



# Quarter 3 Performance Results (April 2017 to December 2017)





# Business Strategy

| Objective # | Business Strategy  |
|-------------|--|
| 1           | Providing good and cost effective management of our properties |
| 2           | Increasing our portfolio                                       |
| 3           | Developing commercial and partnership opportunities            |
| 4           | Improving the running of our business                          |








# Managing our properties (1)

| Measures / Owners  | 2017-18 Target | Quarter 3 Result | Direction of Travel | Comments   | Benchmarking Position |
|--|----------------|------------------|---------------------|--|-----------------------|
| % current rent and arrears collected<br><b>(Housing)</b>   | 100.5%         | 97.7%            | ↑                   | This compares to 97.6% in Q3 16/17.  |                       |
| % rent arrears <b>(Housing)</b>  | 1.5%           | 1.67%            | ↑                   | This time last year was 2.18%.   |                       |
| % of rent loss due to empty properties/average days to let a property<br><b>(Housing &amp; Assets)</b> | 0.6% / 13 days | 0.4% / 13.5 days | ↑                   | This time last year was 0.72%/18 days. Void loss of £48k compared to £84k at the same stage last year. |                       |
| Ratio of responsive to planned maintenance spend <b>(Assets)</b>                                       | 0.22           | 0.22             | ↑                   | 0.27 last year.  |                       |
| Headline social housing costs <b>(all)</b>   | £4.2k          | £3.8k            | ↑                   | Target linked to Financial Plan. £4.43k in 16/17.  |                       |








# Managing our properties (1)

| Measures / Owners  | 2017-18 Target | Quarter 3 Result | Direction of Travel   | Comments   | Benchmarking Position |
|--|----------------|------------------|---|--|-----------------------|
| % of properties with a valid gas safety certificate ( <b>Assets</b> )        | 100%           | 100%             |    | All homes have an current gas certificate.                                   |                       |
| % of customer 'self service' ( <b>Customer Service</b> )                     | 25%            | 16%              |    | Cx Tenant Portal being configured – to be tested by tenants in January 2018. | N/A                   |
| % of repairs jobs completed in time ( <b>CH&amp;PS</b> )                     | 95%            | 91%              |  | 'old' jobs in system are being cleared – 88% in Q1.                          | N/A                   |
| % of general needs homes occupied ( <b>Housing &amp; Assets</b> )            | 99%            | 99%              |  | 14 voids at the end of the second quarter.                                   |                       |
| % of dwellings failing to meet the 'decent homes' standard ( <b>Assets</b> ) | 0%             | 12.8%            |  | Programme to maintain decent levels by March 2018 – 14.76% in Q1.            |                       |



# Increasing our portfolio (2)

| Measures / Owners                                       | 2017-18 Target | Quarter 3 Result | Direction of Travel   | Comments   | Benchmarking Position  |
|---|----------------|------------------|---|--|--|
| Number of homes owned ( <b>Assets</b> )                 | 3109           | 3078             |    | 9 sales and 7 new developments to date.                              | N/A  |
| Units developed – all tenures ( <b>Assets</b> )         | 44             | 7                |    | 7 affordable rent properties ( 3 on Hawthorn Way and 4 on Oak Lane). |  |
| RTB/RTA sales ( <b>Housing</b> )                        | 20             | 14               |  | There have been 14 sales so far compared to 25 last year.            | N/A  |
| % customer satisfaction with new home ( <b>Assets</b> ) | 95%            | 100%             |  | High satisfaction levels based on two completed surveys.             | N/A  |






## Commercial opportunities (3)

| Measures / Owners  | 2017-18 Target | Quarter 3 Result | Direction of Travel | Comments   | Benchmarking Position |
|--|----------------|------------------|---------------------|--|-----------------------|
| Savings generated by the Cost Sharing Vehicle ( <b>Assets</b> )      | £0k            | £132k            | N/A                 | Cumbria Housing & Property Services (CH&PS) operational from January 2017 – anticipated savings of £150k for 2017/18.  | N/A                   |
| Income from Independent Living Service ( <b>Independent Living</b> ) | £0k            | N/A              | N/A                 | 6 months pilot of new service approved by September 2017 Board meeting. The new service went live in mid January 2018. | N/A                   |



# Improving the running of our business (4)

| Measures / Owners   | 2017-18 Target | Quarter 3 Result | Direction of Travel   | Comments  | Benchmarking Position   |
|---|----------------|------------------|---|---|---|
| Average number of days lost due to sickness <b>(All)</b>        | 5.5            | 5.4              |  | Although target will be missed, the position has improved in the latest quarter (1.4 days).   |  |
| Compliance with financial covenants <b>(Corporate services)</b> | Yes            | Yes              |  | All financial covenants met.  | N/A   |
| Compliance with Health & Safety legislation <b>(All)</b>        | Yes            | Yes              | N/A   | <p>Fire Risk Action Plan developed post Grenfell – includes fire doors for all leasehold flats.</p> <p>Electrical condition testing every 5 years for tenant stock.</p> | N/A   |





# SLH in Numbers

| Measures   | Latest Position                          |
|--|--|
| RTB Sales since transfer (March 2012)                    | 137                                      |
| RTB/RTA Sales this year                                  | 14                                       |
| New development/acquisitions since transfer (March 2012) | 59                                       |
| Current tenant arrears                                   | £247k<br>(£327k at same stage last year) |
| Former tenant arrears                                    | £219k<br>(£202k at same stage last year) |
| New homes being developed                                | 32                                       |
| Number of units at transfer (March 2012)                 | 3,156                                    |
| Current number of units                                  | 3,078                                    |
| Improvement programme for 2017/18                        | £6.2M                                    |





## Future Priorities

- Improvement Programme – roofing etc
- Health & Safety – fire doors & electrical safety
- New development / acquisitions
- Cumbria Housing & Property Services
- Digital services – new tenant portal
- Independent Living Service expansion
- Sickness management