



Quarter 4 Performance Report
31 March 2017

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Introduction

Introduction

- The Quarterly Performance Report is structured around the Corporate Strategic Objectives for Community Gateway Association (CGA).

Key for Performance against Target

Key	
	Performance is under target by $\geq 1.00\%$ of the target value.
	Performance is under target by $< 1.00\%$ of the target value.
	Performance is equal to or exceeds the target value.







Key for Long- and Short-Term Trends

Long-Term Trend

- Change in performance when compared to the corresponding quarter in the last financial year.

Short-Term Trend

- Change in performance compared to the figure reported at the end of the last quarter.

Short-Term Trend (ST)	Long-Term Trend (LT)	Description
		Improvement in performance.
		No change in performance.
		Decline in performance.

Key for Benchmarked Performance

- Performance is benchmarked against other housing providers in the North West through HouseMark (2015/16), where available.

Objective – Empowerment




Statement of Objective

- We will have a robust approach to community empowerment and involvement and remain a strong membership-led organisation.

Measures

- Comply with CGA's Empowerment Rules.
- Comply with the Regulator's Involvement and Empowerment Standard.
- Secure a minimum of £40k per annum of external project funding to support our empowerment objectives and employment and skills initiatives.

Key Performance Indicators

KPI	Q4 2016/17	Target		Q3 2016/17		Q4 2015/16		Quartile	Upper Quartile
Number of people with a minimum of 10 hours involvement (quarterly cumulative financial YTD)	317	300		229		376		-	-

Objective – Colleagues and Culture

Statement of Objective







- We will empower, develop and engage all of our colleagues to enable us to continue to be a successful and high performing organisation.

Measures

- Achieve the Investors in People Gold accreditation.
- Retain the Best Companies accreditation 3 star rating.
- Achieve the ROSPA Gold accreditation.

Key Performance Indicators

Health and Safety

KPI	Q4 2016/17		Target	Q3 2016/17		Q4 2015/16		Quartile	Upper Quartile
Number of RIDDOR reportable incidents (CGA employees) (monthly cumulative financial YTD)	0	0		0		2		-	-
Number of RIDDOR reportable incidents arising from CGA work activity (tenants and member of the public) (monthly cumulative financial YTD)	0	0		0		1		-	-

People Services – Human Resources

KPI	Q4 2016/17		Target	Q3 2016/17		Q4 2015/16		Quartile	UQ
Turnover of staff (monthly cumulative financial YTD)	9.78	10.00	✓	(10.09)	↑	15.14	↑	★	15.63
Average number of days lost to absence per employee (monthly cumulative financial YTD)	6.81	7.00	✓	(6.45)	↓	9.17	↑	★	6.29
Cost of absence (£) (quarterly cumulative financial YTD)	124,915	130,000	✓	(105,416)	↓	181,031	↑	-	-

Objective – Development





Statement of Objective

- We will increase the number of new homes available for rent or home ownership through development and acquisition.

Measures

- Deliver the remaining 110 HCA funded Homes within the current AHP programmes.
- Increase the net level of stock in line with the Development Strategy.
- Seek opportunities to acquire stock from other Registered Providers within Preston.
- All the properties lost through RTB are replaced within the legal timeframes.

Key Performance Indicators

KPI	Q4 2016/17		Target		Q3 2016/17		Q4 2015/16		Quartile	Upper Quartile
	Percentage of residents very or fairly satisfied with the quality of new home, surveyed within 3 years of completion (quarterly cumulative financial YTD)	90.00	100			90.00		100		

Objective – Asset Management

Statement of Objective

- We will proactively manage our assets, investing in our properties to provide good quality homes that increase demand and improve our neighbourhoods.





Measures

- 100% compliance with the Regulator's Home Standard and CGA's enhanced Home Standard.
- Annual investment programmes are delivered, achieving upper quartile customer satisfaction with the overall quality of home.
- Increase the average net present value of the lowest performing 5% of stock.
- Generate additional income through the more effective use of non-housing assets.
- Achieve upper quartile customer satisfaction with our neighbourhoods as a place to live.





Key Performance Indicators

KPI	Q4 2016/17		Target	Q3 2016/17		Q4 2015/16		Quartile	Upper Quartile
Percentage of CGA properties with a valid LLGSR (monthly)	100	100	✓	100	▬	100	▬	★	100
Percentage of gas servicing completed by annual service date (monthly cumulative financial YTD)	100	100	✓	100	▬	100	▬	★	100
Percentage of all appointments made and kept to (monthly cumulative financial YTD)	99.36	99.51	⚠	99.32	↑	98.95	↑	👑	99.42
Percentage of all responsive repairs 'right first time' (monthly cumulative financial YTD)	97.55	97.29	✓	97.33	↑	96.57	↑	★	94.31
Average end-to-end time for all responsive repairs (monthly cumulative financial YTD)	5.71	5.90	✓	5.39	↓	5.64	↓	★	6.70





Investment Programme

KPI	Q4 2016/17	Target		Q3 2016/17		Q4 2015/16		Quartile	Upper Quartile
Average Standard Assessment Procedure (SAP) rating/energy efficiency of dwellings (quarterly)	71.24	71.00		71.20		71.24			72.00

Quality of Home

KPI	2016/17	Target		2015/16		2014/15		Quartile	Upper Quartile
Percentage of customers very or fairly satisfied with the overall quality of their home (STAR Survey) (annual)	87.2	90.7		89.1		90.3			90.73

Neighbourhood as a Place to Live

KPI	2016/17	Target		2015/16		2014/15		Quartile	Upper Quartile
Percentage of customers very or fairly satisfied with their neighbourhood as a place to live (STAR Survey) (annual)	86.5	87.5		86.7		86.4			90.28

Objective - Key Landlord Services

Statement of Objective



- We will be the landlord of choice for Preston residents through the delivery of high quality, cost effective services that are valued by our current and future customers.

Measures

- Full compliance with all statutory requirements, including the Regulator's Consumer Standards, that provide for the health and safety of our customers.
- Achieve upper quartile performance for overall satisfaction.
- Achieve upper quartile performance for the Net Promoter Score.
- 90% of the key drivers of satisfaction meet the agreed standard.
- Achieve middle upper quartile for tenancy turnover performance.

Key Performance Indicators




Compliance with the Consumer Standards - Health and Safety

KPI	Q4 2016/17		Target	Q3 2016/17		Q4 2015/16		Quartile	Upper Quartile
Number of incidents of 'significant' non-compliance (monthly cumulative financial YTD)	0	0	0 	0		-	-	-	-

Statement of 'Significant' Non-Compliance

- This KPI reports incidents of significant non-compliance with legislation, adopted guidance or agreed working practices etc. that may be detrimental to the health and safety of our customers.

Community Safety

KPI	Q4 2016/17		Target	Q3 2016/17		Q4 2015/16		Quartile	Upper Quartile
Percentage of respondents very or fairly satisfied with the way their ASB complaint was dealt with (quarterly cumulative financial YTD)	92.37	91.00	91.00 	90.22		-	-		90.60

SupportLine

KPI	Q4 2016/17		Target	Q3 2016/17		Q4 2015/16		Quartile	Upper Quartile
Percentage of SupportLine Contact Centre and emergency call measures that are compliant with Telecare Services Authority (TSA) targets (monthly)	100.00	100.00		100.00		100.00		-	-

Customer Satisfaction

KPI	Q4 2016/17		Target	Q3 2016/17		Q4 2015/16		Quartile	Upper Quartile
Percentage of customers very or fairly satisfied with the service provided by CGA (quarterly cumulative financial YTD)	95.65*	93.00		95.98		93.88*			91.60 (STAR)

KPI	Q4 2016/17		Target	Q3 2016/17		Q4 2015/16		Quartile	Upper Quartile
Percentage of customers willing to recommend CGA (Net Promoter Score) (quarterly cumulative financial YTD)	72.08*	50.00		76.50		-	-		47.19 (STAR)

*Includes the STAR Survey results.

KPI	2016/17		Target	2015/16		2014/15		Quartile	Upper Quartile
Percentage of customers very or fairly satisfied that their views are being listened to and acted upon (STAR Survey) (annual)	78.5	77.5		76.2		76.1			78.55

Objectives: Key Landlord Services and Financial Resilience (Void Rent Loss)

Void Management and Lettings

KPI	Q4 2016/17		Target	Q3 2016/17		Q4 2015/16		Quartile	Upper Quartile
Percentage of rent loss through voids (monthly cumulative financial YTD)	0.78	0.85		0.72		0.86			0.66
Average number of days to let void properties that have undergone minor works (all properties) (monthly cumulative financial YTD)	26.43	24.00		24.65		22.18			19.15
Tenancy turnover (monthly cumulative financial YTD)	8.36	9.00		8.46		10.15			7.64

Objective - Specialist Services




Statement of Objective

- We will deliver flexible advice, support and services to assist current and future customers to sustain their tenancies and reduce financial, social and physical exclusion.

Measure

- Reduce the number of failed tenancies.

Key Performance Indicators

KPI	Q4 2016/17		Target	Q3 2016/17		Q4 2015/16		Quartile	Upper Quartile
Percentage of failed tenancies (monthly cumulative financial YTD)	29.65	25.00		30.69		29.35		-	-

Objective - Financial Management

Statement of Objective




- We will maintain our financial strength through good financial stewardship, robust financial management and a considered approach to financial risk.

Measures

- Compliance with all loan covenants.
- Compliance with the Regulator's Financial Viability Standard.
- Financial Statements signed off with unqualified audit opinion.
- Compliance with the Regulator's Rent Standard.

Key Performance Indicators

Loan Covenants

KPI	Q4 2016/17		Target		Q3 2016/17		Q4 2015/16		Quartile	Upper Quartile
Percentage compliance with all loan covenants (monthly update)	100		100		100		100		-	-

Objective – Value for Money

Statement of Objective



- We will continue to deliver value for money by improving the cost effectiveness of services, improving system efficiency and business processes and through the effective procurement of supplies and services.

Measures





- Compliance with the Value for Money Regulatory Standard.
- Deliver cost savings of c£3.9m by March 2019.
- Improve the quartile position of the operating margin when compared to others from the lower middle quartile to the upper quartile by March 2019.

Key Performance Indicators

Cost savings

KPI	Q4 2016/17	Target		Q3 2016/17 (Forecast)		Q4 2015/16		Quartile	Upper Quartile
Cost savings delivered (£ million) (Quarterly)	1.9	1.2		1.3		-	-	-	-

Customer Satisfaction with Value for Money of Rent

KPI	2016/17	Target		2015/16		2014/15		Quartile	Upper Quartile
Percentage of customers very or fairly satisfied that their rent provided value for money (STAR Survey) (Annual)	89.0	86.5		86.1		84.5			87.00

Benchmarking

KPI	Q4 2016/17		Target	Q3 2016/17		Q4 2015/16		Quartile	Upper Quartile
Percentage of benchmarkable strategic KPIs in the upper and middle upper quartiles (Quarterly)	81.82	81.82	81.82	83.33		-	-	-	-

Objective – Financial Resilience

Statement of Objective

- We will improve financial resilience by continuing our strong track record of income recovery and by increasing the level of turnover generated from other business activities.

Measures

- Increase turnover through selling our services to a wider range of clients.
- Increase turnover through development of new homes for rent and sale.
- Increase the turnover of Preston Vocational Centre to £400k.
- Annual Void Rent Loss KPI met.
- Annual Net Rent Collection KPI met.

Key Performance Indicators

Rent Collection – Current Tenants

KPI	Q4 2016/17		Target	Q3 2016/17		Q4 2015/16		Quartile	Upper Quartile
Percentage of net rent collected (4 weekly cumulative financial YTD)	100.21	98.20		98.90		99.12			99.75
Current arrears as a percentage of net rent debit (4 weekly cumulative financial YTD)	0.80	2.76		1.54		1.02			2.63