



Report to:	<b>STOCKPORT HOMES MEMBER COMMITTEE</b>  <i>12 February 2024</i>
Report of:	<b>EXECUTIVE DIRECTOR OF RESOURCES</b>
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Type of Report	<i>Assurance</i>
Title of Report:	<b>CORPORATE PERFORMANCE REPORT</b>
Purpose of Report:	<p>The purpose of this report is to provide an update on performance and tenant satisfaction against key performance indicators and Tenant Satisfaction Measures.</p> <p>A Damp, Mould and Condensation (DMC) update has been provided at Appendix 3 to update Member Committee on DMC performance.</p>
Recommendation(s):	<p>That Member Committee:</p> <ul style="list-style-type: none"> <li>i. Note performance and improvement actions outlined in this report.</li> <li>ii. Raises any issues of concern about the explanations presented where targets or objectives have not been met.</li> <li>iii. Note the DMC update and provide comment.</li> </ul>
Confidentiality	Non-Confidential
Resource Implications	Resource implications of collecting robust data and holding data on agile, accurate systems is considered as part of the Data Strategy. Data integrity and collection of robust performance information in line with expectations from the Regulator (Consumer Standards / Sector Risk Profile) and the Housing Ombudsman is considered as part of assessing resource implications for the 2024/25 Budget.

Resource implications can arise where performance is deviating from target. Current performance levels are not indicating any resource implications over and above those set within the budget, other than any indicators linked to Repairs and Maintenance where there are significant cost pressures. These pressures have been detailed in the financial reports.

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 SHG will gain assurance.

Risk Number	Risk Description	Risk Mitigation
3	Health and safety obligations to customers are not 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 and ensuring customer feedback processes reflect requirements of the Housing Ombudsman.
8	Income collection, available cash	This risk is mitigated by

		resources and stress testing are insufficient to deliver and sustain SHG and its strategic ambitions.	ensuring Stockport Homes' income collection methods remain effective and fit for 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. KPI audits will now form part of annual KPI review processes.
Customer Voice	The performance indicators reflect the priorities agreed in the Business Plan and customers are involved in the formulation of that plan. Tenant Satisfaction Measures (TSM's) were agreed in collaboration with customers following a national consultation which concluded in March 2022. TSM performance is now published on the SHG website and used to inform SHG service reviews and customer scrutiny reviews.		

<p>Equality, Diversity &amp; Inclusion implications</p>	<p>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.</p>
<p>Regulatory compliance</p>	<p>The performance indicators along with the Tenant Satisfaction Measures (TSM's) enable SHG to monitor performance against regulatory obligations and compliance with the current consumer standards; Governance and Financial Viability Standard, Value for Money Standard, Home Standard, Neighbourhood and Community Standard and the Tenant Involvement and Empowerment Standard, along with the new requirement to report on the Tenant Satisfaction Measures.</p> <p>TSM's must be reported to the Regulator of Social Housing on a registered group basis and Stockport Council are responsible for performance against Consumer and Tenant Satisfaction Measure standards. To monitor this, an Assurance meeting is in place between SHG and Council Officers to oversee compliance against the standards.</p> <p>The Social Housing Regulation Act received Royal Assent in July 2023 and updated Consumer Regulation will apply from April 2024. TSM performance must be submitted to the Regulator of Social Housing (RoSH) by the 30 June 2024.</p> <p>The Housing Ombudsman consultation on the joint Complaint Handling Code (unified between housing and local government services) – has now closed and submissions are under review. Any approved revisions to this code will need to be reflected in SHG's Complaints Policy and complaints handling processes.</p>
<p>Comments of the Stockport Homes Monitoring Group at the meeting held 30 January 2024:</p>	<p>The customer safety figures were commended, but customers would like to see figures on Damp, Mould and Condensation in future reporting.</p> <p>The customers commended how SHG review what is happening within the wider sector and assess any likely impacts on SHG services, should they be affected.</p> <p>10% of customers being surveyed on Tenant Satisfaction Measures was viewed as good progress. The customers asked that in future reporting, it would be useful for the number of customers to be highlighted, and not just a percentage.</p>

## 1. INTRODUCTION

- 1.1 This report summarises performance against SHG key performance indicators and measures for **December 2023 Year to Date (Quarter 3)**. Performance can be found in **Appendix 1**.
- 1.2 The performance dashboard includes data relating to the perception Tenant Satisfaction Measures (TSMs), with monthly outturns included, in addition to benchmark comparisons with TSM pilots completed by Housemark – updated at Quarter 2 following a six-month review. TSM performance is published on the SHG website quarterly to enable customers to view.
- 1.3 Due to the changes introduced by the Regulator of Social Housing (RoSH) in April 2024, the overall number of measurable indicators increased to 27, 20 with targets assigned and seven without. Targets were approved at SHG's Customer Focus Committee on the 22 May 2023.
- 1.4 A review of targets is underway for the 2024-25 financial year, commencing in January with Key Performance Indicator (KPI) owners.
- 1.5 A review of reporting against SHG's 'service expectations' is currently underway to ensure any measures published to customers are included in the corporate performance report.

## 2. SUMMARY OF PERFORMANCE FOR 2023-24

- 2.1 At the end of December 23, 13 of the 20 performance indicators were rated as 'green,' having met their targets. This demonstrates SHG is performing well against most performance indicators. Four indicators were outside of the target but remained within tolerance and were rated 'amber.' Three indicators were outside of tolerance and rated as 'red.'
- 2.3 In December 2023, the areas not meeting target and tolerance rated as RED are as follows: -
  - 99.97% of properties and communal areas with a satisfactory electrical installation certificate. Target = 100%
  - 87.70% of ASB complainants satisfied with the outcome of their case (transactional). Target = 98%
  - 97.1% of Stage 1 complaints responded to within the Housing Ombudsman's complaints handling code timescales. Target = 100%.

As of December 2023, areas not meeting target which are AMBER are as follows: -

- 99.76% of fire safety follow on actions completed within timescale per Fire Risk Assessment. Target = 100%
- 13.4 Days is the Average time taken to re-let empty dwellings (all re-lets). Target = 11 days.
- 99.37% of Rent collected as a percentage of rent due. Target = 100.05%
- 2.39% Rent arrears as a percentage of rental debit. Target = 2.20%.

***See Appendix 2 for commentary on the above exceptions.***

- 2.4 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.
- 2.5 There has been one eviction in 2023, which was for rent arrears and therefore no changes since the last performance report. Stockport Homes continue to use evictions as a last resort after all support and interventions have failed.
- 2.6 Homelessness was prevented in 399 cases, which is 61.76 per cent of the cases where people were at risk and is above the England average of 52 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 577 cases to date.
- 2.7 Following the close down of Northgate issues were identified with the extraction of estate inspection gradings in Civica Cx. An options review has been concluded and the interim digital solution is being reinstated, with a go live date of 5 February 2024. Neighbourhood teams continue to complete estate inspections and any data collected during the offline period will be assessed and added retrospectively where appropriate.
- 2.8 The Damp, Mould and Condensation (DMC) update at Appendix 3 provides a summarised update of the joint work completed by teams across SHG to continually improve the DMC services offer for customers. Over 91% of the organisation have completed the online DMC training – demonstrating that DMC is being taken seriously by the whole business, not just those delivering the service. The remaining amount relates to new starters, leavers and staff who are out of the business for other reasons, so is a rolling cohort. The DMC training is included in the induction process for new starters and is also a

mandatory training course. No access levels continue to fall and have reduced by further 8% throughout October and November 2023 evidencing improvements relating to 'no access' following the review are effective.

### **3. TENANT SATISFACTION MEASURES - PERCEPTION SURVEYS**

- 3.1 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 December 2023 is available in **Appendix 1**.

The RoSH will be undertaking a national survey of tenants using the Tenant Satisfaction Measures to enable closer scrutiny of data provided by landlords. This will be completed predominantly digitally. Stockport Homes Group will survey ten per cent of customers digitally in January 2024 and compare satisfaction across all survey methods to ensure any risk associated with differences in satisfaction levels by method is assessed.

- 3.2 Perception measures

Quarter 3 (Q3) performance against all TSM perception measures is positive, with overall satisfaction with services at 95.5%.

Satisfaction with complaints handling has increased by 6% in December to 76.6%.

Performance has remained static for all other measures when compared to November 2023 outturns.

Data has been provided in **Appendix 1**.

### **4. BENCHMARKING**

- 4.1 A benchmarking exercise concluded in December 2023, completed by the GMHP Performance group, demonstrated that the vast majority of housing providers in Greater Manchester performed better than the national median (as per Q2 Housemark data) across all perception TSM's. This data also shows that the preferred method of collecting TSM survey data across Greater Manchester is by telephone with 77.7% of surveys being completed using this method.

- 4.2 SHG have completed the majority of surveys face to face as part of the tenancy visit process (90%) and the remaining completed over the phone (10%). In January 2024, a 10% sample will be completed digitally and comparisons with other methods will be completed when digital survey feedback is received.

- 4.3 For TSM management indicators, SHG perform positively in comparison to other GM providers against the following: Stage 1 and Stage 2 complaints received per 1000 homes, proportion of emergency repairs completed within timescale and all building safety measures. SHG are not performing as well as others for non-emergency repairs completed within timescale, however, are aware of this and whilst focussing on reducing the backlog of non-emergency repairs, understand that this will have a negative impact on overall completion

timescales. This is being closely monitored and a reporting dashboard has been created to support this.

- 4.4 A review of the following Housemark pulse measures has been completed to ensure the data was accessible. All considerations have been resolved and the following measures are being added to the monthly Housemark pulse submission as standard: -
- Formal Stage 1 & 2 complaints per 1000 properties and resolved within timescale (combined)
  - Average re-let time in days (standard re-lets)
  - % of voluntary staff turnover

## **5. CONCLUSION**

- 5.1 SHG are performing well with 13 out of 20 indicators having met or exceeded target. At the end of December, four indicators were out of tolerance and rated as 'amber' and three were off target and rated as 'red.' Commentary has been provided against all indicators where performance has not met target and reasons for this provided in **Appendix 2**.
- 5.2 SHG continue to perform well in relation to TSM perception satisfaction compared with other providers in the latest GMHP benchmark. A proportion of surveys are being completed digitally in January 2024 to enable comparison in satisfaction levels across all survey methods.
- 5.3 The inclusion of a separate DMC update on a quarterly basis will ensure visibility of all DMC service developments and assurance on progress in line with Regulatory and sector requirements.

## **6. RECOMMENDATION(S)**

- 6.1 That Member Committee:
- 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 DMC update and provide comment.