

Performance Management

The following pages contain the information that makes up Hanover's performance Report Card for the period April 2017 to March 2018. This information is based on data we provide to the Scottish Housing Regulator annually; a more detailed version is available on the Regulator's website (www.scottishhousingregulator.gov.uk)

Average Weekly Rents				
Size of home	Numbers owned	Hanover's rent	Scottish Average	Difference
Bedsit / Studio	27	£98.69	£67.44	46.3%
1 Bedroom	3287	£109.46	£73.33	49.3%
2 Bedroom	553	£110.77	£74.94	47.8%
3 Bedroom	115	£107.18	£81.37	31.7%
4 Bedroom	11	£104.88	£90.39	16%

The rent charge reflects the quality of the properties provided by Hanover to our tenants. These are higher than Scottish average rents because our developments as well as being built to a high standard also often include communal areas, lifts and laundries. We survey tenants every year to ask what rent levels they think are appropriate. We will continue to do this.

We received lots of feedback from our customers through the Customer Satisfaction Surveys. Our customers told us:

■ We need to improve how we communicate with customers

We know that communication with our customers is important. We have a number of ways we provide you with information including the Grapevine newsletter and we display information on notice boards at developments. As part of their scrutiny work, the HEART customer panel will consider communications within the area they are scrutinising. We hope to deliver improvements in this area.

■ You would like more activities on developments

Development Managers assist in facilitating a variety of different activities across developments. We can give support to set up residents groups by providing information about how to set a group and become properly constituted to helping to find funding. We have a Volunteer Coordinator who can link developments up with Volunteers for specific projects.

Getting Good Value

	Hanover		Peer Group
	2016-17	2017-18	2017-18
	Actual	Actual	Median
Rent Arrears and Collection			
Rent collected from current and former tenants as % rent due	101.79	100.69	99.83
Rent arrears of current tenants as % rent due (excluding voids)	0.49	0.70	2.61
Rent arrears of current tenants net of unpaid HB as % of rent due	0.28	0.24	2.19
Rent arrears of current and former tenants written-off as % rent due	0.17	0.80	1.26
Rent Loss (£000's) due to empty properties (voids)	234	522	-
Rent loss due to empty properties (voids) as % rent due	1.46	1.95	1.65
Void Works and lettings			
Average re-let time in days (standard re-lets)	30.05	30.29	30.29
Percentage of properties accepted on first offer	78.16	66.00	77.50
Number of tenancies terminated as % of properties managed	14.91	16.35	-

Our performance in void management has dipped slightly in the last year. We are closely monitoring this and we are looking at how we can improve our processes to make sure we are letting properties as quickly as we can. When the offer of a property is refused we record the reason for this. The main reasons for refusal were health reasons and financial reasons. Applicants may also refuse offers due to the size of the properties.

Telecare

	Hanover		Peer Group
	2016-17	2017-18	2017-18
	Actual	Actual	Median
Other Hanover Indicators			
Telecare Response within 60 seconds (percentage)	92.63	91.2	-
Percentage of factored owners satisfied with the factoring service they receive	82.40	70.90	70.90
Average annual management fee per factored property	£296.43	£310.18	£310.18

Hanover provide a Telecare service to many of our tenants as well as deliver this service to other housing providers. Our percentage of calls responded to within 60 seconds dipped slightly in 2017/18. We are currently undertaking a recruitment drive to increase the number of Telecare operators working in the service.

“**Hanover Telecare is a life and limb service.**”

Argyll and Bute Health and Social Care

Housing Quality and Maintenance

Hanover		Peer Group
2016-17	2017-18	2017-18
Actual	Actual	Median

Major Works and Cyclical Maintenance

Hanover homes meeting the Scottish Housing Quality Standard	95.85	97.07	99.60
Percentage of properties that require a gas safety record which had a gas safety check and record completed by the anniversary	99.01	96.91	100

Responsive Repairs

Average length of time taken to complete emergency repairs (hours)	3.34	3.50	3.50
Average number of working days taken to complete non-emergency repairs (urgent and routine)	4.73	4.43	5.51
Percentage of repairs completed right first time	95.70	95.10	94.08
Percentage of tenants satisfied with repairs and maintenance carried out in the last year	85.61	87.82	88.89

More than 95% of repairs carried out in the last year were completed right first time.

The percentage of tenants satisfied with repairs and maintenance has improved on the 2016/17 results. Feedback from customers told us that repairs and maintenance are important. We have agreed timescales with our contractors for them to respond to repair enquiries and we monitor how our contractors perform.

Due to an administrative error in recording the installation dates of new boilers, some gas safety checks were not completed by their anniversary date. This has now been resolved and we expect an improvement in this indicator in the coming year.

The replacement cycle of kitchens, bathrooms, windows and other significant components of properties is based on a 30 year plan. These components are replaced at the end of their life span. We manage this to maintain the Scottish Housing Quality Standard and to achieve the Scottish Energy Efficiency Targets.

We have 115 properties that are exempt from meeting the Scottish Housing Quality Standard. One property cannot be brought up to the standard due to the kitchen area being too small. The other properties are exempt for energy efficiency reasons. These properties are included in our plan to meet the Energy Efficiency Standard in Social Housing (EESH).

Neighbourhood and Community

	Hanover		Peer Group
	2016-17	2017-18	2017-18
	Actual	Actual	Median
Managing Tenancies			
Antisocial behaviour cases reported per 100 homes	1.03	1.10	3.64
Percentage of ASB cases reported in the last year resolved within locally agreed targets	90.00	91.11	94.51
Percentage of tenants satisfied with the management of the neighbourhood they live in	81.00	85.45	86.32

Although the percentage of Antisocial Behaviour (ASB) cases resolved within locally agree targets has improved, the HEART Tenant Scrutiny Panel are reviewing how we deal with ASB cases in order to make recommendation on how we can improve further.

The satisfaction with the management of neighbourhoods has improved since 2016/17 and we hope to improve further during the coming year.

The HEART panel were also involved in the new landscaping contract and will continue to be involved in the review of the performance of contractors. Tenants had told us through the 2017 survey that the performance of some landscape contractors could be better. The new contract will deliver improvements here.

Another area tenants told us was an issue is car parking at developments. It is often difficult to increase the number of parking bays however where this can be done cost effectively we will investigate the options, and this has been done at some developments by reducing the garden area. We are also asking staff to challenge any residents or visitors who do not park in a considerate way.

We have improved car parking signage at one development and we will consider others for improved signage at which parking is a concern.

“ It was very helpful in having a customer perspective and input at every stage of the process. ”

Mark Farey, Hanover’s Director of Asset Management on working with the HEART Panel on the landscaping procurement exercise

Corporate Health

Corporate Health	Hanover		Peer Group
	2016-17	2017-18	2017-18
	Actual	Actual	Median
% of staff turnover in year	11.68	15.00	15.40
% of working days lost through staff sickness	4.41	5.50	3.80

The Association supports employees to adopt healthier lives. We currently hold Healthy Working Lives status and we have retained Bronze Investors In People status. The Association was also awarded the Disability Confident Employer certificate. We know that staff availability is important to our tenants so we have increased staff to offer cover where it is required. We will continue to monitor sickness levels throughout the organisation.

More than 92% of our tenants are satisfied with the overall service provided by Hanover.

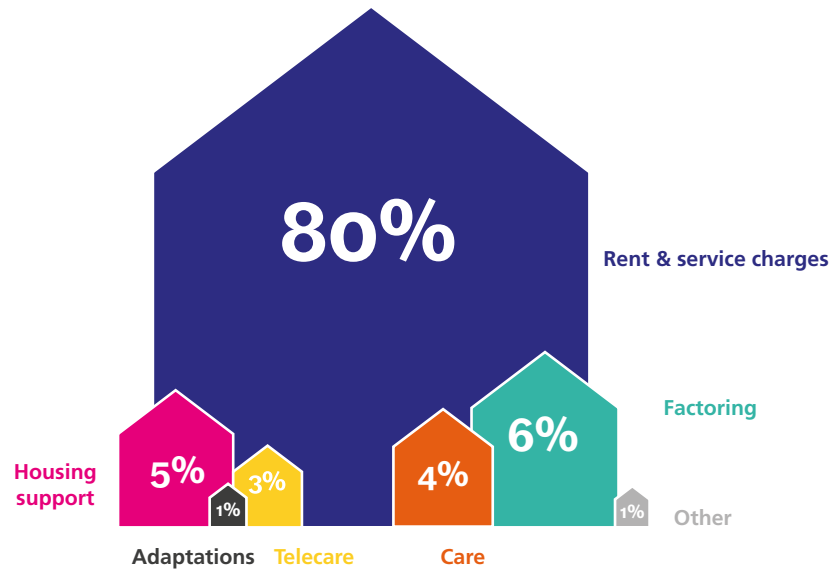
Satisfaction

Satisfaction	Hanover		Peer Group
	2016-17	2017-18	2017-18
	Actual	Actual	Median
Tenant Satisfaction			
Percentage of tenants satisfied with overall service provided by Hanover	86.05	92.32	89.63
Percentage of tenants satisfied Hanover is good at keeping them informed about services and outcomes	83.05	89.73	88.14
Percentage of tenants satisfied with the opportunities to participate in Hanover's decision making	66.76	78.47	75.26
Customer Contact and Complaints			
Percentage of stage 1 complaints upheld (fully or partially)	64.29	69.41	71.43
Percentage of stage 1 complaints responded to within SPSO timescales	85.71	91.37	91.37
Percentage of stage 2 complaints upheld	55.77	52.24	66.67
Percentage of stage 2 complaints responded to within SPSO timescales	94.23	94.03	100.00

The percentage of tenants satisfied with the overall service provided by Hanover has improved since 2016/17. A further Customer satisfaction survey is being carried out in 2018 to monitor the ongoing satisfaction with the services we provide. To ensure that we are delivering an excellent service, we are reviewing how we handle complaints. This includes how long we take to respond as this is an area we are looking to improve.

Finances

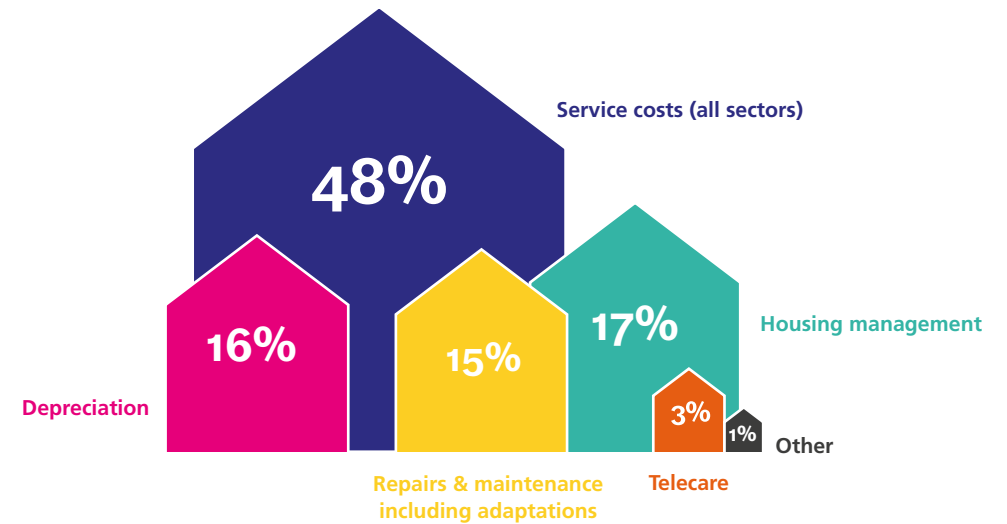
Income 2017-2018



- 80% Rent & service charges
- 6% Factoring
- 5% Housing support
- 4% Care
- 3% Telecare
- 1% Other
- 1% Adaptations

Total Income: £36.3 million

Expenditure 2017-2018



- 48% Service costs (all sectors)
- 17% Housing management
- 16% Depreciation
- 15% Repairs & maintenance including adaptations
- 3% Telecare
- 1% Other

Total Expenditure: £31.9 million