



Report to:	STOCKPORT HOMES MEMBER COMMITTEE 03 July 2023
Report of:	ASSISTANT CHIEF EXECUTIVE
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Type of Report	Assurance
Title of Report:	CORPORATE PERFORMANCE REPORT
Purpose of Report:	<p>The purpose of this report is to provide an update on performance and tenant satisfaction against key performance indicators and measures.</p> <p>Details of Stockport Homes (SHG) performance against Regulator of Social Housing's Tenant Satisfaction Measures are also being shared for April and May 2023, including benchmarking against Greater Manchester Housing Providersⁱ and Housemarkⁱⁱ pilot exercises.</p>
Recommendation(s):	<p>That Members Committee:</p> <ul style="list-style-type: none"> i. Note 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. iii. Note the changes to the format of the performance scorecard to a dashboard style and provide comments.
Confidentiality	Non-Confidential
Resource Implications	Any resource implications have been considered as part of the budget setting process for 2023/24.

Impact on Risk Appetite and Risk Register	SHG seeks to manage risks in line with its risk appetite. Overall, SHG's risk appetite in relation to decision making is 'minimal' and by reporting regularly on the key corporate performance indicators Member Committee will gain assurance.		
	Risk Number	Risk Description	Risk Mitigation
	3	Health and safety obligations to customers aren't fulfilled, including gas safety, electrical safety, fire safety, legionella, lift safety, asbestos and carbon monoxide	The risk is mitigated in several ways, including by monitoring and reporting on these key indicators. Any potential problems are highlighted, and action planning is triggered to address poor performance
	5	SHG does not deliver excellent customer services in the way that customers require them and does not maintain a strong, positive reputation where stakeholders have trust and confidence in SHG	This risk is mitigated by ensuring Tenant Satisfaction Measures are completed accurately and insight used to drive improvement In addition by ensuring customer feedback processes reflect requirements of the Housing Ombudsman
	8	Income collection, available cash resources and stress testing are insufficient to deliver and sustain SHG and	This risk is mitigated by ensuring Stockport Homes income collection methods remain effective and for

		its strategic ambitions	purpose and Stockport Homes remain best in sector for income collection.
	11	SHG is not adequately prepared for proactive regulation by the Regulator of Social Housing	This risk is mitigated by ensuring Tenant Satisfaction data is collected in line with the Regulator's technical guidance, supported by internal audit of processes involved.
	15	SHG does not have confidence in data quality and integrity and it is not accessible / used properly	This risk is mitigated by ensuring that all performance indicators (including TSM's) have documented collection methodology and rationale in line with definitions
Customer Voice	The performance indicators reflect the priorities agreed in the Delivery Plan and customers are involved in the formulation of that plan. The Tenant Satisfaction Measures have been developed in collaboration with customers following a national consultation which concluded in March 2022.		
Equality, Diversity & Inclusion implications	Equality, Diversity and Inclusion has been considered when developing the TSM collection process in line with the Regulator's requirements to ensure that data submitted is statistically representative of the customer base.		
Regulatory compliance	The performance indicators along with the Tenant Satisfaction Measures enable SHG to monitor performance on its regulatory obligations and compliance with the Governance and Financial Viability Standard, Value for Money Standard, Home Standard, Neighbourhood and		

Community Standard and the Tenant Involvement and Empowerment Standard, which form part of the Regulatory Standards along with the new requirement to report on the Tenant Satisfaction Measures.

Comments of the Stockport Homes Monitoring Group from the meeting on 20 June 2023

Customers were pleased that there had been no evictions in 2023. They added that this highlighted that Stockport Homes will engage with customers to prevent their situation reaching an eviction, wherever possible.

They concluded by noting the positive overall performance throughout Stockport Homes.

1. INTRODUCTION

- 1.1 This report summarises performance against key performance indicators and measures for the **2022-23 year-end and for April and May 2023**. Performance can be found at **Appendix 1**.
- 1.2 The format of the cover report and performance dashboard have been updated, to enable easier navigation of information provided, clear comparisons with target and tolerances, and as the year progresses, comparisons with the previous month's performance in addition to outturn for 2022-23.
- 1.3 The performance dashboard now includes data relating to perceptual Tenant Satisfaction Measures (TSM), with monthly figures included in addition to benchmark comparisons with TSM pilots completed by Housemark and Greater Manchester Housing Providers in January 2023. Graphs are provided to give a more visual interpretation of the figures.

2. SUMMARY OF PERFORMANCE – YEAR END

- 2.1 At year-end (2022-23), **12** of the **16** corporate performance indicators were rated as 'green', having met their targets. Two indicators were outside of the target but remained within the tolerance and were rated 'amber'. Two indicators fell outside of tolerance and were rated as 'red'.
- 2.2 Area's not meeting target and tolerance and are RED are as follows: -
 - % of fire safety actions completed within timescale
 - Average time taken to re-let empty dwelling (all re-lets)
- 2.3 Area's not meeting target and are AMBER are as follows: -
 - % of ASB complainants satisfied with the outcome of their case
 - Availability of core IT systems

See Appendix 2 for commentary on the above exceptions

- 2.4 Performance in 2022-23 met or exceeded target in 12 of the 16 corporate performance indicators, consistently delivering excellent performance against areas such as building safety compliance, rent collection, satisfaction with repairs, repairs completed at first visit and estate standards.
- 2.5 At 2022-23-year-end two indicators fell outside of their target but remained within their tolerance and two indicators fell outside of tolerance, rated as 'red'. Commentary has been provided against all indicators where performance has not met target to provide Member Committee with assurance that remedial action is taking place to rectify the issues.

- 2.6 SHG will continue to improve reporting to Member Committee in areas where performance does not meet target in the coming year by providing improved levels of insight. This is partly enabled by the implementation of the new Housing Management System (Civica Cx) as data becomes more accessible and more in-depth analysis and investigation with service leads for area's not meeting target. The Data Team will continue to work with the business to develop reporting using dashboards and will work with key stakeholders to provide improved levels of insight about customers and properties.

3. NEW PERFORMANCE DASHBOARD FOR 2023-24 – SUMMARY OF CHANGES

- 3.1 There have been significant changes to performance measures and calculation requirements across the housing sector, introduced by the Regulator of Social Housing in April 2023. A revised Performance dashboard has been attached at **Appendix 1**, detailing all Corporate and Tenant Satisfaction Measures (TSM's), including performance for April and May 2023. This has increased the overall number of measurable indicators to 27, 20 with targets assigned and seven without. Targets were approved at the Customer Focus Committee.
- 3.2 Stockport Homes have begun collection of perceptual Tenant Satisfaction Measures via digital surveys whilst completing tenancy visits. This personal approach ensures customer feedback can be received from anyone with additional needs. However, it can miss people who do not respond to a visit. Throughout the year, ensuring a representative sample is a priority and any customer who cannot be contacted through the current tenant visit will be followed up.

This feedback is now available in a Power BIⁱⁱⁱ dashboard and the data is refreshed daily. The dashboard is fully interactive and measures collection against a selection of prescribed customer and property demographics. This enables Stockport Homes to review feedback regularly and act upon it as part of business as usual. This approach has been identified as good practice in a recent publication by PwC, following audits of several providers. Performance is included in the dashboard at **Appendix 1**.

4. SUMMARY OF PERFORMANCE FOR 2023-24

- 4.1 At the end of May 23, 16 of the 20 performance indicators were rated as 'green', having met their targets. This is a positive start to the year and overall, SHG is performing well against most performance indicators. Three indicators were outside of the target but remained within tolerance and were rated 'amber'. One indicator was outside of tolerance and was rated as 'red'
- 4.2 The area not meeting target and tolerance which is RED is as follows: -
- 91.14% of ASB complainants satisfied with the outcome of their case

Areas not meeting target which are AMBER are as follows: -

- 99.57% of fire safety follow on actions completed within timescale
- 2.11% Rent arrears as a % of rental debit

- 99.42% Availability of core IT systems

See Appendix 2 for commentary on the above exceptions

- 4.3 There are seven measures without targets in the report, covering the following:
- Number of anti-social behaviour cases that involve hate incidents opened per 1000 properties
 - Number of anti-social behaviour cases (including hate incidents) opened per 1000 homes
 - Proportion of non-emergency repairs completed within timescale
 - Number of Stage one complaints per 1000 properties
 - Number of Stage 2 complaints per 1000 properties
 - Number of evictions where the tenant is still in situ
 - Percentage of people threatened with homelessness where homelessness is then prevented
- 4.4 There has been one eviction in 2023.
- 4.5 Homelessness was prevented in 160 cases, which is 66.95% of the cases where people were at risk and is above the UK average of 60 per cent. The relief duty, which is a statutory duty owed to people that are already homeless or in cases where prevention has not been successful, was met in 227 cases to date.

5. TENANT SATISFACTION MEASURES - PERCEPTION SURVEYS

- 5.1 There are 12 Tenant Satisfaction Measures (Perception) and 14 Tenant Satisfaction Measures (Management) which are required by the Regulator. Performance against these measures up to the end of May 2023 is available in **Appendix 1**.
- 5.2 Perception measures
- 5.2.1 Benchmarking comparisons against pilots completed by Housemark and Greater Manchester Housing Providers (in January 2023) have been added for context. A more visual graphical representation of performance has also been included for information.
- 5.2.2 SHG are performing relatively well in all areas of perceptual TSM's with over 90% satisfaction in April and May with the overall service provided by SHG. When compared to Housemark pilot data this is upper quartile performance.
- Repairs and Complaints satisfaction is performing broadly in line with Housemark and GMHP benchmarks. Further investigation into these areas of satisfaction is ongoing, to ensure any improvements are identified and actioned. Additional updates will be provided in subsequent reports to Member Committee to highlight any themes and any changes to service made as a result of a more intensive review.

Satisfaction with listening to views and being kept informed are much higher than benchmark. SHG customers believe that they are treated fairly and with respect, with over 93% satisfaction in April and May against this measure.

6. CONCLUSION

- 6.1 SHG have started the year positively with 16 out of 20 indicators having met or exceeded target.
- 6.2 Average time to relet empty properties has made a positive start, with performance at 'green' for both April and May. This demonstrates the impacts of improvements made last year, following a challenging year in 22-23. Performance is also reassuring in the areas of building safety compliance, emergency repairs completed within timescale, repairs satisfaction and complaints.
- 6.3 SHG have started the year positively for TSM perception surveys with 10 out of 12 survey results higher than Housemark pilot benchmark.
- 6.4 At the end of May, one indicator was out of tolerance and rated as 'red' and three were off target and rated as 'amber'. Commentary has been provided against all indicators where performance has not met target and reasons for this provided in **Appendix 2**.
- 6.5 The format of the performance dashboard and exception reporting has been updated for this first report of the 2023-24 reporting period, to make monthly trends more visible and to include all Tenant Satisfaction Measures (TSM's). This includes a monthly update of perception survey feedback from our customers. Comments on the changes are welcomed.

7. RECOMMENDATION(S)

That Member Committee:

- 7.1 Notes performance and improvement actions outlined in this report.
- 7.2 Raises any issues of concern about the explanations presented where targets or objectives have not been met.
- 7.3 Note the changes to the format of the performance scorecard to a dashboard style and provide comment.

ⁱ Tenant Satisfaction Measure pilot completed by Greater Manchester Housing Providers

ⁱⁱ Tenant Satisfaction Measure pilot completed by Housemark – report issued in January 2023

ⁱⁱⁱ Power BI is a Microsoft data visualisation platform used for business intelligence purposes