

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. 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 for indicators in the Together and Voice of the Customer Dashboards as at the end of Quarter 2. In addition, performance against the milestones of the Corporate Strategy is also discussed.

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

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 and through discussions with other providers. 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

Following five consecutive months of relative stability in arrears, Housemark report that the data for August shows the situation may be worsening again with arrears climbing by 3.1% over the month. Two thirds of the sector collected less rent in August than they did in July. Reporting in the trade press suggests providers need to brace themselves for an increase in arrears as the impact of the withdrawal of the Universal Credit is felt from the beginning of October. Our performance has generally remained static throughout and continues to do so as our focus remains on supporting customers to remain in their homes. We have previously advised of changes in management arrangements for the income team. As a result a number of performance issues are being uncovered which are currently being managed.

Repairs Performance

Housemark report that housing providers' ability to adapt services has been tested during September as labour shortages in the transport sector limited the availability of fuel for operatives and other front-line staff. Landlords across the sector were reported to be considering reverting back to the contingency plans put in place during the pandemic, including only completing emergency repairs. Whilst we were not affected by the fuel crisis, the challenges of recruiting to some trades and to access materials continues to affect our ability to complete repairs. The significant increase in the cost of materials continues to affect the building industry and across the sector, ourselves and other providers are starting **to see the impact of this through negative customer feedback. 'Pingedemic' also added to the difficulties of delivering a full repairs service.**

Empty Homes Performance

Empty homes performance is also affected by our own ability and our contractors' ability to access skilled labour and materials. Delays have been experienced with major works to empty homes as a result. On a positive note, the review of the process carried out earlier in the year is going to result in some significant changes in team structures which will allow better control of all empty homes as we merge the Contracts and Empty Homes teams into a new Major Works team. This will mean that performance is managed by one team rather than split across directorates.

Net of the impact of Covid-19, performance would be at 29 days which although over target remains the same as at the end of Quarter 1.

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

There have been significant fluctuations in resident perception scores over the past year. An early 'bounce' in satisfaction results at the onset of the pandemic quickly morphed into generally lower perception scores. As detailed in previous reports, perception scores gathered over last winter were on average seven percentage points lower than pre-pandemic levels. Although we noticed a recovery in spring 2021, scores remain lower than prior to the pandemic. Furthermore, there are early signs of scores decreasing again over this summer. The sector-wide median in July was 83.2%, down 2.5% on the previous month and 3.3% on pre-pandemic levels. Sector-wide averages also mask considerable differences between landlords driven by their operating context. Large urban landlords consistently experience lower perception scores than smaller more rural landlords (and did so pre-pandemic). In London, perception scores **are typically ten percentage points lower than the rest of the UK in a 'London effect' that affects multiple service sectors.**

Membership

No further comments than those provided on the dashboard.

Stress Testing

At 3.1%, CPI remains above the trigger point of 3% in September. In October this has increased to 4.2%. The impacts of this on the current years Budget were discussed by Board at the 17th November meeting.

Voice of the Customer Dashboard

As per the existing Customer Engagement Strategy, it is intended that a Voice of the Customer (VOC) dashboard is presented to Board to provide data from complaints, including the numbers received, themes, response times and importantly the learnings and what has changed as a result. The dashboard will also include satisfaction across a range of touch points alongside key customer facing performance indicators. The VOC dashboard will also report on key measures outlined in our Together with Tenants commitments (as presented to Board in January). There are no targets associated with the existing strategy. This will be reviewed as part of the development of the new strategy which will be developed over the next year.

This dashboard highlights some key areas where we need to focus our attention going forward, in particular the measures linked to Voice and Influence and Accountability. Whilst some engagement activity has taken place during the period, further work is needed to organise and promote engagement opportunities and provide feedback to our customers to assure them that their voice is being heard.

During quarter 3 we will be undertaking a comprehensive review of the Customer Engagement Strategy which will include significant consultation and co-design with both tenants and employees. An accompanying action plan should help us to better deliver against these commitments going forward.

Data from the dashboard also indicates that further work is needed to promote our mutuality amongst customers, to try to encourage more customers to become members and to increase awareness of who the Representative Body are and what their role is.

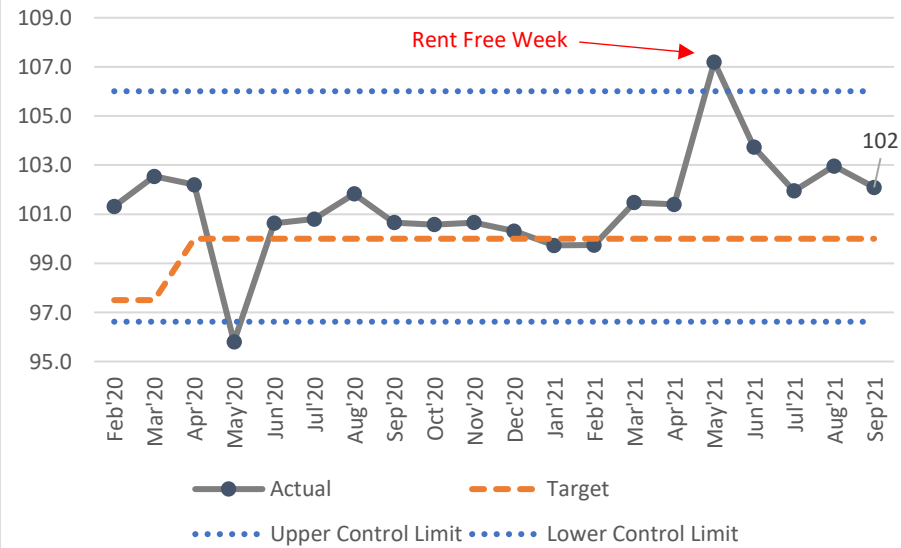
Whilst there has been a slight increase in the number of formal complaints made during quarter 2, it is encouraging to see that a number of learnings have been taken away, as highlighted in the Complaints Board report. It may be the case that we need to promote these learnings wider again to assure our customers that their voices are being heard and changes being implemented as a result.

The Together with Tenants Steering Group, made up of tenants and employees, continue to meet monthly. The primary role of the group is to scrutinise activity against each of the commitments in turn to ensure we are delivering on what we know is important to our customers.

Whilst this dashboard has been presented to Board previously, it is important to note that this is still in its early stages of development, and in accordance with the above, may change to reflect the changing priorities, needs and aspirations of our customers. Similarly, if the Board identify additional measures they would

Performance Indicator Chart - Rents (1)

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

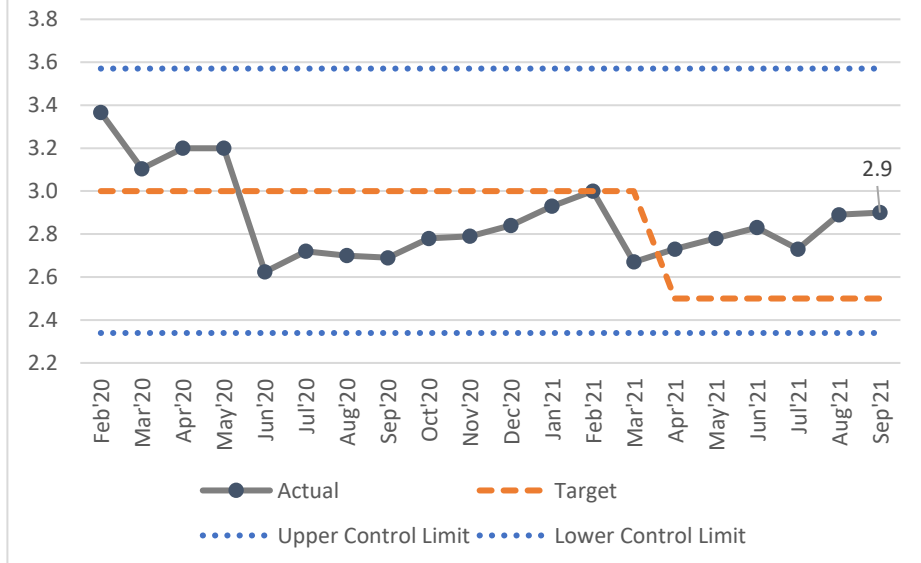


Commentary

The trend in our service in respect of rent collection continues at over 100%. Performance at the end of the quarter was 102.09% which compares well with the same period last year (100.66%).

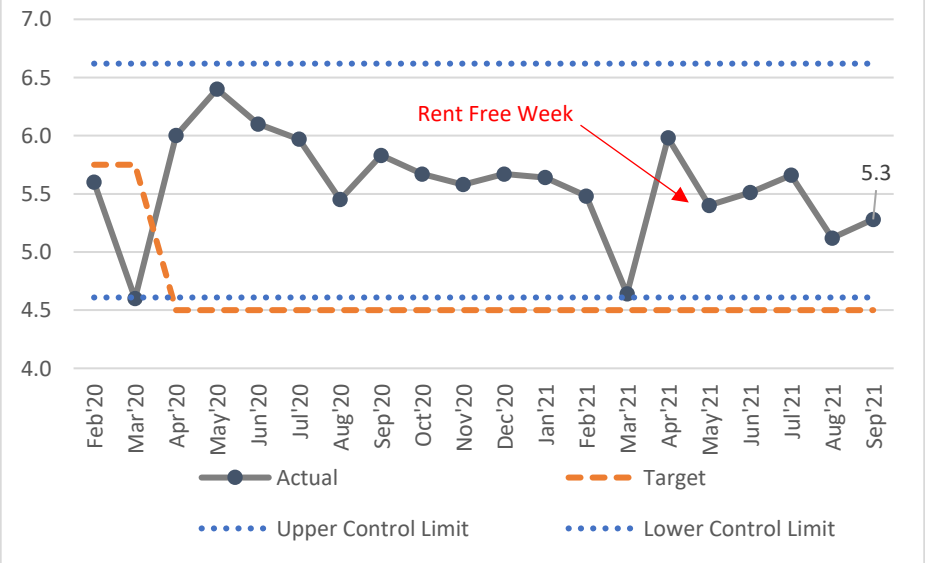
Performance Indicator Chart - Rents (2)

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

Our average arrears figure for Quarter 2 is 2.8% which compares with an average figure of 2.7% amongst our peers. During 2020/2021 the number of people leaving RBH properties was low due to Covid and the eviction ban, as we come out of the pandemic and people begin to move and the ban is lifted the level of arrears transferring to former tenant debt has increased, which impacts our former tenant arrears levels. To reduce our arrears we are currently procuring a new Debt Collection Agency, which had previously been on hold due to the pandemic, once an Agency is in place we will be able to transfer cases for additional recovery activity. We anticipate the DCA will be in place by December, in the meantime we are running a campaign, offering a discount for lump sum payments.

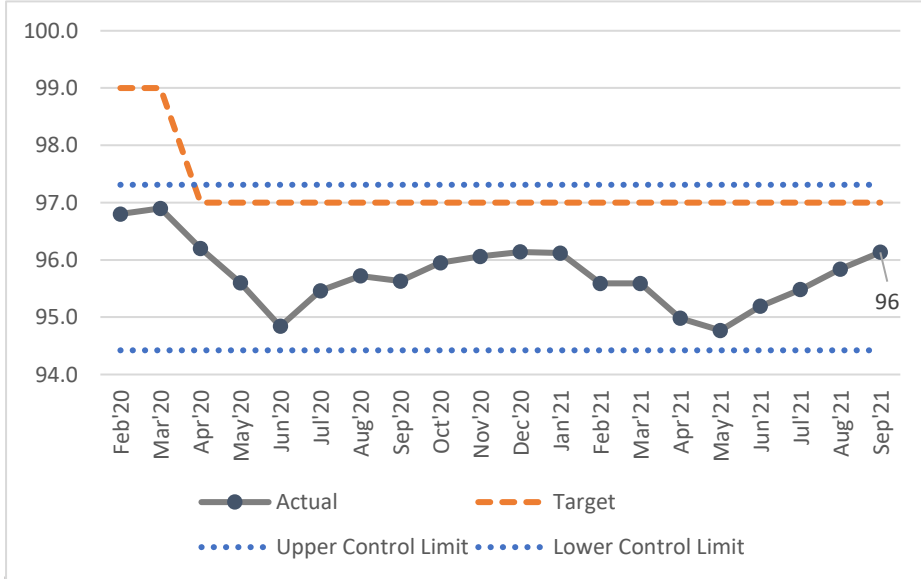


Commentary

Performance in Q2 has improved compared to 2020/21 with a 4 week moving average arrears figure for the quarter of 5.4% compared to 5.8% for the same period last year. Our focus continues to be the utilisation of our improved performance management tools such as individual performance data and case management reports. In addition to this the team have attended training sessions and an Away Day to ensure they have the right skills to reduce arrears. We have run an extensive awareness campaign due to the end of the Governments Covid Support measures to mitigate against the risk of an increase in arrears due to the removal of this support. A number of projects are also in progress to improve arrears including a pre tenancy review to ensure rent is a priority from the start.

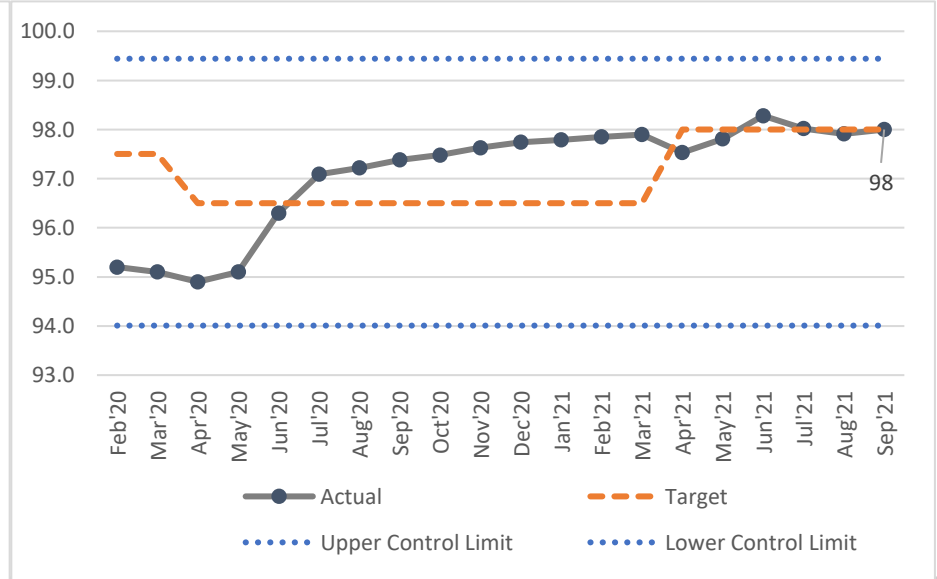
Performance Indicator Chart - Repairs

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 this year continues to improve each month due to close monitoring of any failed appointments and corrective actions being implemented. The majority of failed appointments are due attending just outside the AM or PM appointment slot or the tradesperson failing to close down the job on their device, these instances are now reducing through greater awareness and improved business information reports.

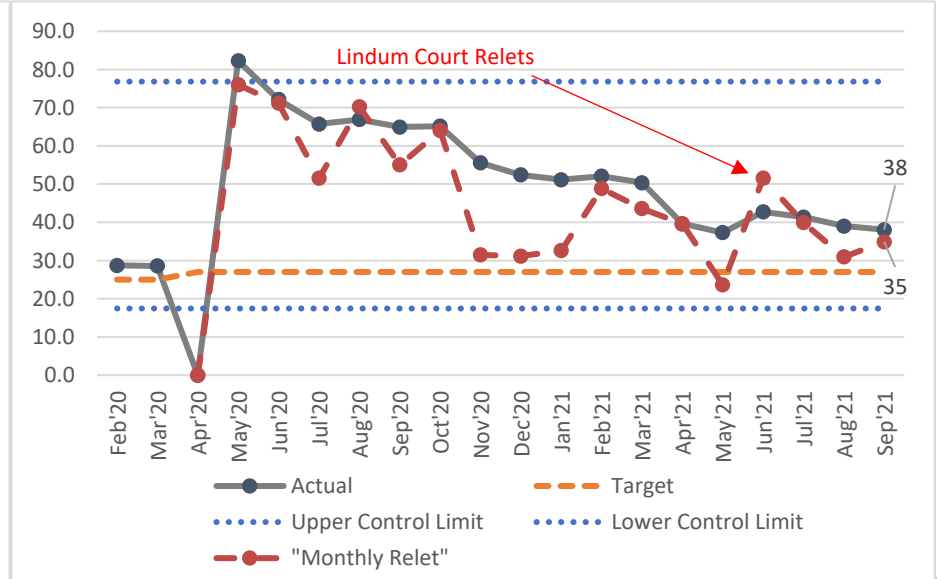
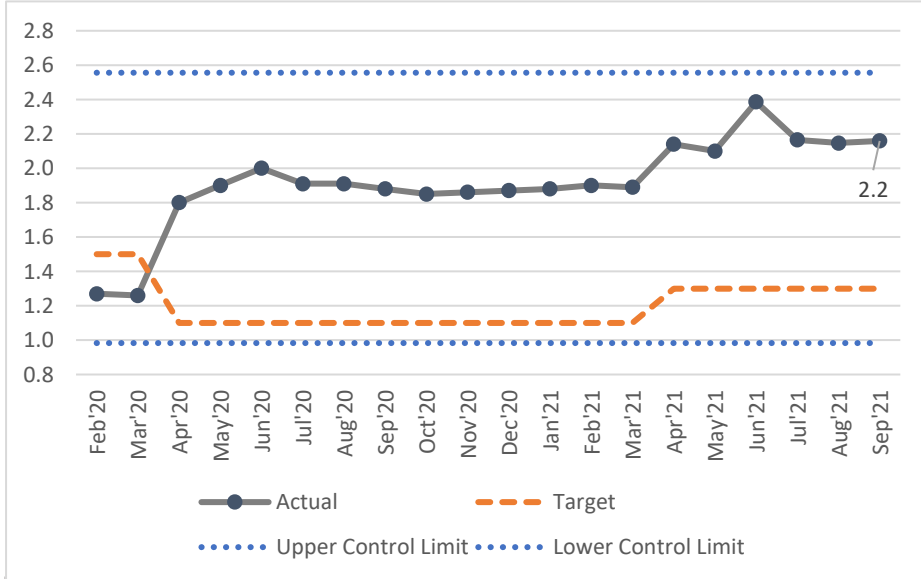


Commentary

Performance is as expected and remains on target.

Performance Indicator Chart - Empty Homes

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



Commentary

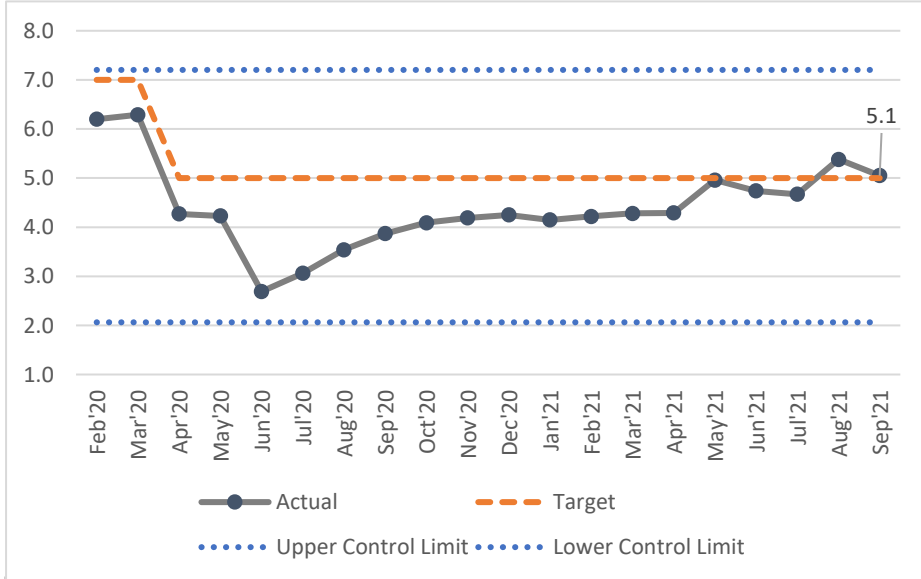
Rent loss at end of Q2 is 2.2% and has been impacted by days lost to covid and regeneration activity. Excluding these impacts the rent loss is 1.52%. The time spent on homes requiring major works has also impacted on rent loss - the average days in repair YTD is 72 days and in total 97 days. The process for homes needing major works has been reviewed and this will result in some significant changes in processes, procedures and structures to ensure a more streamlined approach. Meanwhile teams are managing and improving performance, where possible, within the existing framework whilst working on projected rent loss figures for year end.

Commentary

Performance on relet times has improved from 42 days at the end of Q1 to 38 days at the end of Q2. Excluding the Lindum Court related relets, this to 35 days and to 28.75 days excluding days lost to Covid. Monthly deep dives have been completed within Q2 to identify issue trends and strategies have been put in place to improve performance. Performance continues to be affected with sickness and supply chain issues but this is being monitored and action being taken where required.

Performance Indicator Chart - Turnover

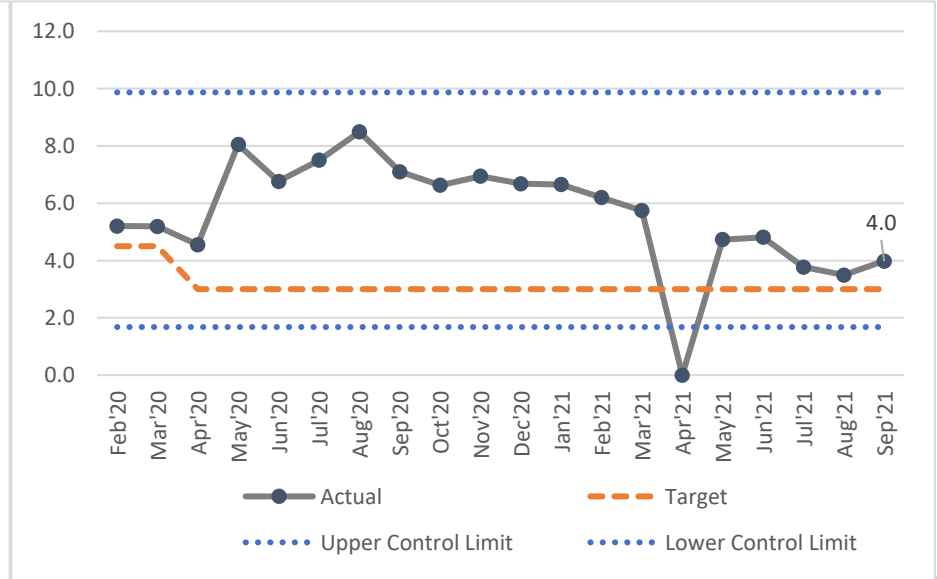
Controllable Tenancy Turnover	R	A	G
(Lower is better - Cumulative FYTD)			



Commentary

We continue to monitor termination reasons on a monthly basis. The indicator is slightly above our target and will be monitored for any shift in trends.

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



Commentary

The figures shows an increase in the number of tenancies terminating in August, again as previous months a large proportion (20%) were due to the reason "deceased". A deep delve of the figures have shown a large proportion of customers moving into ILS/residential care as their current property no long meets their needs, with health, and moving to support family/friends also being an issue. The Neighbourhoods team have re-commenced face to face welcome visits, so any customers who require additional support are being identified at the beginning of their tenancy. This will reduce the amount of abandoned properties and prevent customers from getting into financial difficulties.

Performance Indicator Chart - Sickness

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



Commentary

Sickness absence over the past quarter has increased dramatically; at its highest point we lost 888 days in July. This has reduced to 650 days and been consistent for the past 2 months. If we continue at this absence rate our figures for 2021 / 2022 will be 13.01 days lost per employee, 4 days above our target. The September Housemark information confirms that sickness absence across Housing Associations have increased by 13%.

Mental Health Anxiety and Stress is still our highest reason for absence but this has reduced from an high of 341 days lost in August to 190 days lost in September.

There has been 15 absence cases, of which:

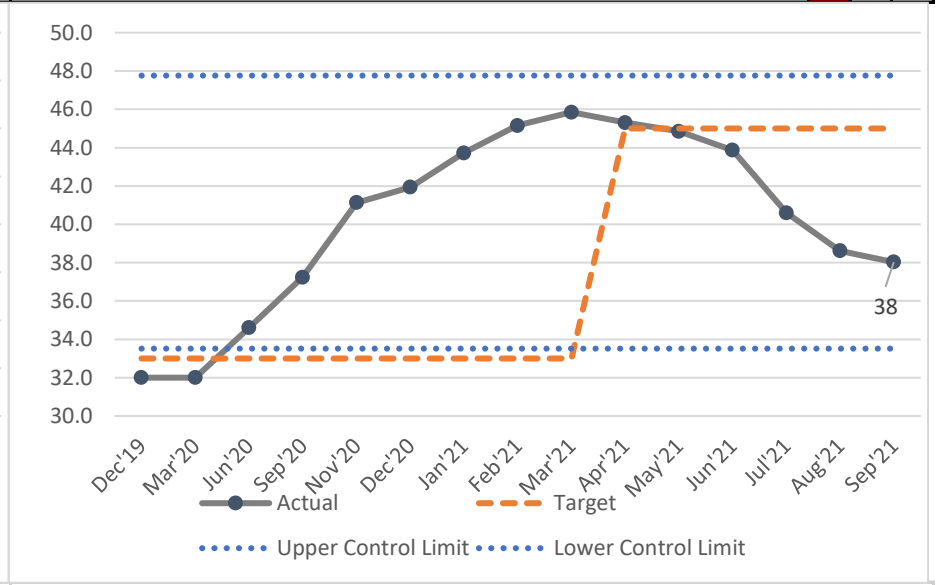
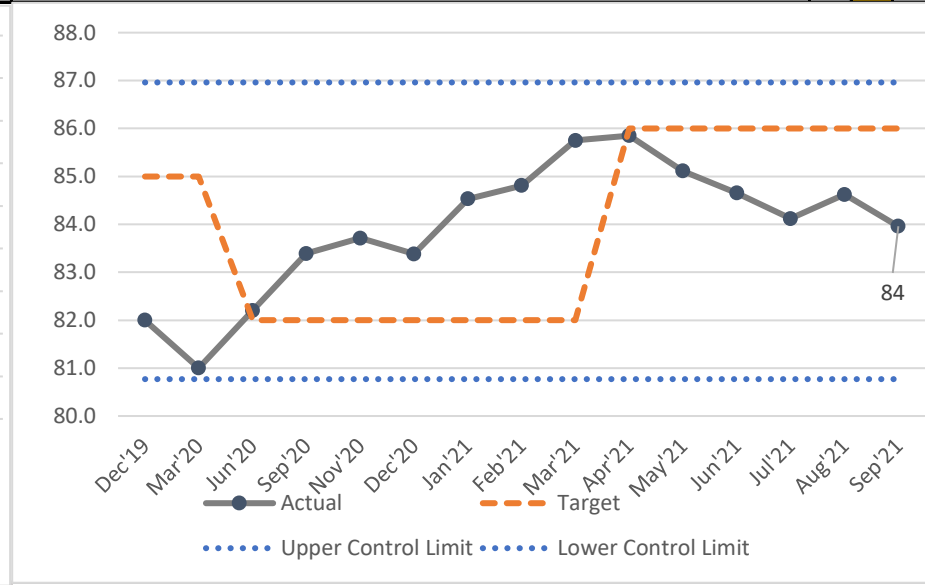
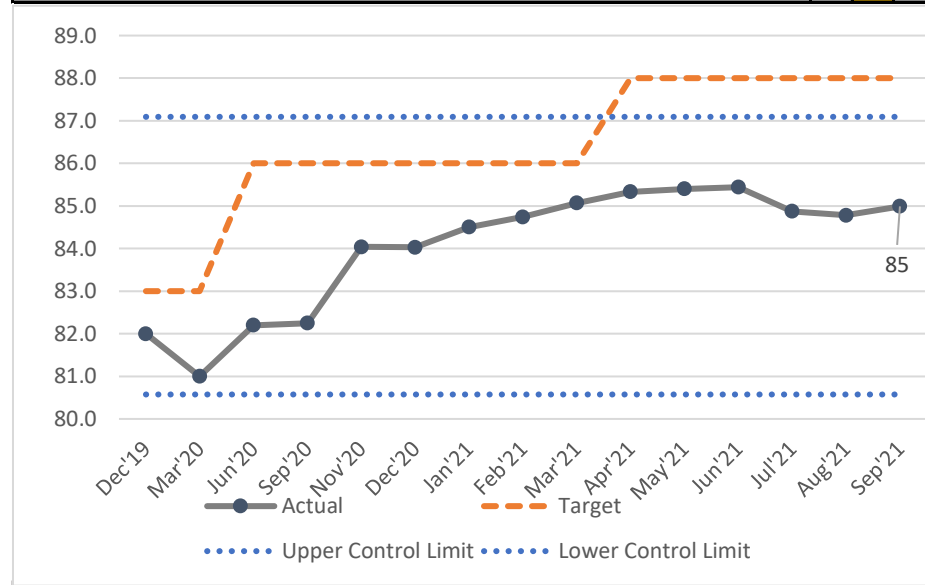
- 7 are work related due to a variety of issues, ranging from new ways of working, Grievance, Dignity at Work complaints, pay related discontent and Performance Management issues
- 1 case is a combination of both personal and work related issues and
- 6 cases are not work related, due to relationship breakdowns and long standing mental health issues that fall under the Equality Act.

Occupational Health referrals have been made where appropriate, along with regular welfare visits, stress risk assessments and case reviews to ensure the progression of cases. 5 have returned to work, 1 has resigned, 1 has accepted a low value settlement. There are now 8 open cases of Mental Health/Anxiety. One case is likely to result in a medical incapacity hearing where dismissal will be considered and the remaining ones are either due an imminent return to work, or progression towards either amicable settlement agreements being reached or case progression,

Covid related absences remain our second highest reason for absence with 18 days lost in September. We do have several cases of long covid but in the main most cases are short term absence. Covid absences are now included for sickness absence monitoring triggers. A dedicated HR and Learning Business Partner has been assigned to sickness absence management. Manager Training has been refreshed and will be rolled out to managers in early November. The first cohort of managers to attend are those with current cases along with newly appointed managers.

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)	■		



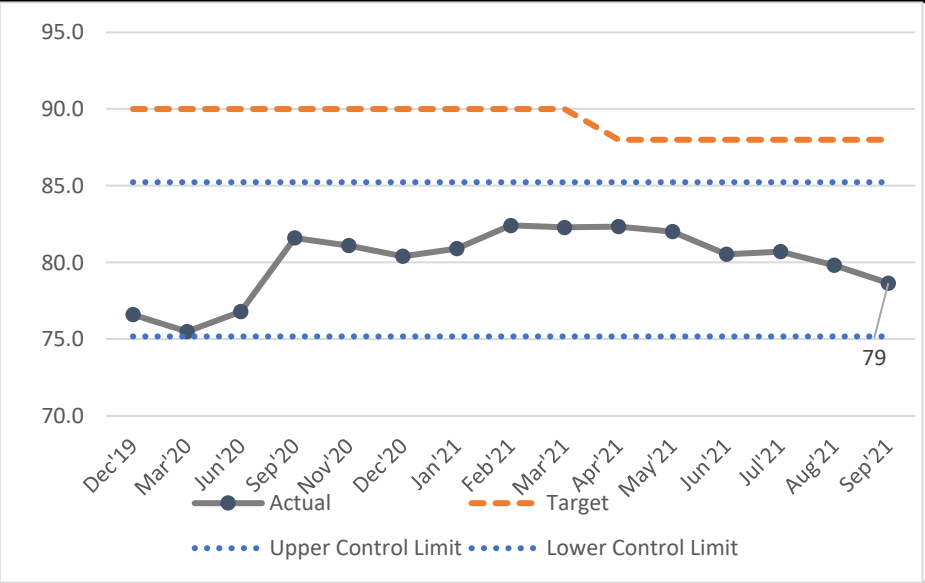
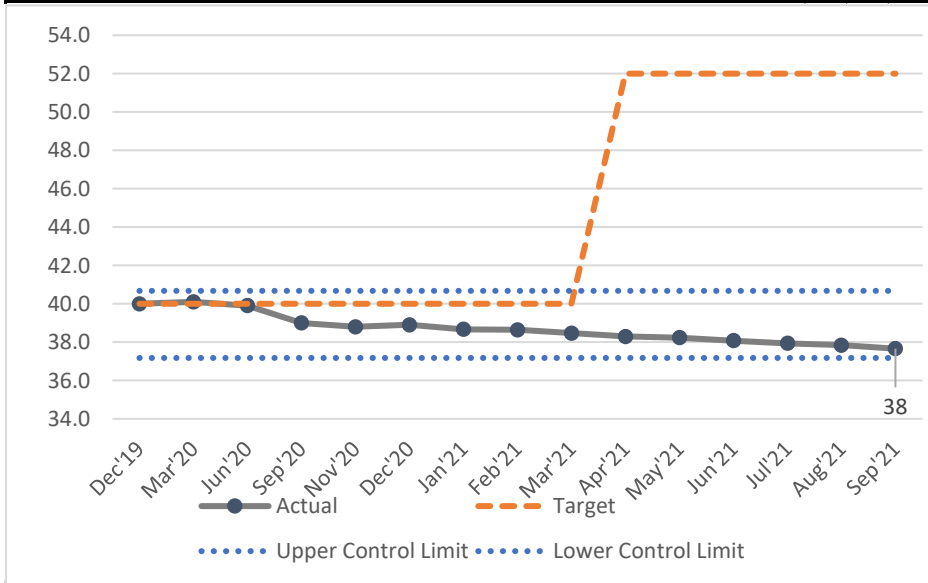
Commentary
 Satisfaction can be seen to have plateaued since April'21 having risen considerably during 2020/21. According to Housemark this is in line with other providers with only 2% of the 44 landlords responding to the most recent Pulse survey stating that satisfaction had risen since April. Satisfaction with repairs/maintenance followed a similar path to overall satisfaction during 2020/21 but has been falling since and is now almost back to pre pandemic levels. A theme running across comments about the repairs and maintenance service is communication. Our new communication tool, Communications Manager, is due to launch in October and will be the tool used to provide tenants with SMS updates about repairs appointments and to conduct the repairs transactional survey. As it is developed, we will hopefully see less comments about not being kept updated and a rise in satisfaction with the repairs service leading to a rise in overall satisfaction.

Commentary
 The drop in satisfaction with rent providing value for money is no doubt linked to the fall in satisfaction with the repairs/maintenance service also seen since April'21 as for most tenants this is the service that they see their rent paying for. Actions detailed under 'satisfaction with overall service' should impact on this indicator as well as overall satisfaction.

Commentary
 We saw an increase in our Net Promoter Score during 2020/21 but, as with other indicators, this has started to drop since the start of the new financial year. Net Promoter Score is a measure of customer loyalty and comments made through STAR during 2020/21 showed that tenants were grateful to RBH for continuing to provide services through difficult times and for the things like the welfare calls leading to this increased feeling of loyalty. A continuation of some of the things we did during the pandemic - increased communications generally and contact with the most vulnerable - will prevent this indicator falling further in future months.

Performance Indicator Chart - Membership

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



Commentary

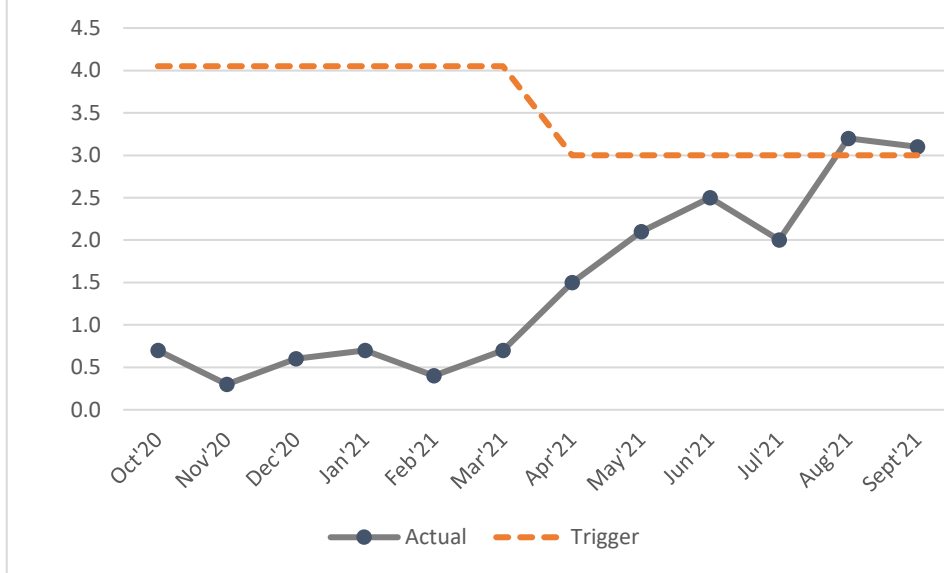
During this period we gained 31 new tenant members and lost 113 giving a new change of 82. Of the 190 new tenants in this period, only 10 had signed up to become members. The other 21 new members were tenants who were tenants back in June but became members during the period. Of the 256 tenant leaving in the period, 110 were members. The other 3 tenants members lost in this period were tenants who were members in June but had left membership in September. Despite Neighbourhood Housing Officer's (NHO) efforts many tenants are not taking up our membership offer. A meeting has been held with the NHO Co-ordinator to look at what support the NHOs need. It has been agreed that the Mutuality and Membership Lead will receive a monthly list of tenants who have taken up or declined our membership offer. We are now exploring the best way we can contact a percentage of those who have decided not to take up our offer to gain an understanding to help us explore how best to progress this.

Commentary

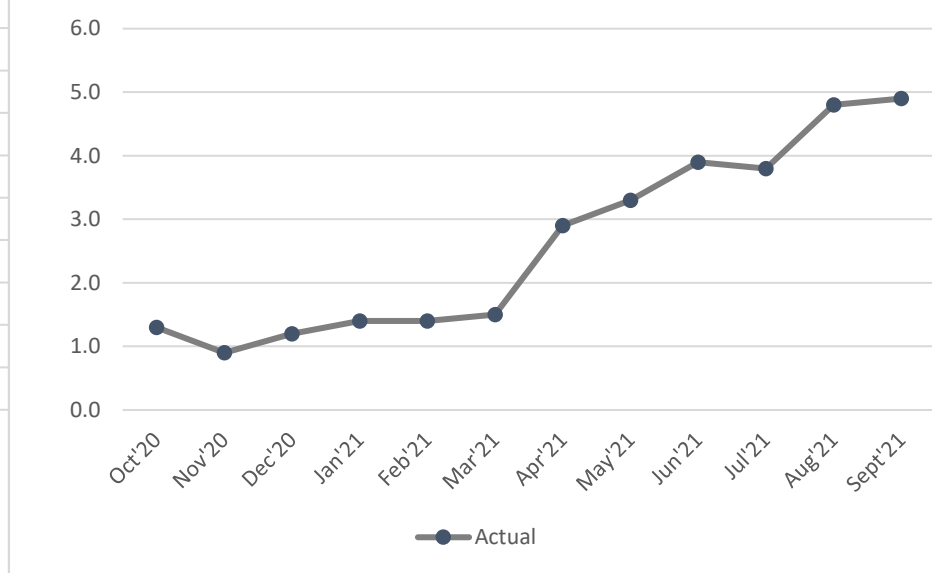
During this period we had 1 new employee member who was someone who had started with RBH earlier in the year but became a member in this quarter. Of the 19 new starters in this period, none have yet become members. There is an action to pick this back up by holding one to one mutuality and membership inductions. Of the 13 employees who left in this period, 6 were members meaning a net change of - 5.

Stress Testing Indicators and Triggers

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

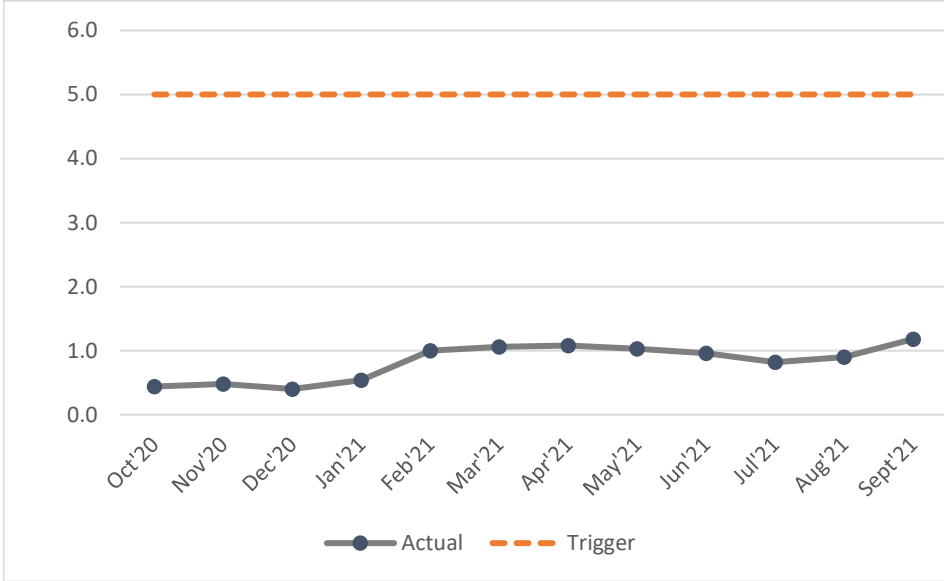


RPI - TRACKING ONLY



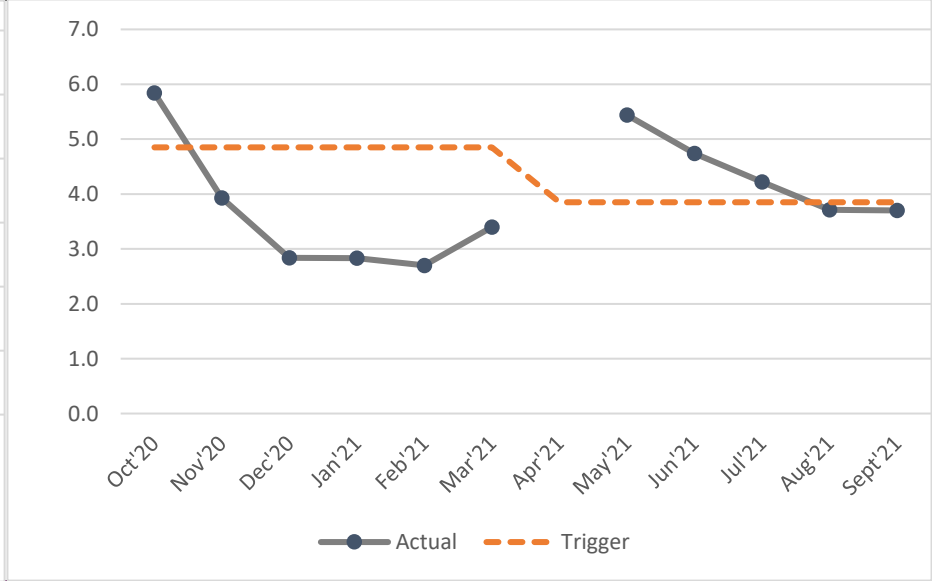
10yr swap rate - business plan assumption 5.0%

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	Q2 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	Due to CST for 21.22 this project has been moved back a year and will commence in Q4 22/23 and complete in Q1 23/24
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 now completed and shared within the business and with partners who helped develop. Will be embedded in development of new schemes moving forward.
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

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

	Year 4	Q2 Update
MILESTONES		
Grant funding secured and planning in place for Town Centre HAPPI scheme	x	Completion and vacant possession of ER Williams. Older Persons design review work complete. Avison Young have been instructed to complete a planning strategy exercise for the masterplan area, to include the HAPPI scheme. Pozzoni Architects appointed as project architects. Discussion taken place with Homes England on funding opportunities for the Lower Falinge area. Site visit completed with Homes England.
Review of homes with NPV marginal performance completed	x	Completed. Report presented at Strategic Board October 2021.
DELIVERABLES (OUTPUTS)		
75 pipeline new homes with planning permission	75	55 homes submitted for planning approval so far this year- 14 Smithbridge Pub, 14 Holly Oak Gardens, 27 Regent Street. 8 homes at Yates St expected in Q3. 24 homes at Stansfield, 15 homes at Angel Meadow and 40 at Brown St expected Q4. Showing as amber due to delays in planning which mean permissions may fall out of year.
99 homes started on site	99	Currently committed pipeline of 57 homes to be started on site in 21/22. (Smithybridge, Holly Oak, Regent St and 2 x RSAP). 53 starts already achieved at Strand/Balderstone Rd and 1 NSAP.
12 completed new affordable homes (new build and acquisitions)	12	1 home achieved (NSAP), 12 completions occurred in Q3.
100 Central Rochdale households supported to move home	100	As of the end of Q2 33 number of households were supported to move. (27 RBH Tenants and 6 Leaseholders)
30 Pioneer employment scheme members	30	As of end of Q2, 48 pioneers engaged.
Demonstrator project for carbon reduction	x	Planning clarifications responded to and construction drawings completed. Structural Engineers completing their element. Tender pack development due to commence. Tender due to be published 22/11/21.
Review Options for poorly performing flats	x	Completed. Strategic discussion at Board in October
EPC C (Energy Performance Certificate)	100	These will include 23 bungalows at Smallbridge bungalows for whole house retrofit and 15 other homes have been completed since April. Access to homes to improve loft insulation remains a challenge as customers are refusing access. We expect to achieve 70 this year but are unlikely to achieve the target of 100.

KEY

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

	Year 4	Q2 Update
MILESTONES		
Kingsway operational as co-working space for all and hub and Stores for Repairs Team	x	All work completed and Kingsway Live as co-working space - Completed
Technology - Office365, SharePoint, EDRM, Laptop & Mobile Roll out	x	Office 365 Departmental Fileshare Migration completed across the business- Completed SharePoint Intranet Go Live scheduled in November - Plan was revised following return of lead product owner and cover in place for PM who is on maternity leave EDRM Phase 1 - went Live in the 1st Week of September - feedback has been positive - Completed EDRM Phase 2 - Scheduled / planned for February 22
Portal - Phase 1c	x	Phase 1 Stage 3 of the Portal is scheduled to go live with the Beta Customer Pilot Group on the 19th of Oct - Now deployed to Live - Pilot group will live prove the functionality for minimum of 6 weeks will potential to ramp up live proving by adding additional users to Beta group
Portal - Phase 2 (Usability & Performance Improvements)	x	Phase 2 development has been split in to 3 parts (A,B,C). The order has been raised and work commenced on Phase A which is scheduled for delivery in January 22nd. Phase 2A includes - make communal repairs, simpler registration, improved searching and job logging (including keyword searching), visibility of repairs job stages and the schedule unappoint able jobs!
Portal - Phase 3 (Chatbot/Live-Chat and Mobile App)	x	No Change from previous update. This is no longer in scope for delivery this year. Other priorities are greater.
Service Reviews - Scoping	x	
Capita Roadmap to consolidate systems, Upgrade DRS, TM	x	Leaseholders and Service Charges projects are schedule to be delivered on time and are progressing well. Empty Homes scoping and requirements gathering work has been completed. A demo is scheduled of the TM Void solution before a business case can be scoped and submitted New Gas System Implementation has been halted as we look to appraise the best way forward. The Capita Scheduler solution will not deliver the functionality to support the hybrid approach to scheduling and managing appointments. The current process will need to move to an appointment based approach. As part of the new digital strategy will look to engage with repairs and agree a new date for the project which gives time for the move to appointment based scheduling.
Implement customer communication & engagement software from Castleton	x	Comms Manager has seen a two month delay and is currently scheduled for go live in October. This a newly integrated platform and although teething problems were expected, there have been a greater number of development and integration issues that we have had to overcome.
Delivery of the Engagement Strategy	x	Continuing to deliver the existing Engagement Strategy, as per the last quarter. Desktop review of the existing strategy is taking place. Wider plan now in place to do a full review of the Engagement Strategy. Framework in the process of being designed and will undergo full tenant and employee consultation with the aim of launching in Summer 22. Full timeline to follow following frameworking session.
Leadership - Complete Job Evaluations, complete and review 'Refreshing Repairs Leadership Development Programme'	x	All job evaluations completed and new role profiles put in place. The programme was successful in receiving a Princess Royal Training Award in August 2021 which necessitated a full review of the programme and demonstration of the tangible outcomes delivered.

Culture - Improvement of Climate scores	x	Scores are continuing to improve and the results for Repairs will be published in the next R&M newsletter ahead of further discussions at team meetings about how we can continue to improve.
Repairs Transformation - Digitalisation	x	Digitalisation of the EH process continues supporting the change in working practices with the introduction of a Major Works team which will also pick up capital referral work.
New hardware rollout, software upgrades & consolidation	x	Completed
Implement customer communication, contract management & ResponsEye	x	MRI Communications Manager currently being tested with a go live date by the end of Oct 21
Review of Repairs & Disrepair services	x	The structure of the team has been reviewed and resources moved from other parts of the business to reduce the dependency on agency surveyors. The team is continuing to make significant inroads into the historical cases and have improved process and procedures. We have successfully defended a number of claims in court and are working on information videos for tenants and a campaign at GM level to raise awareness of claims farmers and how they operate.
Complete Performance Management workshops with leadership team	x	Performance management workshops have taken place and Power BI is now being used as the reporting mechanism for all responsive repairs teams. The leadership team is working alongside BI to ensure this becomes embedded.
People Strategy Delivery Plan	x	Launch of Wellbeing Strategy at end June. RBH recognised by GM Good Employment Charter for progress with Menopause Support Group and 1 of 3 speakers in webinar. Progress made with completion of essential learning. Programme of events prepared for National Inclusion Week including launch of new BAME network group. Leading on a video release with GM HR group for Black History Month. The new Head of People & Culture able to commence part time on 6th September and has taken feedback from each H of S and others across the society, which will inform the new People Strategy. The Cultur & Leadership Manager is due to commence 13th December. 2 further vacancies in the team have provided the opportunity to review the structure of the People & Culture team. Together Board approved delay of review of the R & S policy until the team are fully resourced.
Refinancing in place	x	Progressing towards completion early December.
SMART Working Workstreams - Smart Working Agreements, New working policies, Leader Training, Working space app & product catalogue for home working.	x	Successfully went live in September - Completed
SMART Working Go Live - 2nd of August 2021	x	SMART Working went live successfully in September 21. Kingsway was the first SMART HUB to launch. Unions signed of on the Collective Agreement. - Completed
SMART Working - Additional working spaces available each month, further Leaders training, Hub Improvements, Upgraded IT Service Desk Software & New Telephony solution	x	Kingsway successfully went Live in September - Completed 4 hubs had upgraded technology put in place - Completed Design agreed and Furniture ordered for UEC and The strand. Line is going in to UEC. Self Service - Direct to Home order catalogue went live in October - Completed Desk Booking Portal went live for Kingsway - Completed Hybrid Meeting Solution Ordered for Sites

DELIVERABLES (OUTPUTS)		
% Total customer transactions via online channels	24%	
Cashable efficiency arising from channel shift	£229k	
% Customers registered for online services	50%	6115 Registered users of MYRBH - 51.2% (Oct 2021)
% Active customer registrations	38%	33.50%
% of customers (who have used it) satisfied with My RBH	75%	

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

	Year 4	Q2 Update
MILESTONES		
Apprentice Recruitment	x	After the successful recruitment of trade apprentices into 6 roles in August, we are currently starting the process for recruitment into 4 business apprentice roles across the society. These, as always, will be ringfenced for people living in RBH homes and are due to start in January.
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	Formation of a task and finish group of representatives was delayed in this quarter due to a cancelled rep body meeting where the ToR for the group was due to be signed off. The Strategy is still on course to be completed and signed off by April next year (formally adopted at Rep Body in May after launch of Corporate Strategy)
Develop new opportunities for Community Wealth building.	x	MC has been working on a bid for a new lottery fund called Growing Great Ideas. This fund would provide MC with a budget of around £1.3M to deliver project aims over a period of 5 years and would include provision for a small project team of up to 5 employees. We have been successful in the first 2 rounds of the funding panels and have progressed onto the 3rd and final stage. This panel is expected to go ahead in January 2022 and the lottery are currently working with us to increase the detail of our bid ready for this panel.
OUTPUTS		
% of apprenticeships/traineeships going to people living in RBH communities	100%	100%
Maintain number of apprenticeships and traineeships offered	20	21 Apprentices in employment at some point in Q2
Support apprentices leaving the programme to move into employment or further training	100%	3 Apprentices left the company on 18/8/2021; Sean Wolfenden moved to the council, Andrea Clarke secured permanent position at RBH and Shayan Raja left his contract of employment. 1 Apprentice left their role on 20/08/2021 after deciding to train in another industry, Luke Barrett. 1 Apprentice left in September 2021 to go into a permanent role at RBH but is still completing her qualification, Tinneke Austen. 1 Apprentice will be leaving us on her contract end date of 31/10/2021 after deciding to find employment elsewhere, Nicole Byrne. Total: 6 apprentice's left the programme.
Maintain number of volunteering or training opportunities offered	50	Active Pantry volunteers - 14 Q Gardens - 8 upcoming opportunities in Paint Shop and Pass It On
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) - 2 - Employment outcomes from the New Pioneers Programme - 5 - Employment outcomes from referrals to RBC single point of access - 0 - Employed through Apprenticeship programme - 6 - Employed through Kickstart programme - 0 - Employed through Green Team - 0 Total for Q2 - 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 - 29 - Those supported through grant-funded, partnership programmes (such as Upturn) - 10 - Those supported through our Digital Equipment Bursary - 3 - Those supported through WorkWear Workshop - 4 - Those accessing work placements within RBH - 7 - Those accessing work placements in supply chain - 0 - Those accessing our customer training programme - 0 - Those engaged with the New Pioneers' Programme - 13 - Other - Total for Q2 - 66

KEY

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