Key Performance Indicators

Quarter Four 2023/24

Success | Passion | Authenticity | Courage | Enterprise

Strategic Aim: To provide the environment to deliver business success

Performance Indicator	Key Associated Risks
Sickness	Ineffective Executive Strategic leadership. OVH.A.05. O.01
	Failure to embed organisational culture and align human resources to achieve growth targets. OVH.A.05. O.02
	Unacceptable levels of sickness. OVH.A.05. O.03
	Breach of Employment, Human Rights or Equality & Diversity Law. OVH.A.05. O.04
Rent Collection	Increased rent arrears due to ineffective rent collection processes/compliance. OVH.A.07. O.01
	Failure to respond effectively to changes in Welfare Reform. OVH.A.07. O.02
Void rent loss	Inadequate monitoring and reporting of the strategic plan OVH.A.03. O.01
Overall Compliance	Inadvertently place customers at undue risk, due to failing to achieve full statutory compliance. OVH.A.02. O.08
	Ineffective Incident Management and Disaster Recovery Plans and Contingencies. OVH.A.04. O.02
	No access impacts negatively on delivery of the compliance / investment programme (time and cost) OVH.A.02. O.06
	None Compliance or a Breach of Health & Safety OVH.A.04. O.05

Sickness - % of hours lost
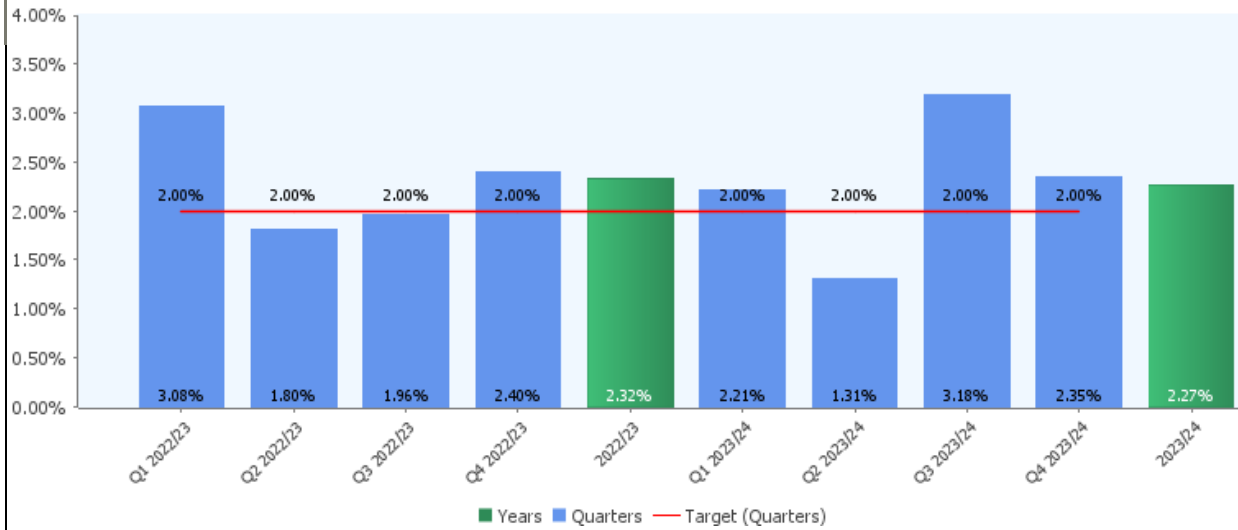
Top Quartile	Median	Bottom Quartile
3.29%	3.68%	4.05%

Quarterly				
	Value	Target	Status	Short Trend
Q4 2023/24	2.35%	2.00%	🔴	⬆

Year to date				
	Value	Target	Status	Short Trend
2023/24	2.27%	2.00%	🔴	⬆

Explanation of current position
OVH Quarter 4's absence has been lower than the previous quarter but still above the 2% target. The total percentage of absences for the quarter is 2.35% which has brought the year-to-date total less than the previous year at 2.27%.

Corrective actions to be taken
External trend is currently sitting at an average of 7% sickness, OVH and The Sovini Group are considerably lower than this.

Expected impact of actions and timescale
The HR team have and will continue to offer further support to the manager within OVH, providing support around managing absences and other ways of working to keep absence levels to a minimum.

Rent collected as a % of rent due (social rent)
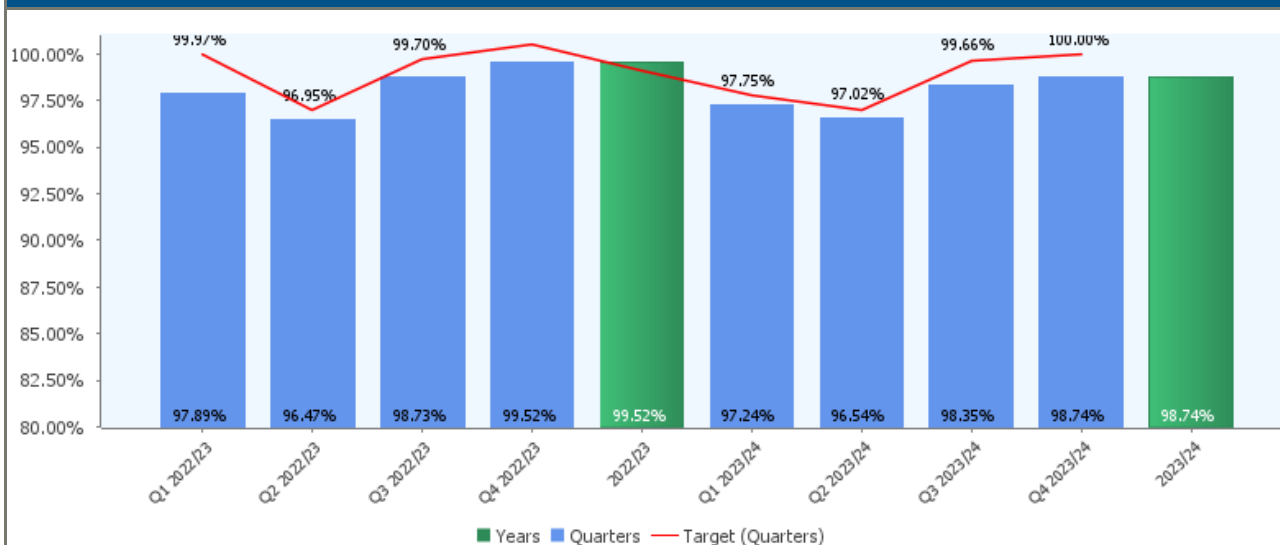
Top Quartile	Median	Bottom Quartile
101.17	99.58	98.92

Quarterly				
	Value	**Target**	**Status**	**Short Trend**
Q4 2023/24	98.74%	100.00%	🔺	⬆
Year to date				
	Value	**Target**	**Status**	**Short Trend**
2023/24	98.74%	100.00%	🔺	⬇

Explanation of current position

Rent collection at the end of March 2024 (week 52) was 98.74%. This is an increase on the previous month but below the year-end target of 100%.

Of the monies not collected, it has been established that in year former tenant debt increased by £333k, which contributed to a £712k global former tenant debt figure before write-off. The impact of this is around 1.14% against global rent collection and is the major reason why collection has fallen.

Whilst this has had a negative impact on collection, it does illustrate that our staff have been proactive in following rent arrears processes and continuing to try and engage with tenants who have a debt with us. This will inevitably lead to tenants ending or relinquishing their tenancies with arrears.

This approach is further evidenced by the fact that current tenant arrears (CTA) for the year 2023/24 rose only by £80k against an increased rent roll of £6.5m, resulting in the lowest annual % of CTA to date for OVH.

In addition, Q4 saw a collection of 101.41% of rent collection (£17.27m collection against a £17.03m rent debit). This gives us assurance that our approach is working, and we can look to improve on that in 2024/25.

Corrective actions to be taken

We have recruited a dedicated FTA Income Collection Officer, and a new reports suite which will provide us with greater transparency over former tenant debt by year. This will allow us to target in year FTA with greater success.

We are procuring a new Debt Collection Agency contract which is targeted specifically at housing related debt and we believe will be more successful than the previous, now expired, DCA contract.

We will aim for monthly FTA write-offs to provide an up-to-date accurate figure of overall FTA debt.

Rent Collection Steering Group will include forecasting predictions and work on reports to highlight areas of non-collection more specifically to enable us to concentrate our resources in that area, or to plan for upcoming potential risks to rent collection.

We have started a sustainability initiative in 2024/25 which is designed to support new tenants most at risk of failing their tenancies. This includes proactive work to set up rent accounts and avoid rent debt.

In addition to this, we have already strengthened our approach to supporting all customers receiving Universal Credit with their claims, and that direct payments to OVH are in place whenever possible. We have diarised surgeries with our partners in Sefton and the DWP where our staff can discuss specific cases and take advice and action to reduce the risk of tenant debt. We intend to roll out this approach across all areas of our stock.

Expected impact of actions and timescale

It is expected that with the above measures in place, collection will reach the 100% target for 2024/25.

Void rent loss due to empty properties (social rent)
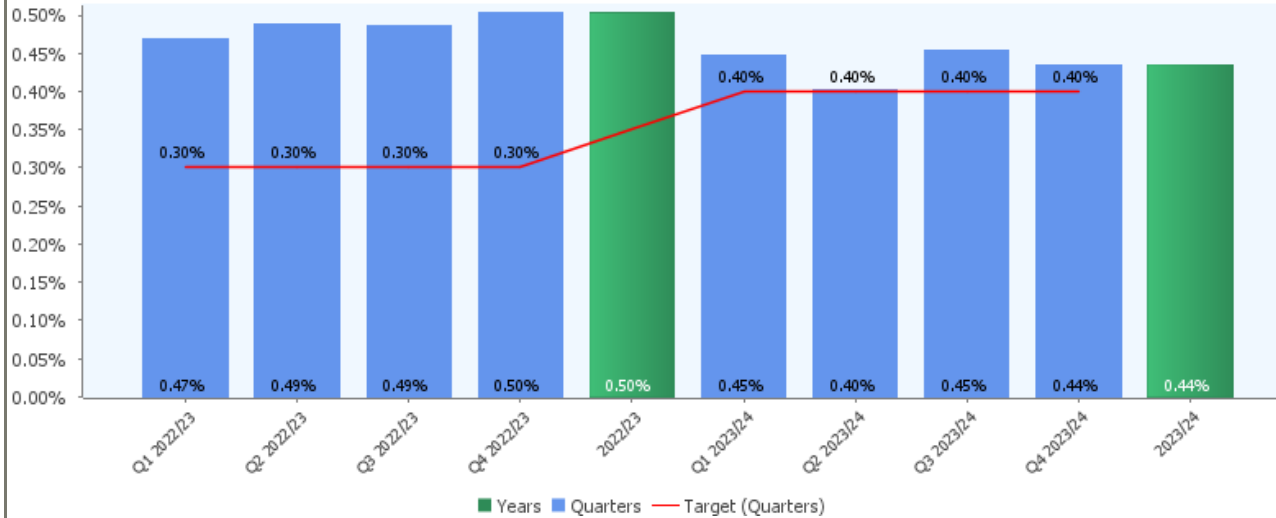
Top Quartile	Median	Bottom Quartile
0.86%	1.21%	1.66%

Quarterly				
	Value	Target	Status	Short Trend
Q4 2023/24	0.44%	0.40%	⚠️	⬆️

Year to date				
	Value	Target	Status	Short Trend
2023/24	0.44%	0.40%	⚠️	⬆️

Explanation of current position
Void rent loss was 0.44% at the end of Q4 and therefore just over target. This is an improvement from Q3.

Corrective actions to be taken
Neighbourhood Services to continue with proactive approach and to re-let properties as quickly as possible (back to backs lets) to reduce void rental loss as well. As focus in 2024/2025 will be to support customers to sustain tenancies and therefore to help reduce potential voids. Contractor to ensure they will clear backlog of current void properties and to hand properties back within their target of 11.5 days to keep void rent loss to a minimum.

Expected impact of actions and timescale
The aim for Q1 is to achieve our target of 0.4%.

Property Compliance

Code & Short Name	Q4 2022/23	Q1 2023/234	Q2 2023/234	Q3 2023/234	Q4 2023/24			
					Value	Target	Status	Short Trend
% of Legionella Assessments in date	100%	100%	100%	100%	100%	100%	✅	▬
% of Asbestos Surveys in date	100%	100%	100%	100%	100%	100%	✅	▬
% of Passenger Lift Inspections in date	100%	100%	100%	100%	100%	100%	✅	▬
% of Fire Risk Assessments in date	100%	100%	100%	100%	100%	100%	✅	▬
% of Electronic Gate Assessments in date	100%	100%	100%	100%	100%	100%	✅	▬
% of Gas Services (domestic) in date	100%	100%	100%	100%	100%	100%	✅	▬
% Gas Services (commercial and communal) in date	100%	100%	100%	100%	100%	100%	✅	▬

Strategic Aim: To provide excellent services that meet or exceed customer and stakeholder expectations

Performance Indicator	Key Associated Risks
Satisfaction with ASB case handling	Failure to deal effectively with ASB, which leads to legal or reputational challenge. OVH.A.07. O.05
Satisfaction with the lettings service	Non-compliance with the approved Allocations Policy. OVH.A.07. O.08
Satisfaction with completed repairs	Poor and ineffective Repair and Maintenance Services. OVH.A.02. O.07
Satisfaction with investment works	Ineffective Asset Management Sustainability Data that results in poor Return on Investment OVH.A.02. O.03

Satisfaction with ASB case handling (%)
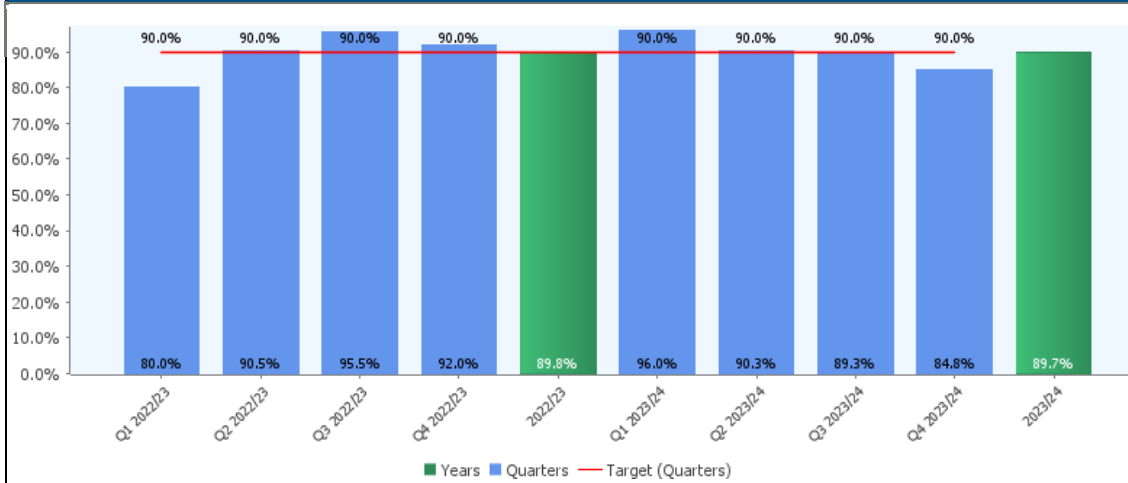
Top Quartile	Median	Bottom Quartile
84.5%	80%	65.5%

Quarterly				
	Value	Target	Status	Short Trend
Q4 2023/24	84.8%	90.0%	🛑	⬇
Year to date				
	Value	Target	Status	Short Trend
2023/24	89.7%	90.0%	⚠	⬇

Explanation of current position
84.8% (28 out of 33) customers were satisfied with the outcome provided as part of their ASB cases in Q4. This is just below the current target of 90%.

Corrective actions to be taken
Although Quarter 4's performance is 88%, which is 2% less than the 90% target. We have achieved the 89.7% for year end, which is just under target. We will continue to review our survey feedback form tenants who have had access to our service for any service improvements or recommendations. Recently the team repeated the ASB training, and we have also asked them to complete the skills matrix again. We are planning to have an ASB surgery in April with staff to discuss individual performance.

Expected impact of actions and timescale
We anticipate that we achieve our 90% satisfaction target again in 2024/25.

Satisfaction with the lettings service (%)
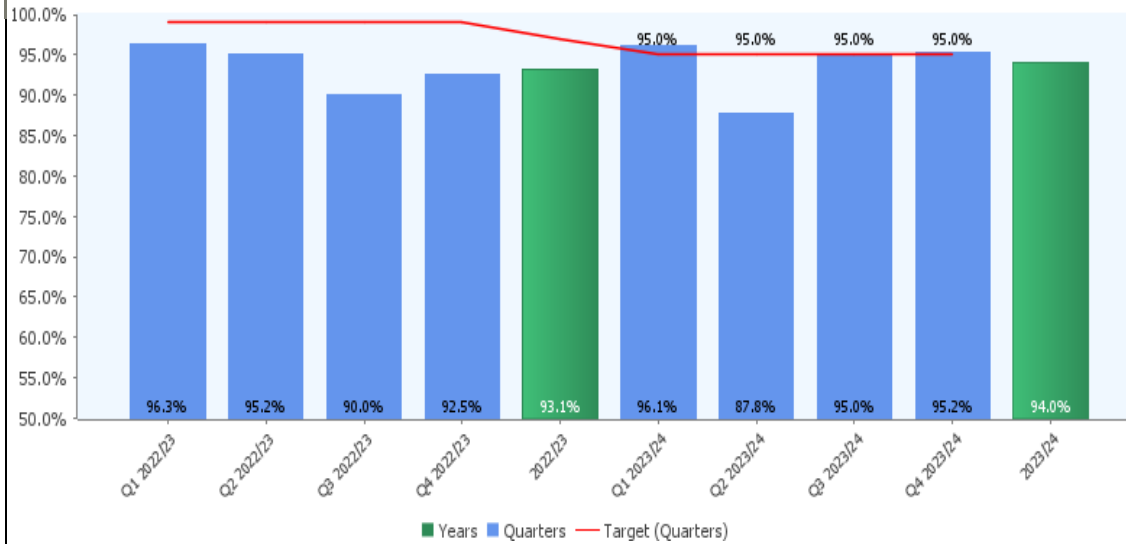
Top Quartile	Median	Bottom Quartile
93.05%	92.7%	92.35%

Quarterly				
	Value	Target	Status	Short Trend
Q4 2023/24	95.2%	95.0%	✅	⬆
Year to date				
	Value	Target	Status	Short Trend
2023/24	94.0%	95.0%	⚠	⬆

Explanation of current position
New tenant satisfaction is 94.3% for Q4, with 33 out of 35 tenants satisfied, 1 x fairly dissatisfied and 1 x very dissatisfied. We have therefore missed our target for Q4 by 0.7%.
The reasons for those dissatisfied were due to property condition and unrealistic customer expectations.

Corrective actions to be taken
Assets to continue to conduct post inspections, Neighbourhood's to ensure that customer is kept informed during the whole allocation process and SPS to make sure properties are handed over in a clean and all works completed. All three departments to work together to increase satisfaction to improve performance for Q1 in 2024/2025. Further to this Neighbourhood Services Team Leaders will start to give new tenants a call following sign up to see if they were happy with sign up process and if there is anything they can help customer with to improve process even further.

Further to this request made to Performance Team that sample size of surveys will be increased.

Expected impact of actions and timescale
We are still striving to achieve 95% in 2024/2025

Satisfaction with completed response repairs (%)
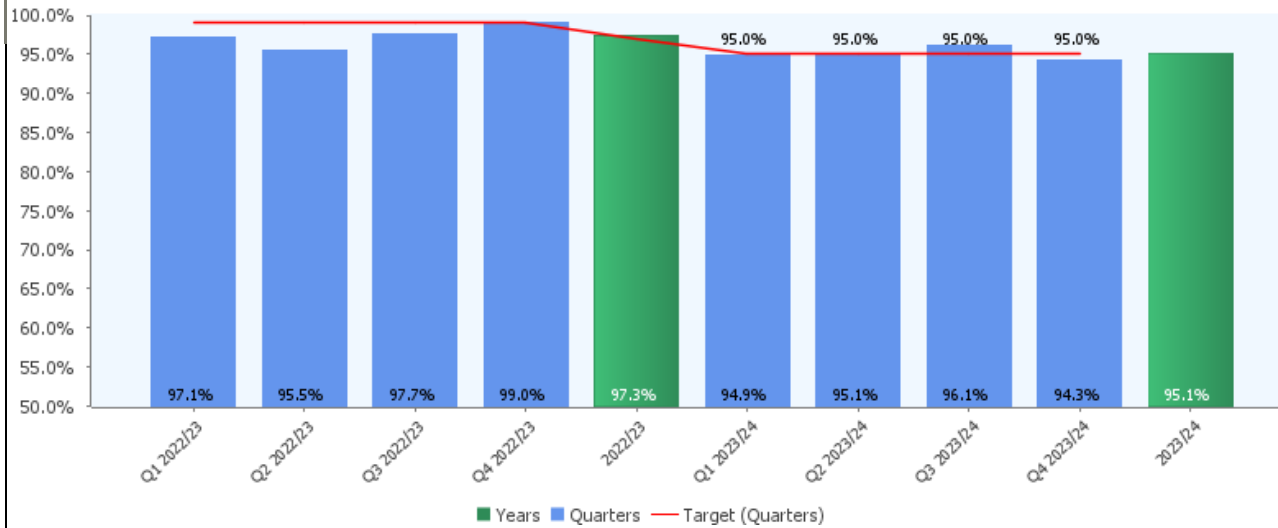
Top Quartile	Median	Bottom Quartile
91.45%	86.15%	83.75%

Quarterly				
	Value	Target	Status	Short Trend
Q4 2023/24	94.3%	95.0%	⚠️	⬇️
Year to date				
	Value	Target	Status	Short Trend
2023/24	95.1%	95.0%	✅	⬇️

Explanation of current position

Slight drop for Q4 in comparison to Q3, with 94.3% satisfaction with repairs amongst customers surveyed. Overall target achieved in year ending on 95.1% satisfaction levels amongst tenants surveyed.

Some themes identified amongst customers who felt dissatisfied this quarter, are as follows

*Mis-communication issues
*Customer expectations (Requesting replace not repair)
*Misdiagnosis both with staff raising the jobs and operatives

These have been picked up on the individual examples, but corrective actions have been put in place monthly to improve.

Corrective actions to be taken

Quarterly Performance updates with specific focus on customer satisfaction and customer journey was delivered all SPS staff during the quarter in a number of staff briefings

Toolbox talks have been completed with operatives regarding communication with tenants and managing customer expectations however these will be carried out regularly.

Monthly contractor review meetings to feedback issues regarding managing tenant expectation

SPS collaborating with OVH to improve routing and filtering of Active Housing diagnosis tool to reduce misdiagnosis by staff. This will be a long-term project through the next financial year due to the system setups and in-depth process.

Expected impact of actions and timescale

Continue into new financial year

Satisfaction with improvement works (%)
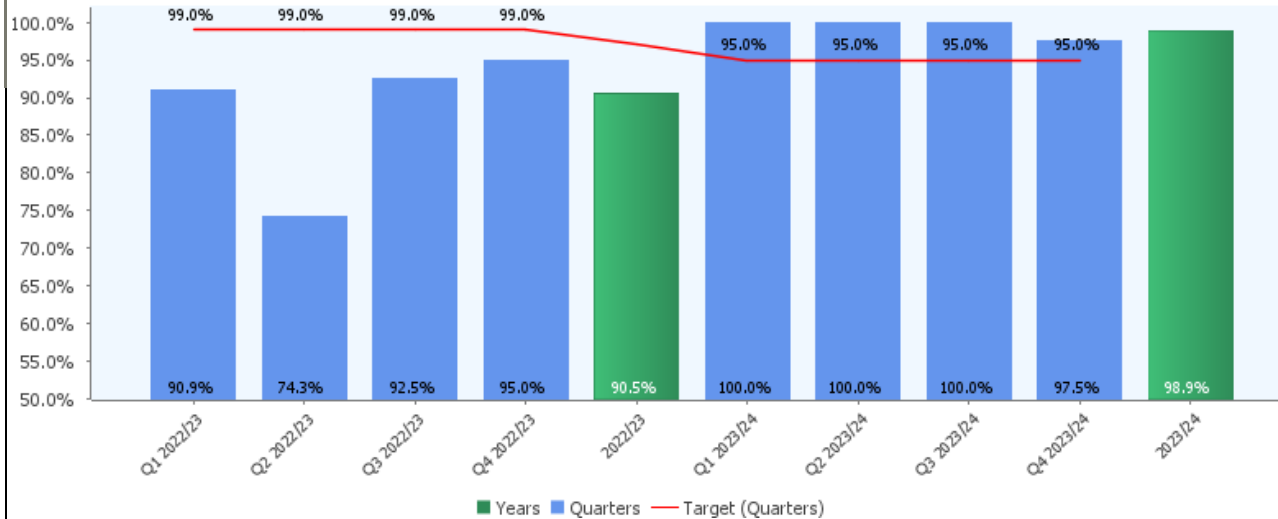
No benchmarking data available for this indicator

Quarterly				
	Value	Target	Status	Short Trend
Q4 2023/24	97.5%	95.0%	✅	⬇

Year to date				
	Value	Target	Status	Short Trend
2023/24	98.9%	95.0%	✅	⬆

Explanation of current position

Continuation of high performance from previous quarters but 1x customer dissatisfaction response recorded in the quarter. Top quartile performance still maintained with positive feedback from tenants surveyed.

The tenant dissatisfaction recorded was scrutinised in the monthly commentary (February) to identify any lessons learnt.

Following previous implementation of quality questionnaire on handover and concentration on area's highlighted as areas of concern, the improvement on customer experience has carried through this quarter.

Corrective actions to be taken

Continue to focus on customer experience and monitoring jobs on site and maintain current performance

Expected impact of actions and timescale

Continue into Q1 24/25