

Performance Report Card

Performance Management

Hanover closely monitors key performance indicators including those required by the Scottish Housing Regulator to show we are meeting the requirements of the Scottish Social Housing Charter. We also scrutinise key financial indicators.

We review our performance through:

- Monthly management reports reviewed by the Senior Management Team
- Quarterly reports to the Audit, Performance and Risk Committee

Performance over the last two years has been directly impacted by Covid-19. Key areas that have been affected are:

- Reactive repairs
- Planned maintenance
- Allocation of properties
- Employee absence

Despite this, the summary table below shows relatively strong performance across key areas of the business.

We expect Covid-19 to continue to have an impact on 2022-23 in both performance and

financial terms and have budgeted based on our knowledge and understanding at the time. We will carefully monitor our position and introduce quarterly reforecasting to ensure we fully understand the impact and adapt our operating systems as required through the year.

Our reported satisfaction levels have remained static as we won't repeat our large scale survey until 2023. In general, we have seen a fall in customer satisfaction levels over the past 3 years. We have introduced transactional surveys and they show strong results on a day to day basis.

Now that Covid restrictions have significantly eased we are pressing ahead with our improvement plan to focus on greater transactional surveying and increasing satisfaction.

In the year ahead we will refresh our Customer Engagement Plan with an emphasis on reinvigorating the methods of engagement to increase levels of participation and scrutiny. We will utilise the technology now available in our communal lounges to encourage and support this as well as support more traditional methods of participation.

Report Card

This is Hanover's Performance Report Card for the period April 2021 to March 2022.

This information is from our Annual Return on the Charter (ARC). This is data all social landlords are required to provide to the Scottish Housing Regulator annually. The Scottish Average figures are from the ARC data published by the Regulator.

Benchmarking

These figures are provided by Scotland's Housing Network. Hanover is included in the Specialist group who are similar landlords. They are:

- Abbeyfield Scotland
- Ark Housing Association
- Barony Housing Association
- Bield Housing & Care
- Blackwood
- Blue Triangle Housing Association
- Key Housing Association
- Loretto Housing Association
- Scottish Veterans Housing Association
- Trust Housing Association
- Viewpoint Housing Association.

Housing stock and average weekly rents

Average Weekly Rents				
Size of home	Numbers owned	Hanover's Rent	Scottish Average*	Difference from Scottish Average
Bedsit / Studio	26	£107.69	£75.95	41.8%
1 Bedroom	3,441	£125.15	£81.32	53.9%
2 Bedroom	774	£131.20	£84.18	55.9%
3 Bedroom	176	£117.94	£91.48	28.9%
4+ Bedroom	27	£126.69	£100.74	25.8%

*Peer group average is not available for this indicator.

Getting Good Value

	2019-20	2020-21	2021-22	Peer Group Av.	Scottish Av.
Rent Arrears and Collection					
Rent collected from current and former tenants as a percentage of rent due	100.04%	100.29%	100.37%	98.88%	99.28%
Rent arrears of current and former tenants as a percentage of rent due (excluding voids)	1.23%	1.05%	1.35%	2.18%	6.34%
Rent arrears of current and former tenants written off as a percentage of former tenant arrears	58.75%	38.34%	53.52%	42.83%	27.57%

We continue to perform well in rent collection and management of arrears, better than the peer group average and the Scottish average. We focus on catching arrears early and providing support to customers who are finding it difficult to pay their rent. With our dedicated Welfare Rights Officer, we can and have assisted with claims for Housing and other benefits as well as referring customers to local support agencies and services.

	2019-20	2020-21	2021-22	Peer Group Av.	Scottish Av.
Void Works and Lettings					
Average re-let times in days (standard re-lets)	41.48	95.59	67.01	81.73	51.57
Percentage of tenancy offers refused during the year	29.48%	36.72%	37.92%	21.69%	32.93%
Percentage of lettable self-contained houses that became vacant in the last year	14.16%	12.88%	14.51%	13.27%	7.76%
Rent loss (£000's) due to empty properties (voids)	£696,874	£1,192,915	£1,147,243	NA	NA
Rent loss due to empty properties (voids) as a percentage of rent due	2.19%	3.62%	3.42%	4.21%	1.43%

Housing Management

The pandemic continued to have a significant impact on the average void re-let period this year at 67 days. This is an improvement on last year and below our peer group average. Void rent and service charge loss reduced slightly but remain a challenge for 2022-23. We have a Strategic Voids Group who are focused on reducing void numbers for the long and short term. The group have worked together to make sure properties are let as quickly as possible. They do this through regular meetings between teams and monitoring performance closely. The group are also updating how we market properties and how we make them attractive to prospective customers.

Housing Quality and Maintenance	2019-20	2020-21	2021-22	Peer Group Av.	Scottish Av.
Major Works and Cyclical Maintenance					
Hanover homes meeting the Scottish Housing Quality Standard (SHQS)	98.93%	98.93%	97.50%	80.55%	74.57%
Hanover homes meeting the Energy Efficiency Standards for Social Housing (EESSH)	97.75%	96.54%	83.96%	92.80%	87.56%
The number of times Hanover did not meet its statutory duty to complete a gas safety check.	68	103	46	54	3028

The majority of our properties are between 25 and 35 years old and have reached an age that now requires significant investment to maintain them to modern standards. Within the next five years it is anticipated that we will invest in the region of £31.8m into kitchens, bathrooms, roofs, heating and other things that increase the value or efficiency of our properties.

Over the next five years a programme of cyclical repairs and planned maintenance of £19.6m are planned. This programme includes works required by legislation, such as the Energy Efficiency Standards for Social Housing (EESSH). Currently 84% of properties comply with EESSH, this is a little behind the full sector where on average 87.6% of landlords' stock meets EESSH.

	2019-20	2020-21	2021-22	Peer Group Av.	Scottish Av.
Responsive Repairs					
Average length of time taken to complete emergency repairs (hours)	3.72	3.97	3.42	4.10	4.16
Average number of working days taken to complete non-emergency repairs (urgent and routine)	5.88	6.45	5.70	6.52	8.87
Percentage of repairs completed right first time	95.76%	97.36%	92.59%	89.76%	88.27%

Response times to emergency and non-emergency repairs are well below both the peer group and the Scottish average.

We continue to prioritise day to day repairs and reactive maintenance is carried out in accordance with our published response targets. There were 18,842 reactive repairs carried out in the year with 92.6% completed right first time.

	2019-20	2020-21	2021-22	Peer Group Av.	Scottish Av.
Adaptations					
Average time to complete adaptations (days)	126.79	98.10	116.75	77.33	54.35

We received Scottish Government grants of £427,000 for the adaptation of 167 properties to meet the needs of tenants as they become increasingly frail. Hanover has identified where we can make the process better and we have a plan to reduce the time taken to complete adaptations. We expect to see improvements in the coming year.

Neighbourhood and Community

2019-20

2020-21

2021-22

Peer Group Av.

Scottish Av.

Managing Tenancies

Percentage of anti-social behaviour cases reported in the last year which were resolved

93.48%

95.95%

88.68%

96.59%

94.67%

We continue to respond to cases of antisocial behaviour and neighbour nuisance. Over the last few years we've seen an upward trend in the number of cases reported. Some have been quite complex and therefore have taken longer to resolve. The number of cases have peaked and we see them returning to pre-covid levels.

Corporate Health

2019-20

2020-21

2021-22

Peer Group Av.

Scottish Av.

Corporate Health

Percentage of employee turnover in year

12.36%

11.55%

12.74%

21.31%

NA

Percentage of working days lost through staff sickness

4.99%

5.75%

6.08%

6.49%

NA

Covid continued to affect employee sickness with it accounting for 9% of all absences. In the coming year we will introduce a new Maximising Attendance Policy and Procedure to ensure that managers are supported in managing absences effectively.

Satisfaction	2019-20	2020-21	2021-22	Peer Group Av.	Scottish Av.
Tenant and Resident Satisfaction					
Percentage of tenants satisfied with the overall service provided by Hanover	85.12%	81.54%	81.54%	85.55%	87.74%
Percentage of tenants satisfied Hanover is good at keeping them informed about services and decisions	83.66%	81.73%	81.73%	84.05%	91.15%
Percentage of tenants satisfied with the opportunities to participate in Hanover's decision making processes	73.85%	64.87%	64.87%	73.95%	86.81%
Percentage of tenants satisfied with the quality of their home	88.45%	85.13%	85.13%	88.47%	85.44%
Percentage of tenants satisfied with repairs and maintenance carried out in the last year	88.57%	85.62%	85.62%	85.98%	88.01%
Percentage of tenants satisfied with Hanover's management of the neighbourhood	73.79%	75.04%	75.04%	77.79%	85.09%
Percentage of tenants who think Hanover rent is represents good value for money	82.86%	76.48%	76.48%	78.37%	82.51%
Percentage of tenants satisfied with the landscape maintenance at your development (new in 2019-20)	68.22%	74.34%	74.34%	N/A	N/A

Complaints	2019-20	2020-21	2021-22	Peer Group Av.	Scottish Av.
Complaints					
Average time in working days for a full response for all stage 1 complaints (new in 2019-20)	3.41	3.52	4.10	4.05	5.76
Average time in working days for a full response for all stage 2 complaints (new in 2019-20)	17.53	16.36	17.70	18.02	27.44