



Report to:	STOCKPORT HOMES MEMBER COMMITTEE <i>15 October 2024</i>
Report of:	DIRECTOR OF CORPORATE SERVICES / DEPUTY CHIEF EXECUTIVE
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Type of Report	<i>Assurance</i>
Title of Report:	CORPORATE PERFORMANCE REPORT
Purpose of Report:	The purpose of this report is to provide an update on performance against key performance indicators and Tenant Satisfaction Measures (TSM's) for August 2024, year to date.
Recommendation(s):	That Member Committee: <ul style="list-style-type: none"> i. Note performance results and improvement actions outlined in this report. ii. Raise any concerns about the commentary provided where performance targets were not achieved
Confidentiality	Non-Confidential
Resource Implications	The Data Strategy considered resource implications to collect and retain robust, accurate data on agile systems. The 2024/25 Budget agreed resource requirements for the provision of quality performance information to meet expectations from the Regulator (Consumer Standards, Sector Risk Profile, Tenant Satisfaction Measures) and Housing Ombudsman.

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
	1	SHG is not adequately prepared for a proactive inspection of the Consumer Standards by the Regulator of Social Housing	SHG monitors data through the Consumer Regulation Project Board to ensure data adheres to regulatory requirements and supports compliance with revised Consumer regulation
	6	SHG does not deliver excellent customer services in the way that customers require them	SHG has invested in a specific data function and systems to ensure customer, property and performance data is collected effectively and informs service delivery.
	8	SHG's performance in relation to Tenant Satisfaction Measures (TSM) is not in line with SHG's ambitions	SHG TSM performance is in the upper quartile of Housemark benchmarking in line with SHG ambitions to provide excellent services.
11	SHG does not have confidence in data quality and integrity and does not have a robust performance management framework that generates valuable insight for leaders	Data quality is a key theme throughout the Data Strategy and in line with the Regulators Sector Risk profile. Accessibility of performance and business insight data remains a high priority for SHG through the implementation of a modern data platform.	

<p>Customer Voice</p>	<p>The performance indicators reflect the priorities agreed in the Business Plan, which was formulated with the input of customers.</p> <p>Tenant Satisfaction Measures (TSM) have been in place since April 2023 and TSM performance is published on the SHG website and used to inform SHG service reviews and customer scrutiny reviews. TSM satisfaction analysis for 2023-24 has been shared with the ASPIRE panel and Customer Focus Committee in August 2024.</p>
<p>Equality, Diversity & 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. A breakdown of representativeness according to specific customer demographics has been shared with the Regulator of Social Housing (RSH) as part of the TSM submission and the 'Summary of Approach' document has been published on the SHG website as per RSH requirements.</p>
<p>Regulatory compliance</p>	<p>Performance indicators enable SHG to monitor performance against regulatory requirements and to ensure compliance with: Consumer Standards, Governance and Financial Viability Standard, Value for Money Standard, Home Standard, Neighbourhood and Community Standard, and the Tenant Involvement and Empowerment Standard, and to report on Tenant Satisfaction Measures (TSM).</p> <p>Consumer Regulation has been in force since 1 April 2024. SHG's TSM performance was submitted in June 2024 and has and has been signed off by the RSH.</p> <p>The Housing Ombudsman published the statutory Complaint Handling Code (2024) following consultation with landlords and customers. SHG's self-assessment was submitted in June 2024 which demonstrates compliance with the code.</p>

1. INTRODUCTION

- 1.1 This report summarises SHG's performance against key performance indicators including Tenant Satisfaction Measures (TSM) for the reporting period up to August 2024.
- 1.2 Appendix 1 contains a dashboard showing SHG's performance against each key performance indicator, including corporate metrics and TSM performance and perception metrics. SHG's TSM results are compared against benchmarks from Greater Manchester Housing Providers (GMHP) for Q1 2024-25.
- 1.3 SHG's FY 2023-24 TSM results were submitted to the Regulator of Social Housing (RSH) via upload to the National Register of Social Housing (NROSH) portal in June 2024 and has been signed off by the Regulator of Social Housing as approved. Stockport Council submitted results collated by SHG on their behalf. SHG's TSM results are published each month on the SHG website.
- 1.4 Where targets and tolerances have not been met, lead officers have provided narrative to show that patterns are understood, and improvement actions are being implemented.

2. PERFORMANCE SUMMARY – YEAR TO DATE AUGUST 2024

- 2.1 At the end of August 2024, 12 of the 22 performance indicators were rated as 'green', having met their targets.
- 2.2 One performance indicator failed to meet target (rated Amber):
 - Average time taken to re-let empty dwellings (all re-lets)
- 2.2 Nine performance indicators failed to meet tolerance (rated Red):
 - % of properties and communal areas with a satisfactory electrical installation certificate
 - % of homes for which all required Fire Risk Assessments have been carried out
 - % of homes for which all required asbestos management surveys or re-inspections have been carried out
 - % of fire safety follow on actions completed within timescale per Fire Risk Assessment
 - % of homes compliant with smoke and carbon
 - % of ASB complainants satisfied with the outcome of their case
 - % satisfaction with repair (transactional)
 - Proportion of non-emergency responsive repairs completed within the landlord's target timescale
 - Average days lost due to sickness per employee

To summarise August performance where target / tolerance has not been met: -

- **Electrical safety** – currently 14 properties with certificates outstanding, no access remaining as the main issue stopping completions. All no access households have complex needs and/or vulnerabilities requiring engagement with external agencies or more intensive work with Neighbourhood colleagues to provide a safe and unimpeded environment to complete the test.
- **Fire Risk Assessments** – one Fire Risk Assessment failed in August due to an issue with access at the block. This issue has now been resolved and the associated overdue assessment has now been completed.
- **Asbestos management** – one asbestos reinspection wasn't completed due to issues with access as the customer was being aggressive with the contractor at the point of completion. A joint visit was undertaken with the Neighbourhood Team and this inspection is now complete.
- **Fire risk actions** – there is a significant increase in actions being generated due to a new FRA assessor being in place, with approximately 180+ actions being completed per month just to maintain the status quo. Actions have now been batched for procurement through a new procurement framework. Additional staff resource has been identified to provide more sustained focus on reducing overdue actions.
- **Smoke and carbon compliance** – the remaining circa 3% of customers are refusing to have the monitors installed. These properties will be picked up on the annual gas safety check. Percentage completed has improved from 97.3% in July to 97.6% in August, demonstrating a positive trend in installations.
- **Satisfaction with ASB** – all dissatisfied customers in July received a contact from the ASB team leader where it was established ASB policy and procedure had been followed in all cases. In the cases where dissatisfaction remained, further action has been taken as agreed with the customer. Performance trend is improving steadily (from 76% in April to 86% in August).
- **Satisfaction with repair** – performance has remained static this financial year with performance for August at 81%, compared to July at 82%. 84 customers responded as dissatisfied in August, most referencing issues with the lead time of the repair to be appointed. Overdue repairs are being consistently reduced at scale month on month and management and reduction of No Accesses will release additional repair appointment slots. Both improvement actions should address the main reasons for dissatisfaction, and feedback from customers will be monitored to evidence the impact of the changes.
- **Non-emergency repairs completed within timescale** – A targeted plan is now in place to reduce the overdue repairs in stages over the remainder of the financial year. Improvements in reporting for overdue jobs and enhanced monitoring is now in place from Business Insight Team to support operational teams manage this reduction.
Average re-let times – performance has been negatively affected by 12 major voids being returned requiring kitchens, bathrooms, re-wiring or the rectification of structural alterations completed by the customer which SHG were not made aware of. These voids took an average of 32 days each to complete. Where possible SHG will visit and inspect properties during the void period to ensure works are planned prior to keys being returned by the customer. In month performance for August has improved to 10.8 days and

is within target and tolerance and SHL is ranked 2nd in the annual Housemark benchmarking for 2023/24, outperforming significantly the third best performance .

- **Days lost due to sickness** – performance in August is 2.58% compared to an Housemark average of 4.1%. Benchmarking indicates that sickness absence across the social housing sector is increasing. Due to the diversity of reasons for sickness absence, general themes cannot be identified easily, as each case is individual in nature. Managers and HR continue to ensure cases are managed as effectively as possible, with checks in place to ensure triggers are actioned and timescales are met. This has resulted in 10 colleagues who have returned to work or left the business in July. A total of 32 cases of long-term sickness have reached a conclusion between April and August 2024 out of a total of 37 employees in the same time period. Several controls are in place to ensure sickness is monitored effectively including monthly sickness management meetings with managers, additional support for long term sickness cases. A supportive approach is offered to staff, at all times, to facilitate a return to work.

- 2.3 There have been three evictions so far in 2024/25. One eviction was related to rent collection where the customer failed to engage with the rents team. Support and Money Advice is always offered before any legal action is taken. There were two ASB related evictions, as is SHG policy, appropriate support was offered before legal action was taken, however the customers failed to amend their behaviours and mandatory possession was granted by the courts. In all cases eviction is used as a last resort.
- 2.4 Homelessness was prevented in 233 out of 390 cases (from April – August 2024), which at 59.74 per cent of the cases where people were at risk and is above the UK 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, has been met in 284 cases cumulatively.

3 BREAKDOWN OF TSM RESULTS – FY 2024-25 TO AUGUST

Collection method	% responses	Satisfaction with overall service (TP01)
In person	83%	95.7%
Telephone	9%	92.9%
Online	8%	54.4%

- 3.1 Satisfaction with overall service in August 2024 across all collection methods combined for SHG is 92.35% compared to Housemark upper quartile of 78% (Q4 23-24) and GMHP upper quartile of 75% (Q1 24-25).

- 3.2 SHG sent out 133 online surveys in August 2024 and received 46 responses – equating to a 34.6% response rate. Overall satisfaction levels declined when online survey responses were included (a well-established outcome) for all TSM's apart from satisfaction with the overall repairs service, which increased by 3.5% to 88.05%.

4 CONCLUSION

- 4.1 SHG currently achieves target in 12 out of 22 key performance indicators, based on ambitious and stretching targets. At the end of August 2024, one indicator was out of target, and nine indicators were out of tolerance and rated as 'red'. Commentary has been provided against all indicators where performance has not met target within the report.
- 4.2 SHG continues to scrutinise its performance and has a thorough understanding of those areas that fell outside target / tolerance, with improvement actions identified.

5 RECOMMENDATION(S)

- 5.1 That Member Committee:
- i. Note performance results and improvement actions outlined in this report.
 - ii. Raise any concerns about the commentary provided where performance targets were not achieved.

6 APPENDICES

- 6.1 Appendix 1: Corporate Performance Dashboard YTD August 2024