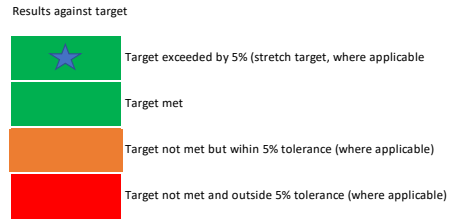
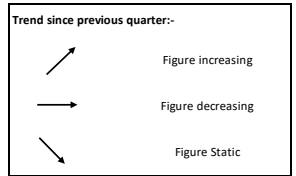










































No	Link to Strategic Objective	KPI	Key	Year End 19/20	20/21	End Q1 Totals	July 20 Result	Aug 20 Result	Sept 20 Result	End Q2 Totals	Movement since Q1	Result against Target (Qtr 1 end)
1	Protect income levels, scrutinise our costs to maintain our financial strength, providing value for money services that support our social objectives	Rent Collected	S*	105.58%	99%	102.99%	104.90%	102.07%	102.49%	102.49%	↘	Target met
2	Protect income levels, scrutinise our costs to maintain our financial strength, providing value for money services that support our social objectives	Rent Loss on Voids	*	2.05%	2.20%	2.05%	2.12%	2.09%	2.10%	2.10%	↗	Target met
3	Protect income levels, scrutinise our costs to maintain our financial strength, providing value for money services that support our social objectives	Rent arrears as a proportion of total rent due	*	1.91%	3.40%	1.91%	1.80%	1.76%	1.77%	1.77%	↘	Target exceeded by 5% (stretch target, where applicable)
4	Protect income levels, scrutinise our costs to maintain our financial strength, providing value for money services that support our social objectives	Current Level of Bad Debt Write Off	*	0.49%	3.00%	0.00%	0.00%	0.02%	0.01%	0.01%	↗	Target exceeded by 5% (stretch target, where applicable)
5	Build new homes, invest in our properties & regenerate our communities	Appointable repair jobs completed in target of 28 days	*	85.62%	90.00%	85.81%	80.62%	79.84%	91.71%	84.31%	↘	Target not met and outside 5% tolerance (where applicable)
6	Build new homes, invest in our properties & regenerate our communities	% of Emergency Repairs Responded to on Time	*	100.00%	100.00%	99.46%	100.00%	100.00%	100.00%	100.00%	↗	Target met
7	Build new homes, invest in our properties & regenerate our communities	Repairs appointments kept as a % of appointments made	*	93.00%	95.00%	93.83%	95.00%	95.00%	98.00%	97.54%	↗	Target met
8	Build new homes, invest in our properties & regenerate our communities	% Satisfied with Repairs Service (Transactional)	*	88.97%	85.00%	N/A	89.70%	90.10%	92.30%	90.70%	N/A	Target exceeded by 5% (stretch target, where applicable)
9	Build new homes, invest in our properties & regenerate our communities	% Satisfied with condition of property at time of letting	*	65.90%	82.00%	N/A		73.70%	78.90%	76.30%	N/A	Target not met and outside 5% tolerance (where applicable)
10	Build new homes, invest in our properties & regenerate our communities	% Satisfied with neighbourhood as a place to live	*	93.80%	85.00%	N/A		94.10%	100.00%	97.10%	N/A	Target exceeded by 5% (stretch target, where applicable)
11	Build new homes, invest in our properties & regenerate our communities	% Satisfied with the way ASB concern was handled	*	65.30%	50.00%	N/A	88.20%	50.00%		69.10%	N/A	Target exceeded by 5% (stretch target, where applicable)
12	Build new homes, invest in our properties & regenerate our communities	% Satisfied with recent improvements to their home	*	86.70%	90.00%	N/A		100.00%		100.00%	N/A	Target exceeded by 5% (stretch target, where applicable)
13	Build new homes, invest in our properties & regenerate our communities	% Satisfied with home safety check	*	98.10%	95.00%	N/A	100.00%	98.50%	99.00%	99.20%	N/A	Target met
14	Build new homes, invest in our properties & regenerate our communities	% Satisfied with quality of new home	*	93.30%	90.00%	N/A				100.00%	N/A	Target met
15	Build new homes, invest in our properties & regenerate our communities	Average number of void days	*	22.95	21 Days	52.9	44.7	31.9	35.3	37	↘	Target not met and outside 5% tolerance (where applicable)
16	Provide strong governance & collaborative leadership	% of properties that had a gas safety check & record completed by anniversary date	*	100.00%	100%	97.26%	97.02%	98.89%	99.78%	98.52%	↗	Target not met and outside 5% tolerance (where applicable)
17		% of properties that had an electrical safety check & record completed by anniversary date	*	100.00%	100%	100.00%	98.72%	100.00%	99.78%	99.45%	↘	Target not met and outside 5% tolerance (where applicable)
18	Provide strong governance & collaborative leadership	Full compliance with Landlords Health and Safety Requirements	Please refer to compliance tab - This will be reported from Q2									



No
Key
* Benchmarked
S Sector Scorecard
V VFM Metrics
SV VFM Metrics & Sector Scorecard
C Loan Covenants

No	Link to Strategic Objective	KPI	20/21 Target	July 20 Result	Aug 20 Result	Sept 20 Result	End Q2 Totals	Result against Target
Fire Safety								
1a	 Provide strong governance & collaborative leadership	Percentage of communal areas with Fire Risk Assessments	100%	100.00%	100.00%	100.00%	100.00%	
1b	 Provide strong governance & collaborative leadership	Percentage of Fire Risk Assessments overdue	0%	0.00%	0.00%	0.00%	0.00%	
1c	 Provide strong governance & collaborative leadership	Number of recommended remedial actions classed as a Priority 1 (High Risk)		6	0	0	6	
1d	 Provide strong governance & collaborative leadership	Number of recommended remedial actions classed as a Priority 2 (Medium Risk)		6	79	62	147	
1e	 Provide strong governance & collaborative leadership	Number of recommended remedial actions classed as a Priority 3 (Low Risk)		20	121	120	261	
Asbestos								
2a	 Provide strong governance & collaborative leadership	Percentage of communal areas surveyed for asbestos	100%	100.00%	100.00%	100.00%	100.00%	
2b	 Provide strong governance & collaborative leadership	Percentage of communal asbestos surveys overdue for review	0%	0.00%	0.00%	0.00%	0.00%	
2c	 Provide strong governance & collaborative leadership	Number of recommended remedial actions (Removal Action)		1	1	0	2	
Legionella								
3a	 Provide strong governance & collaborative leadership	Percentage of properties with communal water facilities that have been risk assessed	100%	100.00%	100.00%	100.00%	100.00%	
3b	 Provide strong governance & collaborative leadership	Percentage of risk assessments overdue for review	0%	0.00%	0.00%	0.00%	0.00%	
3c	 Provide strong governance & collaborative leadership	Number of recommended remedial action classed as PCAF (immediate Risk)		1	0	0	1	
3d	 Provide strong governance & collaborative leadership	Number of recommended remedial action classed as High Risk		0	0	0	0	
3e	 Provide strong governance & collaborative leadership	Number of recommended remedial action classed as Medium Risk		0	0	0	0	
Disrepair								
4a	 Provide strong governance & collaborative leadership	YTD - Number of disrepair claims received		1	2	2	5	
Periodic Electrical Testing								
5a	 Provide strong governance & collaborative leadership	Percentage of properties not surveyed for electrical safety within the last 5 years	0%	0.00%	0.00%	0.00%	0.00%	
5b	 Provide strong governance & collaborative leadership	Percentage of C1, C2 or C3 actions not completed	0%	1.03%	1.01%	0.99%	1.01%	
Passenger Lifts								
6a	 Provide strong governance & collaborative leadership	Percentage of services due completed	100.00%	100.00%	100.00%	100.00%	100.00%	
6b	 Provide strong governance & collaborative leadership	Number of recommended remedial actions classed as a Priority 1 (Health and Safety Issue)		0	0	0	0	
6c	 Provide strong governance & collaborative leadership	Number of recommended remedial actions classed as a Priority 2 (Medium Risk)		5	4	4	13	
6d	 Provide strong governance & collaborative leadership	Number of recommended remedial actions classed as a Priority 3 (Low Risk)		8	1	0	9	

Key Performance Indicators 2020-2025

The Board has agreed a set of Key Performance Indicators to monitor in accordance with the targets below. The KPIs include the RSH performance metrics, loan covenants and Board agreed local targets. All indicators represent our value for money targets.

Key:

RBS Covenants	RSH Metrics	Board VFM KPI's
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No	KPI Measure	2019/20 Forecast	Proposed targets					Annual or Quarterly indicator	Rationale
			2020/21	2021/22	2022/23	2023/24	2024/25		
1	Asset Cover	1.52	1.1	1.1	1.1	1.1	1.1	A	Measured annually but reported quarterly. These are the forecasts included in the 2019/20 Business Plan which are inside the official covenant targets. These targets will be updated when the 2020/21 Business plan is approved.
2	Net cash flow deficit	£0.75m surplus	N/A	N/A	N/A	N/A	N/A	A	
3	Net cash flow deficit	£0.75m surplus	N/A	N/A	N/A	N/A	N/A	A	
4	Interest cover	80.80%	50.00%	80.00%	9.00%	113%	84.00%	A	
5	Gearing	51.74%	60.82%	58.20%	55.23%	53%	51.21%	Q	VFM Metric 3 Measures dependency on Debt. The target is in line with 2020-21 budget
6	EBITDA MRI Interest Cover %	137.86%	64.22%	88.82%	104.74%	118.40%	119.25%	Q	VFM Metric 4 Measures dependency on Debt. The target is in line with 2020-21 budget
7	Headline Social Housing Cost Per Unit Exclude inflation	£4,182	£4,144	£3,882	£3,795	£3,739	£3,732	Q	VFM Metric 5 Measures dependency on Debt. The target is in line with 2020-21 budget To enable comparison to 2017/18 peer group median of £3,943
8	Operating Margin (social housing lettings)	21.91%	21.98%	28.70%	30.50%	32%	32.44%	Q	VFM Metric 6a Measures dependency on Debt. The target is in line with 2020-21 budget
9	Operating Margin (Social Lettings) (overall)	24.10%	24.90%	27.37%	29.08%	32%	32.08%	Q	VFM Metric 6b Measures dependency on Debt. The target is in line with 2020-21 budget
10	Return on investment/capital employed (ROCE)	3.54%	2.42%	5.83%	5.85%	6%	5.80%	Q	VFM Metric 7 Measures dependency on Debt. The target is in line with 2020-21 budget
11	Rent collected	99.30%	98.50%	98.00%	97.00%	97.00%	98.00%	Q	This is a prudent target that allows for the roll out of UC over the next 4 years

12	Rent loss on voids	2.42%	2.20%	2.20%	2.20%	2.20%	2.20%	Q	To meet the budget and business plan.
13	Rent arrears as a percentage of debit	2.99%	3.40%	3.50%	4.40%	4.40%	3.50%	Q	This is an early warning indicator to levels of bad debt
14	Current level of bad debt write off	4.00%	3.00%	2.00%	2.00%	2.00%	2.00%	Q	Business Plan bad debt provision agreed by Board at January 2019 Away-day
15	Access to Liquidity	60 months	24 months	24 months	24 months	24 months	24	Q	Target is set for 24 months as a prudent approach for access to liquidity. Review for 2024/25 post refinancing.
16	New supply delivered (social housing units)	83	105	104	26	156	41 subject to re-financing	Q	This is part of the original stock transfer agreement which was to deliver 100 new homes within the first 4 years following transfer to an RSL and incorporates Development Strategy. The target is in line with the 2020-21 budget.
17	Reinvestment	27.77%	25.49%	16.32%	9.42%	3.61%	3.58%	Q	VFM Metric 1 The target is in line with the 2020-21 budget.
18	New Supply delivered %-Social	1.71%	2.93%	2.00%	0.32%	0.61%	No figure until re-finance agreed	Q	VFM metric 2a
19	New supply delivered (non-social housing units)	0	0	0	0	0	No figure until re-finance agreed	Q	VFM Metric 2b The target is in line with the 2020-21 budget.
20	% of emergency repairs responded to on time	100%	100%	100%	100%	100%	100%	Q	Within 4 hours response.
21	Appointable repair jobs completed in target of 28 days	91%	90%	90%	90%	90%	90%	Q	Agreed KPI by Tenant Panel for all repairs excluding emergencies
22	Repairs appointments kept as a % of appointments	99.87%	95%	95%	95%	95%	95%	Q	In line with Tenant Panel's target.
23	% of responsive repairs to planned maintenance spend	27%	25%	25%	22%	21%	20%	A	In line with 2020-21 budget
24	Average number of void days	20.2 days	21 days	21 days	21 days	21 days	21 days	Q	Re-let times are calculated to specific requirements. An increase in our 2019 target has been verbally endorsed by Tenant Panel.

25	% satisfied with condition of home at the time of letting	81.1%	82.0%	85.0%	85.0%	85.0%	85.0%	Bi-Annual	Monitored through transactional surveys.
26	% satisfied with neighbourhood as a place to live	91.3%	85.0%	85.0%	85.0%	85.0%	85.0%	Bi-Annual	Monitored through transactional surveys.
27	Overall satisfaction with the way your ASB concern was handled	33.3%	50.0%	60.0%	65.0%	65.0%	70.0%	Bi-Annual	Monitored through transactional surveys. In 2020/21 there will be a review of the ASB service as part of a comprehensive review and also undertake an in-depth understanding of current satisfaction levels.
28	Overall how satisfied were you with our recent improvements in your home? *Lovell Survey *Nationwide Survey *Glevum Survey	83.7% 99% 92% 88%	90.0%	90.0%	90.0%	90.0%	90.0%	Bi-Annual	Monitored through transactional surveys.
29	Overall satisfaction with works completed – Home safety check	97.5%	95.0%	95.0%	95.0%	95.0%	95.0%	Bi-Annual	Monitored through transactional surveys.
30	% satisfied with overall quality of new home	100.0%	90.0%	90.0%	90.0%	90.0%	90.0%	Bi-Annual	Monitored through transactional surveys.
31	% satisfied with repairs service at the point of delivery	87.6%	85.0%	85.0%	85.0%	85.0%	85.0%	Bi-Annual	Monitored through transactional surveys.
32	% of properties that had a gas safety check & record completed by anniversary date	100%	100%	100%	100%	100%	100%	Q	This is a key compliance KPI.
33	% of properties that had an electrical safety check & record completed by anniversary date	100%	100%	100%	100%	100%	100%	Q	This is a key compliance KPI.
34	Full compliance with Landlord Health and Safety Requirements	100%	100%	100%	100%	100%	100%	Q	This is a key compliance KPI.
35	Staff turnover	14.7%	<15.0%	<13.5%	<13.0%	<12.5%	<12.0%	A	VFM target.

36	Voluntary Staff turnover	10.7%	<12.0%	<10.0%	<9.0%	<8.0%	<8.0%	A	VFM target. Voluntary turnover will be based on resignations and retirements only; these are unplanned by the business and have greatest impact and also the area where we can influence leavers decisions.
37	Absence cost	£113,426	£95,665	£90,881	£86,337	£82,020	77,920.00	A	VFM target. 5% reduction year on year.
38	Average days of sickness per employee	7 days	5.7 days	5.4 days	5.2 days	4.9 days	4.7 days	A	VFM target. 5% reduction year on year.
39	Sunday Times Top 100 position	40	Not applicable	<50	Not applicable	<50	Not applicable	Biennial	VFM target.
40	Best Companies Index Score for employee engagement	1 star 695.7	Not applicable	2 star (>696.5)	Not applicable	3 star (>738)	Not applicable	Biennial	The BCI is a score between 0 and 1000 and allows us to compare between surveys. It is the overall score in relation to our Employee Engagement.