

## navigating the together dashboard

The Together Dashboard comprises 4 sections -

### *Page 2 - 3 - Executive Summary & Report*

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 11 - Performance 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.

### *Page 12- Stress Testing*

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

### *Pages 13 to 16 - 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 E: [michael.maguire@rbh.org.uk](mailto:michael.maguire@rbh.org.uk)

### Purpose

This report provides an update on performance against targets and measures agreed. The revised format of the performance report aims to facilitate better scrutiny of performance and to give Board an opportunity to discuss any issues of concern.

Board agreed the new format of the report in November and an explanation is provided in Appendix 1. The dashboard is now **accompanied by an Executive Report explaining performance for those indicators showing as 'red' or 'amber'**.

### Exec Summary

**This has not been a 'normal' year for delivering services and, not surprisingly, performance has been affected in some of our** front line services. We made decisions early in the pandemic that limited deterioration of performance, especially in the areas of rent arrears, repairs and the reletting of empty homes.

Our customers have welcomed the approach to front line service delivery and this is reflected in the increasing customer satisfaction over the last nine months to continue the increases we had started to see pre-covid.

Taking on board feedback from the recent DTP feedback in preparation for the IDA, there is a recommendation to remove a further indicator to allow focus on a smaller number of service areas and to remove any duplication of performance information.

The report provides some comparison against national and regional trends where this is available.

## Report

This report that accompanies the new dashboard will provide further explanations about those areas of performance that are either 'red or amber'. Performance will be discussed in the context of regional and national trends where this information is available.

**Over the last few months the regional information from Greater Manchester providers has now started to reduce, as less RP's** are submitting data so where we have information, this is provided in the report.

#### Rent Collection and Rent Arrears

Overall, rent collection remains good at 100.9% (December 2019 – 103%) . We have consistently had the highest collection rates in Greater Manchester and have been approached by other registered providers (RP) to share our good practise. By way of comparison, collections rates for others are - Bolton at Home (97.3%) Southway (97.2%) in November.

The rent collection figure (including rent arrears brought forward) performance is slightly behind target at 94.7% against a target of 95% (94.65% in 2019/20 against a target of 91%). Performance was affected earlier in the year by Covid-19 although has stabilised over the last six months.

**We would welcome Boards view on the usefulness of this indicator. It is not benchmarked and not recorded by other RP's, as it is an old local authority/ALMO PI. The arrears figure and the rent collection (including rent arrears brought forward) indicator are in effect measuring the same thing – 'are we reducing the current arrears debt?' and so there is some duplication of the information provided.**

Rent arrears performance continues to be behind target – a four-week moving average of 5.5% against a target of 4.5%. Given all the difficulties this year, performance compares well against the same position twelve months ago when arrears stood at 5.3% against the same target and remains at the same level as in March 2020 when lockdown started.

**Performance is comparable against other RP's regionally at the end of November** – Bolton at Home (4.5%), One Manchester (7.08%) and Southway (5.9%) and Salix (3.6%).

We have invested heavily in additional resources to support customers claiming benefits for the first time because of Covid-19 related job losses and this has helped us to maintain a degree of stability in our performance.

**We know from Housemark's Covid 19 monthly report (October)** that landlords operating in areas with tighter restrictions have reported arrears levels which are 40% greater than in March, on average, than their counterparts across the rest of the UK and 16% on average sector-wide.

Furthermore, based on an analysis of trends, Housemark have predicted that arrears will increase an average of 11% in November and 4% in December.

Our teams are continuing to focus on providing support to customers to avoid legal action being taken. We are also working with the Courts to ensure that the backlog of cases where arrears are non-covid related can be dealt with as quickly as possible.

#### Repairs Performance

**Although the target for the 'Repairs Appointments Made and Kept'** indicator was reduced this year, we have still been under target since April – 96.1% against a target of 97% (96.7% against a target of 97.5% in 2019/20).

Covid-19 is the main reason as we continued to log repairs during Lockdown 1 but did not attend to them until lockdown ended in July. Times were then adjusted but there was a significant backlog and shortage of materials that continued to affect performance for several months. Like other RPs, we are resourced to **respond to 'need' rather than backlog and in that context, our performance remains very good.**

This is reflected in an increase in the repairs satisfaction rates (STAR Survey) which have increased by 5% this year despite all the challenges faced.

**Housemark's analysis shows that month on month, completion rates for emergency and non-emergency jobs have declined with the sector average standing at 83%.**

This indicator is not reported on regionally in the Greater Manchester Covid Score Card reporting so we are unable to say how we perform locally.

Over the last year, the Repairs team have focussed on using the management information available to drill down and really understand where performance needs **to be addressed. Managers have been coached to use this information and are using it to manage their teams' performance. We are sharing this good practise** across the Society to embed this into our working practises across all teams.

Performance has been steadily increasing since normal services were resumed in July and this mirrors the national picture as reported by Housemark in their COVID-19 monthly reporting figures.

#### Empty Homes Performance

Performance in the management of empty homes is an area where we have seen a significant impact of the Covid. Government guidance in April was that house moves should not take place and so for a period of 10 weeks, we did not let any homes. In addition, as Rochdale has been in either full lockdown or Tier 3/4 since the end of March we have taken a cautious approach to re-letting empty homes in our ILS and Extra Care schemes on the basis that these were our most vulnerable customers.

When re-letting of general needs housing commenced in June, we continued with additional restrictions and did not start reletting the ILS and Extra Care homes until August but stopped again in November when Lockdown 2 commenced. We have again stopped lettings since Tier 4 commenced and will not let any of the ILS and Extra Care Homes until Lockdown 3 has ended.

The empty homes rent loss for is 1.87%. These figures include rent loss for homes being held as part of regeneration at College Bank (retained blocks only) and the ILS schemes, one of which is included in our regeneration plans. The Board will consider a second ILS scheme for regeneration in January.

Net of Covid-19, performance would be 1.49% against a target of 1.5%. Net of regeneration and Covid-19, performance would stand at 1.23%.

This compares well against performance 12 months ago when performance was 1.8%.

In terms of average re-let times performance, we are significantly over target at 52 days compared to a target of 27 days (27.3 days against a target of 28 days in 2019/20). Our analysis has shown that net of the Covid-19 impact, performance would be 25.46 days.

We expect performance to deteriorate further when homes in ILS schemes are relet after having been empty for some time although like others we are expecting some difficulties in letting these as people become reluctant to move. This impact may be carried over into April depending on when reletting recommences. This is supported by Housemark research, which shows that landlords with a significant proportion of housing for older people are reporting difficulties in letting these property types.

Housemark also state that loss of income due to the drop in lettings activity at the beginning of the year is being quoted as a key risk for the sector. Many landlords have planned to carry the loss of income forward to future years – meaning that the pandemic will affect budgets and service delivery for many years. Empty homes rates in the sector are 36% higher than they were during 2019/20.

This indicator is not reported on regionally in the Greater Manchester Covid Score Card reporting so unable to say how we perform locally.

#### Tenancies Lasting Less than 6 Months

New tenancies are monitored closely by the Neighbourhood Services team and appropriate support provided to help customers to sustain their tenancies.

The number of failed tenancies is still low and not surprising in the current climate. We will continue to monitor performance closely.

#### Customer Satisfaction

Over the last year, we have shared information from the STAR survey wider with an expectation that teams analyse performance for their service areas and follow up on any expressions of dissatisfaction emerging. This is helping to make our performance more visible to a wider group of people but importantly it is helping us to better understand the service areas that are affecting performance, either in a good or a bad way.

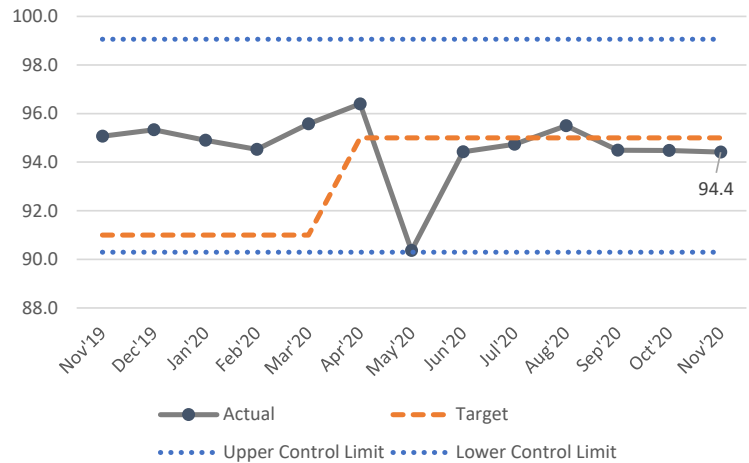
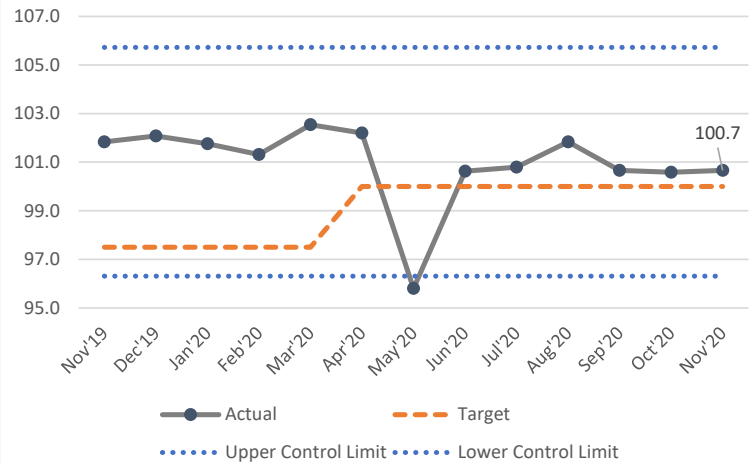
**We are now going to start looking at how we regularly communicate STAR findings back to customers so that they know we are 'listening and acting'. Our approach to improving satisfaction is 2 fold. Firstly making service improvements based on the feedback received and secondly making sure we promote the changes and all the good work we are doing in order to influence perceptions.**

#### Membership

No further comments than those provided on the dashboard.

# Performance Indicator Chart - Rents (1)

Rent collection (excl arrears brought forward)	R	A	G	Rent collection (incl arrears brought forward)	R	A	G
(Higher is better - Cumulative FYTD)				(Higher is better - Cumulative FYTD)			



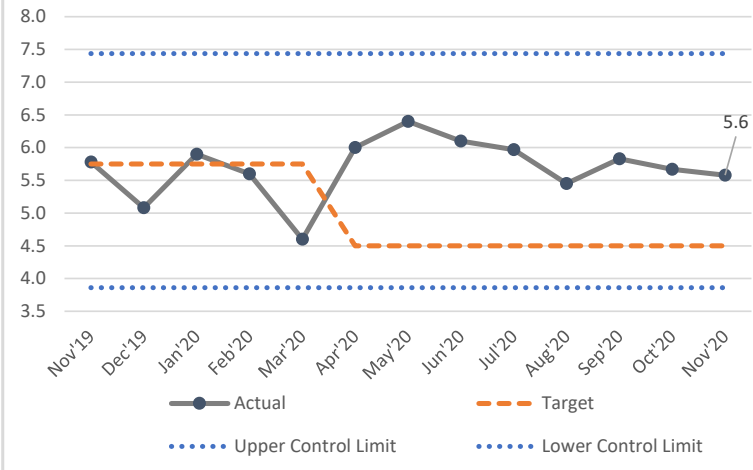
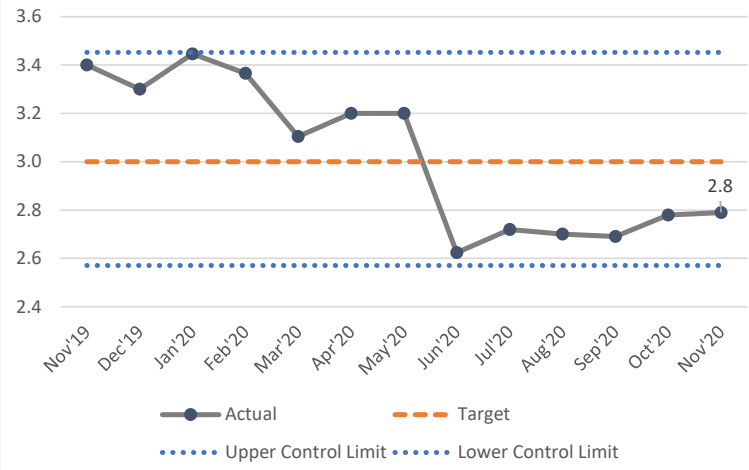
## Commentary

## Commentary

The increase in UC claimants and the inability to take legal action have all affected performance against this indicator. We have seen our cases at a legal stage increase threefold from 208 in mid March to 641 currently. The legal process is now taking much longer due to stricter rules being introduced but we continue to work to provide support to customers to enable them to pay their rent. The Money Advice Team continues to support tenants in debt and to assist with claims for unclaimed benefits or for C-19 government schemes. They have had increased referrals this year and have so far assisted tenants to achieve £850K in gains and savings.

## Performance Indicator Chart - Rents (2)

Rent arrears of former tenants	R	A	G	Rent arrears of current tenants	R	A	G
(Lower is better - Cumulative FYTD))				(Lower is better - Cumulative FYTD))			



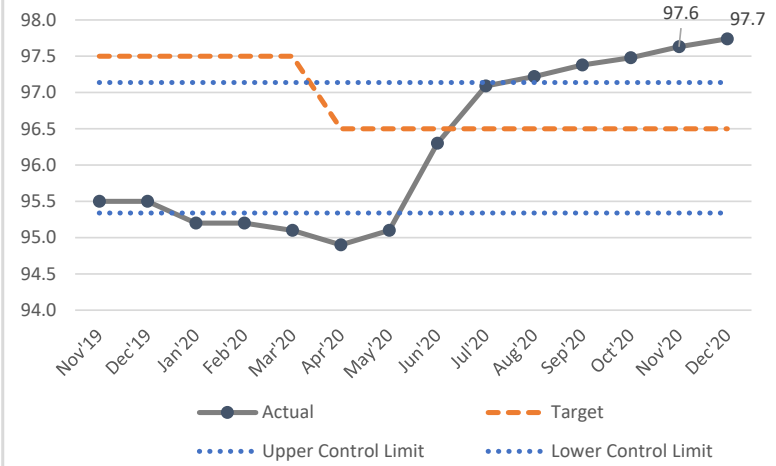
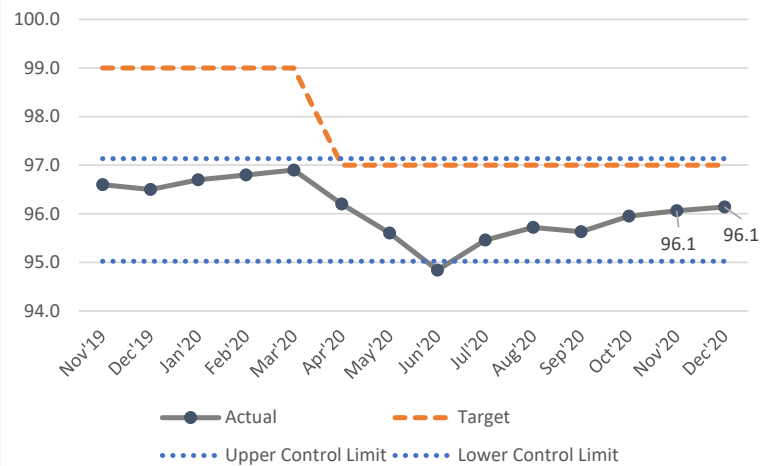
### Commentary

### Commentary

See main report for further details. The split on the arrears figure shows 4.11% for UC Claimants and 1.47% for the all others. UC claimants constitute only 29.28% of the arrears caseload and yet 60.47% of the total debt. Our average debt on UC accounts is much less than the national average (RBH = £523.52 v National Ave = £788 - NHF figures). This indicates that despite the economic crisis we are managing UC cases well in comparison with our peer group. We were allocated 3 FTE to assist with the crisis, 2 of which are working specifically with UC claimants ensuring all UC Housing Element Payments come to RBH, mitigating the risk that UC is spent elsewhere.

# Performance Indicator Chart - Repairs

Repair Appointments Made and Kept	R	A	G	Repairs Completed Right First Time	R	A	G
(Higher is better - Cumulative FYTD)				(Higher is better - Cumulative FYTD)			



## Commentary

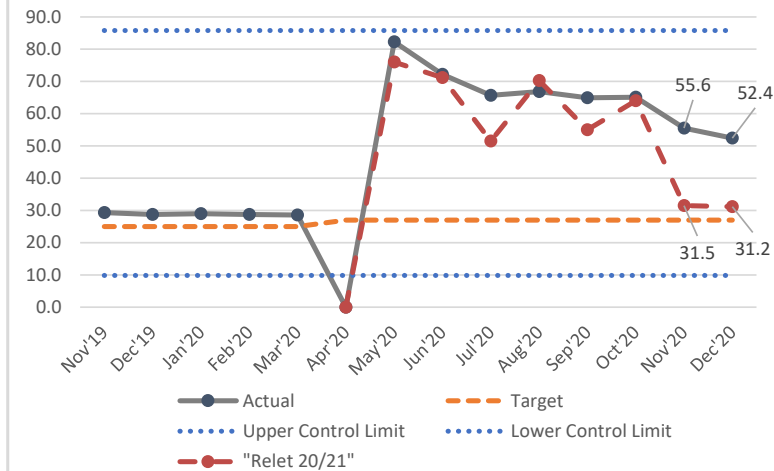
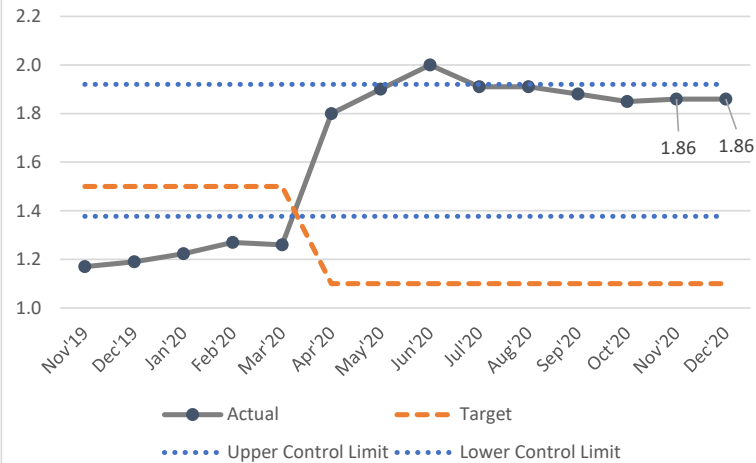
Performance on this KPI continues to improve and we are now within 1% of target. Weekly performance meetings with operational managers has proven very successful in driving up performance by analysing both success and failures and understanding why failures are occurring along with agreed corrective action. Further improvement is aimed at those failed appointments which have narrowly fallen outside the appointment slot by less than 1 hour. Planned upgrades to Total Mobile and Open Housing have been delayed until next year following issues identified during testing. This has resulted in some downtime continuing with Planners having to manually dispatch and close jobs which has an impact on KPI performance.

## Commentary

Performance continues to improve with this KPI, key success factors are weekly performance review meetings, multi trade roles introduced and most recently larger vehicles capable of holding more materials , these have all contributed to a continuous improvement from April 2020.

# Performance Indicator Chart - Empty Homes

Rent Loss from Empty Homes	R	A	G	Average Re Let Time	R	A	G
(Lower is better - Cumulative FYTD)				(Lower is better - Cumulative FYTD Grey line - Monthly Red dotted line)			



## Commentary

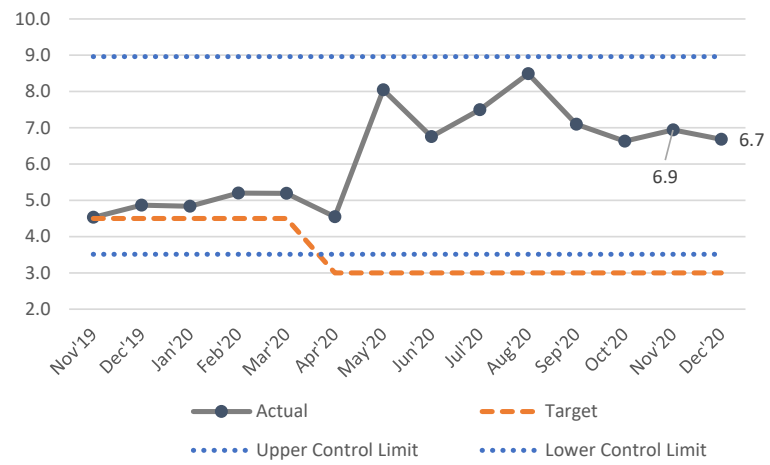
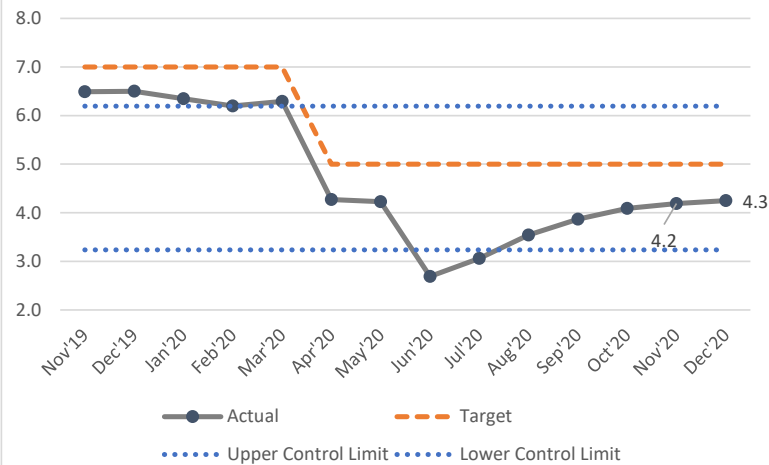
At 1.86% the rent loss for EH is within the upper and lower control limits. This is inclusive of rent loss due to stopping lettings activity at the beginning of the financial year due to Covid and the first lockdown and inactive EH's in the retained blocks in College Bank - Mardyke, Underwood and Holland Rise. Excluding rent loss for Covid and College Bank retained blocks the rent loss ytd is 1.29%. In addition the strategic decision to hold lettings in ILS schemes Lindum Court and Low Bank plus The Cottons - new build homes now on debit, are also impacting on the rent loss. Work is underway with the BI team to drill down this information to undertake a targeted approach to understand and improve performance on active EH's. Natiionally we have just come out of a 2nd lockdown and throughout this period RBH has held lettings, other than emergency lets in ILS schemes. Letting activity has now resumed in the remaining 24 schemes but this has also impacted negatively on rent loss.

## Commentary

The number of average relet days year to date is 55 days whilst the monthly relet figures have continued to fluctuate depending on stages of lockdown or tier announcements so this figure is inclusive of days lost to Covid. Out of 10361 empty days for 190 standard lets a total 5648 days have been due to Covid. The net figure exclusive of Covid is 25.07. The situation has been compounded by challenges with supply chain issues, in particular plastering and the EH teams have been adversely affected by Covid related sickness. Agency workers have been adversely affected by Covid related sickness. Agency workers have been employed to support teams to reduce number of relet days. Other work includes review of key handling processes and improved workflow / access for mutual exchanges. Nationally we have just exited the 2nd lockdown in which RBH halted lettings activity in Independent Living Schemes. This letting activity has recommenced but reletting the homes which have been held will impact negatively on average relet performance.

# Performance Indicator Chart - Turnover

Controllable Tenancy Turnover	R	A	G	Tenancies Lasting Less than 6 Months	R	A	G
(Lower is better - Cumulative FYTD)				(Lower is better - Cumulative FYTD)			



## Commentary

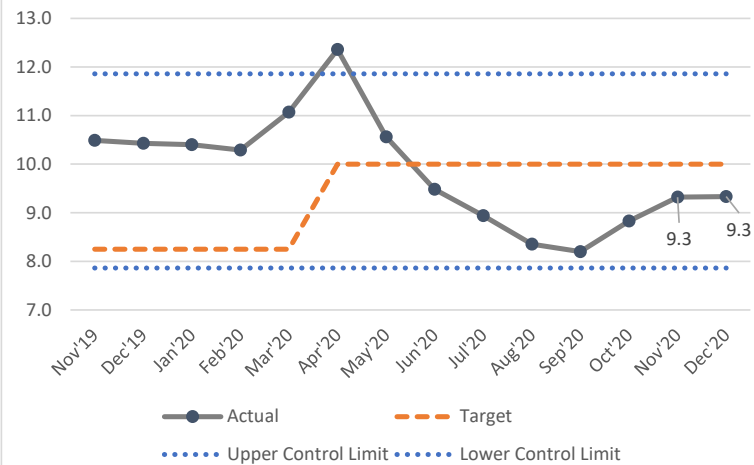
## Commentary

Of the 9 tenancies that ended within the 2 months, 3 were due to the death of the tenant, 4 tenants decided not to move into their new home due to various reasons associated with Covid, 1 moved to residential care & 1 moved to be nearer family & friends. Covid has had some impact in people being reluctant to move, but the Neighbourhoods have continued to monitor where people have not moved in & are making proactive calls to establish if the offer of extra support would encourage them to do so.



## Performance Indicator Chart - Sickness

Sickness Absence (Days)	R	A	G
(Lower is better - Cumulative FYTD)			



### Commentary

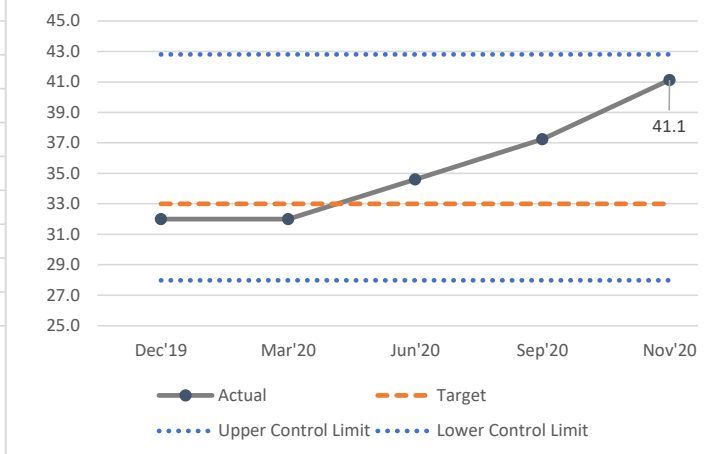
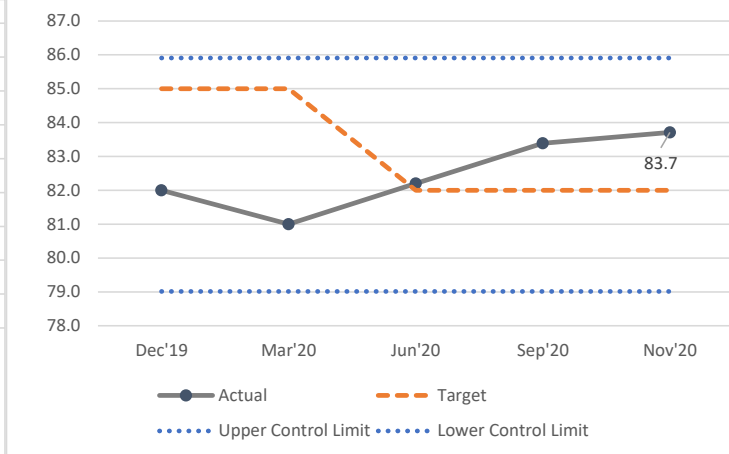
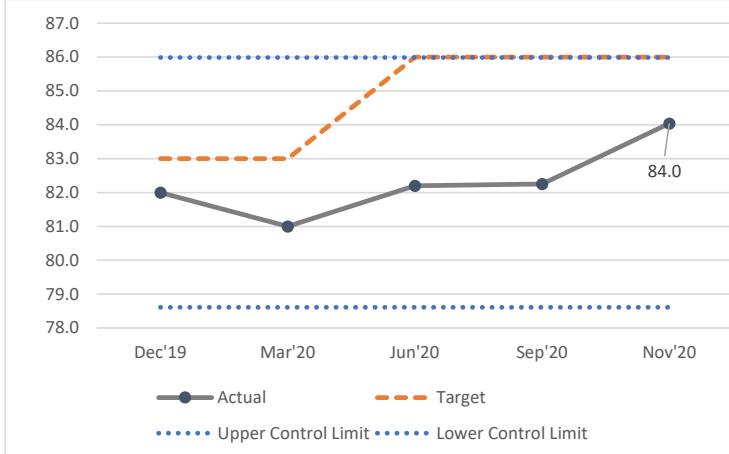
Within the last 12 months RBH has lost 5977 days due to sickness absence. Average days lost within the past 12 month rolling period remains at 10.45 days per employee. Currently we have 20 open sickness absence cases 16 are long term absences and 4 are short term. In December 2020 we lost 537 days due to sickness absence. However we have recorded 449 days a difference of 88 days. This is because we have deducted the xmas shut down from the staff who were off sick during this time and recorded it as annual leave. In December 2020 we lost 449 days due to sickness absence compared to 452 days in December 2019 a difference of 3 days. Sickness absence has reduced by 160 days from the previous month. In December 64% of Sickness absence is long term compared to 36% short term. Top three absence reasons are 29.8%, Mental Health Anxiety/Stress/Depression 18.7% Muscle injuries 14.7% Covid 19 all categories. On the whole managers are recoding sickness accurately on the MHR System. Some records are not being closed and P&C are monitoring sick notes and adding any sickness to the system. To date this as only been one case. 40 sickness Absence cases were recorded in December 2020.

# Performance Indicator Chart - Customer Satisfaction

Satisfaction with Overall Service Provided by RBH	R	A	G
(Higher is better - Rolling 12 Months)			

Satisfaction with Rents Providing Value for Money	R	A	G
(Higher is better - Rolling 12 Months)			

Net Promoter Score	R	A	G
(Higher is better - Rolling 12 Months)			



## Commentary

We set ourselves a challenging target this year of moving satisfaction from 81% to 86%. Whilst we have seen some significant improvement so far this year, we are now entering into the winter months when satisfaction typically drops. We have seen a rise in satisfaction across all service areas, notably maintenance of green spaces and repairs and maintenance both of which have increased by 5% since the start of the year. We have also seen an improvement in satisfaction with regards to RBH listening to and acting on tenants views. Our approach to improving satisfaction is 2 fold. Firstly, continuing to improve the services we provide based on customer feedback and secondly making sure we are telling customers about the changes we are making so that they can see that they are listened to. We are currently developing a Voice of the Customer Dashboard which will be used both internally and externally to share how we are using feedback.

## Commentary

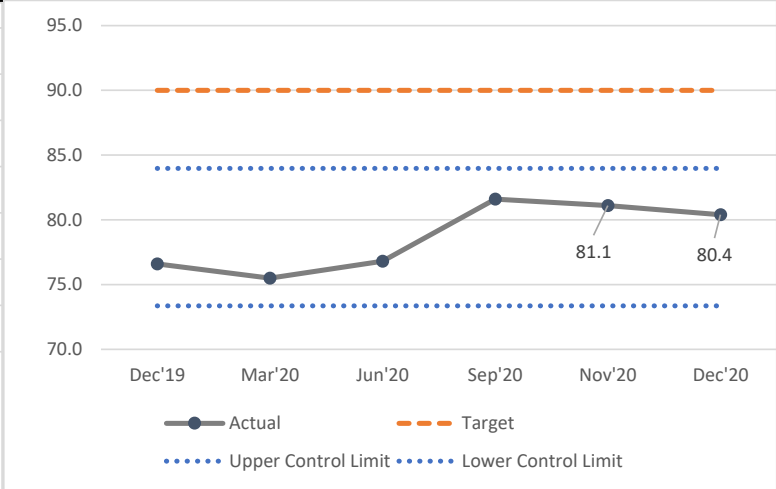
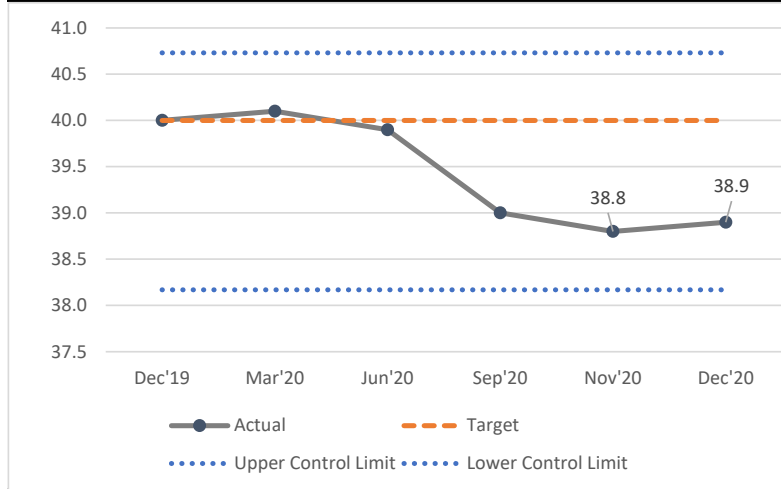
We dropped the target for this indicator at the start of this year as this was the first year following the 4 year rent freeze. Interestingly, satisfaction hasn't dropped as we thought it would and has actually increased. Analysis shows that there is no difference in satisfaction between those paying a social rent and those paying an affordable rent.

## Commentary

We have seen a huge increase in our net promoter score this year. Net promoter score is a measure of customer loyalty and comments gathered during the STAR survey suggest that our efforts throughout the pandemic have been appreciated and have in turn made our customers more likely to recommend us to friends and family. As might be expected, RBH members score more highly on this indicator than non members demonstrating that membership does give that sense of belonging and loyalty.

# Performance Indicator Chart - Membership

Tenant Membership %	R	A	G	Employee Membership %	R	A	G
(Higher is better - Monthly)				(Higher is better - Monthly)			



Commentary

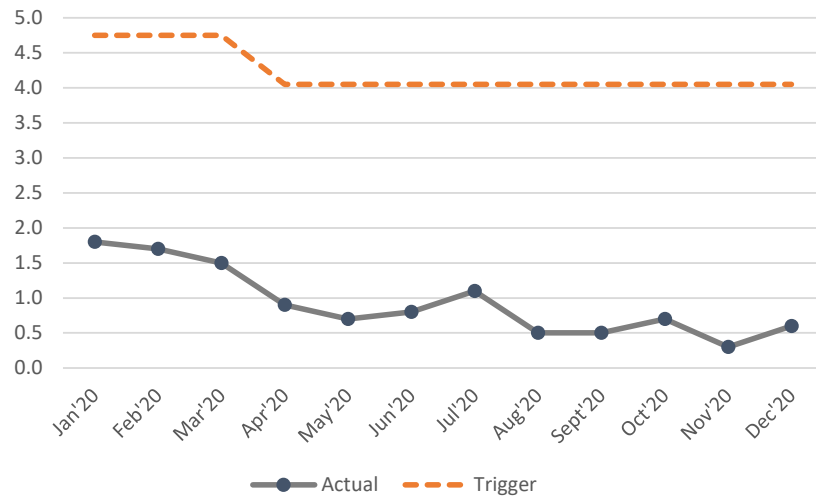
Tenant Membership as at the end of Quarter 3 (30/11/2020) was 5507 members. The total tenant base is 14,187. This equates to 38.8%, a slight decrease from previous quarters. The decrease has been caused by fewer tenancies and welcome visits by Neighbourhood Housing Officers, due to COVID. The Mutuality and Membership Lead has met with the Neighbourhood Housing Officers to look at the process for encouraging new members. The Membership and Communications Working Group are also reviewing the Membership section of the website and looking to add further information, including an animated video on mutuality and what it means for RBH.

Commentary

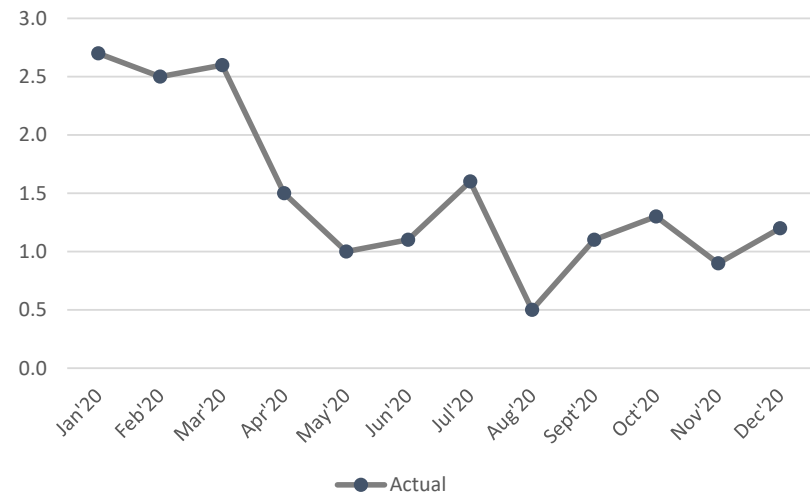
Employee Membership at the end of Quarter 3 (30/11/2020) was 452 members. The total number of employees was 557. This equates to 81.1%, an increase on the last quarter. The increase is attributable to one to one conversations between existing non members and new starters by the Mutuality and Membership Lead. These conversations will continue with all new starters and employee non members, with the aim of not only increasing membership, but also of improving understanding mutuality and how it works within RBH.

# Stress Testing Indicators and Triggers

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

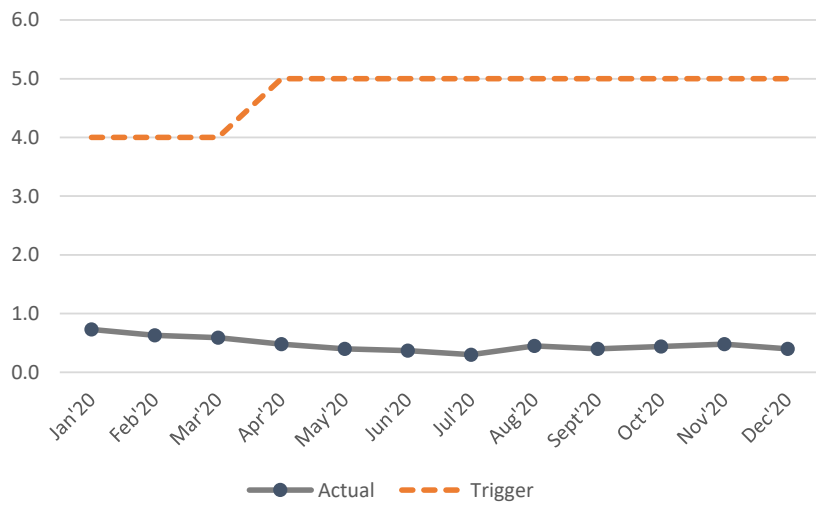


RPI - TRACKING ONLY



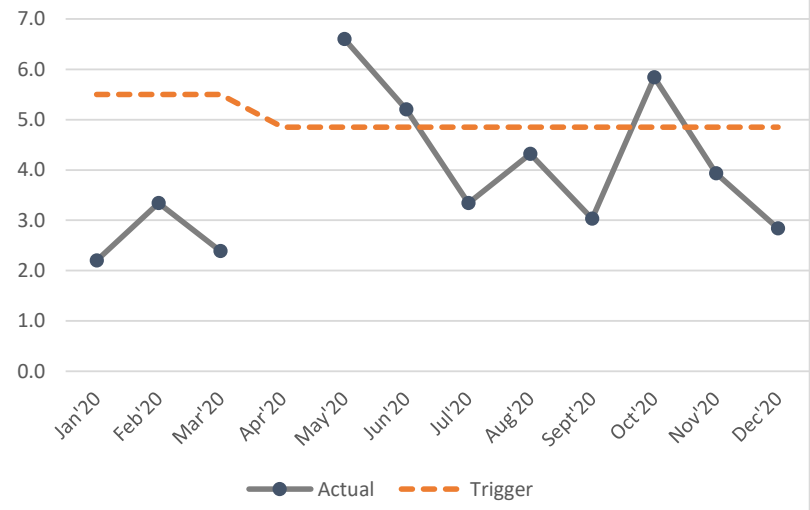
10yr swap rate - business plan assumption 5.5%

Funders Trigger 5.0%, board trigger 5.0%



Combined rent loss (empty homes and bad debt) -

Business plan assumption 5.85% Trigger 4.85%



	Yr 3 & 4			
	Phase 1	Phase 2	Phase 3	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 2
<b>DELIVERABLES (OUTPUTS)</b>				
75 pipeline new homes with planning permission			75	12 consents received at Peel Lane. 32 consents received at Strand. 23 at Balderstone Rd expected Jan 21. Pipeline work continuing.
99 homes started on site			120	67 firm scheme starts. Additional 55 expected Q4. Pipeline work continuing for additional homes.
39 completed new affordable homes			39	All homes now handed over and completed.
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. Next phases of rehousing to commence Jan 21.
30 Pioneer employment scheme members			30	Second Career Broker and additional community support in place from Dec 2020.
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 2
Net Present Value (NPV) exact measure TBC		G		Complete - measures agreed as <0.0-£9k >£9k

## 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	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	COMPLETE This work is now mainstreamed with HMR Circle carrying out work in ILS (albeit paused due to Corona Virus)
Intergenerational design principles incorporated in new developments			x	Draft brief prepared and has been sent to independent group for review. Scheduled to go on the Chest 6th Jan. Brief outlines work to be completed by end of Mar 21. Piece of work to be commissioned to provide assurance that future development proposals will deliver age friendly homes - these homes will create intergenerational developments as older people will be able to age in place.
<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	This is underway but will be delivered in Year 4 Q4.

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

IMPROVING TOGETHER				
Yr 3 & 4				
	Phase 1	Phase 2	Phase 3	Update (where appropriate)
<b>MILESTONES</b>				
Rugby Road operational as co-working space for all and hub for NET and Highways Team			x	This workstream is no longer progressing.
Kingsway operational as co-working space for all and hub and Stores for Repairs Team			x	Appointment of contractor - January 2021 Completion of works April 2021
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	Laptop and Mobile rollout set to complete in January 21. Additional Mobiles to be rolled out after.  365 deployment go live set to commence in January and will be completed for the whole business in June 21 - (incorporates revised timescales due to COVID and non face to face delivery). SharePoint Intranet Go Live for July after completion of 365 deployment.  EDRM deployment is scheduled for Phase 1 - July Phase 2 - August. There have been some delays as a result of business capacity and sickness due to COVID-19. Dates are provisional and will be reviewed and confirmed in Jan with the supplier.
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, TM and Capita upgrade scheduled for end of Jan, date to be confirmed with the supplier..
Implement customer communication & engagement software from Castleton			x	
Delivery of the Engagement Strategy			x	New team now in place. Customer Complaints panel established. TwT Steering Group now a joint tenant and employee group. Voice of the Customer Dashboard draft to Board in Jan 21
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	Due to start in Sept 2020 but delayed due to difficulties recruiting into Complaints/Feedback role. To be picked up in Q4 (Jan-Mar 2021)
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		<b>On track - draft Business Plan to Board elsewhere on the agenda.</b>
Refinancing in place			x	

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**

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

		Yr 3 & 4			
		Phase 1	Phase 2	Phase 3	Update (where appropriate)
<b>MILESTONES</b>					
Apprentice Recruitment			x		Interviews for the apprentice roles took place in December. The candidates were a great standard and we have appointed to 3 of the apprentice roles. Recruitment for the IT apprentice role was delayed due to illness and has been rescheduled. One particular success story was a candidate who applied for our apprentice roles last year but was not successful at interview stage. Following the process she accessed the offer for detailed feedback and follow up support and has really taken that feedback on board. At her interview she put it into practice and really impressed the panel, so much so that she was offered the role. Unsuccessful candidates have been offered additional support at a follow up session on December 16th run in partnership with local partner organisations Upturn, Employment Links and Rochdale council. The new apprentices join us on Jan 18th for a week long induction before joining their teams and commencing their qualification.
Re-visit Framework for Repairs Contractors			x		
Develop Community Investment Strategy				x	Community Investment Steering Group established to continue regular conversation around the 3 agreed themes: Health and Wellbeing, Work and Skills, Financial Inclusion, with Digital Inclusion running through everything we do. Steering group to monitor action plan, existing operation commitments and also to develop strategy. Community Investment Strategy originally intended for launch in April 2021 but has now responded to postponed corporate strategy and will be developed in parallel with this. CI strategy to underpin themes within corporate strategy and launch will be Spring 2022.
<b>OUTPUTS</b>					
% of apprenticeships/traineeships going to people living in RBH communities			50%		100% (IT role yet to be appointed but apprenticeships ringfenced to RBH tenants)
Maintain number of apprenticeships and traineeships offered			20		
Support apprentices leaving the programme to move into employment or further training			100%		1 apprentice is coming to the end of her contract with RBH, we have extended her existing contract to enable her to complete her qualification which was disrupted due to Covid 19. We have supported her with additional advice and links into our supply chain to enable her to make her next career step.
Maintain number of volunteering or training opportunities offered			10		New voluntary opportunities for tenants in new Pantry activity. 22 volunteers trained throughout the Pandemic in Level 2 Food Safety.
Residents into existing and/or new jobs			80		Upturn Project- since launching in September 2020, 5 people have secured employment through the Project of which 3 are RBH tenants. The project continues until March 2021. RBC Work and Skills referrals has resulted in one tenant securing work in a care role, others have required additional support (see below) As part of an Athena consortium, government approval has now been given for RBH to offer 5 employment vacancies to 16-24 year olds as part of the Kickstart initiatives. We will be recruiting to these in January 2021.
Residents supported towards work			10		Upturn Project- the project has supported 17 people in total to date (11 RBH tenants and 6 non tenants). Support has been offered with CV and job applications, interview coaching, referrals to training provision locally and support to develop online recruitment skills. RBC Work & Skills Team referrals - A total of 38 referrals have been made of which 25 were RBH tenants and accessed a whole range of support including immediate employment support, referral to specialist employment services, access to training or volunteering within the borough or referrals to other RBH support eg New Pioneers, Upturn Programme, digital skills support. Outcome data is awaited for 2 referrals. We will be extending the referral process to include other RBH teams in January 2021. Digital IT Support - Lack of digital access is a substantial barrier to training and employment, particularly during Covid 19 as employers move recruitment processes online, training providers switch to digital delivery and access to public digital spaces is restricted. We have established a project to offer RBH tenants access to digital equipment, working with IT to supply reconditioned suitable equipment to tenants. To date 6 RBH tenants (some of whom are accessing other RBH programmes such as New Pioneers and Upturn) have benefited from receiving digital equipment. Workwear Workshop - Covid restrictions has impacted delivery of this service but since Jan 2020 we have supported 3 tenants to access support. Work placements - significantly restricted due to Covid 19. We have supported 1 female RBH tenant pursuing a plastering course with Upturn with a placement to allow her to build her portfolio. We have also

KEY  
■ Completed  
■ Started - on target  
■ Started - not on target  
■ Not started/not due