos.	The risk is mitigated by monitoring and reporting on these key indicators. Any potential problems are highlighted and action planning is triggered to address poor performance.
Council Impact Assessment (CIA)	Does a CIA need to be completed? No	If so, has one been completed?	
Comments of the Stockport Homes Monitoring Group	The Stockport Homes Monitoring Group provided comments relating to the Corporate Performance Report. The comments covered: <ul style="list-style-type: none">The customers stated that it was clear that performance has been good again, no concerns about the impact of Covid because there is confidence that SHG will overcome any issues and be able to catch up, unless there is a second lockdown.The customers had no concerns about explanations where targets hadn't been met.		

Content of Report signed-off by Director	Sandra Coleing 15/06/2020
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CORPORATE PERFORMANCE REPORT

1 INTRODUCTION

- 1.1 This report summarises performance against Stockport Homes' aims, using a range of corporate indicators.
- 1.2 Below is a table of performance at the end of the year, which is followed by an analysis of performance and then an update on performance for May 2020.

Indicator	2018/19 performance	2019/20 Target	2019/20 performance
% of domestic properties with a valid gas safety certificate (excluding leasehold)	100%	100%	100%
% of commercial properties with a valid gas safety certificate	100%	100%	100%
% of properties with a satisfactory electrical installation certificate	100%	100%	99.99%
% of compliant Fire Risk Assessments	100%	100%	100%
Satisfaction with the quality of service during investment work programmes	98.6%	98.7%	98.7%
% ASB complainants satisfied with the outcome of their case	99.7%	98.5%	98.93%
Complainants who would use the complaints service again	95.2%	95%	95.83%
Satisfaction with the repair	98.9%	98%	99.8%
% efficiencies as a proportion of the management fee	9.12%	3%	6.42%
Rent collected as a % of rent due	99.82%	N/A (March conservative est 98.69%)	100.49%
Rent arrears as a % of rental debit	1.30%	N/A (March conservative est 1.85%)	1.93%
Average time taken to re-let empty dwellings (all re-lets)	11.4 days	11 days	11.9 days
Percentage of moves that are mutual exchanges	43.08%	42%	54.80%

Repairs completed at the first visit	97.2%	95%	95.7%
Availability of core IT systems	99.94%	99.75%	99.81%
Percentage of One Number calls picked up	93.09%	95%	95.24%
Stockport Homes Group Teckal ratios:			
Stockport Homes Ltd	99.75:0.25	80:20	99.1:0.9
Three Sixty	100:0	80:20	99:1
Viaduct	100:0	80:20	100:00
Foundations	N/A	80:20	98.2:1.8
% of estate inspections rated at least 'good'	98.24%	97%	98.07%
Ratio of Homelessness preventions to number assessed as becoming homeless (relief duty)	1:1.6	1:1.5	1:1.0
Percentage of properties with an energy performance rating of C or above	91.5%	92.5%	92.5%
Average days lost due to sickness per employee	6.69 days	6.5 days	6.58 days

2 ANALYSIS OF PERFORMANCE

- 2.1 At the end of the year, 17 of the 21 corporate performance indicators met targets and were rated as 'green'. Three fell short of the agreed target but remained within an acceptable tolerance and classed as 'amber'. There was one indicator that was rated as 'red', which had a target but no year-end tolerance.
- 2.2 At year-end, the electrical installation certificate indicator, a health and safety indicator without a tolerance, missed target by 0.01 per cent. This was due to an access issue at one domestic property caused by Covid-19 restrictions. The service engaged with the tenant, via the Intensive Support Team, five months ahead of the renewal date because of known mental health issues. Despite intensive work to support the customer and prepare the property for the test it was postponed, at the customer's request, because they are extremely vulnerable and 'shielding' based on Government advice. The test will be undertaken once the tenant is able to allow people into their home.
- 2.3 Throughout the year, Stockport Homes has delivered excellent performance for repairs completed at the first visit and maintained an excellent safety record for gas safety and Fire Risk Assessments. Customer satisfaction has also remained

high with the repairs, investment, and anti-social behaviour services during the year.

3 MAY UPDATE

3.1 At the end of May 11 out of the 15 corporate performance indicators met targets and were rated as 'green'. The remaining four indicators fell outside of their tolerance and rated as 'red'.

3.2 Performance against the corporate indicators and analysis is provided below:

Indicator	2019/20 performance	2020/21 Target	May (YTD)
% of domestic properties with a valid gas safety certificate (excluding leasehold)	100%	100%	99.50%
% of commercial properties with a valid gas safety certificate	100%	100%	100%
% of properties and communal areas with a satisfactory electrical installation certificate	100%	100%	99.98%
% of compliant Fire Risk Assessments	100%	100%	100%
% of communal areas with a valid water risk assessment	N/A	100%	100%
% of communal areas with asbestos materials that have been periodically re-inspected in line with the agreed inspection frequency (12 or 24 months)	N/A	100%	100%
Satisfaction with the quality of service during investment work programmes	98.7%	98.7%	Quarterly
% ASB complainants satisfied with the outcome of their case	98.9%	98.5%	Quarterly
Complainants who would use the complaints service again	95.83%	95%	Quarterly
Satisfaction with the repair	99.8%	98%	Quarterly
% efficiencies as a proportion of the management fee	6.42%	3%	Six monthly
Rent collected as a % of rent due	100.49%	99.75% (May conservative est. 100.54%)	101.25%

Rent arrears as a % of rental debit	1.93%	2.53% (May conservative est. 2.25%)	2.16%
Average time taken to re-let empty dwellings (all re-lets)	11.9 days	11 days	13.1 days
% of moves that are mutual exchanges	54.80%	48%	19.23%
Repairs completed at the first visit	95.7%	95%	98.8%
Number of instances where Stockport residents are supported into work, volunteering or education by Stockport Homes (rolling 12 months)	N/A	903	Quarterly
Availability of core IT systems	99.94%	97.75%	100%
Percentage of One Number calls picked up	93.09%	95%	98.29%
Stockport Homes Group Teckal ratios:		N/A (early warning indicator 90:10)	
Stockport Homes Ltd	99.1:0.9		Quarterly
Three Sixty	99:1		Quarterly
Viaduct	100:0		Quarterly
Foundations Stockport	98.2:1.8		Quarterly
Number of instances where Stockport residents are supported into work, volunteering or education by Stockport Homes	903	767	Quarterly
% of estate inspections rated at least 'good'	98.07%	97%	99.21%
Ratio of homelessness preventions to number assessed as becoming homeless (relief duty)	1:1.0	1:1.5	Quarterly
% of properties with an energy performance rating of C or above	92.5%	92.5%	Quarterly
Average days lost due to sickness per employee	6.58 days	6.25 days (May target 1.02 days)	0.97 days

- 3.3 **RED Percentage of domestic properties with a valid gas safety certificate: 99.95 per cent (against a target of 100 per cent)**
- 3.4 It was not possible to gain access to 44 domestic properties with gas safety certificates due to expire. In 37 cases, households are self-isolating as they fall into the Government's shielding category. The current advice from the Government, as at 18th May, is that they are strongly advised to stay at home and any face-to-face contact until 30th June. In accordance with guidance issued by the Health and Safety Executive and Gas Safe on 18th May, landlords should consider the balance of risk presented by the gas system with the risk to the tenant's health. A review has been undertaken on the type of gas appliances in the 37 properties and each has been determined as low risk. Gas checks for these properties are being arranged for after the isolation period ends. A further seven tenants have refused access because they have underlying health issues and have chosen to self-isolate. In these instances, the service is taking reasonable steps, in line with Health and Safety Executive guidance, to gain access and/or reschedule the gas safety checks.
- 3.5 **RED Percentage of properties with a satisfactory electrical installation certificate: 99.98 per cent (against a target of 100 per cent)**
- 3.6 By the end of May 2020, two fixed-wire test had not had not yet been completed. One is as detailed in the year-end update, and the second is linked to Covid-19 and a customer "shielding" due to medical conditions that mean they are vulnerable.
- 3.7 **RED Average time taken to re-let empty dwellings (all re-lets): 13.1 days (against a target of 11 days)**
- 3.8 In May 2020, performance was 13.0 days, against a target of 11 days. This is a marginal improvement on the 13.2 days recorded in April, bringing the year-to-date to figure to 13.1 days. Following the trend seen in the previous year, a number of properties have required extensive works, with the average time taken to complete works to these properties being 22.2 days, as opposed to 9.0 days for those properties not requiring major works. These types of works included structural, flooring and extensive plastering at several family-sized properties. In addition, working practices have been significantly adapted to meet restrictions and government guidance linked to the Covid-19 crisis, ensuring that performance remained as close to target as possible. Nevertheless, the crisis has had an impact due in particular to the requirements around social distancing. All new ways of working have now been fully embedded to remove any unnecessary delays in the repairing, viewing and signing-up of properties. This indicator is expected to improve as Covid-19 restrictions are lifted.
- 3.9 **RED Percentage of moves that are mutual exchanges: 19.23 per cent (against a target of 48 per cent)**
- 3.10 Mutual exchanges have continued to be processed throughout the lockdown period, as the team have continued to accept new applications, maintain the waiting list and identify suitable matches for customers. As the restrictions have lifted, property inspections have been undertaken, following rigorous risk assessments, and customers have been able complete their exchanges. There are sufficient mutual exchanges in progress to bring performance back into target over the coming months.

4 CONCLUSION

- 4.1 Throughout the year, all performance indicators either met target or was within an acceptable tolerance level except for one indicator without a tolerance on the last day of the year due to unprecedented circumstances caused by the Covid-19 pandemic. Where performance is off target, improvement actions have been identified and are underway.
- 4.2 Covid-19 has had an impact on performance during May, but actions are in place to ensure that processes are being managed effectively.

5 RECOMMENDATIONS

- 5.1 That the Members Committee:
- Notes performance and improvement actions outlined in this report;
 - Raises any issues of concern about the explanations presented where targets or objectives have not been met.