

## navigating the together dashboard

The Together Dashboard comprises 4 sections -

### *Page 2* - Executive Summary

This highlights things that have gone well this period and areas for improvement. It is intended to give you a flavour of what's to come in the rest of the document

### *Pages 3 to 12* - Scorecard and Graphs

The scorecard and graphs detail how we are performing against the targets we have set ourselves across a number of indicators. The indicators are designed to tell you whether the work we are doing under the Together Corporate Strategy is delivering the short term intended results.

On the graph pages the indicators are grouped so that linked indicators are presented together. A symbol appears at the top of each graph to indicate which Together theme the indicator is linked to - Growing, Thriving, Improving.

The indicator definition is given below the graph followed by some commentary to help you understand what is happening and what we are doing to improve performance.

### *Page 13* - Stress Testing

These 4 indicators are key indicators within our Business Plan . We monitor these closely to ensure that we remain financially viable.

### *Pages 14 to 17* - Milestones and Outputs by theme

For each theme of the Together Corporate Strategy we have identified some key milestones and outputs. These pages are designed to tell you whether we are doing what we've said we'll do and delivering what we've said we'll deliver.

The tables set out the milestones and outputs and when (in terms of which Qtr) we expect to have hit/delivered them. They are RAG (Red Amber Green) coded to enable you to see at a glance whether we have delivered, are on track to deliver or are unlikely to deliver. The last column provides some commentary to aid better understanding of where things are up to.

Any queries about the Together Dashboard should be directed to Michael Maguire (Business Intelligence Manager) T: 01706 273881  
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### Highlights:

On customer satisfaction our Net Promoter Score saw strong performance over the summer months (June-50%, July – 56%, August 52%). This has increased the rolling 12mth figure from 32% at year end to 37% at Q2. This indicates that those that are positive about us are increasingly positive and also the increased satisfaction on other Star survey indicators over the summer. That we have been able to improve our customer loyalty score during this difficult period is **perhaps testament to the work we've done to support** our customers and keep them safe during this time.

Rents collections have stabilised across the last Quarter, with performance still above target.

Repairs measures are showing an improving trend with repairs that are completed first time above target at 97%.

### Areas for improvement:

The lockdown restrictions are still impacting performance in relation to rent arrears, rent loss and reletting of empty properties. From networking we know that is generally in line with our peers and the rest of the sector. Our focus is still on recovering performance for the remainder of the year.

### Notes:

In discussions with the Pandemic Steering Group we decided that it was more important to run the Temperature Check Survey again to identify how people were feeling due to COVID19, rather than do a full Climate and Engagement Survey. A full Climate and Engagement Survey is due in December 2020. There are therefore no updated figures for the Dashboard.

### Stress testing triggers.

As anticipated, this quarter the combined rent loss position has returned to being under the trigger point. All other indicators remain comfortably within their trigger points.

**TOGETHER DASHBOARD - QTR 2 2020/21**

KPI	2020/21 Target	Freq	This period Actual	This period date	Previous period Actual	Previous period date	Status	Direction	Housemark Quartile 19/20
% of customers satisfied with the overall service provided by RBH (STAR survey) <a href="#">page 4</a>	86%	Q	82.25%	Sep '20	82.20%	Jun '20	R	↑	-
% of customers satisfied that their rent provides value for money (STAR survey) <a href="#">page 4</a>	82%	Q	83.39%	Sep '20	82.22%	Jun '20	G	↑	-
Net Promoter Score (STAR survey) <a href="#">page 5</a>	33%	Q	37.24%	Sep '20	34.65%	Jun '20	G	↑	-
Wellbeing rating of customers accessing RBH support services	28 (Good)	A	24.07	Aug-20	26.4	-	R	↓	-
% of members taking part in one or more member activity		A	19.9%	Mar-20	15.8%	-	-	-	-
% of tenants who are RBH members (Target is for year end) <a href="#">page 6</a>	40%	Q	39.0%	Sep '20	39.9%	Jun '20	A	↓	-
% of employees who are RBH members (Target is for year end) <a href="#">page 6</a>	90%	Q	81.6%	Sep '20	76.8%	Jun '20	A	↑	-
% of employees who understand how we benefit from being a mutual	90%	A	76.47%	Jun '20	48.06%	-	R	-	-
Average number of days sickness absence per employee (projected for the year) <a href="#">page 7</a>	<10.0	M	8.20	Sep '20	9.48	Jun '20	G	↑	Q4
Number of climate factors where score is above that of half of comparator organisations	6 out of 6	6M	See notes		4 out of 6	Jun'19	-	-	-
No of qu relating to employees being positively engaged avg 5 or above	10 out of 19	6M	See notes		0 out of 19	Jun'19	-	-	-
No of qu relating to employees rating their manager as having a positive influence avg 5 or above	6 out of 11	6M	See notes		4 out of 11	Jun'19	-	-	-
Rent collection (excl arrears brought forward) <a href="#">page 8</a>	100%	M	100.66%	Sep '20	100.63%	Jun '20	G	↑	Q1
Rent collection (incl arrears brought forward) <a href="#">page 8</a>	95%	M	94.49%	Sep '20	94.43%	Jun '20	A	↑	-
Rent arrears of former tenants as a % of rent due (excl rent loss due to empty homes) <a href="#">page 9</a>	3.0%	M	2.69%	Sep '20	2.62%	Jun '20	G	↓	Q4
Rent arrears of current tenants as a % of rent due (excl rent loss due to empty homes) <a href="#">page 9</a>	4.5%	M	5.83%	Sep '20	6.06%	Jun '20	R	↑	Q4
% of repair appointments made that are kept <a href="#">page 10</a>	97%	M	95.63%	Sep '20	94.84%	Jun '20	A	↑	Q2
% of repair jobs that are completed right first time <a href="#">page 10</a>	96.5%	M	97.38%	Sep '20	96.30%	Jun '20	G	↑	Q1
Rent loss from empty homes <a href="#">page 11</a>	<1.1%	M	1.88%	Sep '20	2.00%	Jun '20	R	↑	Q3
Average number of days to relet homes (excl time spent in major works or not available for letting) <a href="#">page 11</a>	27	M	64.93	Sep '20	72.16	Jun '20	R	↑	Q3
Controllable tenancy turnover (excludes terminations due to death) <a href="#">page 12</a>	5.0%	M	3.87%	Sep '20	2.69%	Jun '20	G	↓	-
% of terminations where tenancy length is less than 6 mths <a href="#">page 12</a>	3.0%	M	7.10%	Sep '20	6.76%	Jun '20	R	↓	-
Social Housing cost per home (NEW 19/20)	£3,554	Q	£3,664	Sep '20	£3,603	Jun '20	R	↓	-
Operating margin	21.0%	Q	28%	Sep '20	26%	Jun '20	G	↑	-

**KEY TO DIRECTION**

Improving  
 Staying about the same level  
 Worsening


**KEY TO STATUS**

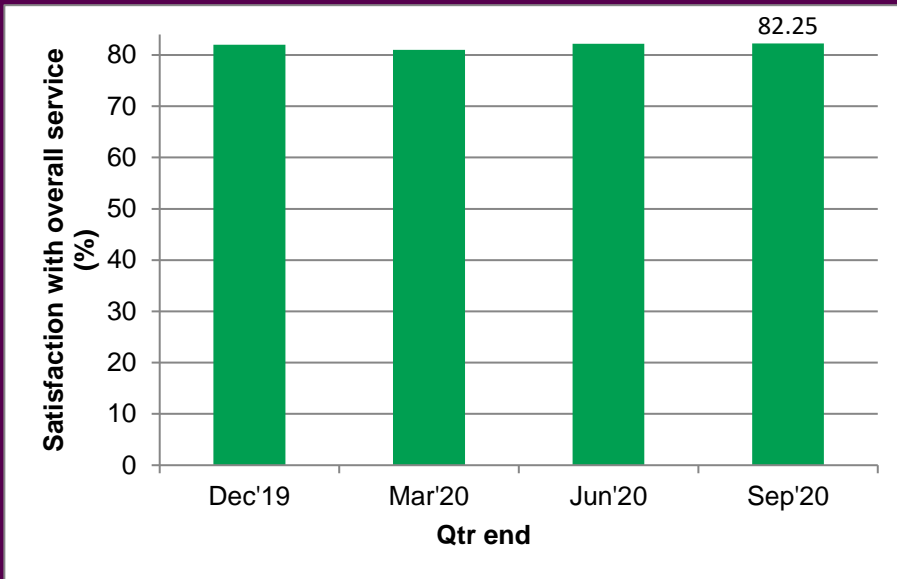
Close to or exceeding target  
 Needs monitoring  
 Missing target, needs corrective action



N.B. **figs in red** in previous actual column are different figs to those previously published due to data cleansing that has taken place during Qtr 2. In all cases, changes to the figures are not significant

## SATISFACTION WITH OVERALL SERVICE PROVIDED BY RBH

Target 86%



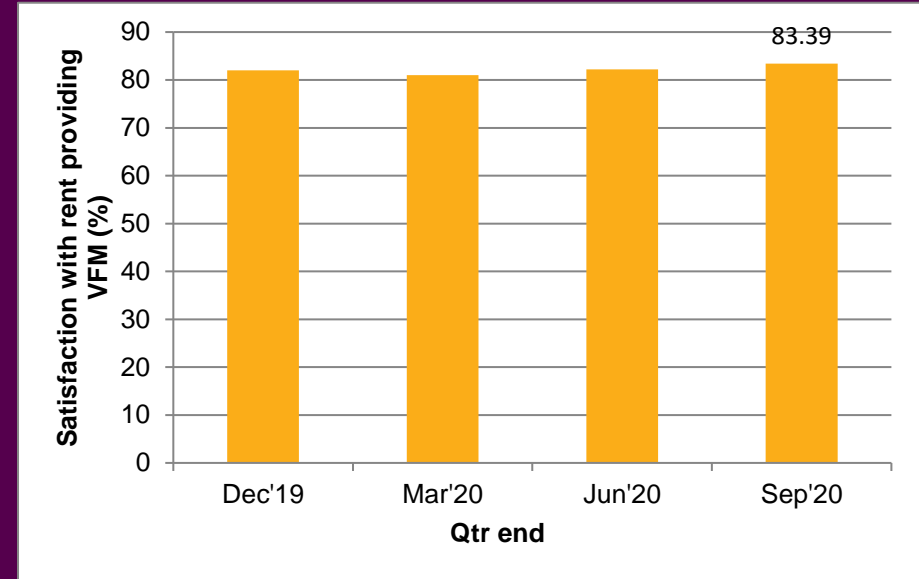
Indicator definition - % of customers surveyed who were satisfied (rated 4 or 5 on a scale of 1-5) with the overall service provided by RBH (Customer STAR survey)

HIGHER IS BETTER

Commentary – Strong performance over the summer (in month figs Jun – 86%, Jul – 90%, Aug – 85%) had pushed the rolling 12mth figure up to 83% but a drop in satisfaction in Sept (in month fig 82%) has brought it back down to 82%. This is still an improvement on the 19/20 year end figure of 81%. In the last quarter we have got into a good rhythm of looking at, and following up on, comments made as soon as the monthly data is made available. We have also started to do 6 monthly deep dives into the data to identify any trends/themes. The next one of these is due at the end of October

## Satisfaction with rents providing value for money

Target 82%



Indicator definition - % of customers surveyed who were satisfied (rated 4 or 5 on a scale of 1-5) that rents provide value for money (VFM) (Customer STAR survey)

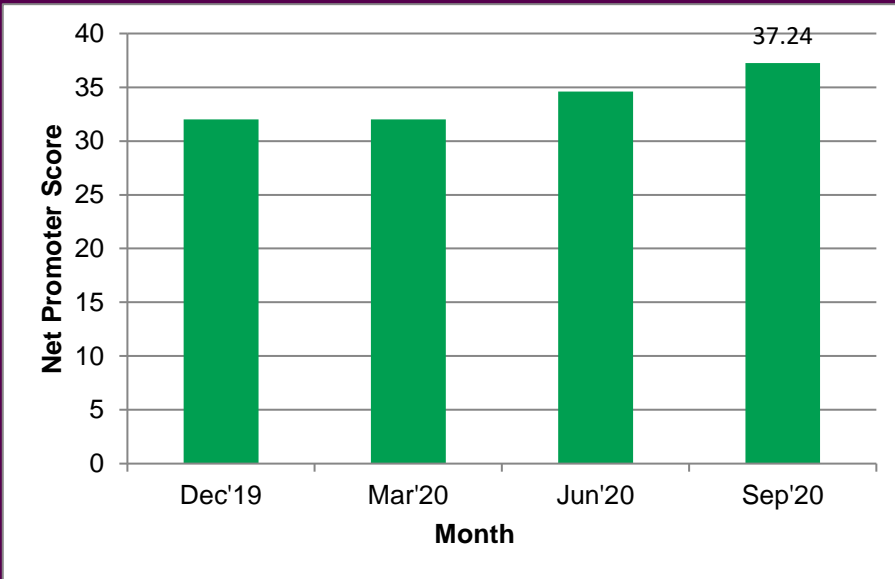
HIGHER IS BETTER

Commentary - Again strong performance over the summer (in month figs July 90%, September 90%) has pushed the rolling 12mth figure up from 81% at year end to 83% at the end of Qtr 2. It will be interesting to see if this upward trend continues once we get into the winter months and with COVID restrictions being tightened again perhaps making people feel less positive about things in general.

## NET PROMOTER SCORE



Target 33%



Indicator definition - Net Promoter Score is an index ranging from -100 to 100. Survey question - On a scale of 0-10 (where 0 is not at all likely and 10 is very likely) how likely would you be to recommend RBH to family/friends. Those scoring 9 or 10 are classed as Promoters, those scoring 7 or 8 as Passives and those scoring 6 or below as Detractors. The Net Promoter Score is calculated as Promoters minus Detractors. (Customer STAR survey)

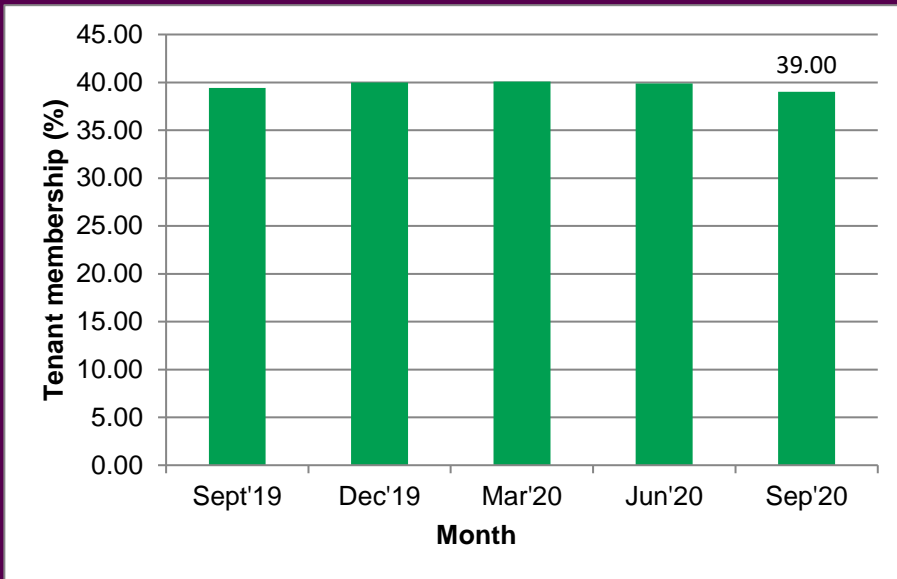
HIGHER IS BETTER

Commentary - The summer months saw particularly strong performance on this indicator (in month figs June-50%, July - 56%, August 52%). This has made the rolling 12mth figure leap up from 32% at year end to 37% at the end of Qtr 2. That we have been able to improve our customer loyalty score during **this difficult period is perhaps testament to the work we've** done to support our customers and keep them safe during this time.

## tenant membership



Target 40%



Indicator definition - % of all tenants who are RBH members as at point in time

HIGHER IS BETTER

Commentary - As at 29 September, 39% (slightly down from Q1) of tenants were members.

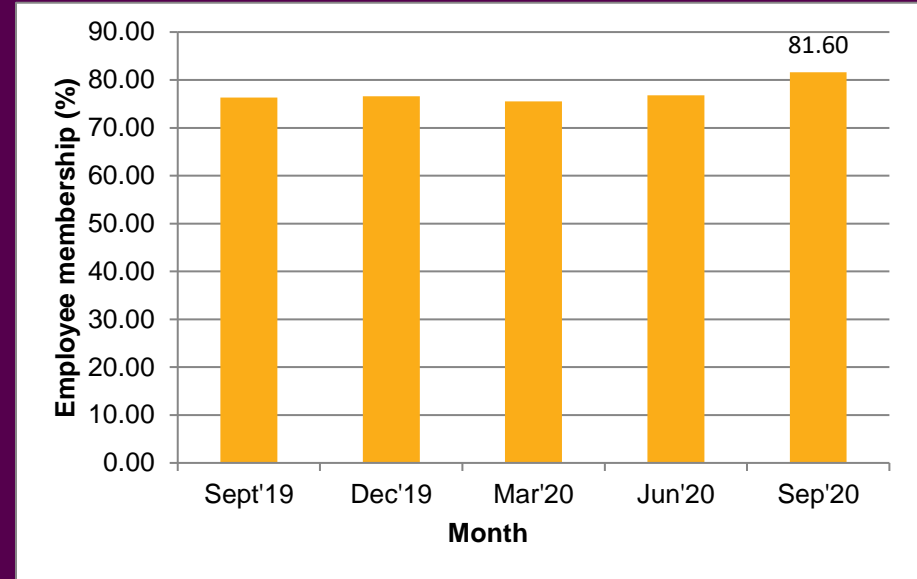
As previously reported the Welcome Visits delivered by NHO have been the main driver for tenant membership signups. However due to COVID19 lockdown there have been a reduction in Welcome Visits.

Action against this is to hold one to one conversations with tenants about mutuality and membership with the view of signing tenants up as members. Currently looking at Brimrod to pilot this approach.

## employee membership



Target 90%



Indicator definition - % of all employees who are RBH members as at point in time

HIGHER IS BETTER

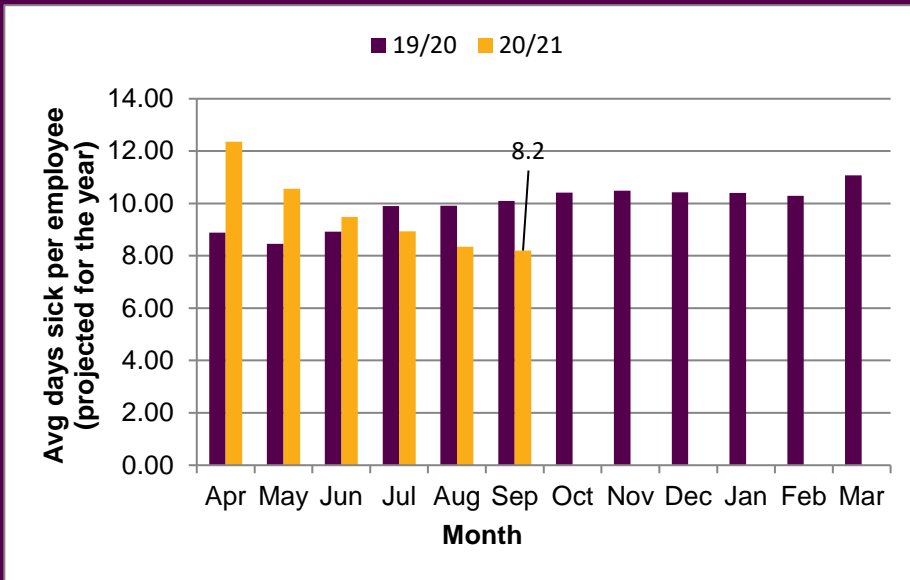
Commentary - As at 29 Sept, 80.6% of employees were members. This is an increase of 4.8% from the previous quarter 1.

This increase is due to one-to-one telephone conversations undertaken with 33 employees who were not currently members. 29 out of the 33 employees have now been signed up as members.

It has been agreed to incorporate this approach within future employee inductions. HR will now notify me when new starters arrive in order to hold the one to one conversations about mutuality and membership sign ups.

# sickness absence

Target <10.0 Days



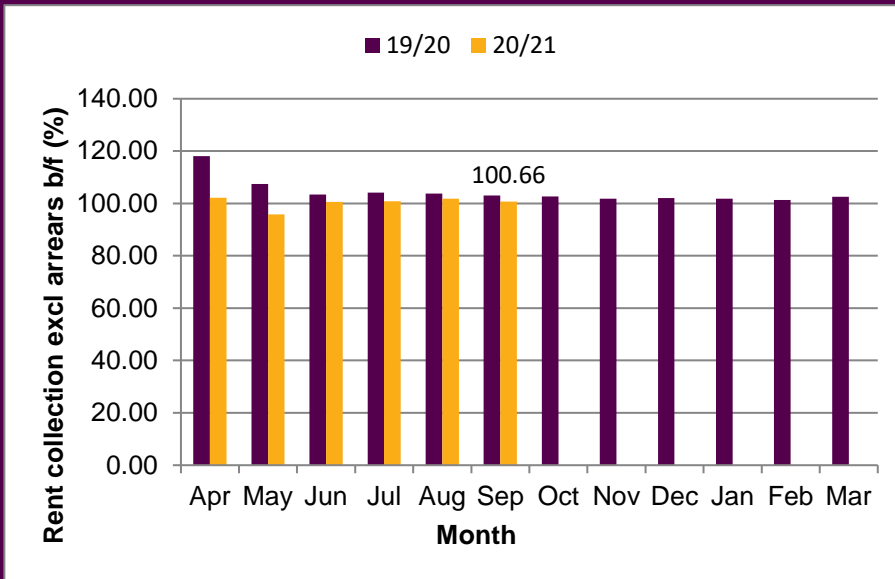
Commentary - Sickness absence has increased in September and is at the same rate as July 2020. 2 colleagues who were long term sick in September have now left the society. However sickness has increased in muscle injuries and surgery within September. Most cases are in the customer and community area. Within the 4 other areas most people are home working and this seems to be having a positive impact on sickness absence rates. Long term sickness cases are low and well managed but we have recently seen a significant impact in short term cases especially due to covid 19 (we have 15 cases currently). These stats will be covered in next months figures. We are 1.8 days under our results of last year and are on target to hit 8.5. days absence per employee for 2020/2021. However we ahve seen a recent spike in covid absences which will take us over this figure.

Indicator definition - Average number of days taken in the year as sick per full time equivalent employee. Fig is projected for the year based on number of days sick taken year to date

LOWER IS BETTER

## rent collection (excl arrears brought forward)

Target 100%



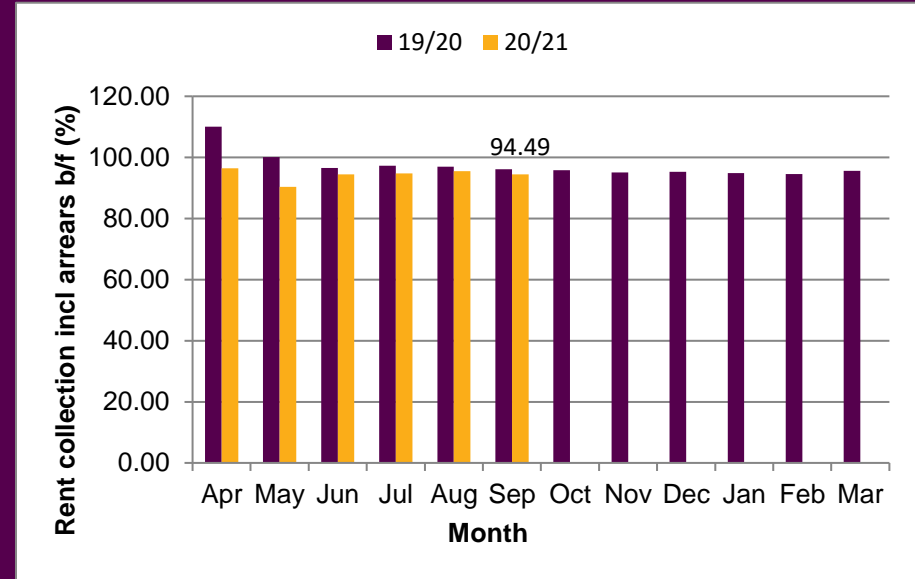
Indicator definition - Rent collected from current and former tenants year to date as a % of net rent due year to date (excluding arrears brought forward from previous year) N.B. this indicator re starts 1st April every year

**HIGHER IS BETTER**

Commentary - Our collection rate has stabilised and an above target performance has been maintained through to week 26. Although legal action is now being used as a negotiating tool again, the courts are requesting further advice from the government before they will list our cases again. The team are re-serving Notices but the majority give a **6 months' notice (normally 4 weeks) creating further delays. It is expected** that the government will bring in further restrictions on legal action now that the national lockdown has been announced. The team continue to be focused on maintaining telephone contact with tenants, offering benefit advice and undertaking referrals to Money Advice. From Nov 20 we have increased temporary resource to deal with increased Universal Credit claims as unemployment increases. Although the furlough scheme has been temporarily extended we have an increasing number of UC Claimants. Assisting new UC claimants is key to mitigating the risk of increased debt. (See Arrears % comments).

## rent collection (incl arrears brought forward)

Target 95%



Indicator definition - Rent collected from current and former tenants year to date as a % of net rent due year to date (including current tenant arrears brought forward from previous year). This indicator allows us to see progress in collecting historical arrears N.B. this indicator re starts 1st April every year

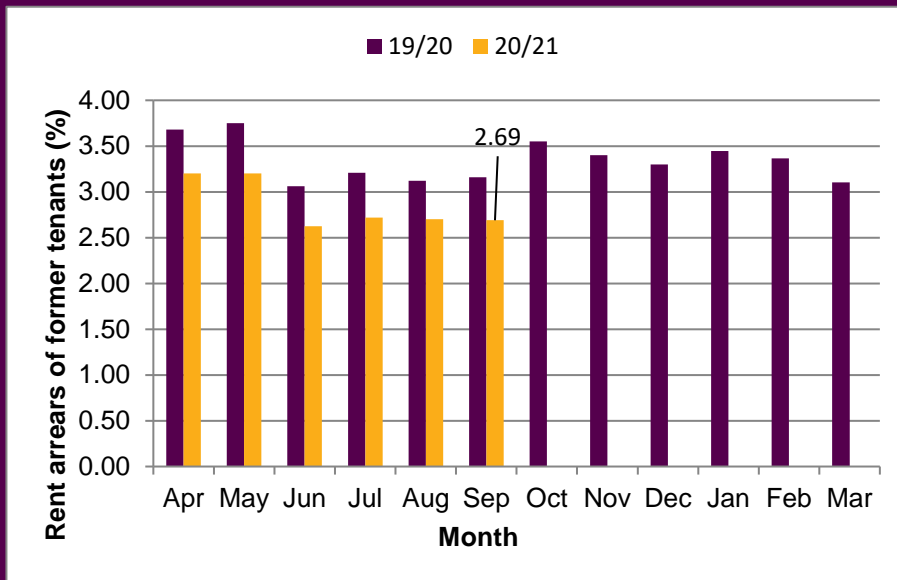
**HIGHER IS BETTER**

Commentary - Not being able to take legal action continues to be the biggest impact on the reduction of rent debt. The number of tenants at Notice stage now being 455 with a total debt of £554 (pre C19 the number of cases was 49 with debt of £41k). The figure has been reducing now that we can now serve notices although the requirements are more stringent and the processes much more lengthy. The other legal stages show a similar picture. Since the start of the pandemic, we have helped tenants make savings of £606K so far this year by supporting customers to reduce debt (incl. rent debt), maximise benefits and access local and national government financial support. Our UC systems and our new guaranteed UC offer of support to all new UC claimants has supported further reduction in UC rent debt (£702 to £595). since the start of the pandemic.



## RENT ARREARS OF FORMER TENANTS

Target is 3%



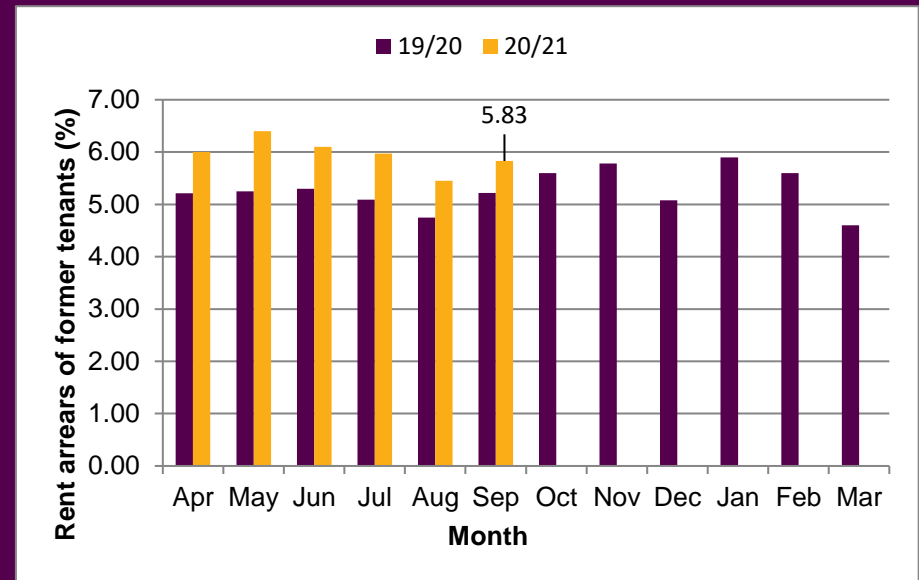
Indicator definition - Money owed (arrears) by former tenants as a % of rent due in the full year (excl any rent expected to be lost in the year due to empty homes)

LOWER IS BETTER

Commentary - The figure continues to improve and the amount transferred to FTA's this year is **£191,768** less than the preceding year. The total amount outstanding continues to improve year on year and the work we have done to improve systems and procedures for FTA's is proving to have been successful. Whilst there have been less terminations the team are focused on data cleansing and contacting FTA debtors to offer support around payment plans during C19 outbreak. We have paused referring cases to our debt collection partner but will look to renew this contract from April next year as long as there is an improving economic picture. The team is currently reviewing the FT processes at the end of tenancy as there are now new termination procedures due to the C-19 pandemic.

## Rent arrears of current tenants

Target is 4.5%

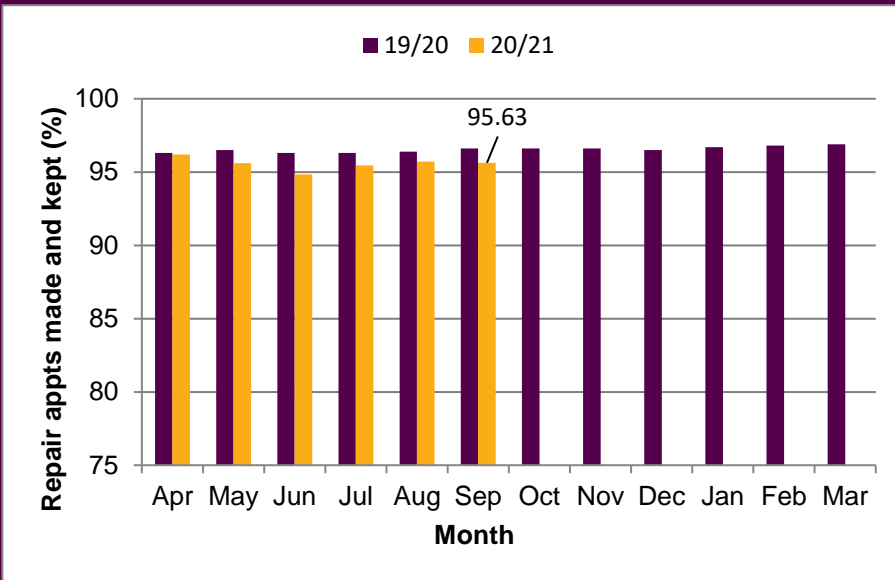


Indicator definition - Money owed (arrears) by current tenants as a % of rent due (excl rent loss due to empty homes)

LOWER IS BETTER

Commentary - Although performance is above target it is better than anticipated taking into account the increased transition of cases from HB to UC. The 4 week moving average is 5.7% compared with 5% at the same period last year. The current average debt for HB cases is a £-15 (Credit) compared to an average of £595 debt for UC cases. As predicted last year, transfer of UC cases, was projected to increase the arrears % to 6.7% (UC Cases would constitute 5.13% of the total). C19 has accelerated this process. UC cases currently constitute 28.54% of the caseload, yet 61.53% of the total debt. We are continuing to analyse the impact of the pandemic on our income and are feeding data into the forecasting model to assess the long term impact of C19. Current projections indicate a potential loss this year of £376K. We are also assessing how the resumption of legal activity will impact our collection and are actively engaged with our court user group. We still are awaiting our first court dates as the courts have requested more guidance from the government

repair appointments made and kept  
target is 97%

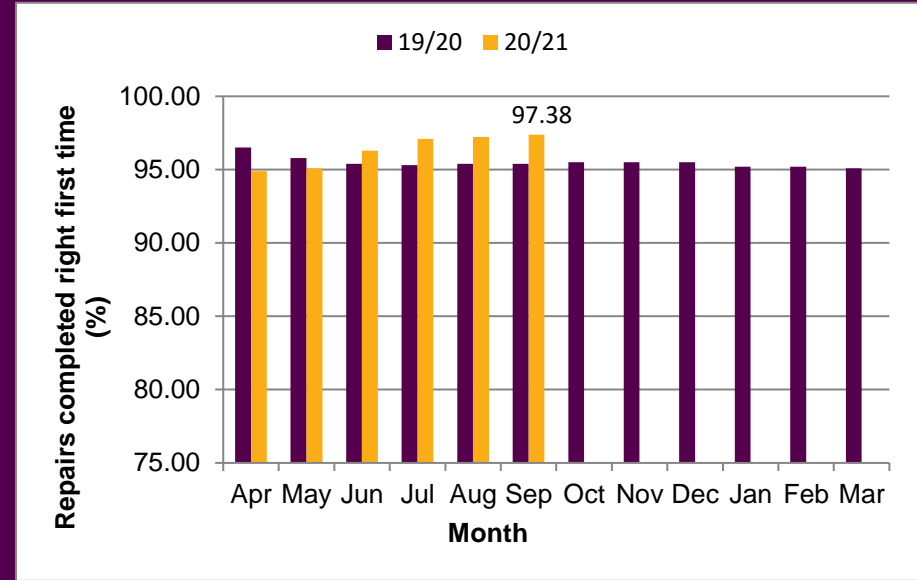


Indicator definition - Repair appointments kept year to date as a % of all repair appointments made year to date N.B. this indicator re starts 1st April every year

HIGHER IS BETTER

Commentary - Appointments Made and kept is 95.63% at Sept 2020 v 94% in Sept 2019. Whilst performance is not currently hitting target the target of 97%, it has improved from last year's position. Performance failures and corrective actions are discussed via our weekly performance meeting. Performance has been affected by not being able to upgrade the system. We are currently waiting for a date from Capita for when this work can be sceduled.

repairs completed right first time  
target is 96.5%



Indicator definition - Repairs completed right first time year to date as a % of all repairs completed N.B. this indicator re starts 1st April every year

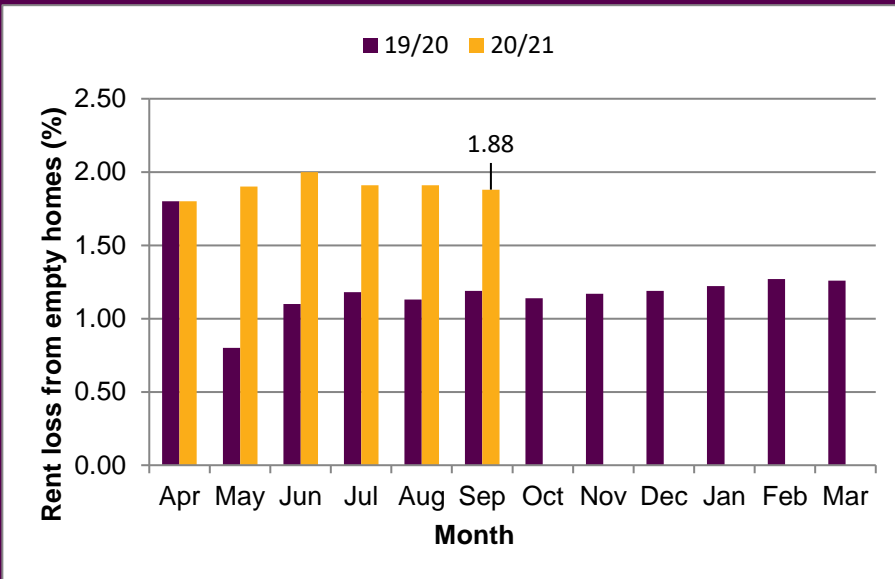
HIGHER IS BETTER

Commentary - Repairs Completed Right First Time continues to show an improving trend. YTD is 97.38% in Sept 2020 V 95.2% in Sept 2019. Performance is being closely monitored via the weekly performance meeting.

## RENT LOSS FROM EMPTY HOMES



target is <1.1%



Indicator definition - Rent lost year to date from empty homes as a % of gross rent due year to date. N.B. this indicator re starts 1st April every year.

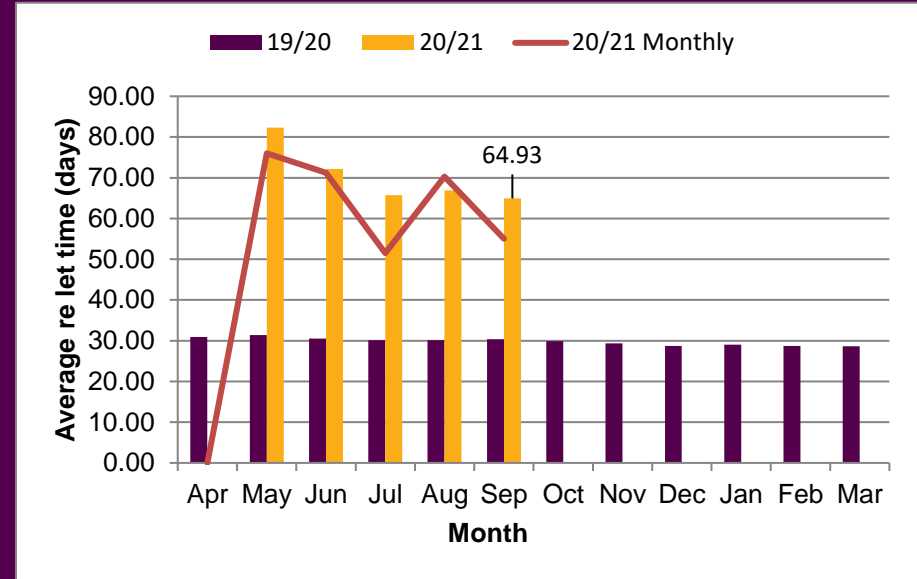
LOWER IS BETTER

Commentary - Covid19 is still impacting negatively on EH performance particularly in the EH and Contracts teams. Both have depleted colleague numbers due to Covid19 related absence across trades. Lettings activity is still being undertaken digitally where possible and has stabilised at 66%. As anticipated, customers moving into ILS are requiring physical sign ups due to vulnerabilities and reduced digital inclusion which has also impacted on rent loss, however, the lockdown backlog has now been cleared. Hare Hill has a phased lettings process in place so this will continue to impact on rent loss until the end of November. We continue to experience problems in accessing all materials required and we anticipate that this will continue to impact on performance.

## average re let time



Target is 27 days

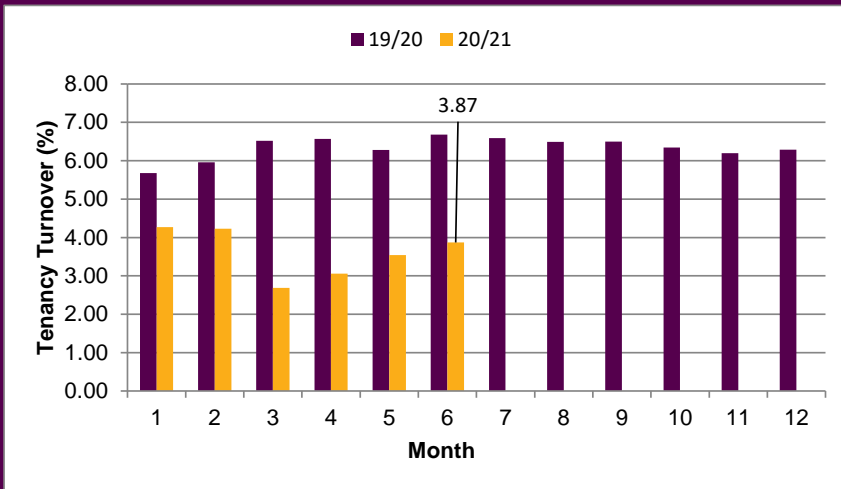


Indicator definition - Average time homes re let year to date were empty prior to being re let. Figs are for standard re lets i.e. those that did not go into major works and are the full end to end time empty. N.B. this indicator re starts 1st April every year.

Commentary - Along with the Covid19 impact on the EH team we are still seeing supply issues on materials, our main Heating Contractor is still at half capacity due to furlough and there are now further shortages on plaster supplies which will continue to have an impact on relet times for the foreseeable future. Lettings on IL Schemes are now up to date, however, we are starting to see a reluctance from customers on moving due to perceived potential future lockdown measures. Homechoice are discussing with customers and monitoring the impact as is negatively affecting the relet times. The EH operational meeting attendance list has been widened to include the Contracts team as well as EH and Asset team to look to more effective ways of working with reduced capacity and ensuring that we understand how teams are coping and offering support.

control lable tenancy turnover

Target 5.0%



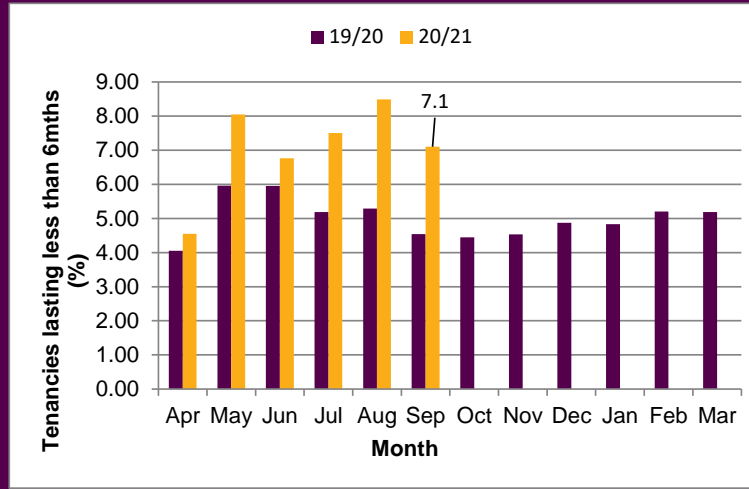
Indicator definition - Tenancy turnover (terminations as a % of homes owned) projected for the year (excludes terminations where reason is death). N.B. this indicator re starts 1st April every year.

LOWER IS BETTER

Commentary - Performance has undoubtedly been positively impacted by the lockdown conditions as a consequence of Covid-19 with social landlords only **undertaking 'emergency' rehousing**. This will of course mean that the majority of internal transfers will not have taken place and RBH tenants looking to move to other registered providers will not have been able to move as planned. During lockdown the Neighbourhood Housing Team made over 5000 welfare calls to customers and this proactive approach to customer contact will continue to feature in our future methods of operation as we develop a new Customer Sustainment Strategy. Performance here is also positive to target for the same reasons given above. These figures exclude all those tenancy termination reasons that RBH can have either no influence over (e.g. death) or that are reasons that are positive in nature, such as tenants buying their own home. We are awaiting the completion of ICT workflows to ensure all tenants who do terminate for negative reasons, such as problems with neighbours are contacted and that the Neighbourhood Housing Team offers to take steps to resolve the issue that is driving the tenant to leave. It is our intention to monitor the impact of this contact on turnover rates.

tenancies lasting less than 6mths

Target 3.0%



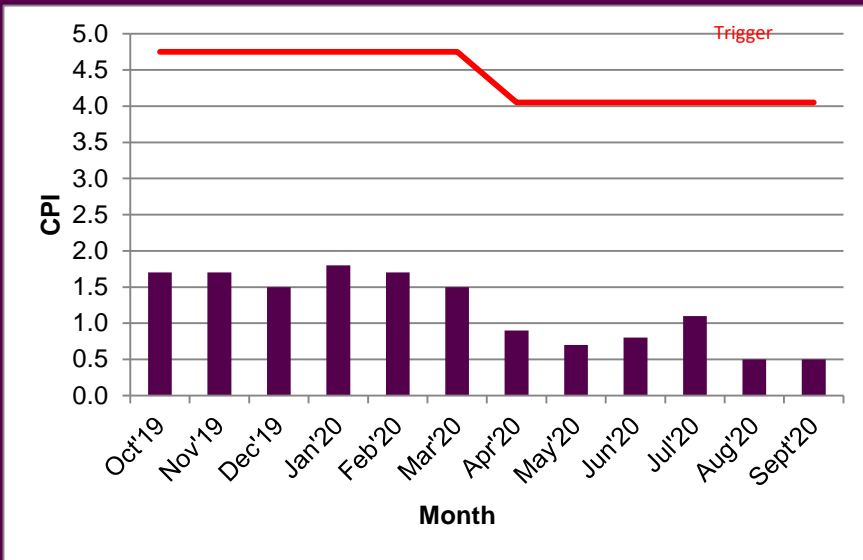
Indicator definition - Tenancy terminations year to date where the tenancy length was less than 6mths as a % of all tenancy terminations year to date. N.B. this indicator re starts 1st April every year

LOWER IS BETTER

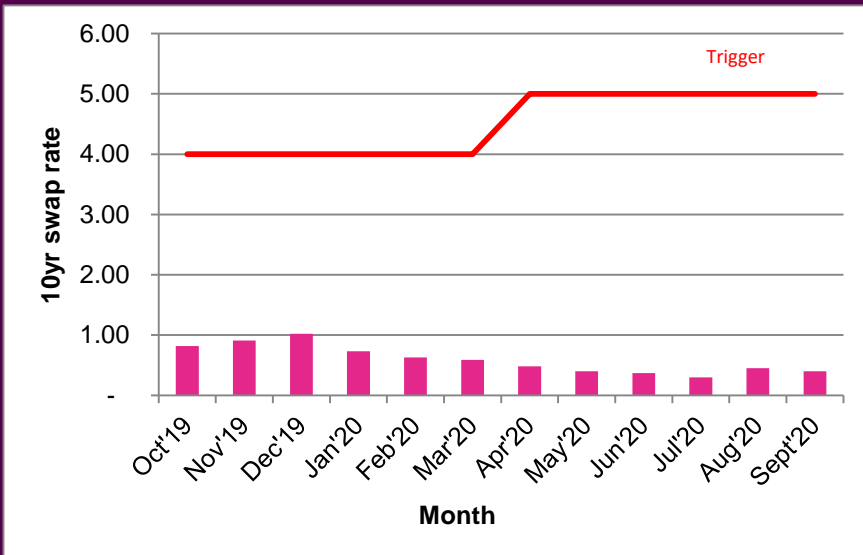
Commentary - As mentioned in previous KPI, if these tenancies are ending for negative or unavoidable reasons Neighbourhood Housing Officers will contact the tenant and offer to take steps to put matters right for the tenants. This may mean liaising with repairs and other departments to coordinate action that will avoid the termination taking place. Although general tenancy turnover remains low, there has been a spike in tenancies ending within 0-6 months. A drill down into the information has **revealed that the main reason for people terminating is to "move back to friends/family/partner"**. This suggests that the Covid pandemic has been a factor in people wishing to return to loved ones, as soon as they were able to move easily (something they were unable to do in Q1). There also appears to be a couple of discrepancies within the data, where 2 tenancies have been started and closed on the same day, which would account for the high rise of early terminations in this period. Teams within RBH are continuing to support tenants to remain in their homes, however, the data is indicative of how unpredictable the current situation is, and may continue to be so throughout Q3

# STRESS TESTING INDICATORS AND TRIGGERS

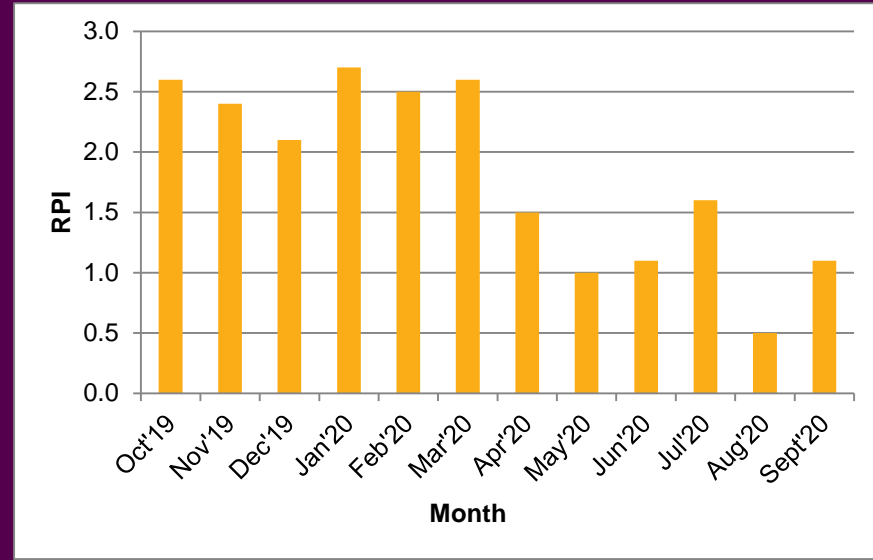
cpi - BUSINESS PLAN ASSUMPTION 2.05% trigger 4.05% (i.e. 2% variance)



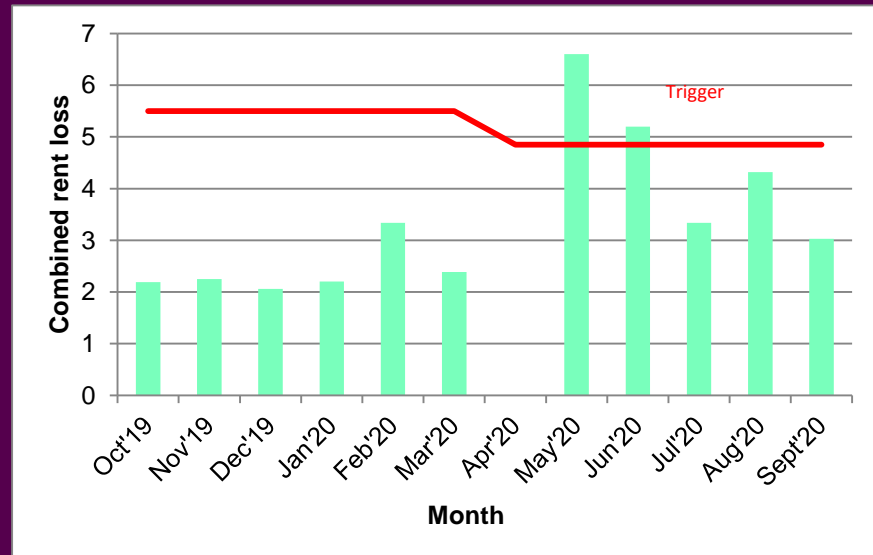
10yr swap rate - business plan assumption 5.5%  
funders Trigger 5.0%, board trigger 5.0%



rpi - TRACKING ONLY



combined rent loss (empty homes and bad debt) -  
business plan assumption 5.85% Trigger 4.85%



N.B. no accounts done in April.

Yr 3 & 4				
	Phase 1	Phase 2	Phase 3	Phase 1 update (where appropriate)
<b>MILESTONES</b>				
Grant funding secured and planning in place for Town Centre HAPPI scheme			X	Board and Rep body approval for change from extracare scheme to a HAPPI scheme. Can now call off design team from ICN framework as now rejoined. RSPCA land acquisition progressing- site could form part of the preferred development site. ER Williams site vacant possession expected Jan 21.
Review of homes with NPV marginal performance completed			x	Scoping due to start in Phase 1 but deferred due to need to concentrate resources on fire safety works
<b>DELIVERABLES (OUTPUTS)</b>				
75 pipeline new homes with planning permission			75	12 consents received at Peel Lane. Further 55 in planning currently at Strand and Balderstone Rd. Pipeline work continuing.
99 homes started on site			120	67 firm scheme starts expected currently. Pipeline work continuing for additional homes.
39 completed new affordable homes			39	Great Howarth scheme still on program for completion Nov 20- Jan 21.
100 Central Rochdale households supported to move home			100	Progress slower than targeted due to Covid. Rehousing options widened now to beyond current demo blocks.
30 Pioneer employment scheme members			30	Plans to expand scheme by recruitment of a second career broker. Recruitment taking place Oct 20.
Avg SAP rating (monitoring only, no target set)				Fig for Q2 was 71.7. The higher the score the lower the running costs with 100 (the maximum score) representing zero energy costs
Demonstrator project for carbon reduction				Initial surveys beginning and communication with tenants
Review Options for poorly performing flats		X	X	Scoping due to start in Phase 1 but deferred due to need to concentrate resources on fire safety works
Net Present Value (NPV) exact measure TBC				

**KEY**  
G Completed  
A Started - on target  
R Started - not on target  
  Not started/not due

Yr 3 & 4				
Phase 1	Phase 2	Phase 3	Phase 1 update (where appropriate)	
<b>MILESTONES</b>				
Assistive Technology offer (incl analogue to digital switch) in place			x	Included in Digital Strategy.
<b>Funding bids as a result of co-design – social isolation and loneliness</b>		x	x	Ambition for Ageing projects Social Eating and Collective effect completed in Year 1/2.
Intergenerational design principles incorporated in new developments			x	New Older peoples accomodaion sites have been identified. The intention behind this objective is that all housing is built so that it can be adapted as circumstances change, and older people can remain in their homes after mobility changes.
<b>Research – funding support in general needs tenancies</b>		x		Research on IHM funding has been completed Year 3, Qtr2
<b>DELIVERABLES (OUTPUTS)</b>				
All individual IL Schemes operating to positive NPVs			x	

Phase Details  
 Phase 1 Milestones between now and the end of September  
 Phase 2 Milestones between October 2020 and March 2021  
 Phase 3 Milestones between April 2021 and March 2022

**KEY**  
G Completed  
A Started - on target  
R Started - not on target  
  Not started/not due

IMPROVING TOGETHER				Yr 3 & 4	Phase	Details	
				Phase 1	Phase 2	Phase 3	Phase 1 update (where appropriate)
MILESTONES							
Rugby Road operational as co-working space for all and hub for NET and Highways Team			x				
Kingsway operational as co-working space for all and hub and Stores for Repairs Team			x				
Space identified for town centre co-working space and brief and budget agreed			x				
Review of campus needs and internal specification for consistency across all RBH work spaces			x				
Technology - Office365, Sharepoint, EDRM, Laptop & Mobile Roll out	x	x	x				Due to recent lockdown, timescales are being reviewed to deliver all training remotely for Office365. The 2nd lockdown will delay some projects and revised timescales are being drawn up. Laptop and Mobile rollout is progressing but will be slightly impacted as we seek to mitigate risk to colleagues by swapping out fewer laptops per day.
Policies & Procedures, Replacement for WLB - Work Life Integration	x	x					Superseded by the smart working project, captures all of the original milestones and more in the smart working project plan.
Embedding Smart Working Culture - Appoint smart working consultants & replacement for WLB		x	x				Consultants have been appointed in Sep-20, superseded by the smart working project plan. This will be rolled out over the next year. Smart Leaders Training booked in Jan-Apr 21.
Digital Strategy - Smart Homes				x			
Portal - Phase 1b	x						Repairs Reporting & Appointment booking, went live in Sep-20. Currently without having started the marketing, 40% of repairs are being booked online through the portal.
Portal - Phase 2 (Digital Sign ups)		x					Still digital sign ups but more complex than previously anticipated as a result to hand Home Choice back to the RBC.
Portal - Phase 3 Re-Scoping			x				
Service Reviews - Scoping	x	x					This review has now changed in light of Home Choice now being handed back to RBC. Income Team review ongoing with Sheena McDonald.
Capita Roadmap to consolidate systems, Upgrade DRS, TM			x				DRS upgrade complete
Implement customer communication & engagement software from Castleton		x					
Delivery of the Engagement Strategy			x				Action plan developed, new roles recruited to start November 2020
Leadership - Complete Job Evaluations, complete and review 'Refreshing Repairs Leadership Development Programme'	x	x					Leadership Development Programme completed. Work to evaluate effectiveness of the programme now underway. Majority of job evaluations completed.
Culture - Improvement of Climate scores			x				
New hardware rollout, software upgrades & consolidation	x	x	x				DRS upgrade complete. Testing completed for TM upgrade. New devices being rolled out in October.
Implement customer communication, contract management & ResponsEye		x					
Review of Repairs & Disrepair services	x	x					Disrepair Team appointed on a permanent basis following 12 month trial. Review of demand and capacity underway (Phase 2)
Complete Performance Management workshops with leadership team		x					
People Strategy - People Succeeding Together in a Great Place to Work Plan	x	x	x				Plan Drafted, incorporated into the People Strategy Action Plan 2021-22 which is currently being worked on. Some of the delivery is underway, leadership development program. Reward and recognition - review of reward, recognition and benefits resulted in the 2 year pay deal and holiday entitlement change. Formal process for working on statutory days/bank holidays.
Commence Refinancing		x					On track - draft Business Plan to Board elsewhere on the agenda.
Refinancing in place			x				

Phase 1 Milestones between now and the end of September

Phase 2 Milestones between October 2020 and March 2021

Phase 3 Milestones between April 2021 and March 2022

Technology - Office,365, EDRM

Policies & Procedures

Embedding

DELIVERABLES (OUTPUTS)			
% Total customer transactions via online channels			60%
Cashable efficiency arising from channel shift			£252K
% Tenants with internet access (based on STAR survey)			85%
% Tenants confident using internet (based on STAR survey)			70%
% Customers registered for online services			70%
% Active customer registrations			65%
% Customer satisfaction with online contact (Govmetric definition)			55%

KEY

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Yr 3 & 4

Phase 1 Phase 2 Phase 3 Phase 1 update (where appropriate)

MILESTONES

Apprentice Recruitment		x		In progress- out to advert on 30th October to recruit 4 new business apprentice roles to join us in Jan 2021. Given the high volume of applications to other roles and impact of Covid 19 on our neighbourhoods we have chosen to restrict the opportunities to RBH tenants and people living in RBH properties. We're also simplifying the application process as much as possible to make it as easy as possible for people to apply.  Additionally we have also designed new support to help anyone interested in applying, we're going to hold an online Q&A session to give more information about the roles, and our HR team are creating two new videos which explain the application process and then the interview process for shortlisted candidates. And our partnerships with Rochdale Council, Upturn CIC, New Pioneers and JCP mean anyone who wants additional support with their application can access it.
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Re-visit Framework for Repairs Contractors		x		
Develop Community Investment Strategy			x	

OUTPUTS

% of apprenticeships/traineeships going to people living in RBH communities			50%	
Maintain number of apprenticeships and traineeships offered			20	
Support apprentices leaving the programme to move into employment or further training			100%	3 apprentices have moved into new roles within RBH during this period. Two have moved into permanent roles in our Income Services and Homeless teams and will continue their qualifications. One has now completed her qualification and has secured a fixed term position in our Homechoice team. All 3 apprentices reported that they had increased confidence and skills as a result of their apprenticeship, broadened knowledge and hopes of a long lasting career, not just a job.
Maintain number of volunteering or training opportunities offered			10	
Residents into existing and/or new jobs			80	
Residents supported towards work			10	-We secured a E20k ESF grant in partnership with Upturn CIC to provide intensive support to RBH tenants whose income has been impacted by Covid 19. This programme runs until March next year and current 6 people are receiving this support – two are being supported to apply for jobs at RBH. -22 RBH tenants have been referred into the Council Work and Skills team for advice and support to access the right help- these referrals come from conversations with our money advice team and this project will be rolled out across all front line staff by the new Work and Skills Coordinator. -We've developed a suite of new tools to support people including our new Online Interview Support video and guide <a href="https://www.rbh.org.uk/work-with-us/hints-and-tips/">https://www.rbh.org.uk/work-with-us/hints-and-tips/</a> -Working with our supply chain we have been able to create new job opportunities, mostly recently a lift engineer apprenticeship with our appointed lift maintenance contractor which has just closed for advertisement. -We are applying for 5 Kickstart placements to commence in January 2021 and I'm currently developing a pre-employment programme with DWP in the run up to this, which will support the cohort of young people to gain skills in customer service, administration and work place behaviours before they interview for the placements. So even those who aren't successful will gain from the programme.

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