

## Section 7: Performance Monitoring KPIs (April/May 2021)

The Association reviews its KPIs (key performance indicators) each year and determines its performance monitoring targets for the year ahead. This process considers previous performance, ARC outcomes and benchmarked outcomes.

This Section of the Plan details the outcome of the three years previous and identifies the targets set for the year ahead. The figures given for previous year cannot always be directly compared as the targets may have changed over time. However, it is useful to have this information to allow trend comparison.

### Governance Targets (April 2021)

The Governance KPI outcomes are reported to Committee quarterly as part of the Business Plan Report.

Governance KPI	2018/19 Outcome to 31/03/19	2019/20 Outcome to 31/03/20	2020/21 Outcome to 31/03/2021	2021/22 Target
Numbers on Committee	12	11	12	>= 10
Attendance at Management Committee Meetings	73.79% excluding special leave. 69.09% all	78.99% excluding special leave. 73.44% all	80.65% excluding special leave. 60.48% all	>= 70%
Management Committee meetings in year	11	10	10	10
Sickness Absence	6.91%	5.65%	3.83%	<= 5%
Contribute to local projects and charities	£520 charitable.	£780 charitable.	£2000 charitable.	£2000 charitable.
Charitable donations. Plus WFI utilities. NMG in kind. Drumcog donations.	WFI utilities. NMG in kind. Drumcog donations.	WFI utilities. NMG in kind. Drumcog donations. Foodbank Collection	WFI utilities. NMG in kind. Drumcog donations. Foodbank Collection	WFI utilities. NMG in kind. Drumcog donations. Foodbank Collection
Newsletters	4	4	4	4
SPSO Complaints Stage 1: average time to resolve	4	3 days	2.41 days	<= 5 days
SPSO Complaints Stage 2: average time to resolve	N/A	N/A	N/A – 1 Stage 2 c/fwd to 2021/22	<= 20 days

## **Finance Targets** (Jan 2021, SHR 2019/20 Medians published April 2021)

Outcome figures are taken from our audited financial statements and as reported in our Annual Financial Statements (AFS) Return to the SHR. They also detail our results for our Five Year Financial Projections (FYFP) where the calculation method varies. SHR Median outcomes are taken from [SHR published datasets](#).

Targets come from our annual budget, and are then updated for Year 1 of our FYFP.

Outcomes are reported to Committee quarterly as part of the quarterly management accounts.

This part of the business plan should be read in conjunction with Section Eight which details financial forecasting information.

<b>Finance KPI</b>	<b>2018/19 Outcome</b>	<b>2019/20 Outcome</b>	<b>2020/21 Target Per FYFP</b>	<b>2020/21 Outcome</b>	<b>2021/22 Target (Budget)</b>
Interest Cover (Financial Capacity) <i>Higher the % the better</i>	1,191.6% SHR Median 404.8%	1,088.8% SHR Median 407.5%	1,344.3%		3783.6%
Gearing (Financial Capacity) <i>Low % better</i>	(6.3%) SHR Median 57.05%	(9.6%) SHR Median 53.3%	(11.0%)		(1.3%)
Voids % (Efficiency) <i>Low % better</i>	0.04% SHR Median 0.6%	0.05% SHR Median 0.6%	1.0%		0.98%
Arrears (Net of bad debts) % (Efficiency) <i>Low % better</i>	1.0% SHR Median 2.2%	0.8% SHR Median 2.2%	2.4%		3.7%
Bad debts % (Efficiency) <i>Low % better</i>	0.9% SHR Median 0.7%	1.6% - FYFP 0.3% - AFS SHR Median 0.8%	2.0%		2.0%
Staffing Costs/Turnover % (Efficiency) <i>Low % can be better</i>	17.9% SHR Median 20.2%	21.9% - FYFP 19.2% - AFS SHR Median 20.7%	23.3%		19.1%
Key management personnel/staff costs % - SHR AFS definition (Efficiency)	13.8% SHR Median 15.9%	13.3% SHR Median 14.1%			8.8%
Turnover per unit £ (Efficiency)	£5,276 SHR Median £5,121	£5,249 SHR Median £5,194	£5,326		£5,284

Finance KPI	2018/19 Outcome	2019/20 Outcome	2020/21 Target Per FYFP	2020/21 Outcome	2021/22 Target (Budget)
Current Ratio - definition (Liquidity) <i>Higher better</i>	6.5 - FYFP 3.1 – AFS SHR Median (AFS) 1.8	6.5 - FYFP 3.2 – AFS SHR Median 1.9	6.4 – FYFP 3.1 - AFS		2.8 traditional 1.5 AFS method
Gross surplus/deficit % (Profitability) <i>Higher % better</i>	26.1% SHR Median 19.9%	14.0% SHR Median 19.55%	10.4%		17.1%
Net surplus/deficit % (Profitability) <i>Higher % better</i>	16.2% - FYFP 24.1% - AFS SHR Median (AFS) 12.6%	12.5% - FYFP 12.5% - AFS SHR Median 11.9%	9.8% - FYFP		16.3%
EBITDA (earnings before interest, taxes, depreciation, and amortisation)/Revenue % (Profitability)	20.6% - FYFP 43.5% - AFS SHR Median (AFS) 30%	37.9% - FYFP 37.3% - AFS SHR Median 31.35%	33.1% - FYFP		27.3%
Debt Burden (Financing) <i>Low better</i>	1.2 SHR Median 2.1	1.1 SHR Median 2.05	1.0		0.6
Net Debt per unit (Financing) <i>Lower figure better</i>	(£912) SHR Median £6,784	(£1,515) SHR Median £6,949	(£1,790)		(£210)
Debt per unit (Financing) <i>Lower figure better</i>	£6,338 SHR Median £10,311	£5,818 SHR Median £10,481	£5,296		£3,161

Clydesdale Bank Loan Covenants	2018/19 Outcome	2019/20 Outcome	2020/21 Outcome	2021/22 (Budget)
<b>Loan to Value &gt;110%</b> Value of security subjects as % of outstanding loan (Value of CB Security units (JLL valuation) / CB loan balances at period end)	358%	401%		455%

Clydesdale Bank Loan Covenants	2018/19 Outcome	2019/20 Outcome	2020/21 Outcome	2021/22 (Budget)
<b>Loan Repayment Cover &gt;145%</b> Rental income to loan repayments Rental Income/Loans (capital repayment & Interest) >145% (Total rent and SC receivable / total loan repayments – capital and int)	614%	624%		1001%
<b>Loan Repayment Cover – For CB units only &gt;145%</b> Rental income to loan repayments Rental Income/Loans (capital repayment & Interest) >145% (CB units rent and SC receivable / CB loan repayments – capital and int)	370%	380%		-
<b>Interest Cover &gt;130%</b> Operating surplus + depreciation – amortised HAG – Pension Deficit Payment, as % of interest payable >130%	1235%	887%		2,968%

### Housing Services Targets (May 2021)

The Housing Services KPI outcomes are split between strategic and operational matters. Strategic outcomes are reported to Committee either annually as part of the ARC reporting or quarterly as part of the Business Plan Report, with operational outcomes being reported quarterly if of concern. Operational outcomes are measured and managed by staff on a monthly/quarterly basis.

KPIs are identified as Strategic with annual reporting (SA), Strategic with quarterly reporting (SQ) or Operational (O) within the table below.

Some KPIs (grey cells) do not have specific targets as they are outcome measures only, while others are to have KPIs determined.

Many outcomes have been adversely affected due to Covid19 and associated restrictions, this is especially so for results to 31/03/2021.

Housing Services KPI	S or O	2018/19 Outcome to 31/03/19	2019/20 Outcome to 31/03/20	2020/21 Outcome to 31/03/2021	2021/22 Target
% of tenants satisfied with overall service (No. & %) ARC 1	SA	93%	87.11% (Scottish Average – 90.12%)	87.11% (Scottish Average – awaited %)	

<b>Housing Services KPI</b>	<b>S or O</b>	<b>2018/19 Outcome to 31/03/19</b>	<b>2019/20 Outcome to 31/03/20</b>	<b>2020/21 Outcome to 31/03/2021</b>	<b>2021/22 Target</b>
% of tenants who feel landlord good at keeping them informed (No. & %) ARC 2	SA	96%	97.33% (Scottish Average – 91.60%)	97.33% (Scottish Average – awaited %)	
% of tenants satisfied with opportunities to participate (No. & %) ARC 5	SA	97%	94.67% (Scottish Average – 86.48%)	94.67% (Scottish Average – awaited %)	
% of existing tenants satisfied with the quality of their home (No. & %) ARC 7	SA	94%	90.22% (Scottish Average – 90.79%)	90.22% (Scottish Average – awaited %)	
% of tenants satisfied with landlords contribution to management of neighbourhood (No. & %) ARC 13	SA	97%	92.89% (Scottish Average – 87.77%)	92.89% (Scottish Average – awaited %)	
% of tenants who feel their rent represents good value for money (No. & %) ARC 25	SA	94%	89.33% (Scottish Average 83.21%)	89.33% (Scottish Average awaited %)	
% of factored owners satisfied with factoring service (No. & %) ARC 29	SA	91.67% (11/12)	86% (12/14)	77.78% (21/27 satisfied, 4 neither/nor, 2 dissatisfied)	
Average annual management fee per factored property (£) ARC 28	SA	£106.69	£109.21	£110.90	
% average weekly rent increase to be applied in the next reporting year (%) ARC C5	SA	2.36%	1.49%	0.7% & rent structure applied.	CPI
Projected Gross Rental Income Tenants Only - £	SA	£2,148,517	£2,199,562	£2,471,140	£3,563,470
Gross rent arrears (all tenants) as a % of annual rent due (£, £ & %) ARC 27	SQ	£74,273 £2,144,860 3.46%	£82,783.87 £2,195,817.85 3.77%	£210,709 £2,441,593 8.63%	7.8%

Housing Services KPI	S or O	2018/19 Outcome to 31/03/19	2019/20 Outcome to 31/03/20	2020/21 Outcome to 31/03/2021	2021/22 Target
EOP Current Tenant Non-Technical Arrears (%)	SQ	£61,984.57 (2.88%)	£ 61,267.35 2.79%	£190,757 7.81%	6.3%
EOP Former Tenant Non-Technical Arrears (£ & %)	SQ	£13,196.68 (0.61%)	£ 21,516.52 0.98%	£19,952 0.82%	1.5%
Value and % of former tenant arrears written off at year end (£, £ & %) ARC C7	SA	£13,197 £9,632 72.99%	£21,516.52 £14,556.08 67.65%	£19,951.69 £10,713.78 53.70%	
Rent Collected as % of total rent due (£, £ & %) ARC 26	SQ	98.84%	£2,165,384.89 £2,195,817.85 98.61%	2,188,985 2,201,695 99.42%	96%+
Number of households' landlord received housing cost directly for during year and value (No. & £) ARC C6	SA	338 £1,091,602	324 £1,082,029	513 £1,271,471	
% initiated court actions resulting in eviction (%) and reason (ARC 22)	SQ	0.00%	0%	0%	
Rechargeable Repairs % debt recovery (%)	SQ	13.93%	£1,202.39 recovered/ £14,618.84 8.23%	£1,538.42 recovered/ £8,994.78 17.10%	8%
Factoring Arrears (£)	SQ	£9,489.01	£12,810.61	£15,895.24	<£6,000
Relets (No.) (ARC 23, C3)		27	27	23	
Relets:					
Section 5 (%)	SQ	11 41%	16 59.26%	Section 5 referrals: 2 (8.7%) Leases: 16 (69.6%) = 78.3%	30%
Housing List (%)	SQ	14 52%	10 37.04%	0 0%	60%
Transfer (%)	SQ	2 7%	1 3.70%	5 21.7%	10%
Number of lets in year split between 'general needs' and 'supported housing' (No.) ARC C3	O	25 general 2 supported	23 general 4 supported	6 general 1 supported	

Housing Services KPI	S or O	2018/19 Outcome to 31/03/19	2019/20 Outcome to 31/03/20	2020/21 Outcome to 31/03/2021	2021/22 Target
Average Relet Time (Days) (ARC 30)	SQ	3.26 days	3.19 days	16.14 days	6 days
Void Numbers at end of period	SQ	0	0	4	0
Void Rent Loss (£, £, %) (ARC 18)	SQ	£941.94 0.04%	£2,195,817.85 £909.05 0.04%	£2,441,593 £5392.02 0.22%	0.10%
9 Pineview Court void numbers & void rent loss	SQ	0 £1386.33	0 £0.00	1 £2,913.64	
Tenancy Terminations (No.)	SQ	27	27	25	
Turnover % (ARC 17)	O	5.08%	27 /533 5.07%	25/852 2.93%	<6%
Refusals as % of offers (%) (ARC 14)	O	0.00%	1 /28 3.57%	2/10 20%	
Tenancy Sustainment: % tenancies sustained for more than 1 year (%) (ARC 16)	SQ	89.74%	28 / 30 93.33%	24/27 89%	90%+
Abandoned Properties (ARC C4)	SQ	3	3	3	
No. of new applications added to the Housing List	O	157	153	347	
Applications: Total number on the Housing List	O	1099	1016	565	
Applications: Number suspended at period end	O	2	3	3	
Applications: Number cancelled	O	91	236	798	
Applications: average time to process (days)	SQ	4 days	2.25 days	7 days	5 days
Number of section 5 referrals received (ARC 23)	O	26	27	3	
% of section 5 referrals that resulted in an offer (No. & %) ARC 23	O		21/27 77.78%	3/3 100%	
% of section 5 referrals that resulted in a let (No. & %) ARC 23	O		16 /21 76.19%	2/3 66.67%	
Settling In Visits Completed (%)	O	100%	23/33 69.70%	0%	100%* When Covid 19 restrictions lifted

Housing Services KPI	S or O	2018/19 Outcome to 31/03/19	2019/20 Outcome to 31/03/20	2020/21 Outcome to 31/03/2021	2021/22 Target
Settling In Visits Completed within timescales (%)	O	86.21%	23/23 100%	N/A	90%+* When Covid 19 restrictions lifted
Tenants satisfied with standard of home when moving in (%)	SQ	96.30%	27/29 93.10%	N/A	95%+ * When Covid 19 restrictions lifted
Anti-social behaviour cases resolved within locally agreed targets (%) (ARC 15)	SQ	100%	67 / 69 97.10%	35/36 97.22%	100%
Resident and Customer Forum	SQ	10	9	5	10
Emergency Repairs – average completion time (Hrs.) (ARC 8)	SQ	1 hour 43 mins	165 jobs 1.83 hours	233 jobs 2.73 hours	4 hours
All Non-Emergency Repairs – average completion time (Days) (ARC 9)	SQ	2.65 days	1678 jobs 2.52 days	1081 jobs 6.62 days	4 days
Urgent Repairs - average completion time (Days)	O	1.61 days	170 jobs 1.88 days	254 jobs 2.43 days	2 days
Routine Repairs - average completion time (Days)	O	3.23 days	1148 jobs 3.03 days	461 jobs 12.95 days	4 days
Non-Emergency Reactive repairs completed right first time (%) (ARC 10)	SQ	96.13%	1628 / 1672 97.37%	988/1079 91.57%	95%+
Repair appointments kept (%)	SQ	96.13%	1326 / 1383 95.88%	808/856 94.39%	95%+
Average reactive repairs completed per occupied property (No.)	O	3.16	3.46	1.53	
Reactive Repairs Satisfaction (%) (ARC 12)	SQ	95.03%	220 / 224 98.21%	174/183 95.08%	96%+
Pre Inspections – Policy Mandatory reactive repairs cases (%)	O	100%	255 / 256 99.61%	1 job	100%* When Covid 19 restrictions lifted
Post Inspections - Reactive repairs (%)	O	17.86%	369 / 1843 20.02%	3 jobs	20%* When Covid 19 restrictions lifted



Housing Services KPI	S or O	2018/19 Outcome to 31/03/19	2019/20 Outcome to 31/03/20	2020/21 Outcome to 31/03/2021	2021/22 Target
Post Inspections- Policy Mandatory Cases	O	100%	547 / 581 94.15%	1 job	100%* When Covid 19 restrictions lifted
Legionella Checks - compliance	SQ	100%	100%	100%	100%* When Covid 19 restrictions lifted
How many times in reporting year was gas safety check not complete within timescale (No.) (ARC 11)	SQ	0	0	2	0
Properties with current Electrical Periodic Inspection Record (%)	SQ	100%	532 / 533 99.81%	779 / 853 91.32%	100%* When Covid 19 restrictions lifted
Number of households awaiting adaptations (No.) ARC 19	SQ	N/A	1 (11/12 completed)	6	
Total cost of adaptations completed in year by source of funding ARC 20	SQ	N/A	£20,805.95 (£7812 – landlord £12,994 grant)	£21,551.75 Grant funded	
Medical Adaptation applications completed (%)	SQ	100%	14 / 16 87.5%	10/16 62.5%	100%* When Covid 19 restrictions lifted
Average time to complete medical adaptations (Days) (ARC 21)	SQ	13 days	22.14 days	15/473 31.5 days	60+days (<21 days post Covid19 restrictions)
SHQS Compliance (%) (ARC 6, C8, C9)	SQ	532/532 100%	532 / 533 99.81%	851/852 99.88%	852/852 100%
EESSH Compliance (Nos & %) (ARC C10, C11)	SQ	532/532 100%	533 / 533 100%	849/852 99.65%	100%

Housing Services KPI	S or O	2018/19 Outcome to 31/03/19	2019/20 Outcome to 31/03/20	2020/21 Outcome to 31/03/2021	2021/22 Target
EPCs (ARC C12 :					
Number of properties which have a valid EPC at year end by banding. (no.)	O		A = 0, B = 2, C = 487, D - G = 0 Total = 489	A=0, B=6, C=520, D= 3 Total = 529	
Number of EPCs lodged in reporting year by banding (No.)	O		A - B = 0 C = 16 D - G = 0 Total = 16	C=3 Total = 3	
EPCs SAP version	O		SAP2009 = 48 SAP2012 = 441 Total = 489	SAP2005= 2 SAP2009= 62 SAP2012= 465 Total = 529	
Properties brought up to EESSH in reporting year (No.)	O		0	0	
Investment in EESSH by £ and source	O		£0 Source of £	£0	