

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 4 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

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

The report provides additional explanations for performance as at the end of Quarter 1.

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

The report also provides commentary on the performance of the Contact Centre and Complaints which was previously requested by Board.

Report

When the new format of the dashboard was agreed, Board asked for detailed commentary for those areas of performance that are either **'red or amber'**.

The report provides a comparison against national performance through the new Housemark monthly pulse reporting tool. Previously, performance against other Greater Manchester providers has been highlighted but this local arrangement ceased at the end of March 2021. Where applicable, the graphs also show significant events or interventions that affect performance either adversely or in a positive way.

Rent Collection and Rent Arrears

Housemark report that nationally, there are considerable variances with arrears rates ranging from less than 1% to over 10% which compares to a pre-pandemic range of between 0.5% and 7%. For those landlords who have shown consistent performance more recently, (such as ourselves) there has been a small increase in arrears suggesting that recovery from the pandemic related increases will take place at different paces depending on each landlords circumstances.

The trend in our service in respect of rent collection continues at over 100%. Performance at the end of the quarter was 104% which compares well with the previous two years at 100.6% (impact of C-19 reduced collection rates) and 103% in 2019.

In respect of rent arrears, the four-week moving average was consistently 5.5% during Q1 which although over target, is consistent with the previous two years performance (5.8% and 5.35%).

There have of course been a number of challenges in respect of the collection of rent arrears over the last year. A new lead for Income Services (Nicola Flynn) was appointed in January 2021. Nicola has made a good start in understanding the issues that need to be resolved including some performance issues within the team and is managing these at present.

Repairs Performance

A full repairs service was restored in April with additional resources being budgeted to catch up on the backlog from the three phases of lockdown when services were restricted.

However, we have experienced problems with recruiting for some trades (joiners and plasterers) and access to certain materials such as fencing panels remains challenging and subject to significant price increases. This is a national problem, not unique to Rochdale. This is impacting on the delivery of the repairs service and will be covered when the Representative Body discuss the repairs service in August.

Analysis from Housemark shows that tenant satisfaction with completed repairs and being 'right first time' has remained steady with only small changes at a nationwide level. **There also appears to be a strong correlation between satisfaction that the repair was completed 'right first time' and overall satisfaction with the whole process.** We are therefore focussing our efforts on these issues to further improve the service.

Commentary regarding 'repairs made and kept' is provided in the dashboard. Work continues with the Repairs Team to ensure that completion times are logged accurately.

Empty Homes Performance

Housemark analysis shows that the sector is now returning to pre-pandemic performance levels in respect of empty homes with 50% of landlords recording better vacancy levels than March 2020.

The target agreed for 're-let' days was not changed for the current year (27 days) from the previous year but Board did ask for a review to be carried out to ascertain whether this figure could be improved. At the end of June, we were taking, on average, 43 days to let empty homes (compared to 72.16 in 2020 when restrictions were started to be lifted) and 30 days in 2019.

There is some residual impact of Covid-19 but performance has been significantly affected by the reletting of a number of homes in ILS schemes that had been held empty for some time so that customers being decanted from the decommissioned Lindum Court could be rehoused quickly rather than waiting for homes to become empty.

Net of the impact of Covid-19, performance would be at 29 days which although over target, would further reduce if the impact of the ILS relets relating to Lindum Court was removed.

The availability of materials and tradespeople has also impacted on performance.

The recommendation therefore is that the current target remains unchanged but is reviewed every quarter.

Performance in respect of rent loss is also over target for the same reasons outlined above.

We have recently carried out a major review of the empty homes process which will result in changes being implemented later in the year to ensure the service continues to deliver value for money and contribute towards some improvements in performance.

Sickness Absence

No further commentary as explanations for performance given in dashboard.

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.

Explanations for performance are contained in the dashboard.

Customer Satisfaction

Housemark analysis shows that typically, landlords are recording small movements of around one percentage point in either direction since April. This suggests some stability in the month-on-month perception following the winter months that saw perception results average seven percentage points lower than pre-pandemic levels.

At the end of Quarter 1, satisfaction with our Overall Performance was 85% (2020 – 82%) compared to a sector average of 84%. Further commentary is provided in the dashboard.

Membership

No further comments than those provided on the dashboard.

Other Performance Issues to Highlight

An extract from the Customer Experience dashboard used by teams to monitor performance has been provided in the reading area. These provide a more detailed breakdown of performance but a summary for both services areas is also provided below.

Contact Centre

At the last meeting, performance for the Contact Centre was highlighted as an area of concern. We have working hard to improve performance and following a number of changes being made such as making better use of technology, increase in team size to cover long term sickness and maternity cover and closing off previous routes for reporting repairs so that customers can be directed to the portal, that improvements are being delivered - abandoned calls are at 30% and this is an improving figure (34% in April and May). We are confident that once all the measures are fully effective that the service will improve further.

We are aware that the performance of the contact centre is a major determinant of customer satisfaction and performance will be a key focus for the new Head of Customer Experience who is due to start with us in September.

Complaints/Compliments

We have continued to make excellent progress in the management of repairs despite seeing a big increase in numbers for the same period in previous years. The top three services that complaints are received about are:

1. Repairs
2. Neighbourhoods
3. Neighbourhood Environmental Team

The top three services for which we receive compliments are:

1. Repairs
2. Customer Experience
3. Neighbourhood Environmental Team

An executive summary is available in the reading room but highlights include:

Average days to resolve at each stage within target

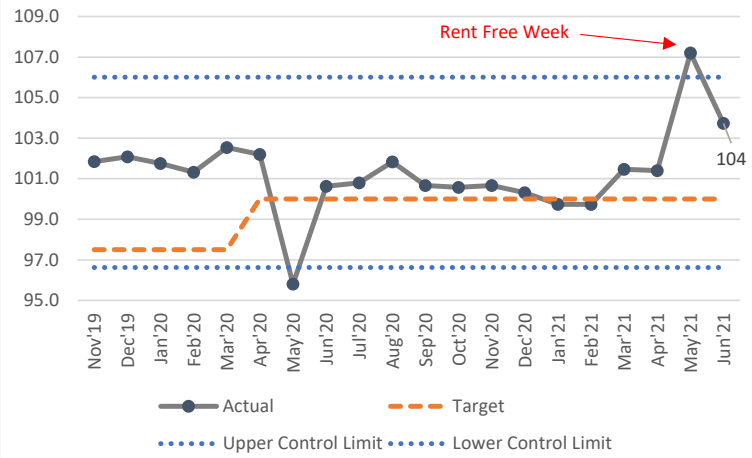
Top quartile performance in the time taken to resolve complaints

Customer satisfaction remains low at 33% but further analysis is underway to understand this.

Stress Testing

Performance Indicator Chart - Rents (1)

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

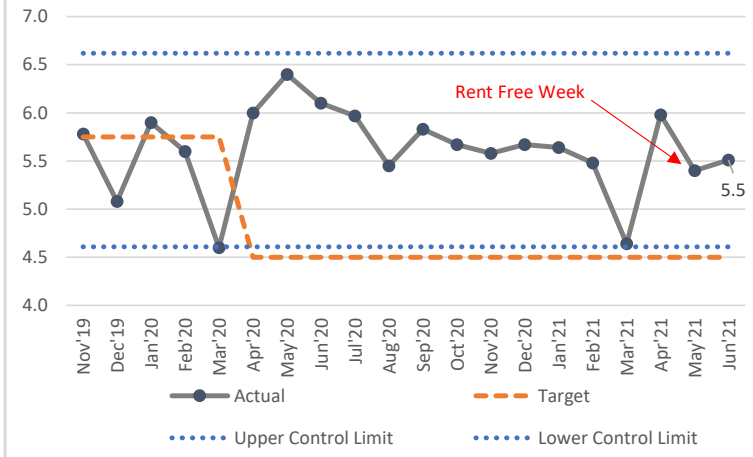
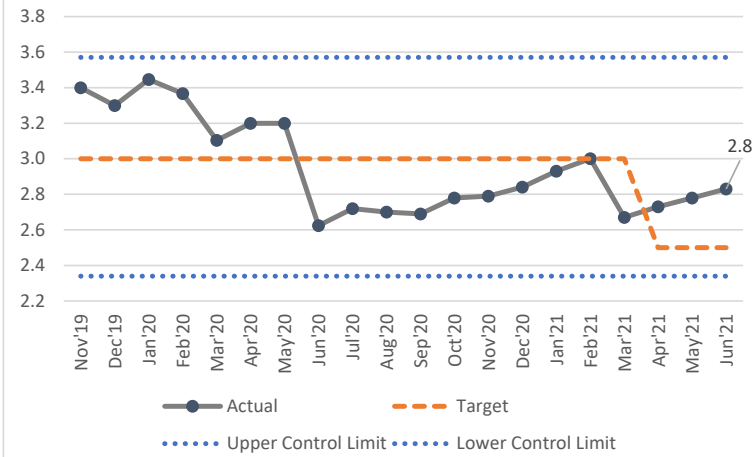


Commentary

We continue to perform well for rent collection and the team continue to work hard to maintain the trend of over 100% collection.

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)		Yellow		(Lower is better - Cumulative FYTD)	Red		



Commentary

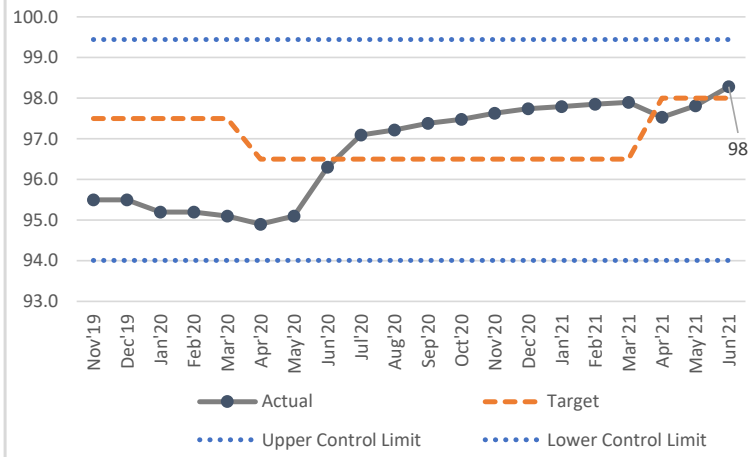
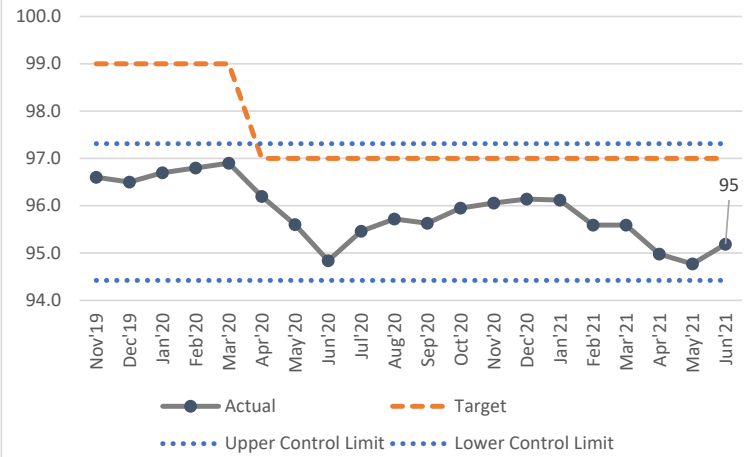
During the Covid-19 restrictions we stopped carrying out home visits or routine exit inspections. As restrictions lift and the full service is restored, we are confident that our previous good performance will be re-established although we are mindful of the financial situation that many customers will find themselves in. We are not referring new cases to a Debt Collection Agency, due to a decision made as a result of Covid-19, however we are currently reviewing providers so that this can be put back in place as soon as we are able. The team is also now back to full capacity.

Commentary

We continue to introduce a number of new measures as we work towards reaching our target of 4.5% by March 22. We have introduced an increased focus on performance management including access to individual performance data and best practice sessions and we have developed a reporting tool with BI to monitor casework activity. We are implementing a more robust process to deal with returned Direct Debits, as we identified a significant loss of annual income from this last year. We are also running a series of rent campaigns over the next 2-3 months including non rent week payments, low level arrears and end of Govt covid support awareness.

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)			



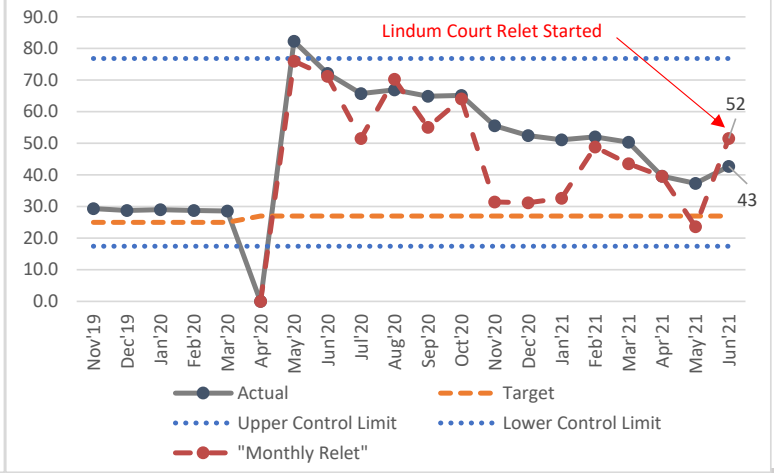
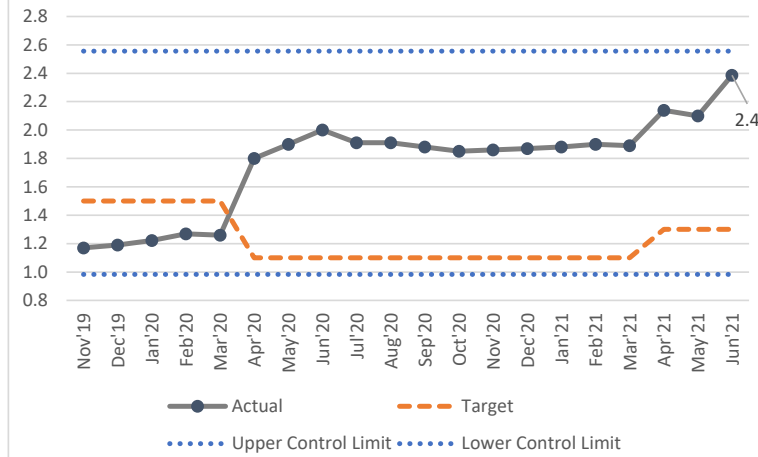
Commentary

We are continuing to analyse our small number of failed appointments and implement corrective measures, the majority of failed appointments are successfully attended within the specified day but outside the morning or afternoon time slot. We are working with RTM's to ensure they understand the importance of using their PDAs to accurately capture the time they start and finish an appointment. If they attend on time but do not remember to start the job this can show as a missed appointment. We are able to drill down into data to specifically target individuals where required rather than using a broad brush approach with everyone which means messages are more effective.

Good performance achieved in June which is now exceeding target.

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

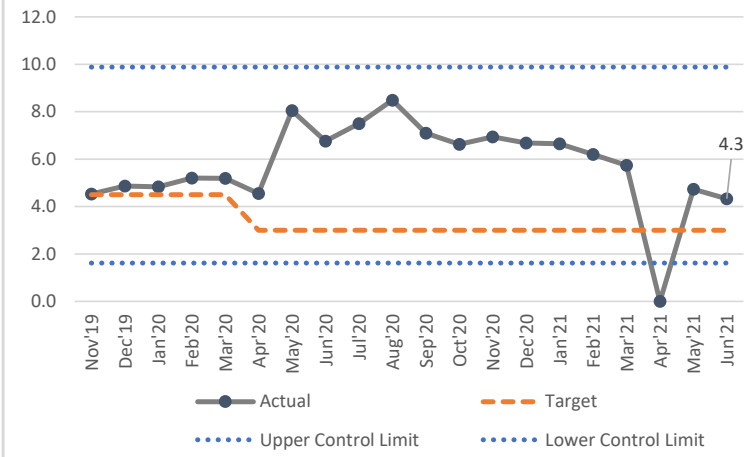
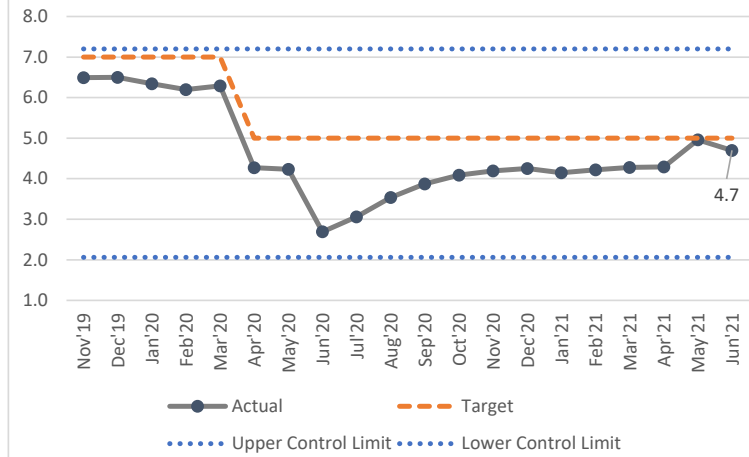
Rent loss for June is currently 2.39%. Removing the empty homes held for Regen and in 2 ILS schemes in addition to days lost for Covid the empty homes rent loss reduces from 2.39% to 1.78%. This is also inclusive of rent loss for held empties in Heywood ILS schemes to support tenants moving from Lindum Court as its decommissioned. The high number of empty homes needing major works and the length of time properties are with contractors due to the continuing indirect impacts of Covid is having an impact on the rent loss figures. These challenges include resource scarcity, isolation and social distancing measures in addition to supply chain issues and availability of materials, particularly timber. Whilst we continue to monitor the current operating environment closely and put in mitigating actions, where possible to improve this, a review of the Contract, Asset and Empty Homes teams is also underway. Recommendations from this review will be presented to ELT in September.

Commentary

June average relet time of 52 days has been adversely affected by the decommissioning of Lindum Court. Empty homes in the surrounding Heywood schemes have been held to support move on for the affected tenants in Lindum Court. Just in Barnet Court, for example, we have let 3 flats totalling 616 days. In addition we are still seeing a residual impact of Covid and the year to date rolling average relet time is 43 days which reduces to 24 days removing days lost for Covid. The days lost for Covid is mainly in relation to the ILS schemes, including those held for relet in Heywood. As with the rent loss indicator this is also being impacted indirectly by supply chain issues. We are continuing to monitor this weekly with the EHs operational leads and reviewing ways of working across the society at HoS level.

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

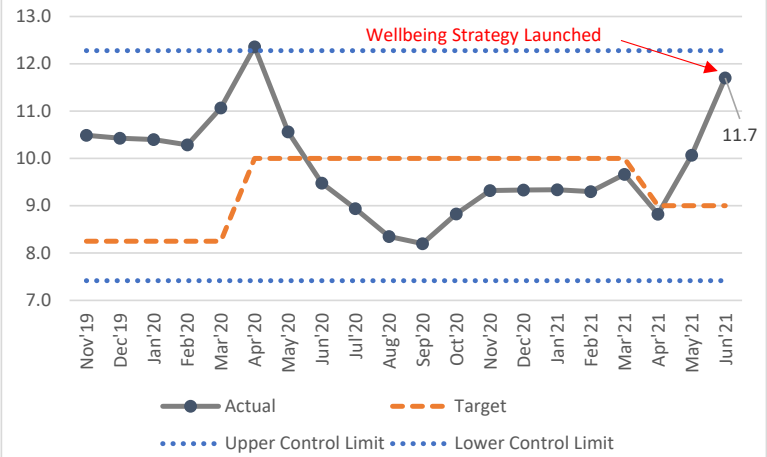
We monitor the reasons for the termination of tenancies on a monthly basis. This indicator remains under target but will continue to be closely monitored for trends.

Commentary

Although performance seems to be above target for properties terminating in 6 months or less (3%), an in depth analysis of the data has revealed that 3 properties have been miscoded as a transfer, when actually they are decant properties. An immediate request to IT to create a code has been made, and this will prevent this from happening again in the future. If these 3 properties were removed, then the figure would actually reduce to 2.88%, 0.12ppt below target. Unfortunately, deaths have accounted for 22% of terminations, with health issues, & being unable to afford the rent, also being factors. The Neighbourhoods Team are looking forward to being able to re-commence face to face Welcome Visits, where issues could be identified and resolved to prevent tenants abandoning their homes, which has happened in 2 cases this month.

Performance Indicator Chart - Sickness

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

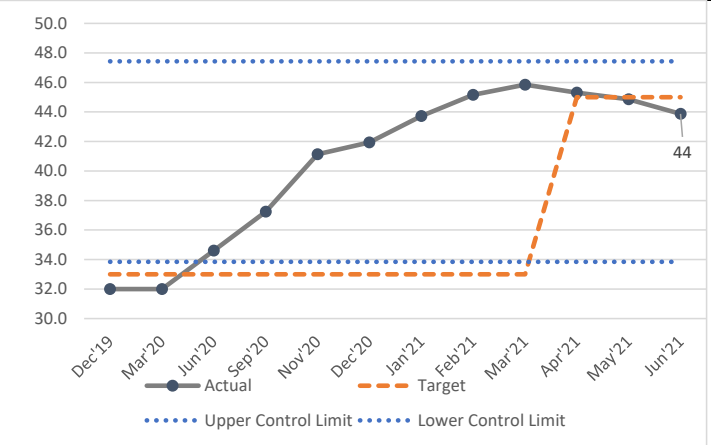
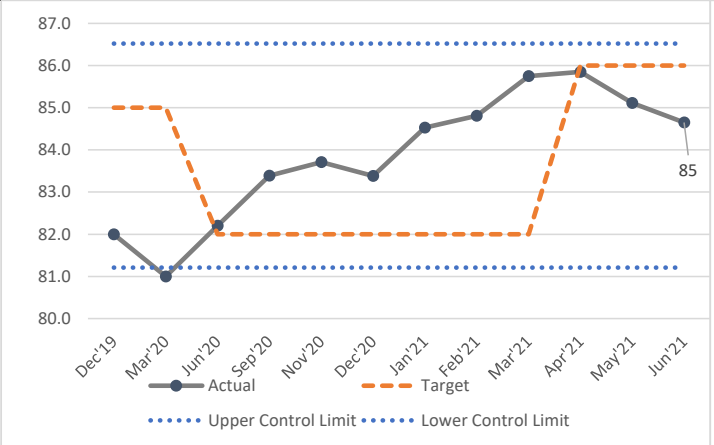
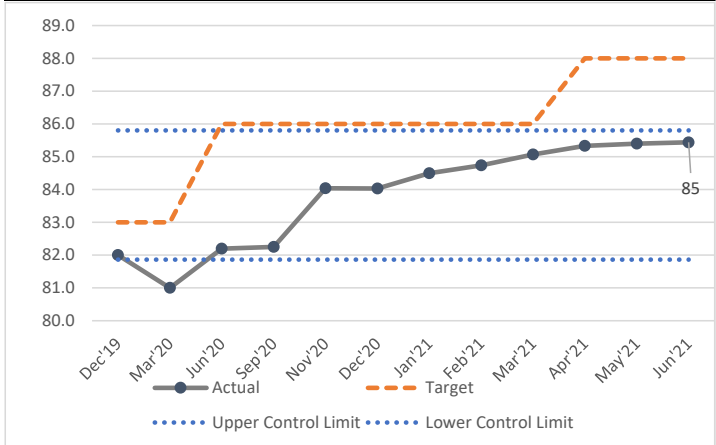


Commentary

Quarter one has seen a sharp increase in sickness absence. Our forecast for 21 /22 is currently 11.7 days lost per employee compared to our target of 9 days. We have seen a sharp increase in mental health related absences and Covid cases have started to rise in June. ELT and SLT are provided with monthly sickness absence updates and managers across the society are engaged with recording sickness absence and monitoring and supporting colleagues who are off sick. In June RBH launched its wellbeing strategy with the slogan "don't bottle it up" in relation to mental health and actively promoted the counselling service and helpline. We are supporting colleagues with wellbeing champions, coping with covid group and employee coffee mornings. Other initiatives are the use of our Occupational Health service, line management and HR support, regular contact and updates along with our counselling helpline. We are also funding some counselling to support colleagues to remain in work. Long term absence is still high at 67% of all absences. All absences are being captured via the Midland Trent HR system and cases are being recorded in all areas of the society. We have 55% of colleagues who haven't taken a days sickness in the past 12 months.

Performance Indicator Chart - Customer Satisfaction

Satisfaction with Overall Service Provided by RBH	R	A	G	Satisfaction with Rents Providing Value for Money	R	A	G	Net Promoter Score	R	A	G
(Higher is better - Rolling 12 Months)				(Higher is better - Rolling 12 Months)				(Higher is better - Rolling 12 Months)			



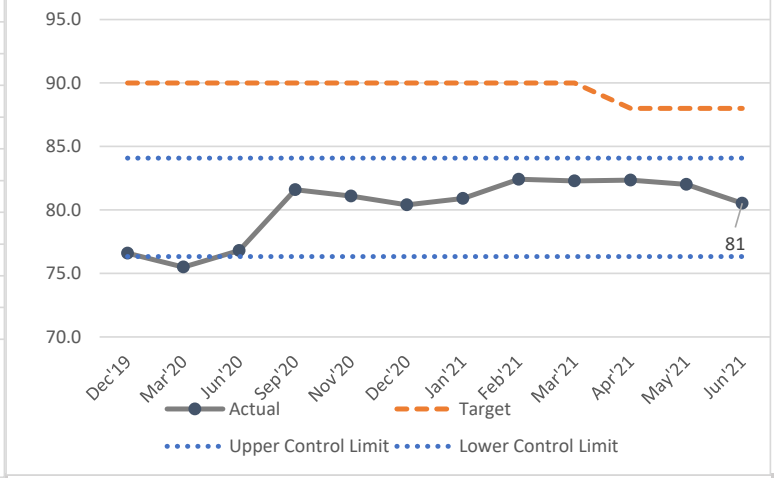
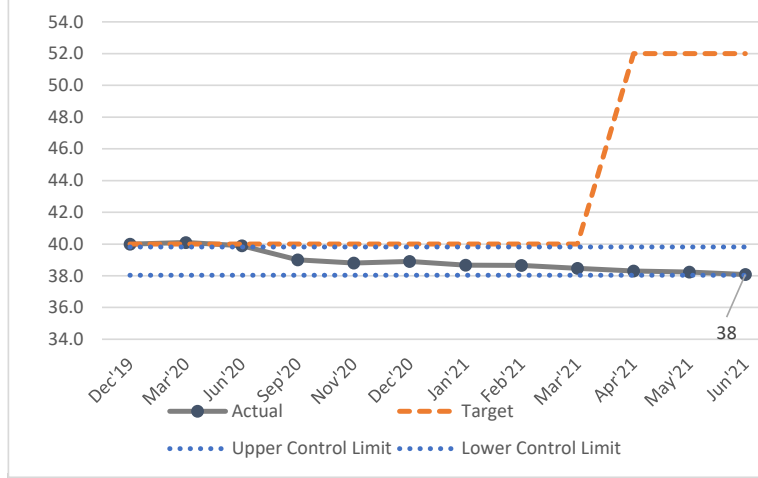
Commentary
 Overall satisfaction has continued to improve over the last quarter albeit at a reduced rate. The small increase from March 2021 is in line with what Housemark is reporting other organisations have seen. We always get lots of positive comments when we ask tenants the reason for their score. Amongst the more negative there are probably 3 key themes which we see each month - speed of repairs, grass cutting, not seen to be dealing with ASB. Service improvements in all 3 of these service areas are continuing but it has been noted that what is also needed is promotion of the good work that is already taking place. We are starting to use social media more to promote the day to day work of key teams. Recently we've seen an increase in comments about difficulties getting through to the Contact Centre. We have recruited some new team members to the Contact Centre and call answering and waiting times are starting to improve. We have now got a marketing plan in place for MyRBH and continue to promote that as an alternative to the Contact Centre.

Commentary
 A slight dip this quarter but not significant. The first quarter of last year was probably unusual with the pandemic having just hit and lots of organisations, not just within our sector, seeing a rise in satisfaction with customers being grateful for services provided in difficult circumstances. In April most rents were increased but back then, and still to some extent, services are not back to what they were pre pandemic which customers may perceive as meaning rents provide less 'value for money'. We are and will continue to communicate to customers our plans to resume services.

Commentary
 After a significant increase last year, NPS has dropped slightly this quarter but again not significant. It will be interesting to see as the year progresses whether the increase in customer loyalty was pandemic driven or not. Analysis suggests that NPS scores are generally higher for members than non members so our work to make membership more meaningful is key to improving this score.

Performance Indicator Chart - Membership

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



Commentary

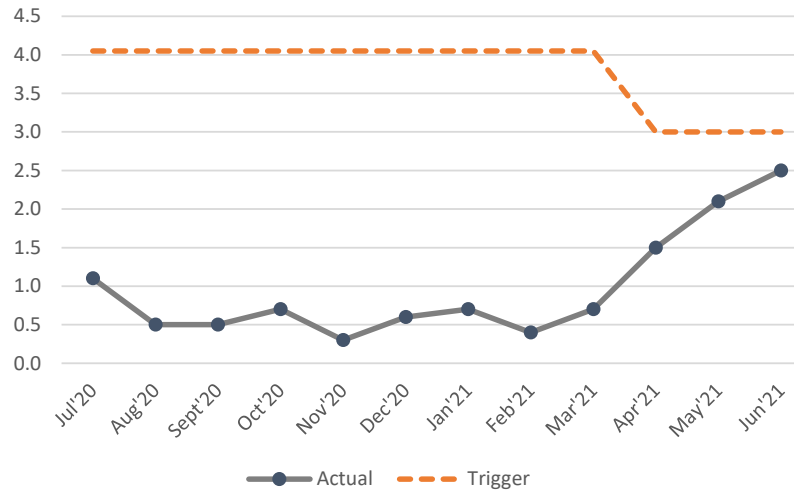
During Quarter 1 (Apr-Jun'21) we gained 27 new tenant members and lost 118 tenant members meaning a net change of -91. Of the 200 new tenants in this period, only 17 had signed up to become members. The other 10 new members were tenants who were tenants back in March but became members during this quarter. Analysis at year end showed that tenants whose tenancy started prior to RBH becoming a mutual in 2013 were more likely to be members than tenants whose tenancy started post 2013. Speaking to new tenants about membership in the early days of tenancy is cited as an action in the Membership Strategy. It is something which possibly dropped off a little during the pandemic but which Neighbourhood teams are looking to pick up on. However the membership strategy's aim is to increase understanding on mutuality and making membership more meaningful, rather than be fixated on the numbers. An action is in progress to establish a membership champions steering group to look at the best approach to take with this. One consideration is to hold follow up discussions with tenants who have recently become members.

Commentary

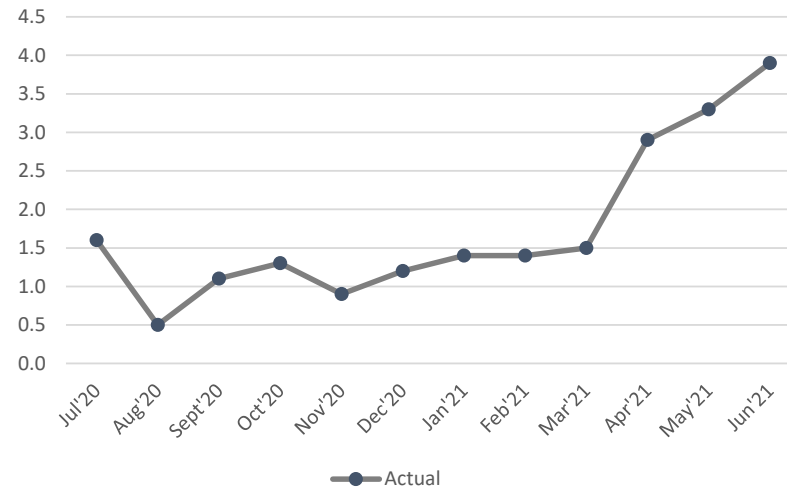
During Quarter 11 (Apr-Jun'21) we had 1 new employee member who was someone who had started with RBH earlier in the year but become a member in this quarter. Of the 13 employees who left in this quarter, 6 were members meaning a net change of -5. Of the 19 new starters in this period non have yet become members. Again, one of the actions in the Membership Strategy is to meet with new starters early on to talk about membership and is working well. However there will always be a delay though in people starting work with RBH and signing up to be a member.

Stress Testing Indicators and Triggers

CPI - BUSINESS PLAN ASSUMPTION 4% trigger 3% (i.e. 1% variance)

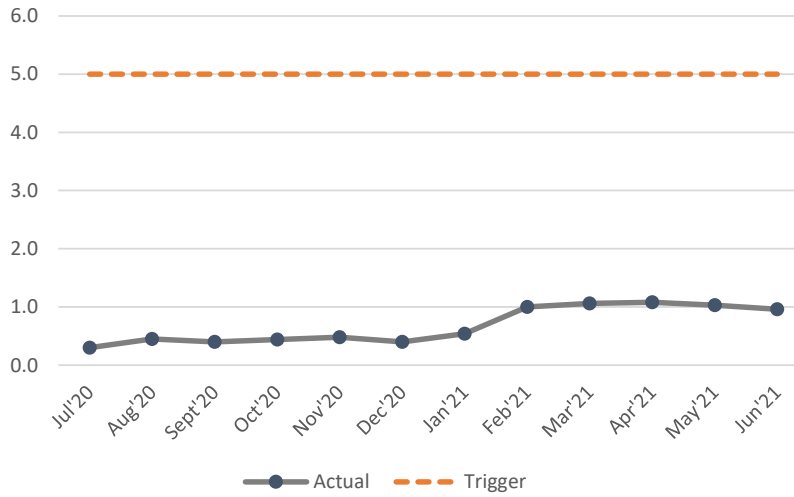


RPI - TRACKING ONLY



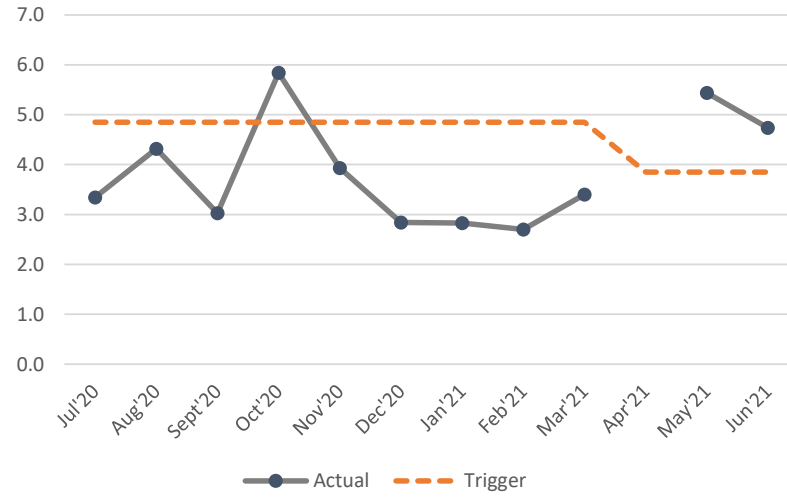
10yr swap rate - business plan assumption 5.0%

Funders Trigger 5.0%, board trigger 5.0%



Combined rent loss (empty homes and bad debt) -

Business plan assumption 3.85% Trigger 3.85%



	Year 4	Q1 Update
MILESTONES		
Switch over and upgrade of Tunstall Communication Warden call system at 27 ILS Schemes / sites in readiness for the national switch over to IP by December 22	x	Indicative costs to upgrade schemes obtained. Work to commence to firm up costs and delivery.
Funding bids as a result of co-design – social isolation and loneliness	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	Design guide to be completed by end of July. Draft received. Feedback session on the outcomes of the work and recommendation to take place in August.
DELIVERABLES (OUTPUTS)		
All individual IL Schemes operating to positive NPVs	x	This is underway but will be delivered in Year 4 Q4. Plan is in place for all properties to operating a positive NPV by the next update in 2023

- KEY**
- G Completed / Started - On track
 - A Started - Off Track / Delayed
 - R Started - not on target
 - Not started/not due

	Year 4	Q1 Update
MILESTONES		
Grant funding secured and planning in place for Town Centre HAPPI scheme	x	Completion and vacant possession of ER Williams occurred in Q1. Older Persons design review work due for completion by end of July. Procurement route agreed with the Director of Growth. Avison Young have been instructed to complete a planning strategy exercise for the masterplan area, to include the HAPPI scheme. Discussion taken place with Homes England on funding opportunities for the Lower Falinge area. Follow up meeting and site visit taking place in August.
Review of homes with NPV marginal performance completed	x	Report due to Board August 2021.
DELIVERABLES (OUTPUTS)		
75 pipeline new homes with planning permission	75	Pipeline work continuing. 12 additional homes submitted for planning approval In Q1 (Smithybridge pub site).
99 homes started on site	99	One grant funding acquisition completed Q1 (NSAP home). Pipeline work continuing to facilitate additional starts for 21/22.
12 completed new affordable homes (new build and acquisitions)	12	One grant funding acquisition completed Q1 (NSAP home). Homes at Peel Lane which are due for completion 21/22 on track.
100 Central Rochdale households supported to move home	100	As of end of Q1, 18 households supported to move (14 RBH tenants and 4 leaseholders.)
30 Pioneer employment scheme members	30	As of end of Q1, 38 pioneers engaged.
Demonstrator project for carbon reduction	x	Consultation completed. Planning Application has been submitted. Tender pack being developed.
Review Options for poorly performing flats	x	
EPC C (Energy Performance Certificate)	100	

KEY

- G Completed / Started - On track
- A Started - Off Track / Delayed
- R Started - not on target
- Not started/not due

	Year 4	Q1 Update
MILESTONES		
Kingsway operational as co-working space for all and hub and Stores for Repairs Team	x	Internal fit out completed and furniture now being moved into the space and configured.
Technology - Office365, SharePoint, EDRM, Laptop & Mobile Roll out	x	Laptop rollout - complete Mobile deployment to current mobile users - completed Office 365 and Teams Migration / training (face to face for NET and RTMs) - completed Office 365 departmental file share migration underway - scheduled for completion August- with some mop up migrations in early September SharePoint - new plan to be scoped and agreed - delay due to additional training and resources required to complete file share migrations. Also impacted by 365 Product Owner on extended sick leave and 365 PM on early Mat leave - cover in place and product lead on phased return to work. Plan to likely aim for September. EDRM- Phase 1 go live due in August, 1 critical issue outstanding as part of UAT, GO/NO GO decision point booked in on the 3rd August. Phase 2 is due to go live December
Portal - Phase 1c	x	P1S3 (includes additional scope to meet current business needs) is in development and due to be released August with dependency on operational constraints (workload etc)
Portal - Phase 2 (Usability & Performance Improvements)	x	Phase 2 developments are with the supplier for scoping costs and once approved delivery timescales for this financial year 21/22. The primary focus of the development is on improving the usability / ease of use, quality and therefore uptake of the Portal. Notable improvements requested include: simpler registration process, better search (General Diagnostics), product tour feature, notifications, view your repair status, photo and file uploads etc. Digital signups has been included as part of the requirements to get more customers onboarded digitally from the start. A Cost Benefit Analysis and prioritisation for delivery will be done once costs are confirmed with the supplier. This will then be backed by a planned marketing campaign to promote new features and improvements.
Portal - Phase 3 (Chatbot/Live-Chat and Mobile App)	x	No change from previous update, Scoping for this will occur at a later date as there as dependencies on other initiatives and business decisions (e.g. telephony solution and future use of HomeChoice/Locata following services locating back to the council)
Service Reviews - Scoping	x	Homeless transfer date of 1st April 2022 agreed with RBC. Head of Customer Experience due to start on 1st October 2021
Capita Roadmap to consolidate systems, Upgrade DRS, TM		Gas Implementation underway but consideration is currently being given on how the Capita solution will achieve key requirements. Go live anticipated April 22 Service charge build complete in TEST and UAT underway. LIVE configuration scheduled for end July to allow dual running of Service charge calculations in August/September Leaseholders - Factoring module and data migration scoping under way - anticipated go live in April 22. Empty Homes requirements gathering commenced in June in order to feed into a comprehensive business case for digitalising the service.
Implement customer communication & engagement software from Castleton	x	Phase 1 was due to go-live in August, however UAT has encountered numerous defects which has delayed the testing progress. A revised delivery plan is expected from MRI with an updated delivery date. Phase 2 requirements have been signed off and issued to MRI for estimating
Delivery of the Engagement Strategy	x	Delivery of the Engagement Strategy and accompanying action plan is in progress. Completed actions include approval of the strategy, recruitment of a Customer Engagement Lead and a Digital Marketing Lead to deliver the strategy. Actions in progress include promotion of the strategy to colleagues and customers with links to the website and the portal, a review of the service standards, recruitment of scrutineers and the development of a series of targeted interventions and campaigns to engage customers. A new 'Get Involved' section has been developed for the website and will be going live imminently, this includes links to an engagement events calendar, outlining regular and adhoc engagement activities. The Representative Body have agreed two service areas to be subject to a scrutiny exercise, re-let standards and grounds maintenance. Work is in progress to identify relevant training for a panel of scrutineers; once a programme is in place, the opportunity will be promoted. Further work is needed to understand whether new service standards are required or whether existing service standards can be reviewed in line with our Together with Tenants commitments. Key activities to note include the ongoing monthly meetings of the Together with Tenants Steering group, the set up of the Customer Complaints panel who meet bimonthly to review closed cases, delivery of monthly Let's Chat events focussing on differing themes/topics, the training of a group of customers and colleagues on how to deliver online Focus groups and the involvement of a tenant panel in the recruitment of a new Head of Customer Experience.

Leadership - Complete Job Evaluations, complete and review 'Refreshing Repairs Leadership Development Programme'	x	Now only one role which requires the evaluation finalising. This has been part of a bigger piece of work to review our Driver/Labourer resources. Shortlisted for a Princess Royal Training Award for the leadership development programme. Outcome pending following a recent evaluation visit.
Culture - Improvement of Climate scores	x	Employee survey closed on 12th July. Results shared with ELT and due to be shared at next Leadership meeting to discuss how teams informed and action plans put in place
Repairs Transformation - Digitalisation	x	Work is ongoing on both the gas servicing and EH digitalisation. These projects are overseen by the Transformation Board.
New hardware rollout, software upgrades & consolidation	x	Completed
Implement customer communication, contract management & ResponsEye	x	Evaluation of responseEye completed and following the pilot we will not be continuing with this product. Communication Manager roll out still not underway and more testing required.
Review of Repairs & Disrepair services	x	The Disrepair team vacancies are being recruited to but a shortage of suitable tradespeople is impacting on our ability to recruit successfully. However the critical Co-ordinator role has now been recruited to and the customer liaison post is shortlisted ahead of imminent interviews.
Complete Performance Management workshops with leadership team	x	The data warehouse is now in place and Power BI licences have been purchased for the leadership team. Initial training scheduled for the 28/07 with a requirement to start developing more specialist reporting to assist with effective performance management.
People Strategy Delivery Plan	x	Annual reports for Operational Performance reviews, HR & Absence update, ED & I update to People & Remuneration Committee. Accepted that some of the timescales on Year 4 will need to be moved due to 2 key vacancies, plus sickness in the People & Culture team. Head of People & Culture due to start on 4th October
Refinancing in place	x	October 2021 as agreed with Board June 2020
SMART Working Workstreams - Smart Working Agreements, New working policies, Leader Training, Working space app & product catalogue for home working.	x	All workstreams on track for revised aimed date of 1st September 2021, but is subject to collective agreement of unions. Majority of amends within the policies have now been approved. Desk booking app has been approved, currently in discussion with vendor regarding timescales.
SMART Working Go Live - 2nd of August 2021	x	Amended to 1st September 2021, subject to unions confirming collective agreement by 30th July - as need to issue 28 days change of contract to employees
SMART Working - Additional working spaces available each month, further Leaders training, Hub Improvements, Upgraded IT Service Desk Software & New Telephony solution	x	Final session of Module 1 of training delivered on 22nd July. Evaluation of learning and confirmation that further development required before deciding if module 2 is needed. Drop in session for managers arranged for 3 dates in August to be advertised on 23rd July. KYP has been agreed, legalities underway. Impact of Covid has caused delays with other options but hoping these will move forward as restrictions ease. A working group is being put together to develop our existing hub spaces, hoping to gain feedback and ideas from those that will use these spaces including RTM's & NET.

DELIVERABLES (OUTPUTS)		
% Total customer transactions via online channels	24%	
Cashable efficiency arising from channel shift	£229k	
% Customers registered for online services	50%	4948 registered users of MyRBH - 41.2% (June 2021)
% Active customer registrations	38%	
% of customers (who have used it) satisfied with My RBH	75%	

KEY
G Completed / Started - On track
A Started - Off Track / Delayed
R Started - not on target
 Not started/not due

	Year 4	Q1 Update
MILESTONES		
Apprentice Recruitment	x	We have just recruited the new cohort of Trade apprentices, with 6 new startes due in August. We have also seen 1 business and 2 trade apprentices come to the end of their qualifications in Q1 of this year. Their journeys continue as per the below.
Re-visit Framework for Repairs Contractors	x	Postponed until new social value coordinator in post
Final Community Investment Strategy to be approved in April 2022	x	CI steering group continues to meet monthly. Stakeholder Mapping for consultation complete and timeline developed, including approval pathways. Draft overview of themes and priorities agreed. High level customer consultation through online survey complete. On track for completion by April 2022
Develop new opportunities for Community Wealth building.	x	Middleton Cooperating is a consortium of local residents, service providers, cooperatives and anchor organisations with RBH representation on the board. It exists to improve the lives of people living locally through the facilitation of cooperative development and holding its members to account on commitments such as decarbonisation and fair working conditions. It also aims to retain wealth locally by making sure that local jobs go to local people and by aligning spend locally for large anchor organisations (a process known as community wealth building). MC incorporated as a Community Benefit Society in April 2021
OUTPUTS		
% of apprenticeships/traineeships going to people living in RBH communities	100%	100%
Maintain number of apprenticeships and traineeships offered	20	19 in employment at some point in Q1
Support apprentices leaving the programme to move into employment or further training	100%	3 Apprentices came to the end of their qualification in Q1. Paige Ellis secured employment with Rochdale Council and both John Taylor and Josh Campbell secured a permanent contract with RBH as electricians.
Maintain number of volunteering or training opportunities offered	50	Active volunteers in Pantry -
Residents into existing and/or new jobs	30	To calculate this figure we use a combination of the following: - Employment outcomes from grant funded programmes (such as Upturn) - 4 - Employment outcomes from the New Pioneers Programme - 6 - Employment outcomes from referrals to RBC single point of access - 0 - Employed through Apprenticeship programme - 0 - Employed through Kickstart programme - 3 - Employed through Green Team - 0 Total for Q1 - 13
Residents supported towards work	200	To calculate this figure we use a combination of outcomes from the following programmes: - Those supported through the RBC Single Point of Access - 13 - Those supported through grant-funded, partnership programmes (such as Upturn) - 1 - Those supported through our Digital Equipment Bursary - 9 - Those supported through WorkWear Workshop - 2 - Those accessing work placements within RBH - 4 - Those accessing work placements in supply chain - 0 - Those accessing our customer training programme - 0 - Those engaged with the New Pioneers' Programme - 38 - Other - 14 Total for Q1 - 81

KEY
G Completed / Started - On track
A Started - Off Track / Delayed
R Started - not on target
 Not started/not due