

Spectrum Housing Group Ltd
Operations KPIs - Board Summary

SHG	PERFORMANCE					BENCHMARK			
	Jun-12	Sep-12	Dec-12	Mar-13	May-13	Direction of Travel	Stretch	Target	Weak
Operational KPIs (Quarter end)									
Rent Collection									
Current rent arrears % (all rented stock)	4.29	5.05	2.50	4.11	3.49	✓	3.43	4.21	4.95
Former rent arrears % (all rented stock)	1.51	1.58	1.75	1.47	1.51	●	0.65	1.10	2.08
Write offs % (all rented stock)	0.18	0.14	0.12	0.11	0.12	✓	0.17	0.45	0.66
Voids (GN, HOP, SH only)									
% void loss	1.65	1.61	1.50	1.45	0.00	✓	1.00	1.25	1.50
% vacant and available	0.99	0.91	0.84	0.72	0.91	✓	0.36	0.59	0.84
% vacant and unavailable	0.51	0.64	0.58	0.53	0.42	✓	0.12	0.33	0.60
Lettings (GN, HOP, SH only)									
Reliet days	34.9	41.3	34.0	30.8	31.9	✓	20.3	26.3	32.2
BME lettings	5.8	5.7	6.2	6.3	6.5	✓	6.0	5.0	4.0
New resident satisfaction %	92.2	92.8	91.5	89.9	90.3	●	90.0	85.0	80.0
ASB									
# cases per 1000 homes	17.9	19.2	19.2	17.0	15.7	✓	26.8	40.4	63.3
% cases resolved	85.9	81.4	92.0	94.5	93.2	✓	94.2	86.6	70.1
Satisfaction with case handling %	80.6	74.6	75.0	73.3	69.4	✗	80.0	71.4	57.0
Repairs & Maintenance									
% repairs falling in target	98.6	98.8	98.7	98.3	98.0	●	98.2	96.0	92.3
Satisfaction with repairs %	91.4	90.7	89.8	89.8	90.2	●	90.0	85.0	80.0
Stock Investment									
% failing to meet Decent Homes Std	0.1	0.1	0.0	0.0	0.0	✓	0.0	0.1	0.2
Satisfaction with planned works %	92.4	90.5	85.0	83.5	84.8	✗	90.0	85.0	80.0
Health & Safety									
% gas safety checks completed	99.5	99.7	99.8	99.6	99.6	●	100.0	99.9	99.6
% Legionella risk assessments complete	-	-	96.6	100.0	100.0	✓	100.0	99.0	95.0
% fire risk assessments completed	-	-	99.0	99.8	99.8	✓	100.0	99.0	95.0
% scheme risk assessments completed	-	95.2	99.4	100.0	82.4	✓	100.0	95.0	90.0
Call Handling									
% telephone calls abandoned	4.9	4.5	4.1	3.8	3.1	✗	4.0	5.0	6.0
Satisfaction with call handling	82.8	82.6	83.7	85.0	85.7	●	85.0	80.0	75.0
Complaints									
# complaints per 1000 homes	17.3	16.1	18.6	21.9	24.2	✗	20.0	25.0	30.0
% complaints upheld	62.4	65.1	69.7	67.5	68.2	✗	45.1	57.9	72.4
Satisfaction with complaint handling %	44.9	31.3	37.6	37.1	43.7	●	72.0	59.2	50.0
NHS (direct let)									
Current rent arrears %	3.87	3.86	1.97	3.24	2.05	✓	3.00	4.00	5.00
Occupancy %	80.9	89.4	80.7	82.7	84.8	●	85.0	80.0	75.0
Student (direct let)									
Current rent arrears %	-0.12	0.04	1.99	0.85	0.22	●	1.50	1.75	2.00
Occupancy %	79.4	76.5	98.5	92.2	79.0	●	90.0	85.0	80.0

Key

Performance indicator



Direction of travel



GN stock = General Rented, Intermediate Rented, Temporary Social Housing
HOP stock = Sheltered Housing
SH stock = Supported Housing & Foyer

Spectrum Housing Group Operations Quarterly KPIs.xls

KPI	Definition	Timing	Benchmark	TSA Standard	Stretch	Target	Weak
Financial							
Operating surplus	Surplus before interest, tax and property sales divided by total income before voids	Financial year to date	Housemark (B05/P07) Target = HouseMark Q2	Governance and financial viability	29.6	24.4	19.6
Management costs per dwelling	General rented management costs per managed dwelling (including only GR stock) – awaiting INTEGRA	Financial year to date	Housemark (D02/P01)	Value for money			
Repair costs per dwelling	General Rented maintenance costs per managed dwelling (including only GR stock) – awaiting INTEGRA	Financial year to date	Housemark (E01/P04)	Value for money			
Arrears							
% current rent arrears (inc HB)	100x total rent/service charge arrears of current residents divided by total rent debit	Period end	Housemark (D03/P05) H Target useMark Q2	Tenancy	3.43	4.21	4.95
% former rent arrears	100x total rent/service charge arrears of former residents divided by total rent debit	Period end	Housemark (D03/P06) Target = HouseMark Q2	Tenancy	0.65	1.10	2.08
% write offs	100 x rental write offs divided by total rent debit	Rolling 12 months	Housemark (D03/P07)Q2 Target = HouseMark	Tenancy	0.17	0.45	0.66
Voids							
% void loss (GR, IR, HOP, SH)	100x tent loss due to voids divided by total income before voids	Financial year to date	Income & Expenditure Account Target = Budget	Tenancy	1.00	1.25	1.50
% available vacant homes (GR, IR, HOP, SH)	100x number of homes that are vacant and not subject to sale/remodelling or planned works divided by total number of homes (including only GR, IR, HOP, SH stock)	Period end	Housemark (D14/P06) Target = HouseMark Q2	Tenancy	0.72	1.38	2.16
% unavailable vacant homes (GR, IR, HOP, SH)	100x number of homes that are vacant and that are subject to sale/remodelling or planned works divided by total number of homes (including only GR, IR, HOP, SH stock)	Period end	Housemark (D14/P07) Target = HouseMark	Tenancy	0.36	0.59	0.84
Lettings							
Relet time exc major repairs in days (GR, IR, HOP, SH)	Average time taken to relet homes – tenancy start date minus tenancy end date (including only GR, IR, HOP, SH stock)	Rolling 12 month period	Housemark (D14/P04) Target = HouseMark Q2	Tenancy	20.3	26.3	32.2
% lettings to BME residents (GR, IR, HOP, SH)	100x number of homes let to BME customers divided by the total number of homes let (including only GR, IR, HOP, SH stock)	Rolling 12 month period	Local population	Tenancy	6.0	5.0	4.0
New resident satisfaction with home	Percentage of new customers, that are very or fairly satisfied (5 point Likert scale) overall with their new home	Rolling 12 month period	Group-wide policy Target = HouseMark Q2	Tenancy	90.0	85.0	80.0
ASB							
Number of cases / 1000 homes	1000x the number of reported ASB cases divided by the number of managed homes	Rolling 12 month period	Housemark (D11/P05) Target = HouseMark Q2	Neighbourhood and community	26.8	40.4	63.3
% victims contacted on time	100x number of ASB cases in which the first contact with the victim was within time divided by the total number of cases	Rolling 12 month period	Group-wide policy	Neighbourhood and community	95.0	90.0	85.0
% cases successfully resolved	100x number of ASB cases which have been successfully resolved divided by total number of cases	Rolling 12 month period	Housemark (CD09/P04) Target = HouseMark Q2	Neighbourhood and community	94.2	86.6	70.1
Satisfaction with ASB handling	Percentage of customers, that are very or fairly satisfied (5 point Likert scale) with the overall approach taken to handling their ASB case	Rolling 12 month period	Housemark (D09/P05) Target = HouseMark Q2	Neighbourhood and community	80.0	71.4	57.0
Maintenance							
% repairs completed on time (all jobs)	100x number of maintenance works completed within target divided by total number of maintenance works completed (emergency, urgent and routine jobs)	Rolling 12 month period	Housemark (F01/P06) Target = HouseMark Q2	Home	98.2	96.0	92.3
% appointments made and kept	100x number of appointed and completed jobs for which the appointment was kept by the operative divided by the total number of appointed works completed	Rolling 12 month period	Housemark (F05/P04) Target = HouseMark Q2	Home	98.1	97.0	94.3
Satisfaction with repairs service	Percentage of customers, who are very or fairly satisfied (5 point Likert scale) with the overall way we dealt with their repair	Rolling 12 month period	Group-wide policy	Home	90.0	85.0	80.0
Stock Improvement							
% homes failing DHS	% of homes that fail to meet the Decent Homes Standard (DHS)	Period end	Housemark (E02/P01) Target = HouseMark Q2	Home	0.0	0.1	0.2
Average SAP (GR, IR, HOP, SH)	SAP value for self contained homes (including only GR, IR, HOP, SH stock)	Period end	Housemark (E02/P02) Target = HouseMark Q2	Home	74.0	69.9	68.0
Satisfaction with planned works	Percentage of customers, who they are very or fairly satisfied (5 point Likert scale) with the overall improvement to their home	Rolling 12 month period	Group-wide policy	Home	90.0	85.0	80.0

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Operations Quarterly KPIs.xls**

KPI	Definition	Timing	Benchmark	TSA Standard	Stretch	Target	Weak
Health and Safety							
% gas safety checks completed in last 12 months	100x number of homes with gas with a valid Landlord Gas Safety Certificate dated in the last 12 months divided by total number of homes with gas	Period end	Housemark (E02/P04) Target = HouseMark Q2	Home	100.0	99.9	99.6
% valid Legionella Risk Assessments	100x number of Legionella Assessments in last 24 months divided by the total number of schemes requiring testing	Period end	Group-wide policy	Home	100.0	99.0	95.0
% valid Fire Risk Assessments	100x number of Fire Risk Assessments in last 60 months divided by the total number of schemes requiring assessment	Period end	Group-wide policy	Home	100.0	99.0	95.0
% Scheme Risk Assessments completed	100x number of schemes inspected in the last 12 months divided by the total number of schemes requiring inspection	Period end	Group-wide policy	Home	100.0	95.0	90.0
Customer Access							
% telephone calls answered within 20s	100x number of received telephone calls answered within 20 second of first ring divided by total number of telephone calls received	Rolling 12 month period	Group-wide service charter	Involvement and empowerment	90.0	85.0	80.0
% telephone calls abandoned	100x number of received telephone calls terminated before answer divided by the total number of telephone calls received	Rolling 12 month period	Group-wide service charter	Involvement and empowerment	4.0	5.0	6.0
% telephone calls resolved at first call	100x number of answered telephone calls that are fully resolved within the Contact Centre without referral or call back	Rolling 12 month period	Group-wide service charter	Involvement and empowerment	85.0	80.0	75.0
Satisfaction with call handling	Percentage of customers that are very or fairly satisfied with the way their call was handled	Rolling 12 month period	Group-wide service charter	Involvement and empowerment	85.0	80.0	75.0
Complaints							
Number of complaints / 1000 homes	1000x the number of received complaints divided by the number of managed homes	Rolling 12 month period	Group-wide policy	Involvement and empowerment	20.0	25.0	30.0
% complaints dealt with in time	100x number of complaints in which the complaint was closed within time targets divided by the total number of complaints	Rolling 12 month period	Group-wide policy	Involvement and empowerment	95.0	90.0	85.0
% complaints upheld	100x number of closed complaints upheld divided by the total number of closed complaints	Rolling 12 month period	Housemark (B02/P02) Target = HouseMark Q2	Involvement and empowerment	45.1	57.9	72.4
Satisfaction with complaints handling	Percentage of customers, who are very or fairly satisfied (5 point Likert scale) with the overall approach taken to handling their complaint	Rolling 12 month period	Housemark (B02/P03) Target = HouseMark Q2	Involvement and empowerment	72.0	59.2	50.0
Resident Involvement							
% homes on schemes with active residents (GR, IR, HOP, SH)	Number of homes on schemes in which an active resident lives divided by the total number of managed homes (including only GR, IR, HOP, SH stock)	Period end	Group-wide policy	Involvement and empowerment	75.0	65.0	55.0
Number of consultations per home (GR, IR, HOP, SH)	Total number of people/households consulted divided by the number of homes in management (including only GR, IR, HOP, SH stock)	Rolling 12 month period	Group-wide service charter	Involvement and empowerment	2.0	1.5	1.0
% response to consultations (GR, IR, HOP, SH)	100x total number of responses to consultations divided by the total number of people/households consulted (including only GR, IR, HOP, SH stock)	Rolling 12 month period	Group-wide service charter	Involvement and empowerment	33.0	20.0	15.0

Note

Housemark benchmarks against Southern HAs