

Monthly Performance Pack

Key Performance Indicators

March 2024
(data up to end of March 2024)



Executive Summary

Of the 26 Key Performance Indicators for the latest month:

- 25 currently have targets set
- 13 currently have benchmarking Data available
- 11 are **Red** (worse than target/heading in the wrong direction)
- 14 are **Green** (meeting or above target)

The **Red** KPIs this month are:

- Complaints responded to in timescale
- Overall Satisfaction
- Overall Satisfaction (transactional)
- Homes that do not meet the Decent Homes Standard
- Compliance – Fire Safety Checks (Fire Doors)
- Re-Let Times (General Needs - Minors)
- Repairs Right First Time
- Outstanding Damp and Mould reports - Category 1
- Outstanding Damp and Mould reports
- TPM Surveys older than 6 years
- Attrition – Staff Turnover

The mitigation for each Red measure is shown in the narrative but if appropriate verbal updates will be provided at board.

NB – Benchmarking groups are *Housemark(HM)* or *Independent East (IE)* unless stated



Key Performance Indicators



Measures overview

Measure	Jan-24	Feb-24	Mar-24	Target	Benchmarking	RAG	DoT from previous month
Complaints responded to in timescale	90.2%	97.9%	92.5%	100%	88.47%	●	↓
No. of complaint escalations in month	8.3%	4.3%	4.0%	TBC	TBC	●	↓
Overall satisfaction	72.50%	72.00%	72.00%	80%	64.80%	●	≡
Overall satisfaction (transactional)	76.0%	86.7%	71.6%	80%	TBC	●	↓
Homes that do not meet the Decent Homes Standard	0.72%	0.48%	0.69%	0%	0%	●	↑
Compliance - Gas safety checks	99.70%	99.70%	100.00%	100%	99.97%	●	↑
Compliance - Fire safety checks (FRAs)	100.00%	100.00%	100.00%	100%	99.50%	●	≡
Compliance - Fire Safety Checks (Fire Doors)	88%	95%	85%	100%	N/A	●	↓
Compliance - Asbestos	100.00%	100.00%	100.00%	100%	99.80%	●	≡
Compliance - Water	100.00%	100.00%	100.00%	100%	100%	●	≡
Compliance - Lift Safety	100.00%	100.00%	100.00%	100%	87.0%	●	≡
Arrears	3.09%	2.81%	2.36%	3.00%	3.10%	●	↓
Re-Let Times (General Needs - Minors)	96.64	64.52	53.65	40.00	44.95	●	↓
Compliance - Electrical testing	98.17%	98.74%	100.00%	100%	98.80%	●	↑
HHSRS Category 1 Failures	2	1	0	0	N/A	●	↓
Repairs Right First Time	88.00%	89.49%	82.40%	88%	84.90%	●	↓
Outstanding Damp and Mould reports - Category 1	0	5	5	0	N/A	●	≡
Outstanding Damp and Mould reports	298	312	306	0	N/A	●	↓
No. of New affordable Homes completed during year	139	139	157	116	N/A	●	↑
No. of homes re-purposed via disposal during year	49	49	49	30	N/A	●	≡
Number of TPM Surveys older than 6 years	1158	1149	1091	0	N/A	●	↓
Average SAP rating	73.05	73.02	73.05	73.00	N/A	●	↑
Existing Stock: Increase 'C' rated	65.6%	65.6%	65.7%	63.30%	N/A	●	↑
Attrition- Staff Turnover	1.33%	0.86%	1.68%	1.25%	0.90%	●	↑
Short Term Sickness Absence	1.1%	0.9%	1.0%	TBC	3.7%	●	↑
Long Term Sickness Absence	4	2	5	5	N/A	●	↑

Key:

RAG Rating – Green is good performance against target or expected performance; Red is poor performance against target or expected performance

DoT = Direction of Travel in performance compared to last month

Complaints Responded to in Timescale

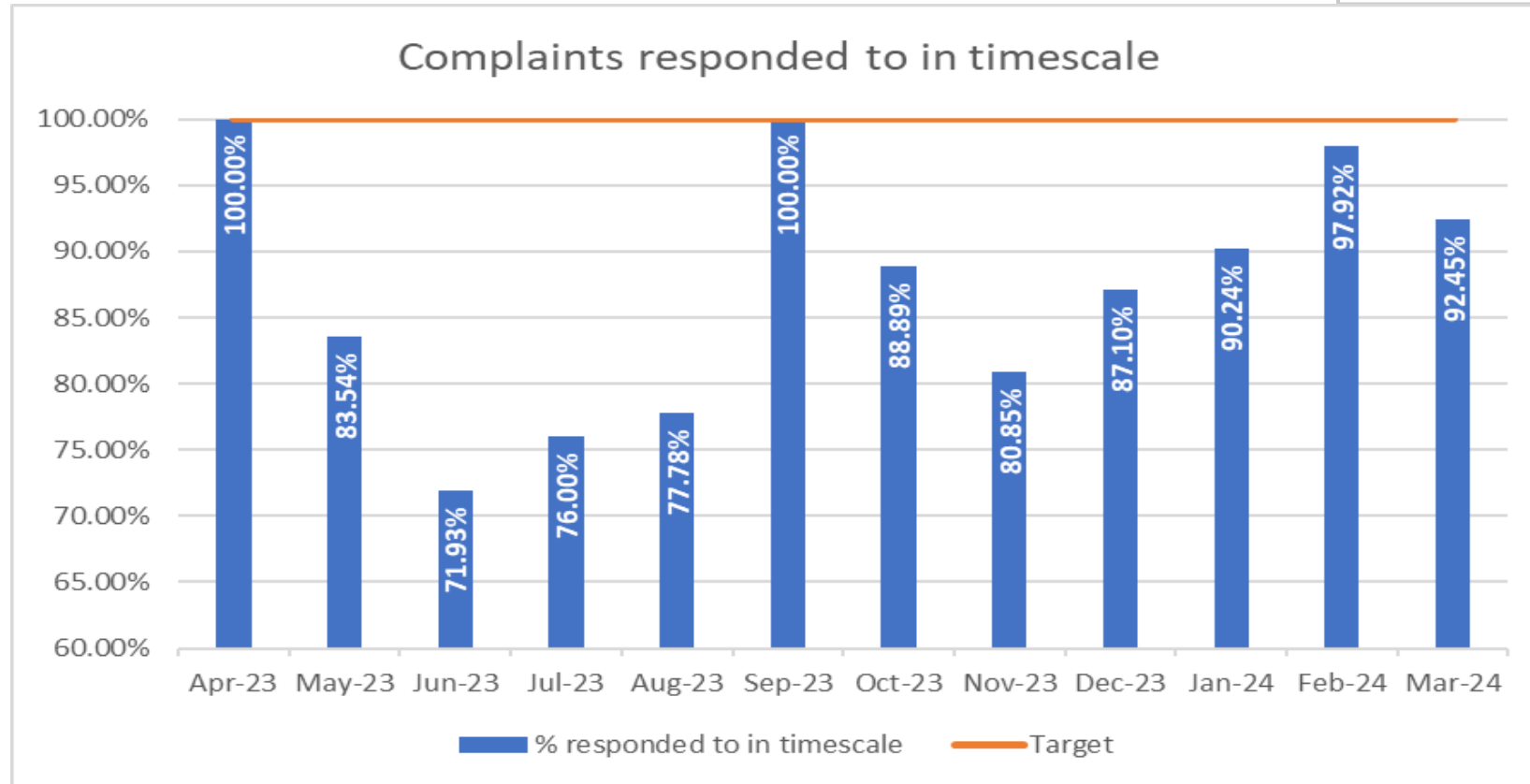
Responsible: Chief Tenant Officer

Data owner: Director of Tenant Experience and Insight

Commentary provided by: Josh Warden

Date updated: 18th April 2024

RAG Rating - **92.45%** & Trend **-7.55%**
Target: **100%**
Benchmark **88.47%**



Commentary

In the last quarter we have seen a positive and consistent improvement in our compliance with timescale to respond to complaints, significant strides have been made to improve through introduction of new quality assurance reviews. These peer to peer reviews provide opportunity for learning as well as assurance that investigations have been consistently thorough and provide a comprehensive response and resolution. It places critical emphasis on proactive communication with complainants. The changes within the revised HOS Complaints Handling Code (1st April 2024) have been widely communicated and more training provided which will further improve and embed a positive complaint handling culture.

KPI Definition:

% of Complaints received in month responded to within timescale

Notes – reported a month in arrears ; LCRA properties only

Calculation:

Total number of Complaints responded to in timescale each month as a percentage of the total number of Complaints received each month

Complaints Escalated

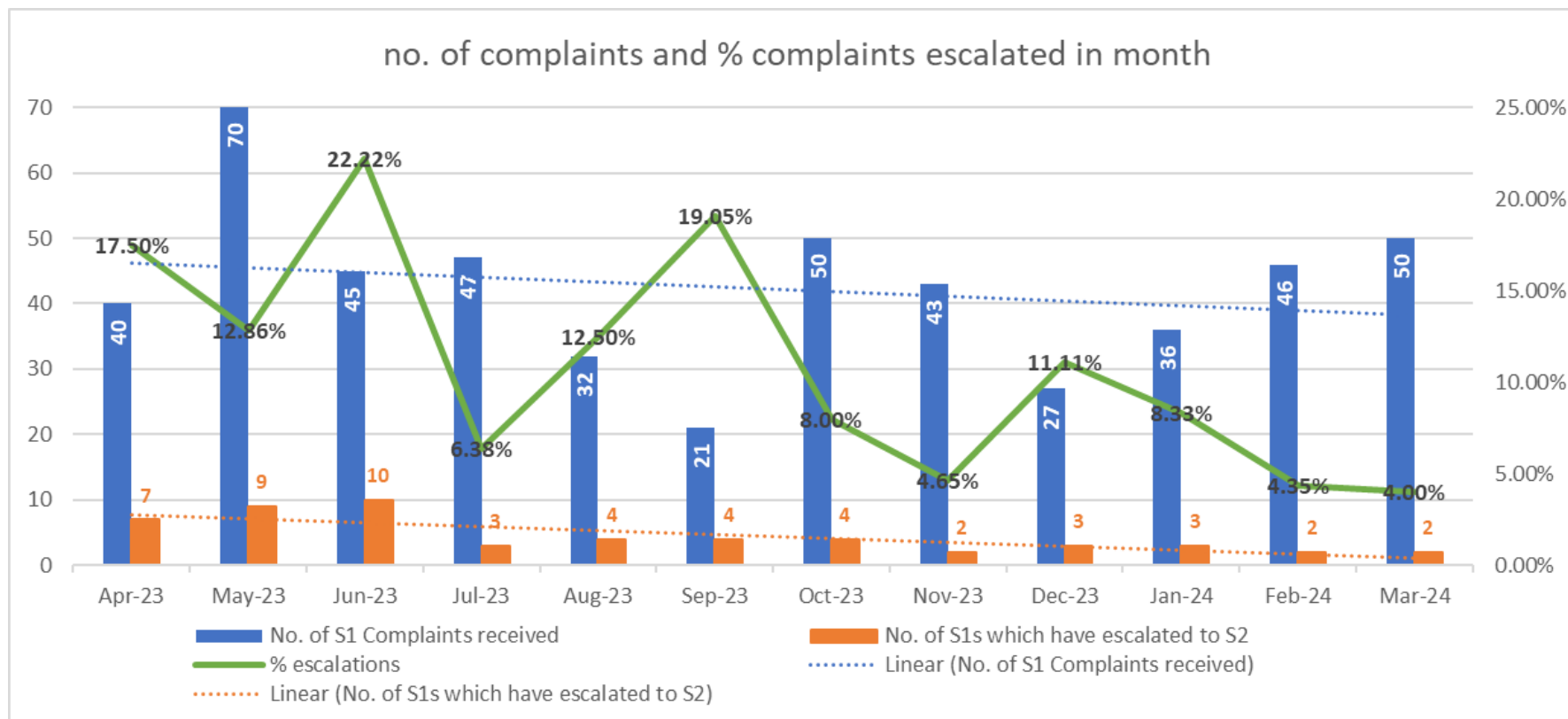
Responsible: Chief Tenant Officer

Data owner: Director of Tenant Experience and Insight

RAG Rating – To reduce escalations by 15% S1 and 20% S2

Commentary provided by: Josh Warden

Date updated: 7th May 2024



Commentary

This is a new KPI and provides an important indicator of how well we are responding to our tenants where complaints are raised and how well service improvements are embedding. We have seen a 27% increase in stage 1 complaints in Q3 when compared with previous quarter. The root cause of this relates to a seasonal increase in repair demand and appointment timeframes as well as managing follow-on repair appointments and operative availability to accommodate the increased demand. We have seen a reduction in escalation of complaints in the early part of 2024, this is largely due to an adequately resourced team and the implementation of quality assurance peer to peer Stage 1 reviews which ensures real time learning. Overall complaints and service feedback cases have increased by 26% when compared with the previous year. This is consistent with sector averages, the Housing Ombudsman Service has reported a 27% increase in complaints in 22/23, it is expected that this trend will continue and be reflected in their 23/24 annual performance report.

KPI Definition:

% of Complaints escalating from Stage 1 to Stage 2 in month
(Note – historic data is subject to change as complaints are escalated in later months)

Calculation:

Percentage of Stage 1 complaints received in month which escalated to Stage 2

Overall Satisfaction

Responsible: Chief Tenant Officer

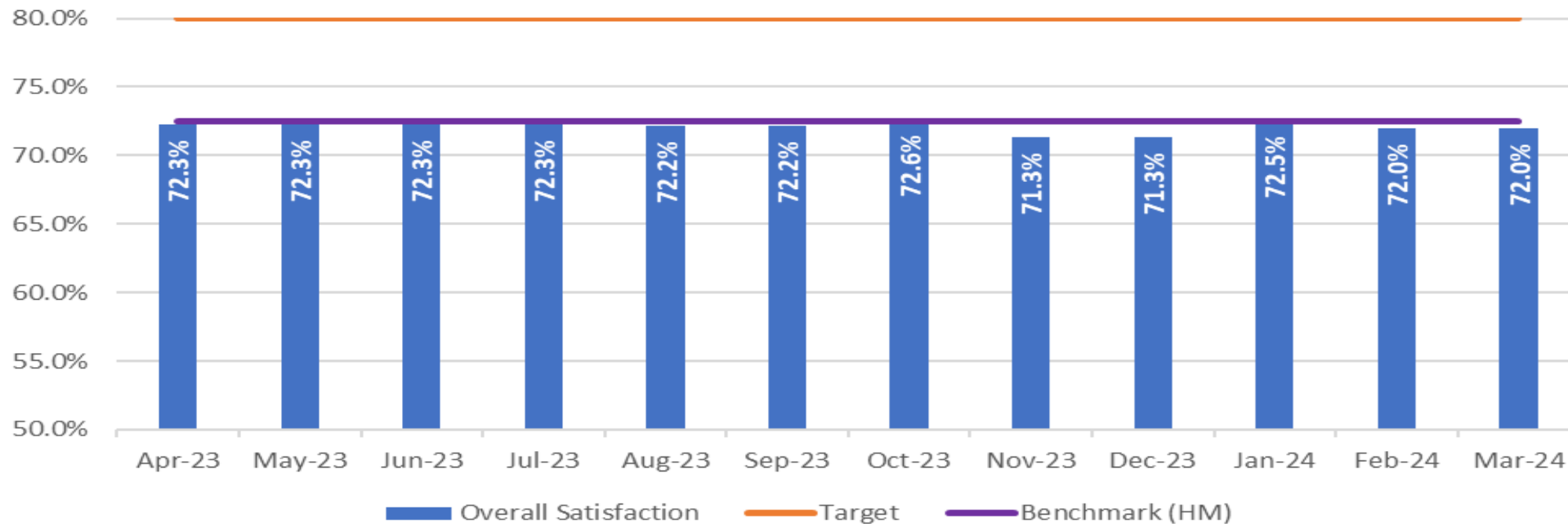
Data owner: Director of Tenant Experience and Insight

Commentary provided by: Paula Tuck

Date updated: 18th April 2024

RAG Rating - **72%** & Trend -8%
Target: **80%**
Benchmark: **64.8% (IE) 72.5% (HM)**

TP01 - Overall Satisfaction



Commentary

Across the sector, satisfaction levels are down almost 10 percentage points since pre pandemic (Housemark). The pattern of perception rates across the UK shows just 1 in 5 landlords recording a real improvement. Saffron Tenant Satisfaction Measures analysis indicates trends of dissatisfaction which correlate to our complaint root causes. TP03, Repairs Completion Time stands at 65.1% satisfaction. Key themes indicates that repairs timeframes drive dissatisfaction, and this is compounded by not communicating with tenants in a timely way to provide updates about next steps for complex, follow on repairs.

We are working in partnership with Your Own Place to run interactive focus groups with Saffron Community Members and TSM Respondents, targeting the lowest scoring TSM areas. Invitations have been sent to tenants who have made a complaint in the last 12 months and tenants who have completed a Repairs Satisfaction Survey. These sessions will review TSM results, understand expectations, perception and explore resolutions. The focus groups begin in May 2024 and the outcomes will feed into our Service Improvement Framework.

KPI Definition:

Source – Tenant Perception Survey

Taking everything into account, % satisfaction with the service provided by your landlord?

Calculation:

From TFL Dashboard output

Overall Satisfaction (Transactional)

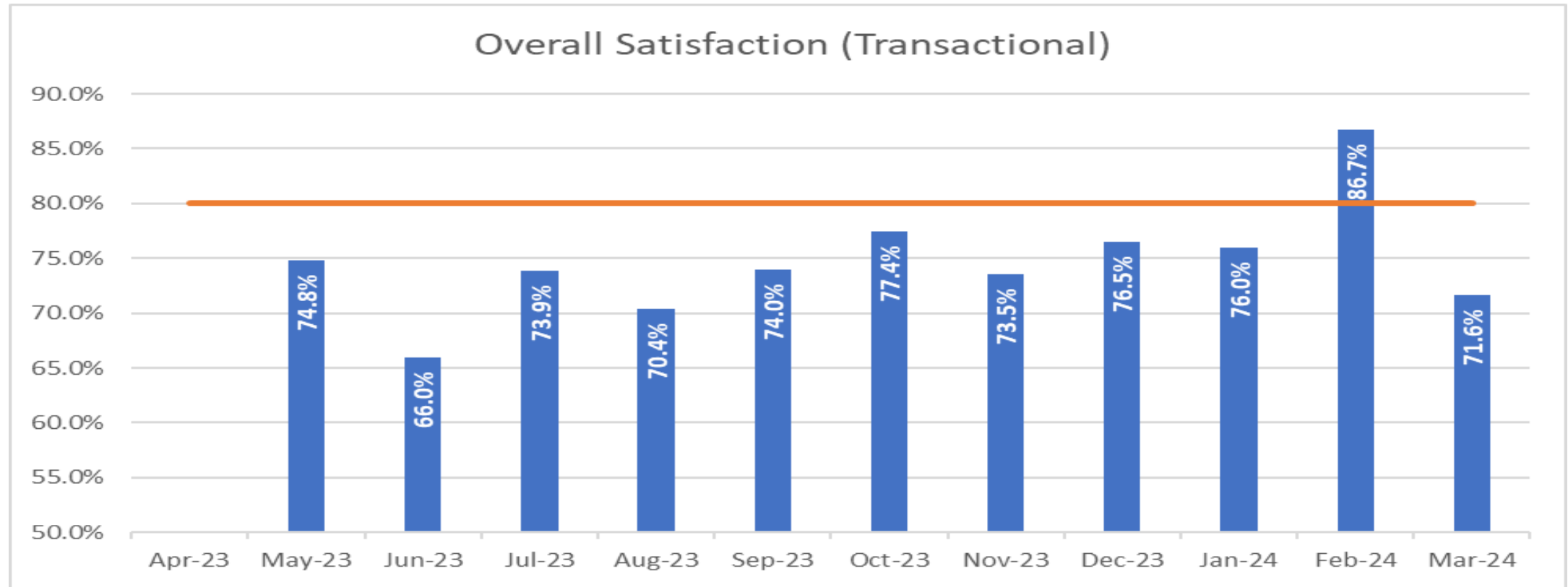
Responsible: Chief Tenant Officer

Data owner: Director of Tenant Experience and Insight

Commentary provided by: J Warden

Date updated: 18th April 2024

RAG Rating – 71.6% & Trend -8.4%
Target: 80%
Benchmark N/A



Commentary

Call handling and Repairs saw a drop in satisfaction in March. Our complaints analysis and TSM feedback highlight repairs as the single biggest source of customer demand and complaints, impacting overall satisfaction. We are working with In House specialist customer research company who are supporting us in our tenant journey mapping. We will be implementing a set of new transactional surveys that will provide insight into areas where satisfaction is low, providing a more detailed view to where those service improvements are needed. The new surveys go live May 2024, the results will be considered alongside all other qualitative and quantitative data, providing a holistic view of the tenant journey. This information will be considered within our Service Improvement Groups for action to drive positive change that is measurable.

KPI Definition:

Source – Feedback request
Taking everything into account, % satisfaction with the service provided by your landlord?

Calculation:

Number of responses stating “very satisfied” or “fairly satisfied” as a percentage of all valid responses

Homes that do not meet the Decent Homes Standard

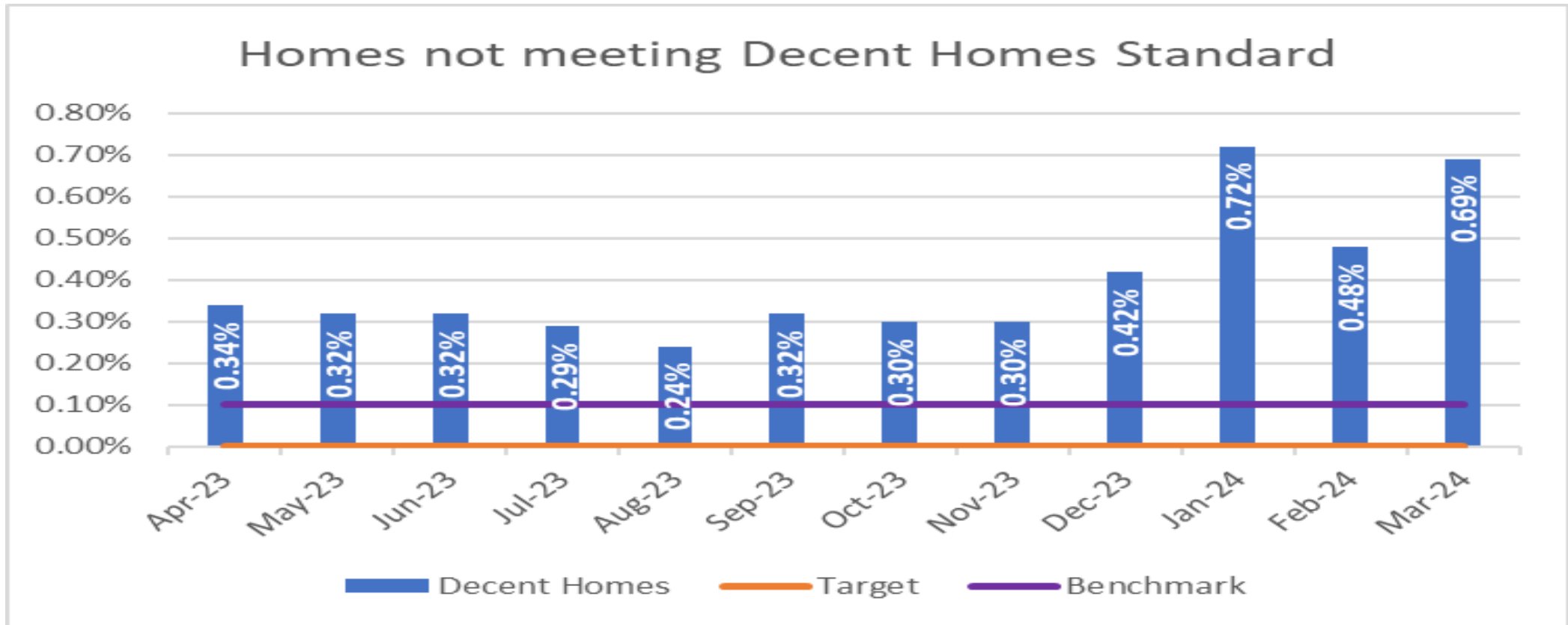
Responsible: Chief Tenant Officer

Data owner: Director of Asset and Sustainability

Commentary provided by: Jason MacCormick

Date updated: 17/04/2024

RAG Rating **0.69%**
 Target: 0% & Trend **+0.69%**
 Benchmark **0.1% (BE)**



Commentary:

We continue to increase our TPM surveys we will continue to see an increase in identified failures. With improved internal processes these actions are being addressed swiftly and as a result we will continue to see these numbers decrease as we put things right. During 2023/24, we have had 89 fails identified, 47 of these having been remedied, with 42 under review out of 6270 properties, mainly relating to electrical installations. A high number of these works are assessed and passed through as old but in a good condition and the failure removed. Saffron has a working, digital, methodology for how it processes DH homes failures. TPM undertakes its digital surveys and the moment the survey is complete the data is transferred, and action taken against criteria A,B,C or D or a combination of all. Fails are analysed and monitored through Power BI to ensure swift resolution. Urgent HHSRS failures are targeted within a 30-day time frame. We continue to make good progress in our ambition to achieve a sub-5-year survey cycle in the next FY. Our oldest survey is from 2010 we will have all remaining 991 complete by end of the calendar year end and to within a 5-year cycle by February 2025.

KPI Definition:

% of properties which met the Decent Homes Standard in their last TPM Survey

Calculation:

Total number of Homes that met the Decent Homes Standard in their last TPM Survey as a percentage of all Homes

Compliance - Gas

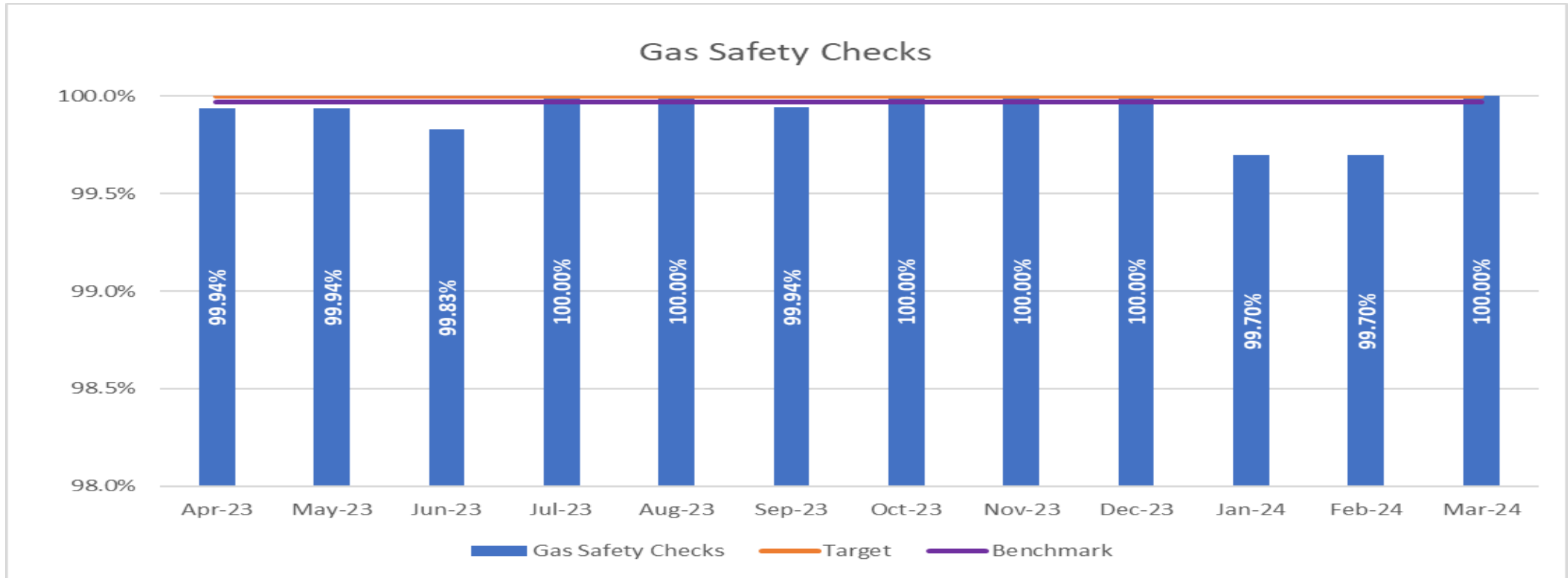
Responsible: Chief Tenant Officer

Data owner: Director of Asset and Sustainability

Commentary provided by: David Hammond

Date updated: 17/04/2024

RAG Rating **100%**
Target: 100% & Trend 0%
Benchmark **99.97% (HM)**



Commentary:

100% compliant, we will continue to maintain. All 3587 properties with gas were compliant at the end of March 2024.

KPI Definition:

% of homes that have had all necessary gas safety checks

Calculation:

No. of properties with all necessary gas safety checks as a percentage of all properties.

Compliance – Fire Safety (FRAs)

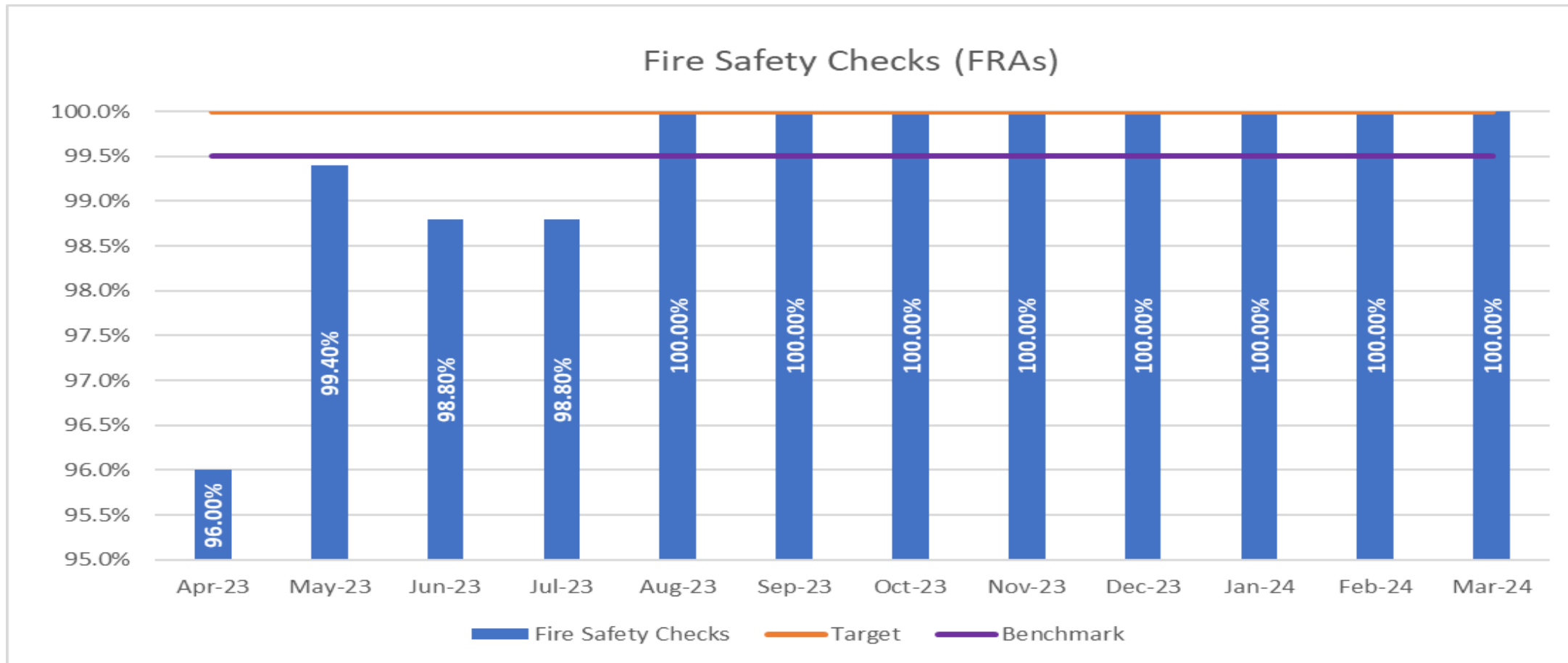
Responsible: Chief Tenant Officer

Data owner: Director of Asset and Sustainability

Commentary provided by: Jason MacCormick

Date updated: 17/04/2024

RAG Rating - 100%
Target: 100% & Trend 0%
Benchmark 99.5% (IE)



Commentary:

100% compliant, we will continue to maintain. All 245 buildings subject to having an FRA undertaken were in date as of the end of March 2024.

KPI Definition:

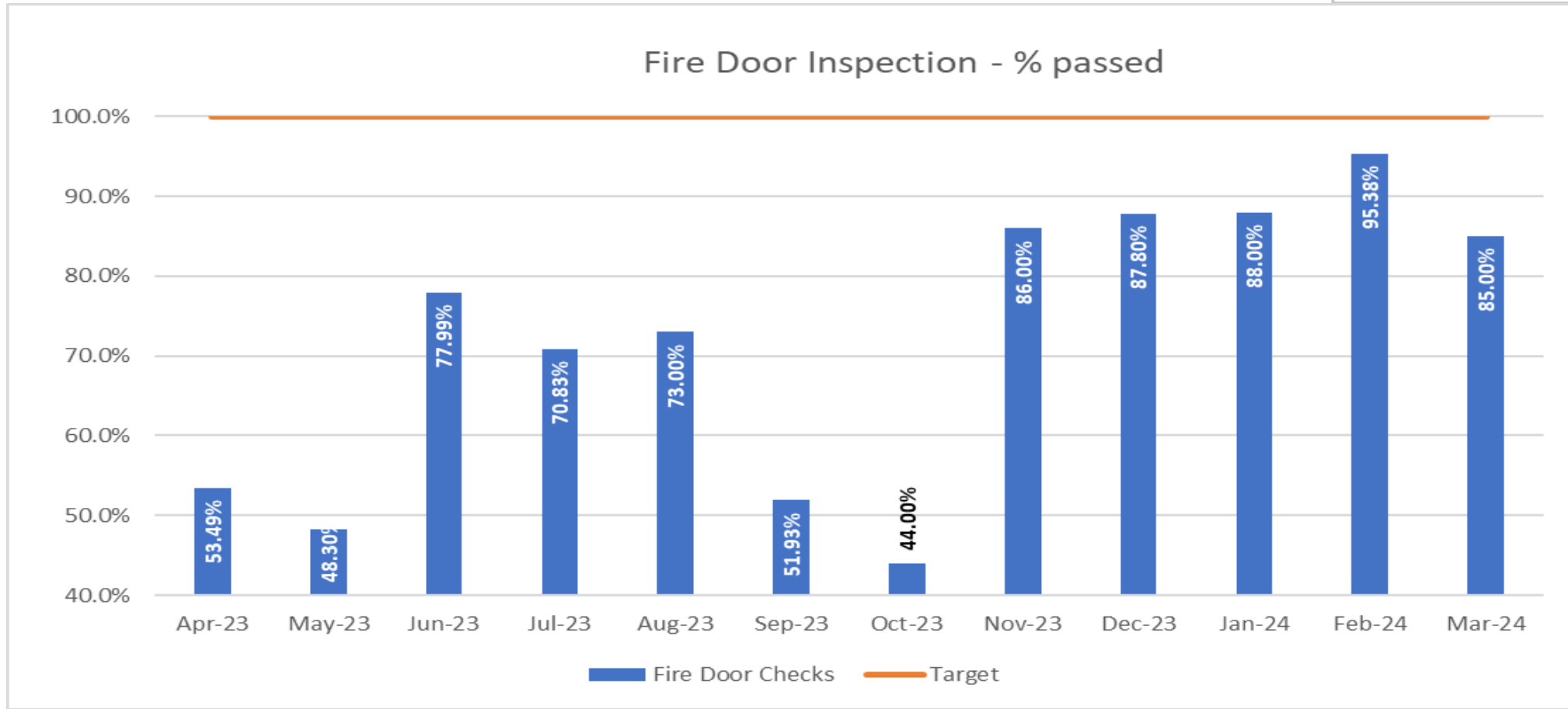
% of homes that have had all necessary fire risk assessment

Calculation:

No. of properties with all necessary fire risk assessments as a percentage of all properties

Compliance – Fire Safety (Fire Doors)

Responsible: Chief Tenant Officer	Data owner: Director of Asset and Sustainability	RAG Rating - 15% Target: 0% & Trend +15% Benchmark - N/A
Commentary provided by: Jason MacCormick	Date updated: 17/04/2024	



Commentary:
 The failure rate of doors in March was slightly higher than usual, this was mainly due to inspection of doors in Swallowtail Place where the building is still settling and movement in door frames is slightly higher than usual. A total of 282 doors were inspected during March 2024. A number of older LD properties were also surveyed in March, and these contributed to the failure level as some doors required adjustment. There is no risk to the occupants and the doors are perfectly safe, from time to time all fire doors need adjusting and the programme of inspection is there to capture those minor remedial adjustments to ensure a proactive approach. To confirm these figures are the failure rates, not a drop in the number of doors being assessed against the programme. This is 100% up to date. On all 2,900 communal doors.

KPI Definition:
 % of fire doors inspected in month that have returned a fail.

Calculation:
 No. of fire doors failing their inspection as a percentage of all fire doors inspected

Compliance - Asbestos

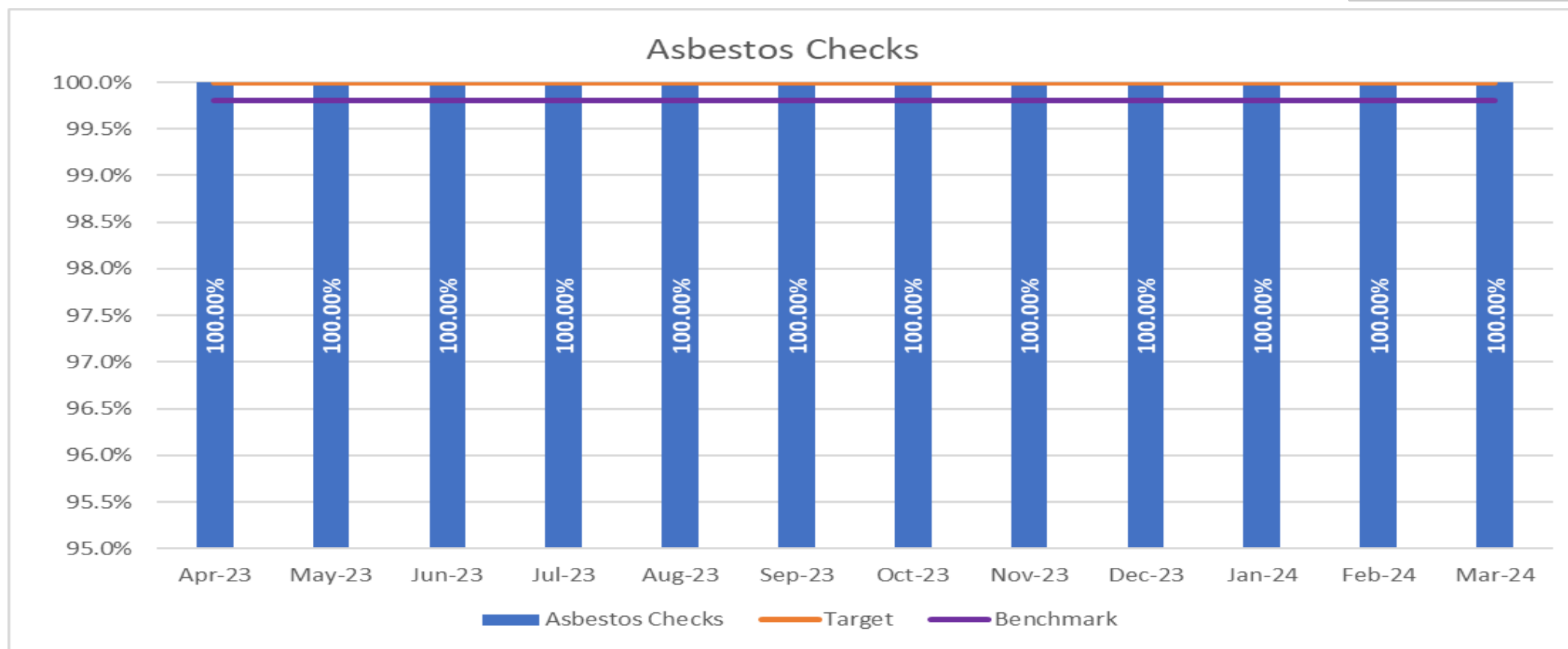
Responsible: Chief Tenant Officer

Data owner: Director of Asset and Sustainability

Commentary provided by: Jason MacCormick

Date updated: 17/04/2024

RAG Rating - **100%**
Target: 100% & Trend 0%
Benchmark – **99.8% (IE)**



Commentary:

100% compliant, we will continue to maintain this into 2024/25. A total of 3567 properties contain, or potentially contain, asbestos and are continuously monitored by the programme.

KPI Definition:

% of homes that have had all necessary asbestos safety checks

Calculation:

No. of properties with all necessary asbestos safety checks as a percentage of all properties

Compliance - Water

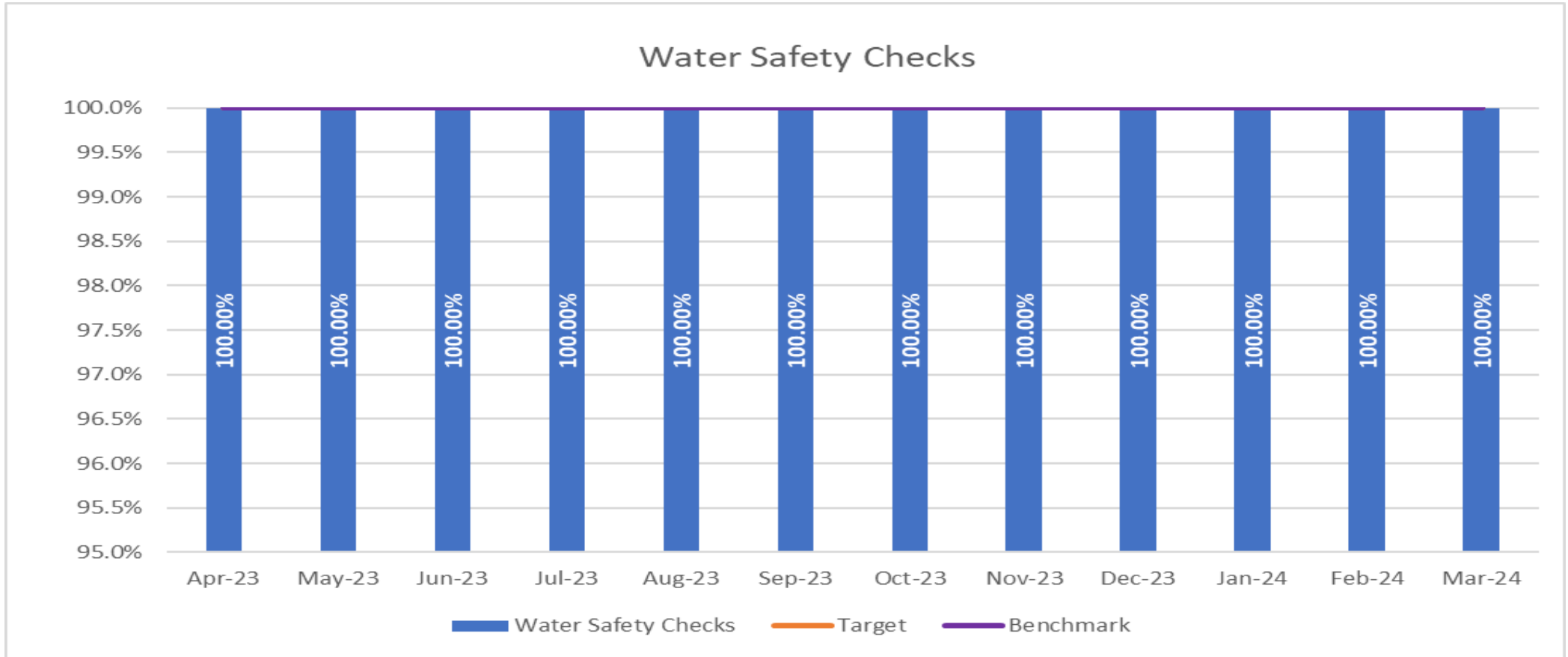
Responsible: Chief Tenant Officer

Data owner: Director of Asset and Sustainability

Commentary provided by: Jason MacCormick

Date updated: 17/04/2024

RAG Rating - **100%**
Target: 100% & Trend 0%
Benchmark – **100% (IE)**



Commentary:

100% compliant, we will continue to maintain into 2024/25. 23 schemes, containing 312 dwellings and 2306 applicable components make up the ACOP L8 water monitoring scheme.

KPI Definition:

% of homes (Saffron Schemes) that have had all necessary water safety checks

Calculation:

No. of properties with all necessary water safety checks as a percentage of all properties (Saffron Schemes only).

Compliance – Lift Safety

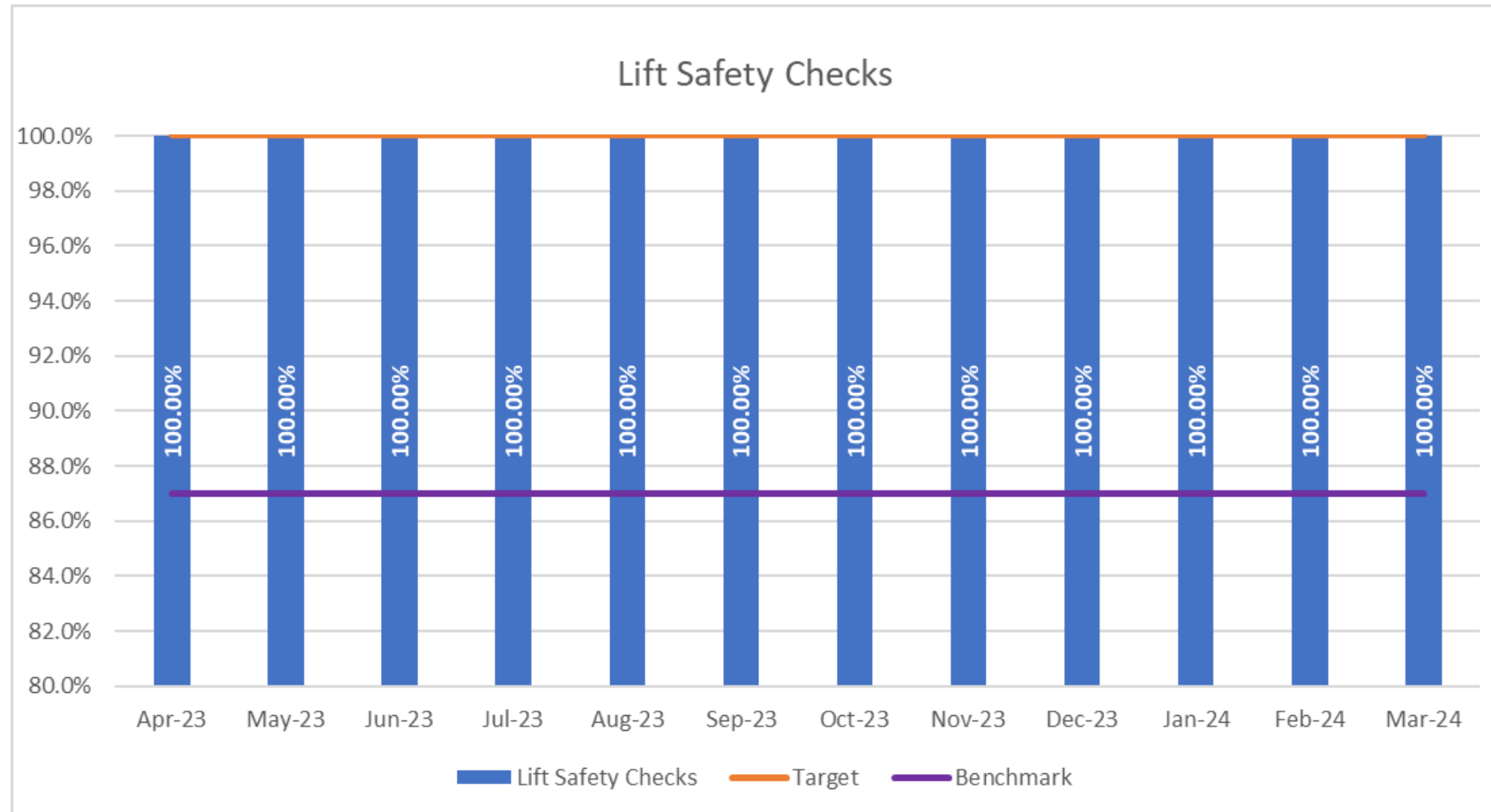
Responsible: Chief Tenant Officer

Data owner: Director of Asset and Sustainability

Commentary provided by: Jason MacCormick

Date updated: 17/04/2024

RAG Rating **100%**
Target: 100% & Trend 0%
Benchmark **87% (IE)**



Commentary:

100% compliant, we will continue to maintain compliance into 2024/25. 688 dwelling are served on schemes by 13 passenger lifts across our schemes.

KPI Definition:

% of homes that have had all necessary lift safety checks

Calculation:

No. of appropriate properties with all necessary lift safety checks as a percentage of all appropriate properties

Arrears

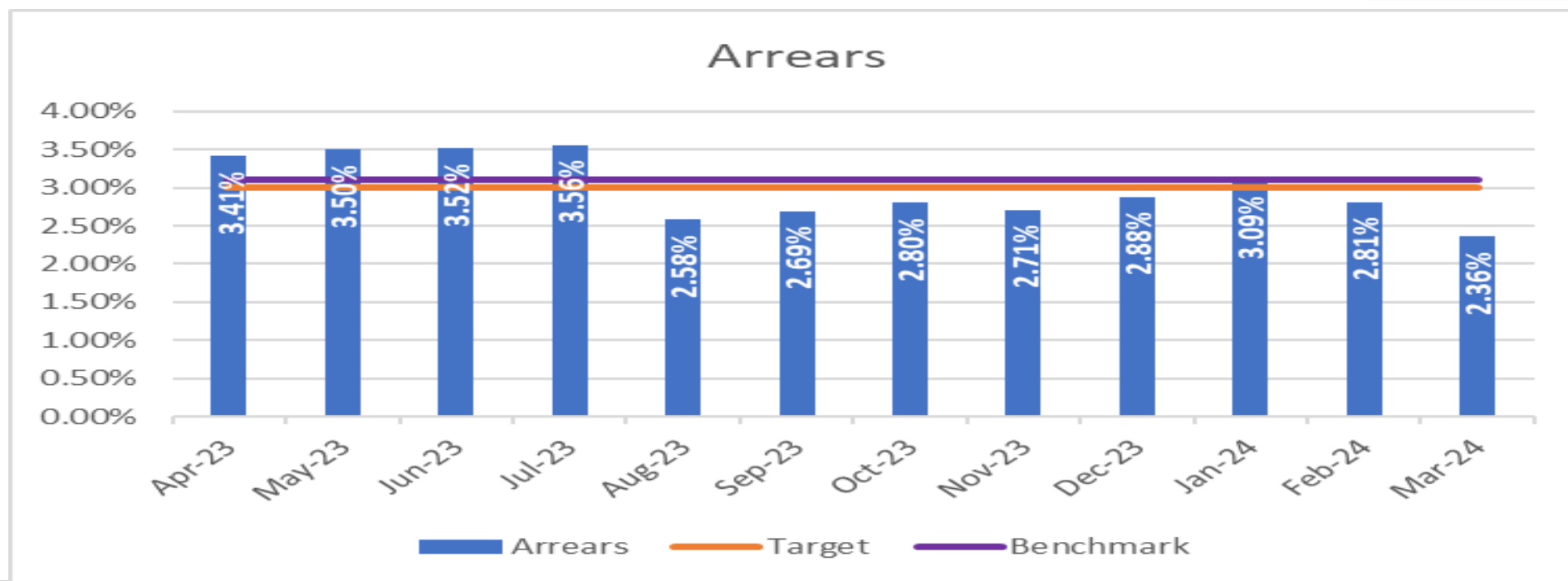
Responsible: Chief Tenant Officer

Data owner: Director of Tenant Services

Commentary provided by: Diane Marshall

Date updated: 21.03.24

RAG Rating **2.36%**
Target: 3% & Trend -0.64%
Benchmark **3.1 (HM)**



Commentary:

Arrears for 23/24 are 2.31% compared to 2.6% last year against a target of 3%. This is a great achievement by the team bearing in mind the cost-of-living pressures being faced. By using both data and building trust with our tenants we have been able to work with our tenants to ensure they continue to sustain their tenancies. Evictions in this area, are low and are only used as an action as a last resort ie. Abandonment of tenancy. Ensuring tenants have the correct information available to them, including what support that either Saffron or external providers can offer, has been key to the success of our overall arrears figure. This area continues to evolve between ourselves and tenants including the encouragement of direct debits for tenants, early intervention and rent checks as part of the letting process and ensuring tenants are set up for success. The team continues to seek additional solutions that can help us use data in a way that allows us to be truly proactive in this space with tenants, allowing tenants to have visibility and ownership over their rent accounts and support they need.

KPI Definition:

Value of current rent arrears of all tenants at the end of the period as a percentage of the rent debit

Calculation:

Value of current rent arrears of all tenants at the end of the period as a percentage of the rent debit YTD at the end of the quarter for the current financial year. Applies to general needs and housing for older people only position each year.

Re-Let Times (General Needs-Minors)

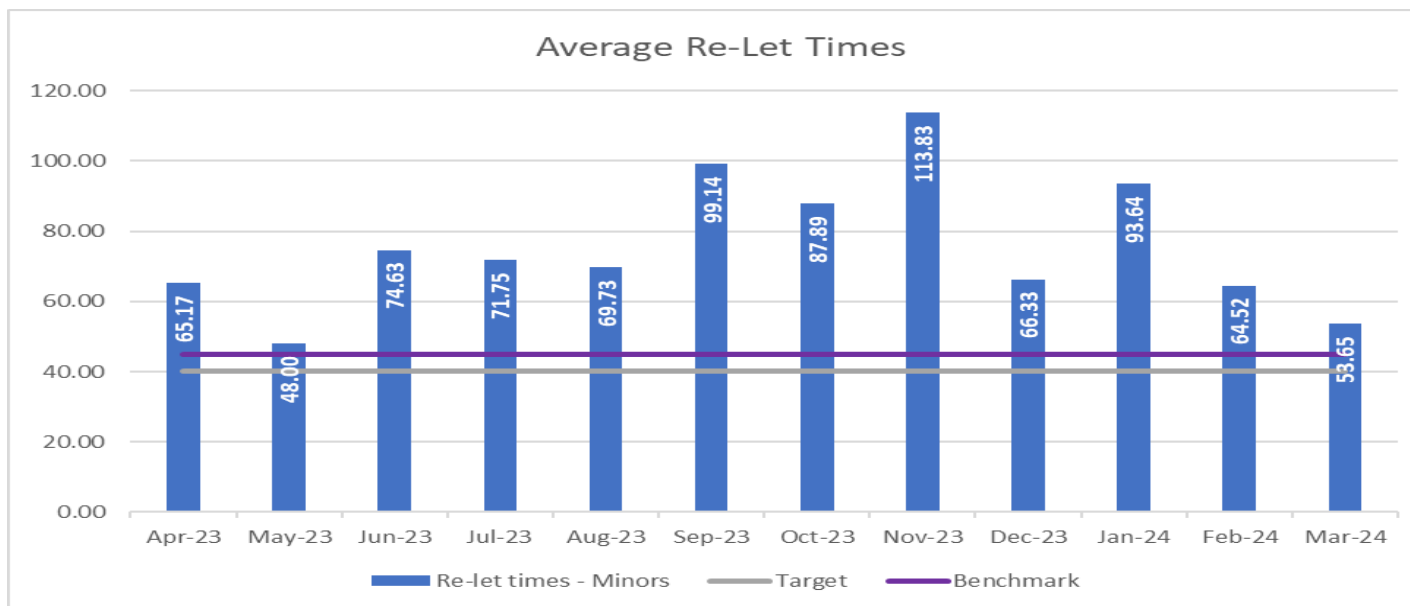
Responsible: Chief Tenant Officer

Data owners: Directors of Tenant Services; Director of Asset and Sustainability

Commentary provided by: Jason MacCormick & Aine McGaley

Date updated: 03/05/2024

RAG Rating **53.53**
 Target: 40 & Trend +13.53
 Benchmark **44.95 (HM)**



Commentary: In the last year we have seen an increase in void relet times, largely driven by increased complex major works alongside an ageing demographic which has resulted in an increase in tenancy terminations. Our SQC requested a 'deep dive' on voids in January 2024 as concerns on performance in this area were highlighted. Following this and subsequent discussion at Board a full end to end review was committed to in Q1 of 2024. Work is underway and being captured through our Service Improvement Framework. The Lettings team are working to a target of 5 working days, once all asset related work has been completed and the home is ready to let. For the Voids Team during 2023/24 we saw an 18% increase in completed properties in 2023/24 compared to the previous year, along with a 70% rise in asset-related tasks performed within voids during the same period. 37% of our void's works have been categorised as 'major' voids. A major void is a property in which we could not allow a tenant to move into the property without the works taking place. This could be any major component upgrade, and/or structural repairs or health and safety issue that would prevent a tenant from occupying a property. After a catch-up year, we are much more confident in bringing the repairs days for 'minor' voids to the targeted 20-day mark and the voids team has made provisions to do this. Volume of incoming voids will also be key, after a spike in tenancies being given up during 2023-24.

KPI Definition:

Average number of days taken to re-let a property (General Needs only)

Calculation:

Average number of days between previous Tenancy Termination Date to Tenancy Start Date for all New Tenancies started in the month

Re-Let Times by Void Category (All properties except new builds)

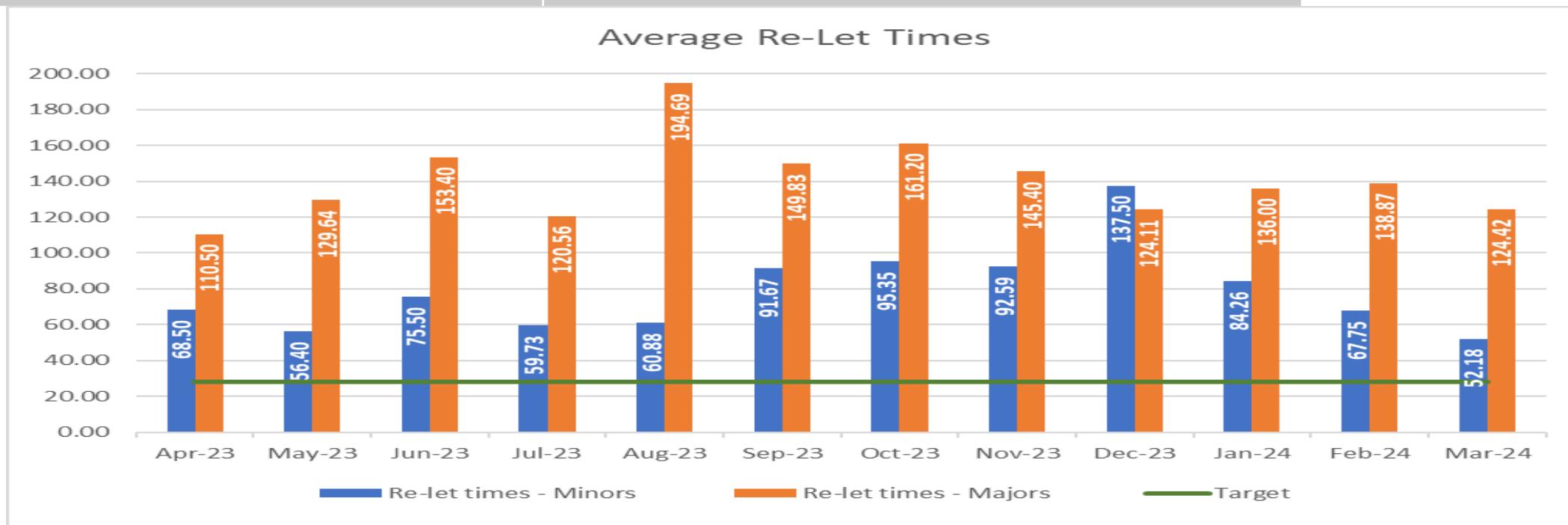
Responsible: Chief Tenant Officer

Data owners: Directors of Tenant Services; Director of Asset and Sustainability

RAG Rating TBC
Target: 28 & Trend TBC
Benchmark TBC

Commentary provided by: Jason MacCormick & Aine McGaley

Date updated: 9/5/24



Commentary:

As we continue with our end-to-end voids management review and implement service improvements, we have seen an improvement in timescales taken to manage the operational (minor) voids, in January, February, and March 2024. Despite the sustained high numbers of void properties throughout the year, with a significant peak observed during November and December, we've seen a decrease in relet times from 55 days in December 2023, to 52 days at the end of this financial year. Our Major voids works have consistently remained high, peaking at 184 days in August 2023 and dropping to 124 days by end of the financial year, again it is noteworthy that 22 days has been achieved in April 2024 for our 'minor' voids and our 'Major' voids are below 100 days for the first time since April 2023. To further support the reduction of void times, additional resource is being made available within our Electricians Team as our data informs us that this is a consistent hold up. This initiative is expected to reduce void times by an average of seven days. We manage our major works at the point of void and see this as an opportunity to reinvest in our stock, such as with retrofit works, and ensure that we have long lasting and sustainable accommodation for our tenants to thrive in. Whilst we are seeing improvements in the overall void time across minor and major works, there are opportunities that we are capturing through the service improvement review to further align processes and system.

Over the next 6-12 months, we will continue to see changes in this area as we reshape and implement service improvements to support the workflow, engagement with tenants and performance measures for the team. We will link closely into both our asset management and tenant engagement plans and ensure that any decisions are made with our tenants who are the heart of our decisions.

KPI Definition:

Average number of days taken to re-let a property (split by Void Category – excluding New Builds)

Calculation:

Average number of days between previous Tenancy Termination Date to Tenancy Start Date for all New Tenancies started in the month

Compliance - Electric

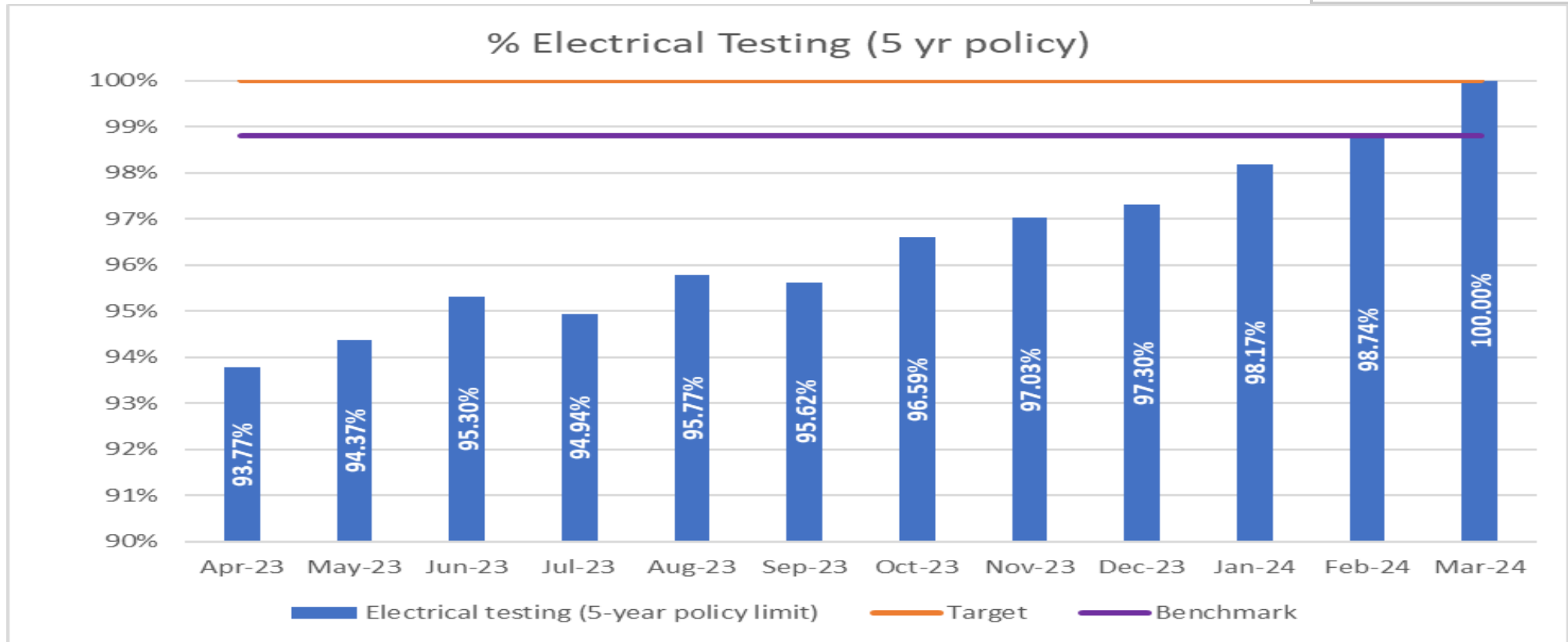
Responsible: Chief Tenant Officer

Data owner: Director of Asset and Sustainability

Commentary provided by: Jason MacCormick

Date updated: 17/04/2024

RAG Rating - **100%**
Target: 100% & Trend - 0%
Benchmark – **98.8% (IE)**



Commentary:

Consistent performance from the team as we near total compliance with the 5-year testing regime. We will continue to work in collaboration with our Housing Management colleagues to gain access to those remaining homes where access issues have presented. 6499 dwellings and buildings are subject to the five-year electrical testing regime.

KPI Definition:

% of applicable stock that have had electrical testing within 5 years

Calculation:

No. of properties with all necessary electrical safety tests in last 5 years as a percentage of all properties.

HHSRS Category 1 failures

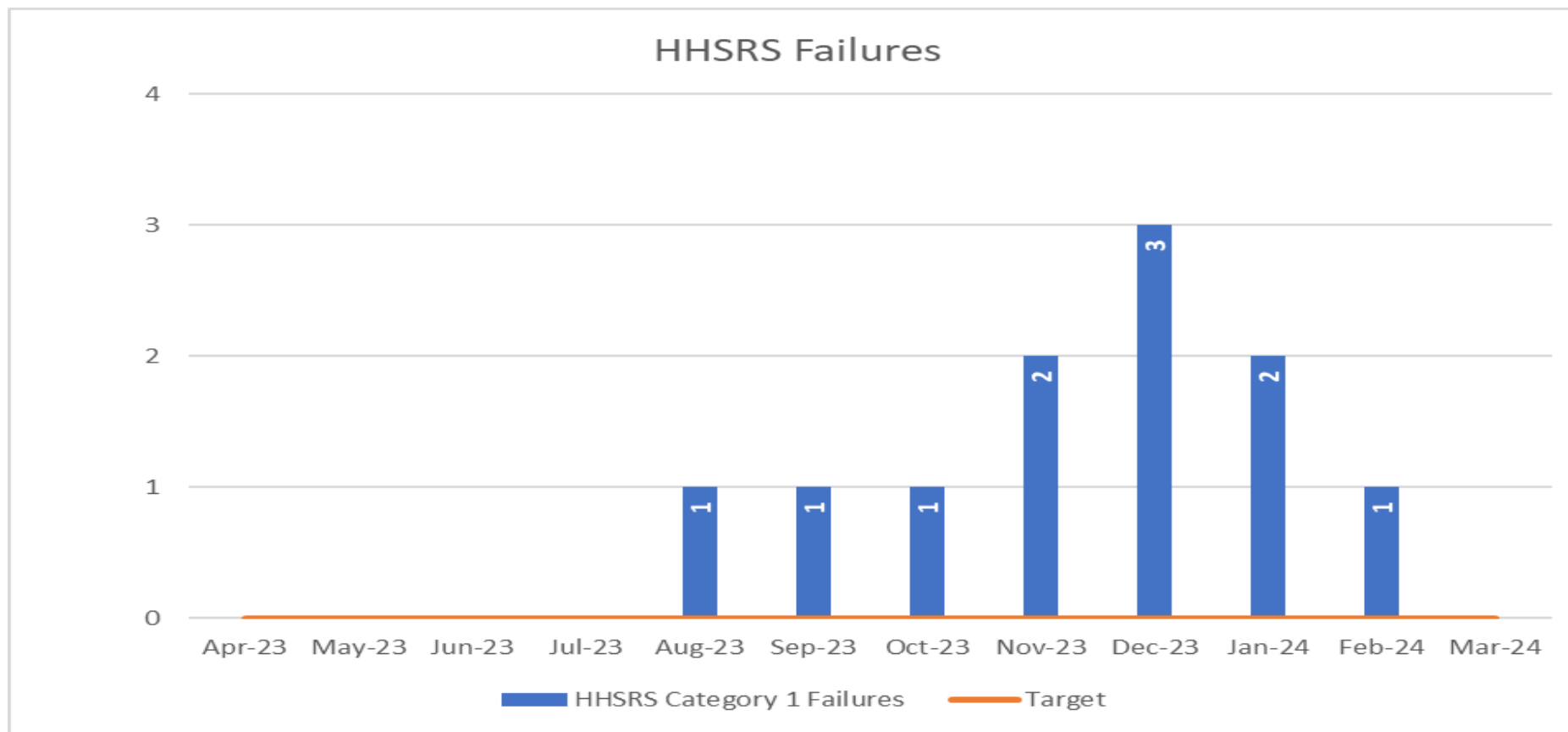
Responsible: Chief Tenant Officer

Data owner: Director of Asset and Sustainability

RAG Rating - **0**
 Target: 0 & Trend 0
 Benchmark - **N/A**

Commentary provided by: Jason MacCormick

Date updated: 17/04/2024



Commentary:

No Cat 1/Severe failings were found in March. We currently have 7 recorded from previous months with five noted for damp/mould issues, one for excess cold and one for an impact issue on internal glazing. All have been recorded with the relevant team and the issues are being worked through. Increased numbers of TPM stock condition surveys in the next financial year will undoubtedly lead to more fails being picked up and triggering Decent Homes failures. See slide 22 for more detail regarding category one Damp and Mould cases. Saffron's new service standards are looking to integrate Awaab's Law into its time frames for handling all category 1 one HHSRS failures, including damp and mould. This allows us to monitor performance and the ability to deliver to higher service standards and the resources needed. 6270 properties are subject to the HHSRS surveying programme.

KPI Definition:

Number of HHSRS reports listed as severe in TPM surveys each month

Calculation:

Number of HHSRS reports listed as severe in the TPM Surveys completed each month

Repairs Right First Time

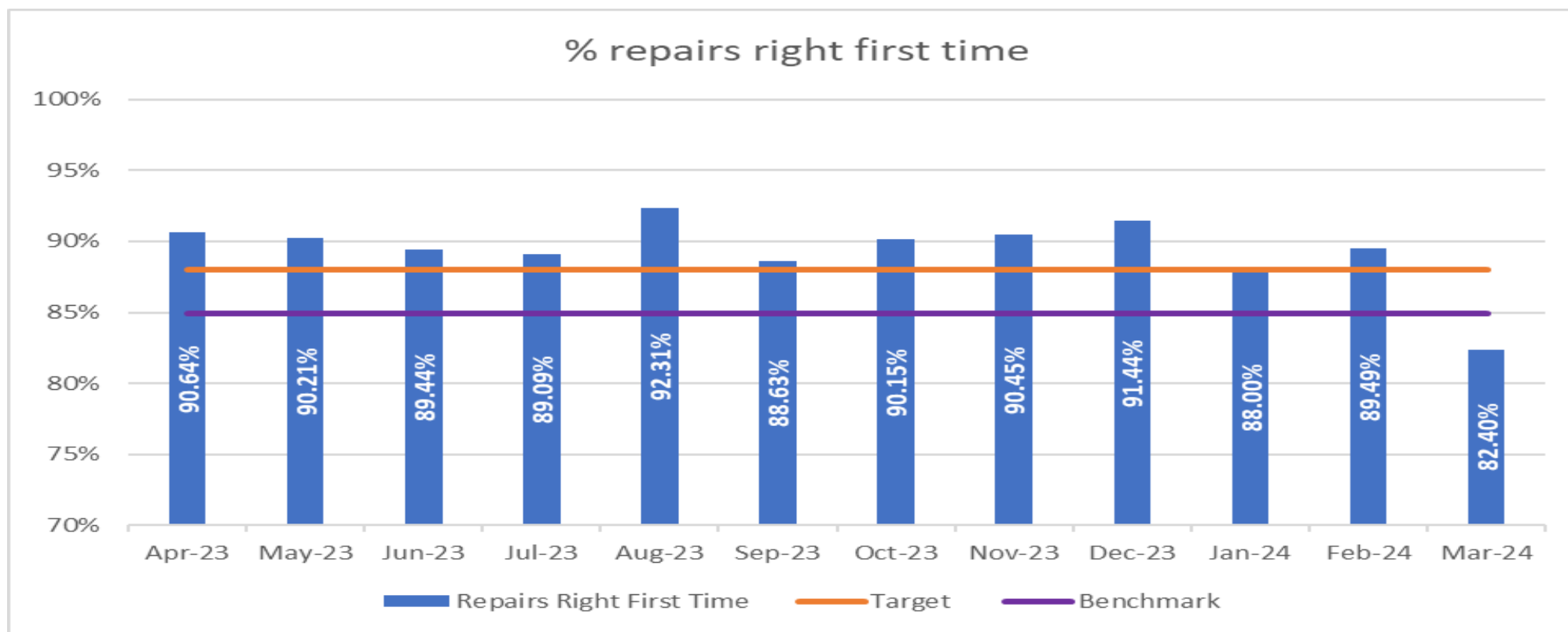
Responsible: Chief Tenant Officer

Data owner: Director of Asset and Sustainability

Commentary provided by: Jason MacCormick

Date updated: 17/04/2024

RAG Rating = **82.4%**
 Target: 88% & Trend **(-5.6%)**
 Benchmark – **84.9% (IE)**



Commentary:

RFT figures showed a steady improvement over the course of the year. These averaged 90.1% for the first 11 months of the year until March, which came in lower at 82.4%. This drop was due to issues found during the usage of the Service Improvement Framework (SIF) that identified a number of active jobs within the system. The cleansing of these jobs, which were mainly follow on jobs, meant that the first-time fix rate was artificially low due to the final deactivation of jobs that had, had a follow-on job completed. The issues were caused by the need for general housekeeping after it was found that original jobs (REJ's) with a case (REP) were sitting active even when a subsequent follow-on job had been completed. The works were all completed but the system never allowed the automatic shutdown which left lots of active jobs open that would not have been completed first time round. Some of the active jobs were from the previous year, which meant that they artificially affected March's figure.

KPI Definition:

% of repairs completed in month at the first visit

Calculation:

Total number of Responsive Repairs completed in month with no need for a second/follow up visit as a percentage of all Responsive Repairs in the month

Outstanding Cat 1 Damp and Mould reports

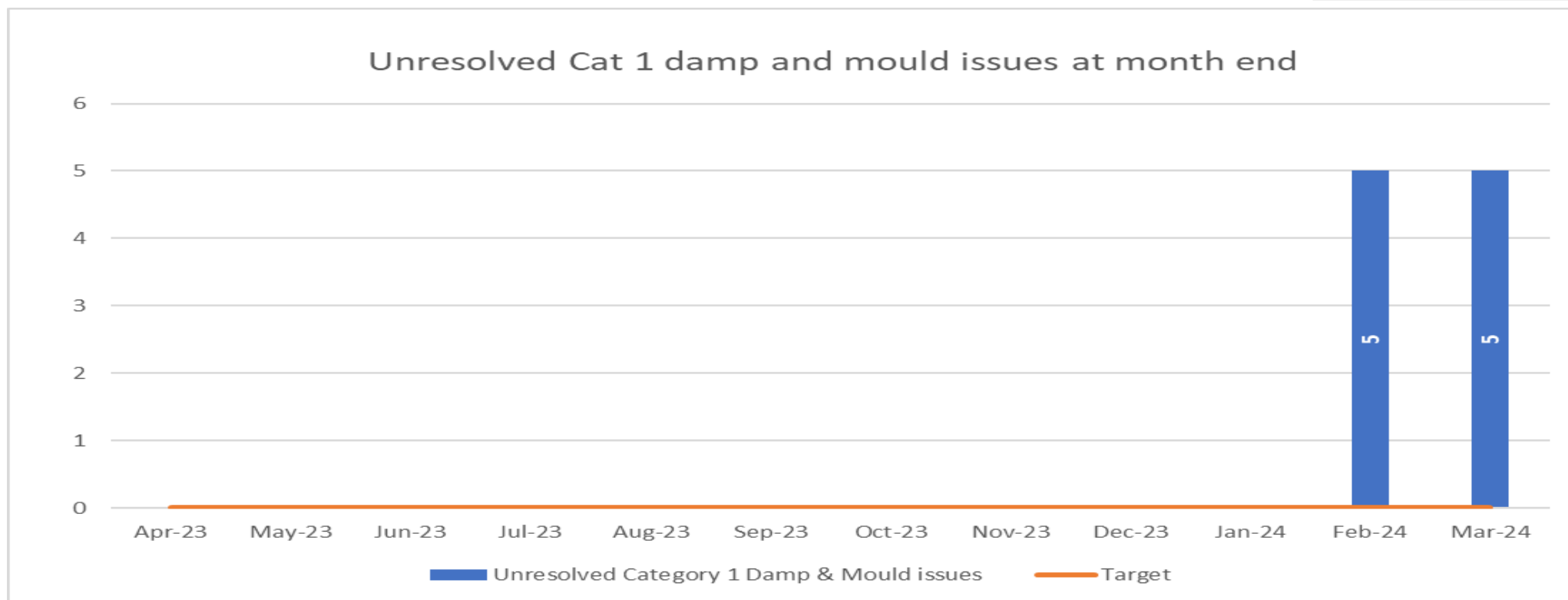
Responsible: Chief Tenant Officer

Data owner: Director of Asset and Sustainability

Commentary provided by: Jason MacCormick

Date updated: 17/04/2024

RAG Rating **5**
 Target: 0 & Trend +5
 Benchmark **N/A**



Commentary:

There are now only three outstanding. One property is empty and has been scored for disposal. This wasn't damp or mould anyway, it was single paned glass in an internal door so failed on impact issues. They are the below properties and the dates of when they were surveyed:

- 1/15/2024 11:31:02 AM – Works are underway, though tenant asked for time to empty loft space to allow for insulation works. Tenant is also going into hospital and has asked to hold works until he is back and recovered.
- 1/16/2024 4:01:18 PM – works on hold. Tenants partner passed away and they requested time. We have now re-arranged an inspection for the 29th May and sent a letter to back this up.
- 2/5/2024 11:38:08 AM – kitchen and bathroom extract fans booked for the 21/05/2024. once complete it is just the post-inspection to book in.

Any property listed as a category 1 will be prioritised. We are also now begun using a third-party surveying system to undertake Damp and HHSRS surveys, which will ensure our record keeping is completely up to data and help us move towards the methodology of Awaabs law.

KPI Definition:

No. of unresolved Cat 1 reports of damp and mould at month end

Calculation:

Total number of reports of Category 1 damp and mould that are unresolved at month end

Outstanding Damp and Mould reports

Responsible: Chief Tenant Officer

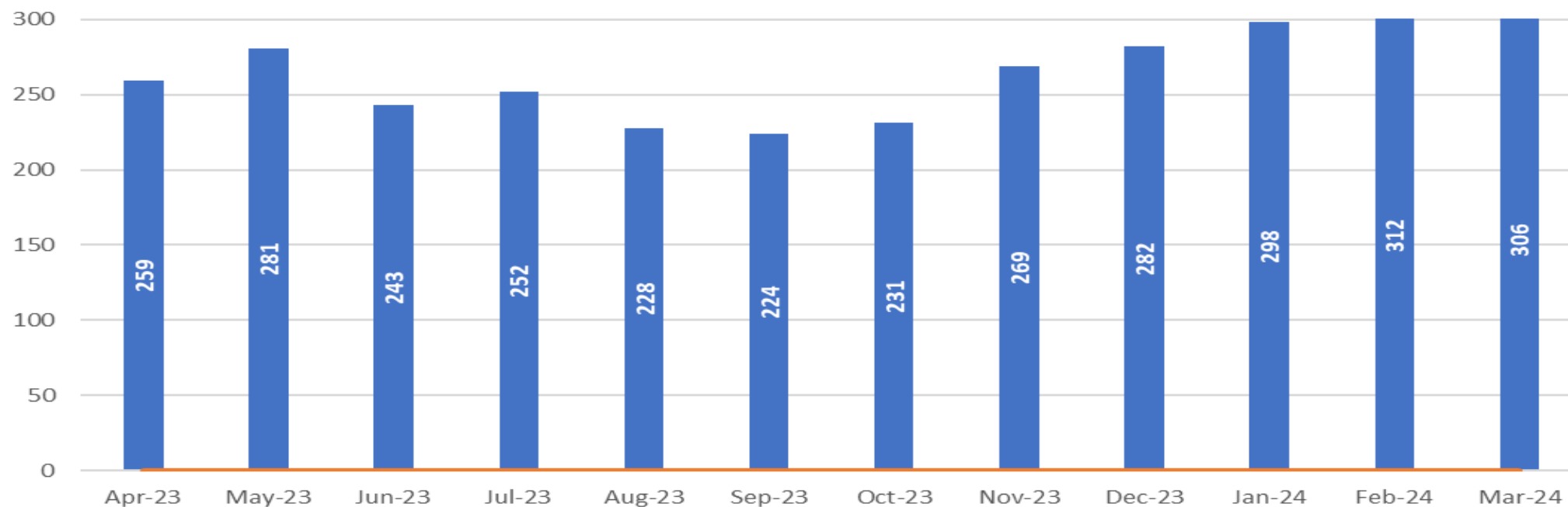
Data owner: Director of Asset and Sustainability

Commentary provided by: Jason MacCormick

Date updated: 17/04/2024

RAG Rating **306**
 Target: 0 & Trend +306
 Benchmark **N/A**

Unresolved damp and mould issues at month end



Commentary:

We have a clear methodology in responding to Damp & Mould, which aligns with the recommendations made in the Ombudsman's Spotlight Report on Damp and Mould. 546 cases of damp and mould were reported during 2023/24, 315 of those have been completed with 2 cases being cat 1 HHSRS failures and 110 of those completions either had no damp or mould or required other repairs. The remaining 231 cases are made up of 193 properties that have had their Inspections completed and are actioned for work with 35 already underway. Of the remaining 38 cases, we have been unable to access 28 homes. The teams are working in collaboration, 10 that are awaiting post inspections. Those that are unresolved are outside of policy but are still contained within the figures. Damp and mould reporting of cases overall are decreasing, so this could be good evidence that the work we have undertaken in this area is beginning to show in the cases being reported.

KPI Definition:

No. of unresolved reports of damp and mould at month end

Calculation:

Total number of reports of damp and mould that are unresolved at month end

Number of new affordable homes completed during year

Responsible: Chief Financial & Sustainability Officer

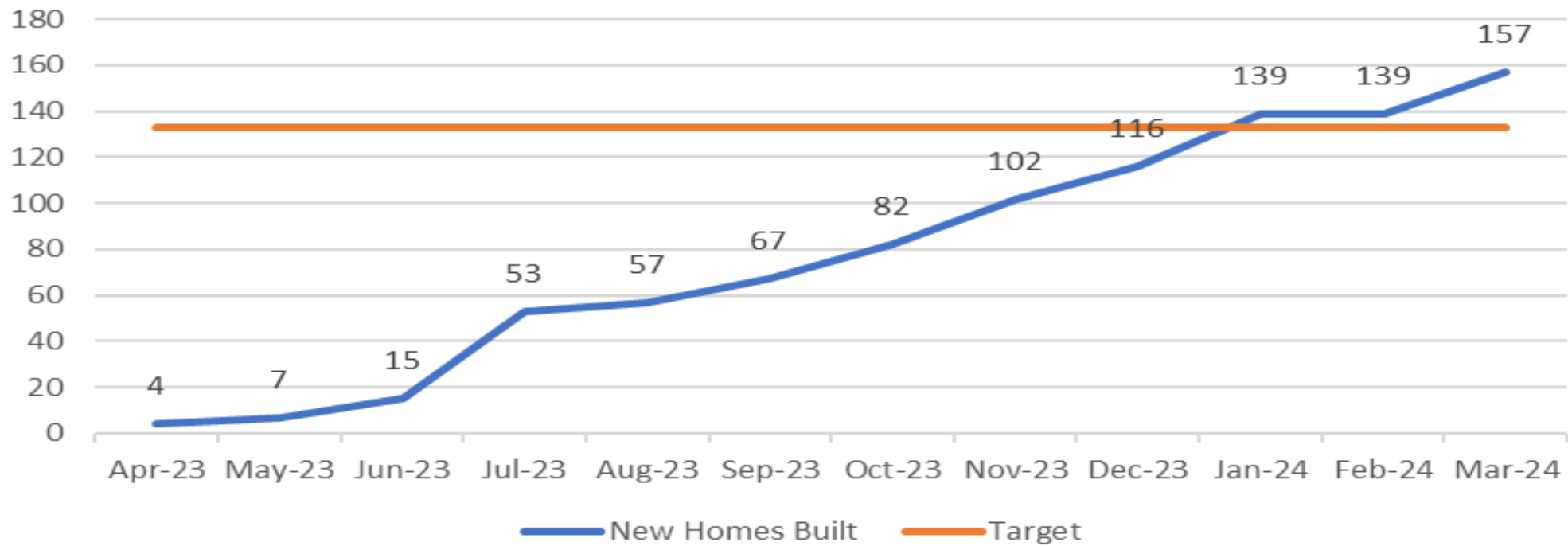
Data owner: Head of Development Delivery

Commentary provided by: Richard Bland

Date updated: 18th April 2024

RAG Rating **157**
Target: 133 & Trend +24
Benchmark **N/A**

No. of new homes built (YTD)



Commentary:

On target

KPI Definition:

Total Number of New Homes provided each month

Calculation:

Total number of properties with a Practical Completion date since April 2023. Figure each month is total in the year to date

Number of homes repurposed via disposal during year

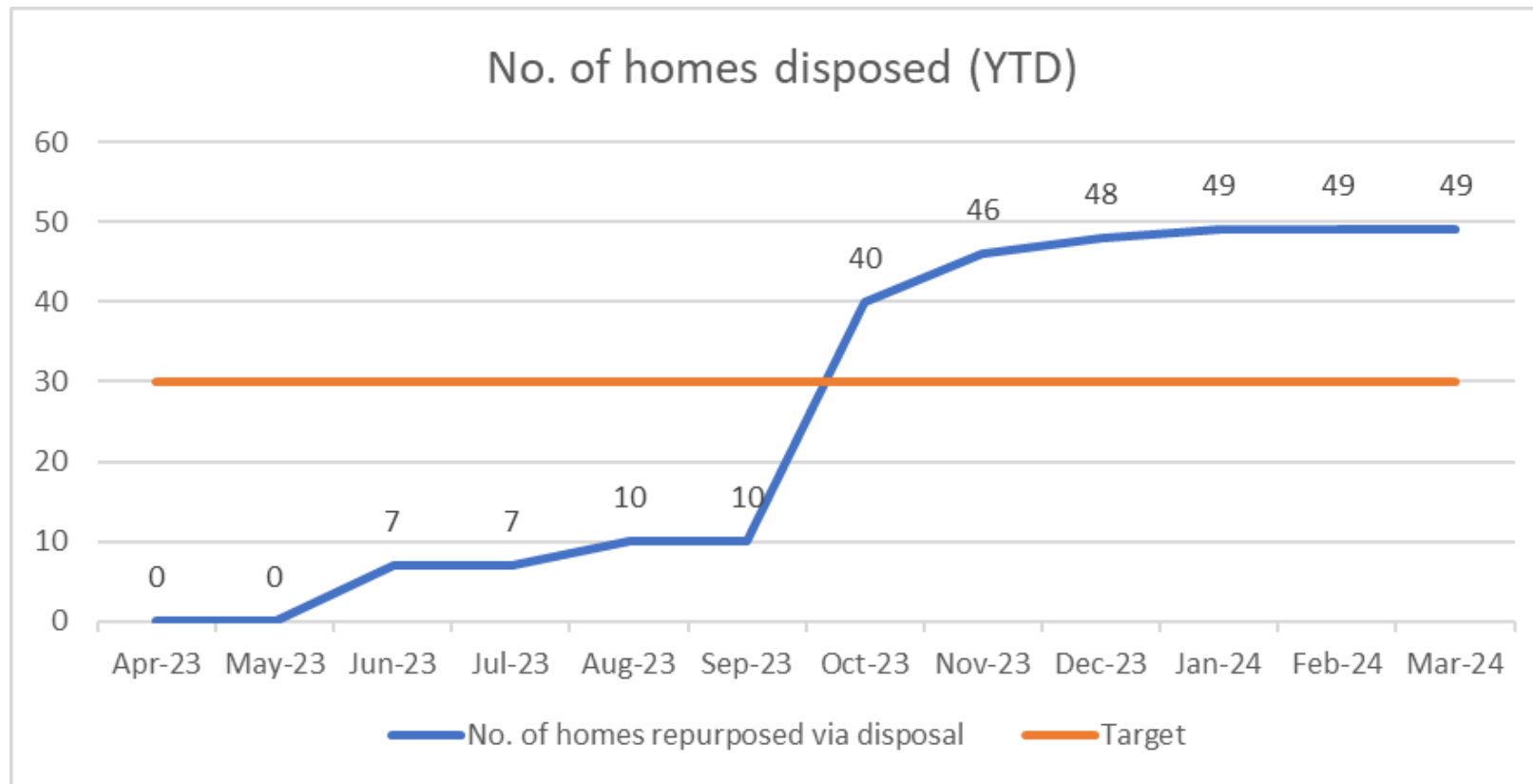
Responsible: Chief Financial & Sustainability Officer

Data owner: Director of Asset & Sustainability

Commentary provided by: Jason MacCormick

Date updated: 17/04/2024

RAG Rating - **49**
 Target: 30 & Trend +49
 Benchmark **N/A**



Commentary:

There were 23 Active Asset (completed) Sales completed during 2023/24. On top of this there was the 26 Clare House units sold to SNC. Of the active Asset Sales 26% properties have been sold to builder/investor, 4% builder/developers 13% to first-time buyers, 13% to Investors, 4.5% private buyers, 4.5% private investors and 35% to owner occupiers. Total income of the 23 active asset sales properties was £3.871m.

KPI Definition:

No. of properties disposed of during the year

Calculation:

Total number of properties with a Disposal date since April 2023. Figure each month is total in the year to date

Number of Total Property Management Surveys older than 6 years

Responsible: Chief Financial & Sustainability Officer

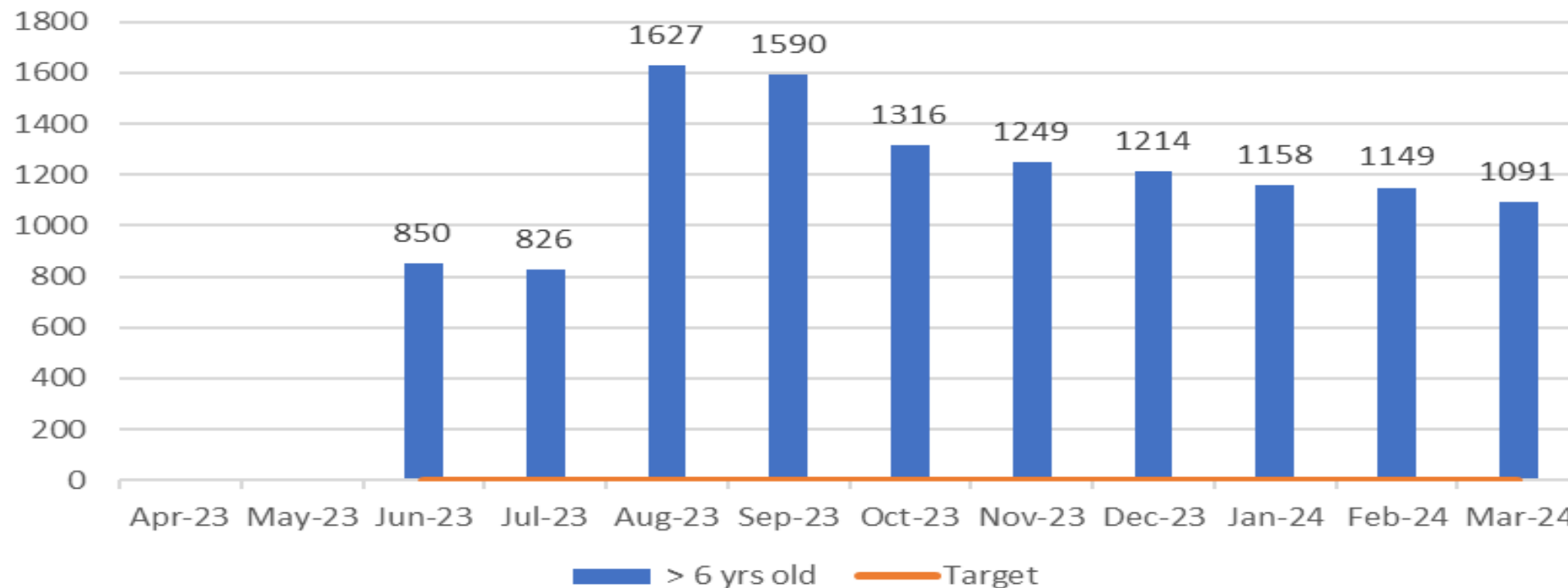
Data owner: Director of Asset and Sustainability

Commentary provided by: Jason MacCormick

Date updated: 17/04/2024

RAG Rating - **1091**
 Target: 0 & Trend +1091
 Benchmark **N/A**

TPM > 6 years old



Commentary:

Increase in survey numbers has led to drop in surveys older than 6 years. 1677 surveys were carried out in 2023-24 which currently places us on a sub-4-year cycle. Therefore, we are catching up on the backlog steadily. We are looking to increase the number of stock condition surveyors to bring us to a survey cycle well within 5 years and much closer to every four years and we are looking to be caught up on numbers by December 2024 and to be within a 5-year cycle by February 2025.

KPI Definition:

The number of TPM Site Surveys that were undertaken more than 6 years ago

Calculation:

Number of properties older than 6 years that have not had a TPM Site Survey completed in the last 6 years

Responsible: Chief Financial & Sustainability Officer

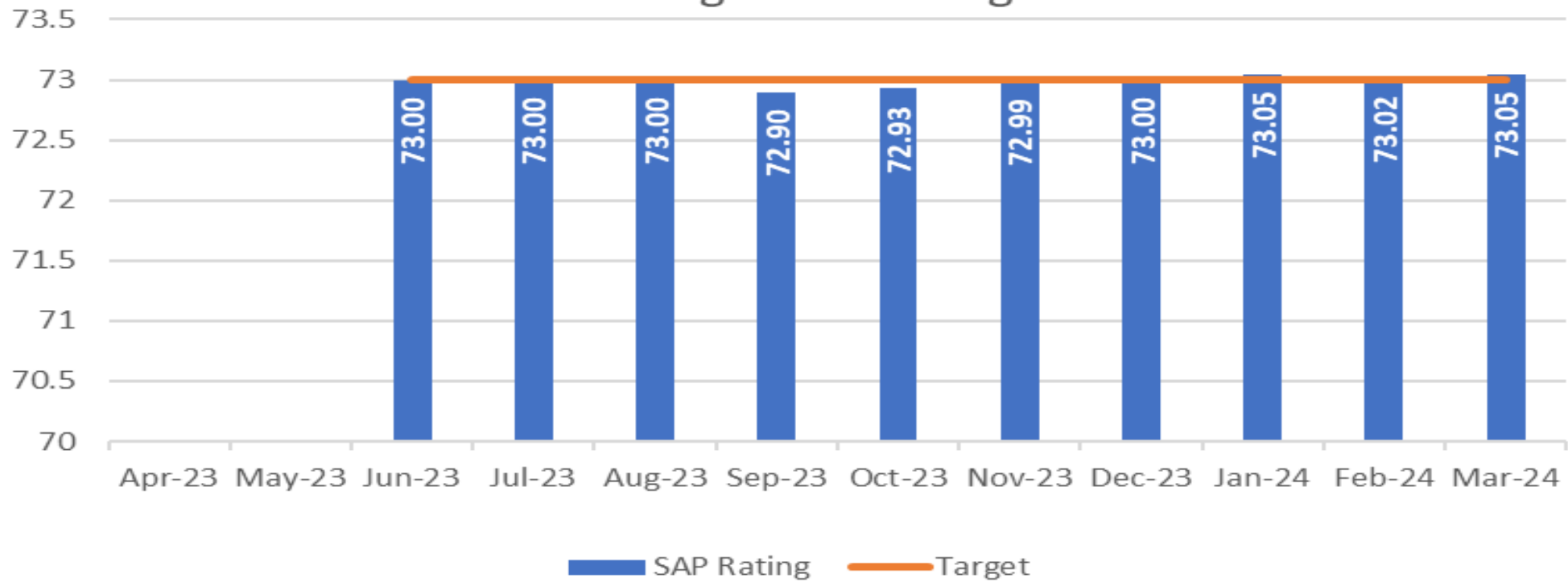
Data owner: Director of Asset and Sustainability

RAG Rating - 73.05
 Target: 73 & Trend +0.05
 Benchmark N/A

Commentary provided by: Jason MacCormick

Date updated: 17/04/2024

Average SAP Rating



Commentary:

Performance on target. Number of properties delivered via Wave 2 of SHDF has started to increase significantly which will have a positive impact on our average SAP rating going forwards. We will be looking to undertake a solo bid for Wave 3 to ensure that Saffron will have funding for up to 2027/28.

KPI Definition:

The average SAP score of all properties with a SAP score recorded

Calculation:

The average SAP score of all properties with a SAP score recorded (using latest data when more than one SAP score exists)

Existing Stock – C Rated

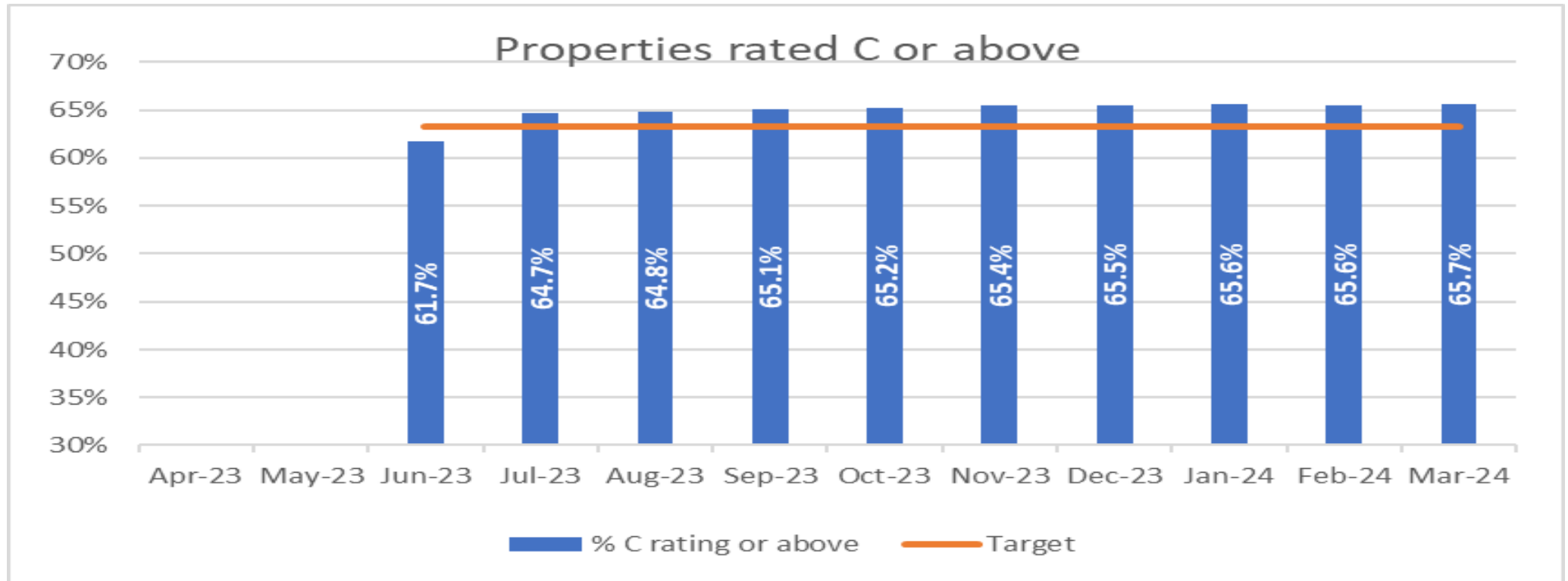
Responsible: Chief Financial & Sustainability Officer

Data owner: Director of Asset and Sustainability

Commentary provided by: Jason MacCormick

Date updated: 17/04/2024

RAG Rating - 65.7%
Target: 63.3% & Trend +2.4%
Benchmark – N/A



Commentary:

Performance on target. Number of properties delivered via Wave 2 of SHDF has started to increase significantly which will have a positive impact on our average SAP rating going forwards.

KPI Definition:

% or properties rated C or above in latest EPC

Calculation:

Total number of properties scoring C or above in their EPC Rating as a percentage of all properties with an EPC Rating

Staff Turnover

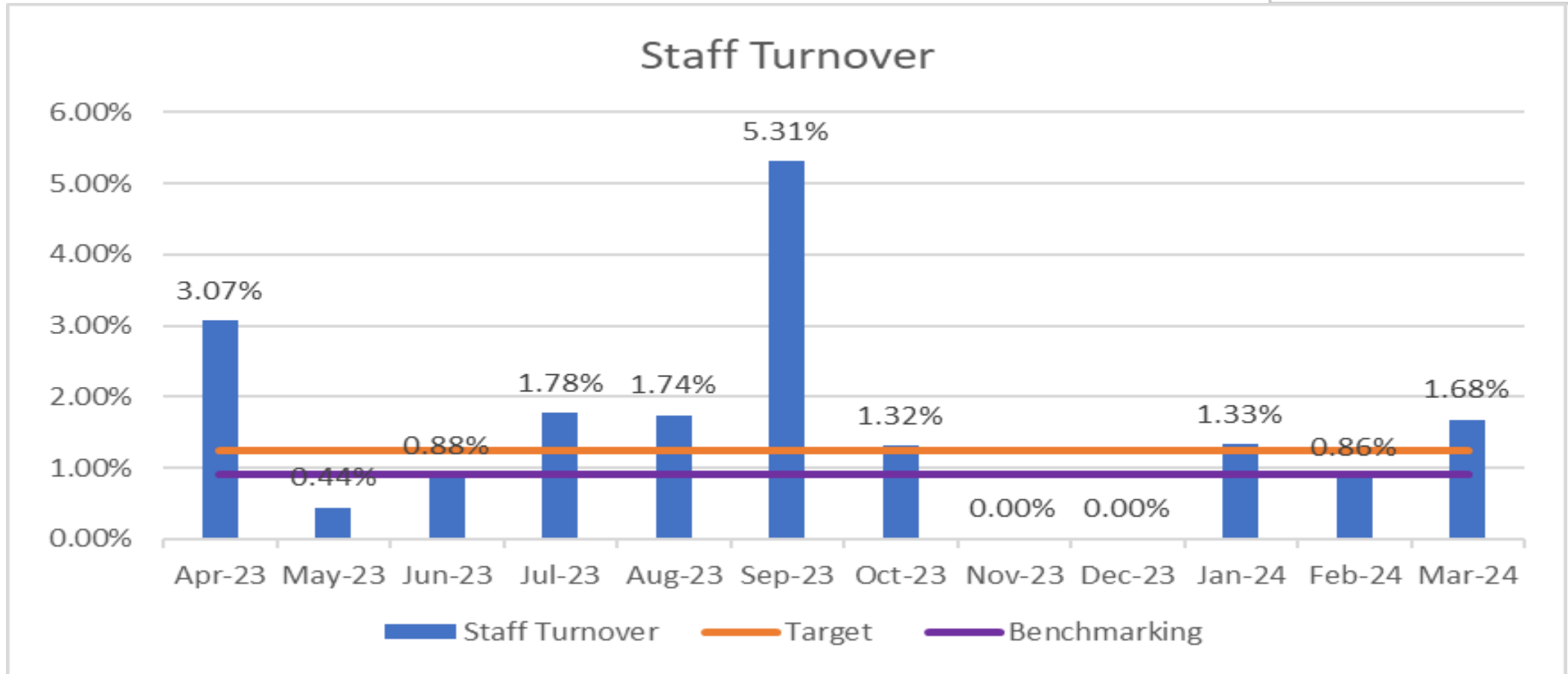
Responsible: Chief People & Change Officer

Data owner: Chief People & Change Officer

Commentary provided by: Diane Sangster

Date updated: 18/04/2024

RAG Rating - **1.68%**
 Target: 1.25% & Trend +0.43
 Benchmark **0.9 (HM)**



Commentary:

Leavers - there were 4 leavers in March, 2 x resigned , 1 x end of temporary fixed term contract 1 x contract ended during probation period.

KPI Definition:

Leavers in period as % of workforce

Calculation:

The number of staff leaving in month as a percentage of the number of employees at month end

Staff Absence – long term

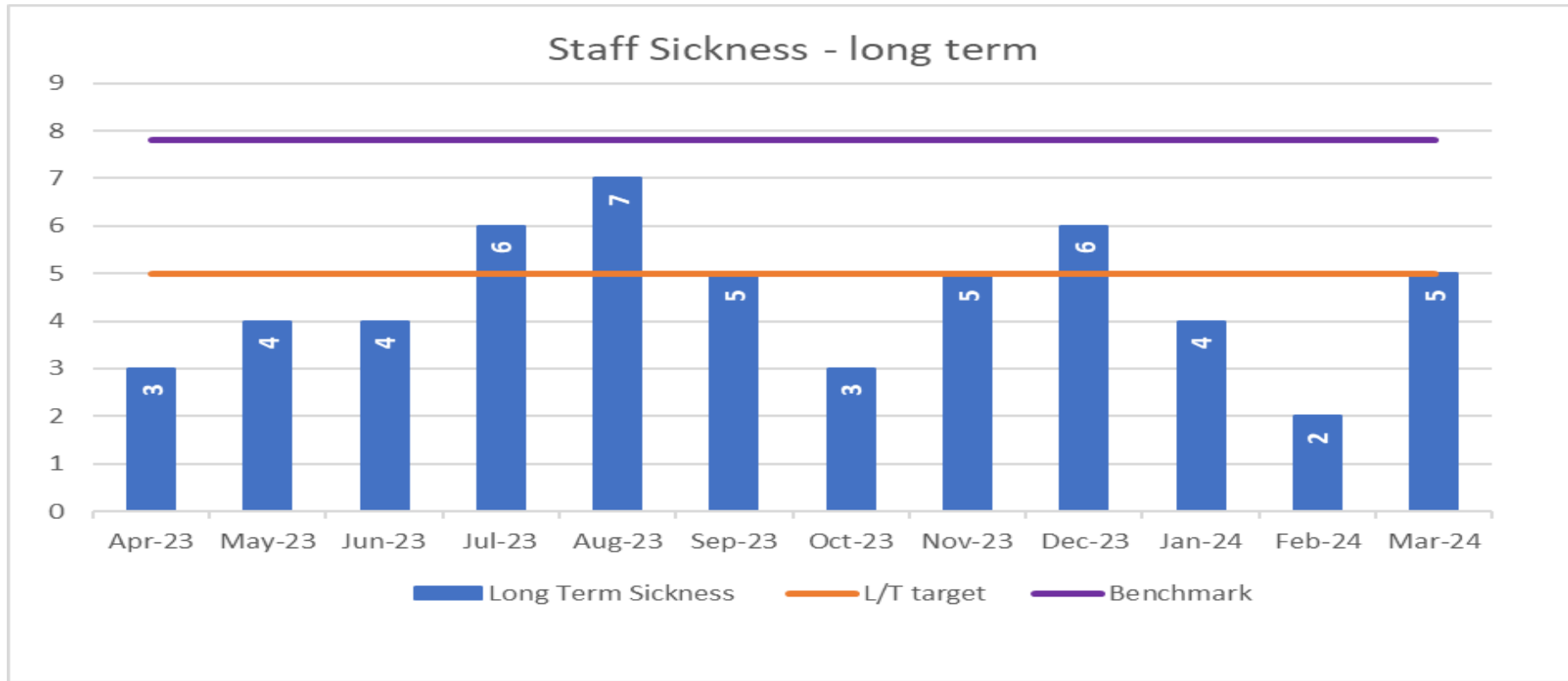
Responsible: Chief People & Change Officer

Data owner: Chief People & Change Officer

Commentary provided by: Diane Sangster

Date updated: 18/04/2024

RAG - 5
Target: 5 & Trend +3
 Benchmark Not available



Commentary:

Short term sickness – has stayed the same as the previous month with a slight increase since January. Short term absence is low considering the winter months probably due to agile working. There is a downward trend for short term sickness absence.

5 employees were absent due to long term sickness during March. A significant increase since Feb and a slight increase since Jan. There is an upward trend for long term sickness.

KPI Definition:

Number of employees absent in month for 20 consecutive days or more

Calculation:

Number of employees absent in month for 20 consecutive days or more

Staff Absence – short term

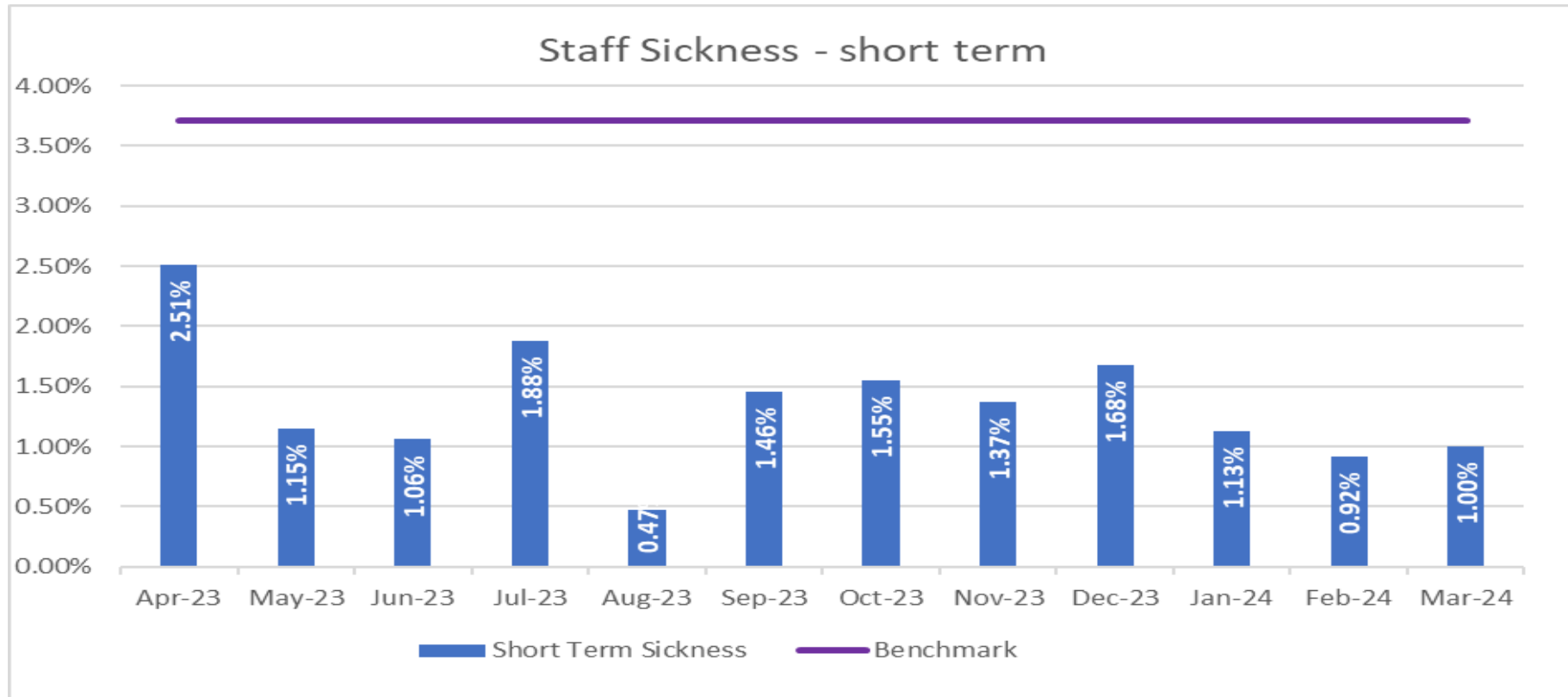
Responsible: Chief People & Change Officer

Data owner: Chief People & Change Officer

Commentary provided by: Diane Sangster

Date updated: 18/04/2024

RAG - TBA
Target: TBA
Benchmark **3.71% (HM)**



Commentary:

Short term sickness – has stayed the same as the previous month with a slight increase since January. Short term absence is low considering the winter months probably due to agile working. There is a downward trend for short term sickness absence.

5 employees were absent due to long term sickness during March. A significant increase since Feb and a slight increase since Jan. There is an upward trend for long term sickness.

KPI Definition:

% of working days lost to staff sickness in month

Calculation:

Number of working days lost to staff sickness as a percentage of all available working days.

