



Hanover On Target




Your new monthly
performance
newsletter

Reporting on our Performance

Every month we prepare a set of KPIs (key performance indicators) for Hanover. These cover areas right across the organisation from voids and arrears to sickness absence and new starts.

We will be reporting on some of these in each issue of On Target so you can see how we are doing. Some of these will change on a daily basis and some will be longer term targets that change more slowly.

Telecare calls answered within:
60 seconds **90.66%** 
120 seconds **98.38%** 

Repairs right first time **98.38%** 
Time to complete:
Emergency repairs **5.57 hours** 
Other repairs **4.5 days** 

Arrears (%) **2.54%** 
Arrears (£) **£824,677** 

Sickness Absence **7.34%** 



Issue 2
August 2021

Budget Update

This year is expected to be financially more restrictive, with void properties continuing to impact Hanover's income levels.

The cost pressures to progress the maintenance programme which was delayed due to Covid-19 will also have an impact. The financial results for the three months to 30 June 2021 show a surplus before tax of £567k, giving a favourable variance of £208k.

The main reasons for the increased surplus are:

► **VOIDS** – total losses from voids were budgeted at 5% but the figures at the end of June were slightly lower which helped increase income by £56k. Our voids management group continue to monitor the number of empty properties, which remain significantly higher than previous levels.

► **PROPERTY MAINTENANCE** – there was a total maintenance underspend of £97k. This includes a £161k underspend on planned and cyclical maintenance caused by delays in project scoping and a £64k overspend on reactive repairs. The project underspends are temporary and this budget is expected to be used by the end of the financial year. However, the overspend on reactive repairs is likely to continue this year.

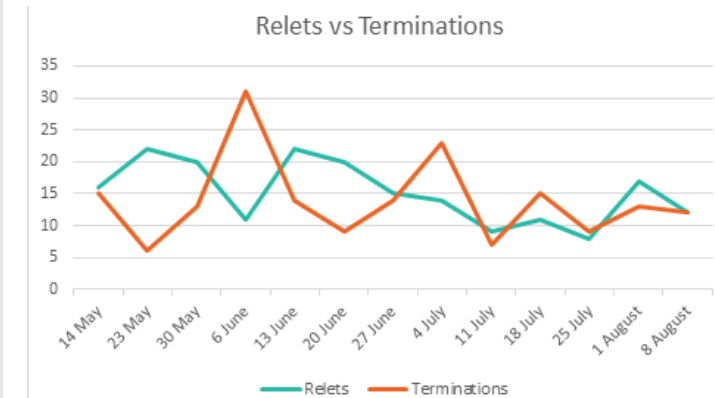
Although the June accounts show a favourable position compared to budget, it's expected that this variance will reduce as the year progresses.

The results will continue to be monitored on a monthly basis with budget managers ensuring that figures are met across the organisation.

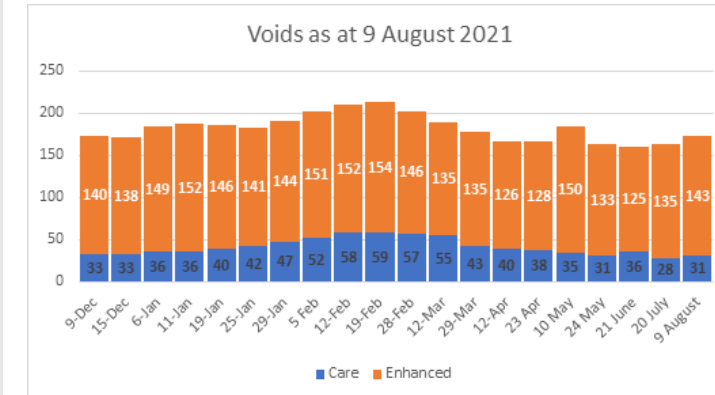
VOIDS Management

Staff in Asset Management have been working extremely hard to let our void properties. As you can see from the budget update they've managed to beat our financial target but we continue to be challenged by the number of terminations.

You can see below the changes to relets and terminations over the last three months.



Despite a couple of recent blips our void numbers have been falling this year. They are still higher than our target and represent a significant financial loss. We are always looking for new and innovative ideas to help us let void properties, if you've got a suggestion e-mail communications@hanover.scot.



Strategy Development



Hanover is in the final year of its Business Plan. Like every organisation, it's important for us to reflect on our objectives and develop a business strategy to achieve our goals.

The Board will meet regularly throughout 2021/22 to discuss, develop and agree a new strategy for Hanover, to start from April 2022. However, the Board cannot achieve this on their own and a small working group, led by the Chief Executive, is designing and implementing a consultation exercise with tenants, colleagues and key stakeholders.

The exercise will be undertaken in Autumn 2021 and will provide valuable feedback to the Board. **Four key areas have been identified for consultation:**

- ▶ Services;
- ▶ Customer Contact;
- ▶ Improvement Priorities; and
- ▶ Neighbourhood Quality.

The working group will host sessions with key stakeholders to reflect on these areas and capture their feedback. The input from the Board, SMT, customers and colleagues will ensure that a future strategy reflects our priorities and ambitions and that the needs and interests of current and future tenants are served.

Our Delivery Plan

Like most organisations, Hanover has a **Strategy & Business Plan** that sets out our ambition every three years. In that plan we breakdown the actions we plan to take each year so that we know what to focus on.

Since Angela joined us in January we've been reviewing the plan for this year – which is the last of our current Strategy.

As you can imagine, last years plans were disrupted by Covid-19 and this year has also been impacted.

So we've got some catching up to do, but also some new issues to focus on.

We've created a **Delivery Plan** which contains



our objectives for this year in four key themes.

All our projects must be aligned with some or all of the themes to keep us on track.

We're going to issue more detailed information on the Delivery Plan in the next few weeks and provide regular updates on progress.

Given it's the final year of our current strategy we've already begun looking ahead to what our new strategy might look like.

We've had a number of strategy days with our Board and there are more to come. We're

also planning a programme of events to gather the views of teams and customers to understand their priorities.

Investors in Diversity

Our accreditation with Investors in Diversity (IID) came to an end in 2017 and we previously took the decision to review our approach in 2019.

Since then, IID has developed a new framework, based on the following principles:

- ▶ Fairness
- ▶ Respect
- ▶ Equality
- ▶ Diversity
- ▶ Inclusion
- ▶ Engagement

Better known as 'FREDIE', these six points define the attributes, values and standards that an organisation should have for stakeholders.

In 2019 we conducted a survey with our customers, colleagues and contractors to determine how many FREDIE values we used.

The results indicated that we did have some of these practices, but it soon became clear that an action plan would be needed to raise standards. This action plan was approved by the Hanover Board in May 2021.

We have provisionally been awarded IID accreditation which is now dependent on the successful delivery of our plan.

We would advise all colleagues to read the plan. If you have any questions, please contact Bob Stewart.