



Quarter 3 Performance Report
31 December 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, 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	Q3 2017/18	Target		Q2 2017/18		Q3 2016/17		Quartile	Upper Quartile
Number of people with a minimum of 10 hours involvement (quarterly cumulative financial YTD)	257	263 (350)		184		229		-	-

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	Q3 2017/18		Target	Q2 2017/18		Q3 2016/17		Quartile	Upper Quartile
Number of RIDDOR reportable incidents (employees) (monthly cumulative financial YTD)	0	0		0		0		-	-

People Services – Human Resources

KPI	Q3 2017/18		Target	Q2 2017/18		Q3 2016/17		Quartile (Forecast)	UQ
Turnover of staff (monthly cumulative financial YTD)	9.11 (12.15)	9.75 (13.00)		4.79 (9.58)		7.57 (10.09)			9.94
Average number of days lost to absence per employee (monthly cumulative financial YTD)	6.50 (8.67)	5.25 (7.00)		4.47 (8.94)		4.84 (6.45)			6.77

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 homes by March 2019 in line with the Development Strategy
- Increase the number of units owned or managed by the organisation 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	Q3 2017/18 (Year End Forecast)	Target		Q2 2017/18 (Year End Forecast)		Q3 2016/17 (Year End Forecast)		Quartile	Upper Quartile
Number of homes we forecast we will build/acquire in the financial year (quarterly)	49	76		51		-	-	-	-

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 all 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	Q3 2017/18		Target	Q2 2017/18		Q3 2016/17		Quartile	Upper Quartile
Percentage compliance with gas safety KPIs: (1) Valid LLGSR (2) Gas servicing (monthly)	100	100		100		100			100
Percentage of all responsive repairs 'right first time' (monthly cumulative financial YTD)	97.47	97.29		97.39		97.33			97.83
Average end-to-end time for all responsive repairs (monthly cumulative financial YTD)	6.14	5.90		6.31		5.39			5.55
Percentage of customers very or fairly satisfied with the repairs service received (quarterly cumulative financial YTD)	97.37	96.55		97.67		95.68			97.35

Investment Programme

KPI	Q3 2017/18		Target	Q2 2017/18		Q3 2016/17		Quartile	Upper Quartile
Average Standard Assessment Procedure (SAP) rating/energy efficiency of dwellings (quarterly)	71.50	71.00	✓	71.57	↓	71.20	↑	⊖	72.9

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	Q3 2017/18	Target		Q2 2017/18		Q3 2016/17		Quartile	Upper Quartile
Number of RIDDOR reportable incidents arising from CGA work activity (tenants and members of the public) (monthly cumulative financial YTD)	0	0		0		0		-	-
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	Q3 2017/18		Target	Q2 2017/18		Q3 2016/17		Quartile	Upper Quartile
Percentage of respondents very or fairly satisfied with the way their ASB complaint was dealt with (quarterly cumulative financial YTD)	95.60	90.00		97.10		90.22			92.10





SupportLine

KPI	Q3 2017/18		Target	Q2 2017/18		Q3 2016/17		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		75.00		100.00		-	-

Overall Satisfaction with CGA









KPI	Q3 2017/18		Target	Q2 2017/18		Q3 2016/17		Quartile	Upper Quartile
Percentage of customers very or fairly satisfied with the service provided by CGA (quarterly cumulative financial YTD)	96.89	93.00		96.77		95.98			92.05 (STAR)

Net Promoter Score

KPI	Q3 2017/18		Target	Q2 2017/18		Q3 2016/17		Quartile	Upper Quartile
Percentage of customers willing to recommend CGA (Net Promoter Score) (quarterly cumulative financial YTD)	78.72	60.00		77.11		76.50			52.63 (STAR)

Objectives: Key Landlord Services (1 KPI) and Financial Resilience (1 KPI)

Void Management

KPI	Q3 2017/18	Target		Q2 2017/18		Q3 2016/17		Quartile	Upper Quartile
Percentage of rent loss through voids (monthly cumulative financial YTD)	1.04	0.75		1.05		0.72			0.73
Tenancy turnover (monthly cumulative financial YTD)	10.12	8.50		9.90		8.46			7.28

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

Key Performance Indicators

KPI	Q3 2017/18		Target	Q2 2017/18		Q3 2016/17		Quartile	Upper Quartile
Percentage of failed tenancies (monthly cumulative financial YTD)	25.00	22.50		21.64		30.69		-	-

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	Q3 2017/18		Target	Q2 2017/18		Q3 2016/17		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.
- Achieve an operating margin of 26.5% by March 2019

Cost savings

KPI	Q3 2017/18 (Forecast Year 2)	Target		Q2 2017/18 (Forecast Year 2)		Q3 2016/17 (Forecast Year 1)		Quartile	Upper Quartile
Cost savings delivered (£ million) (quarterly cumulative from 1 April 2017)	3.4	2.5		3.2		1.3		-	-

Objective – Financial Resilience

Statement of Objective

- We will improve financial resilience by continuing our strong track record of income recovery and by improving our operational efficiency.

Measures

- Improve operational efficiency by £900k by generating additional income through growth and by securing cost savings through the internal delivery of investment works.
- 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 (position at week commencing 1 January 2018)

KPI	Q3 2017/18		Target	Q2 2017/18		Q3 2016/17		Quartile	Upper Quartile
Percentage of net rent collected (4 weekly cumulative financial YTD)	98.71	96.50 (99.00)		96.23		98.90		-	-
Current arrears as a percentage of net rent debit (4 weekly cumulative financial YTD)	1.36	2.24 (1.88)		1.89		1.54			1.82