

December 2021



Annual Performance Summary
Dudley Metropolitan Borough Council

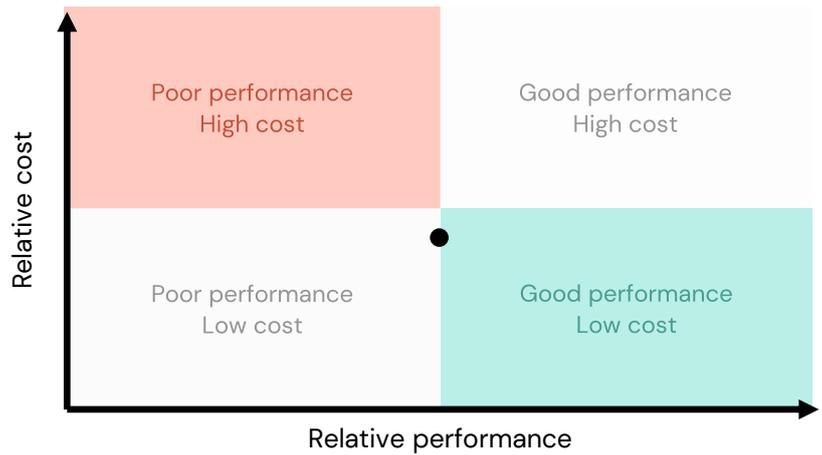
Executive summary

Your annual performance summary shows you, at a glance, what the numbers mean to your customers, your people, and your business. Only with Housemark will you receive the on-time data and insight needed to pivot services and build an agile data driven culture.

This report compares your costs and performance with a peer group of similar social landlords. It forms just one of many services you have as a member of Housemark and is supplemented by in depth analysis and data downloads from our online reporting tool, Monthly Pulse performance monitoring and bespoke budget forecasts. To find out more about any of these solutions contact data@housemark.co.uk.

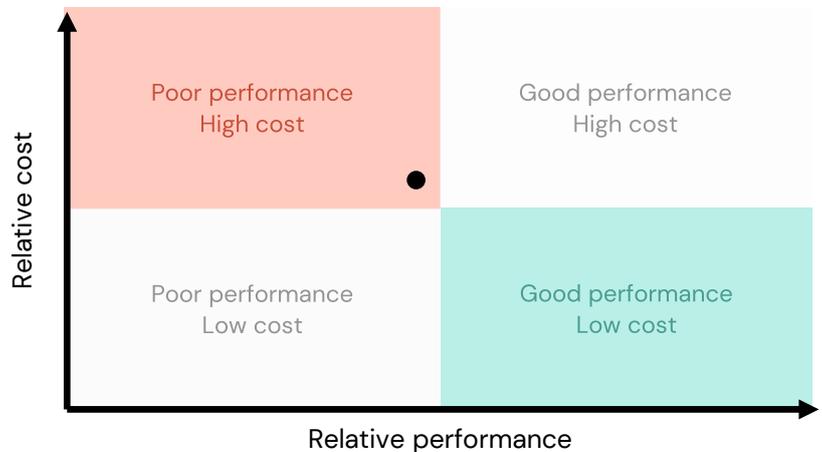
Operational productivity

Your overall operational performance was slightly below that of your peers, however, your costs are also lower. This is based on your overheads cost per property of £239, front-line housing management cost per property of £314 and your average performance across four key operational PIs.



Asset management

Your overall maintenance performance was slightly below that of your peers and your front-line costs are also greater. This is based on your responsive repairs and void works cost per property of £628, your cyclical maintenance and major works cost per property of £2,002 and your average performance across four repairs and maintenance KPIs.



Customer experience

You did not supply an overall satisfaction result in 2020-21.

Satisfaction scores can be significantly affected by contextual factors such as the age of respondents, tenure type, location and when the survey was carried out. The biggest performance driver for overall perception is how easy it is to deal with the landlord.



Operational productivity

Overheads cost per property

Housemark's definition of overheads includes all spend on premises, ITC, finance, HR and other central back-office costs. Central overheads make up 10% of your spend, finance, HR and IT contribute 74% and 16% is spent on premises. Across the sector, 2020-21 saw a reduction in overheads costs driven by falls in premises expenditure, consultancy and recruitment fees. Increased IT spend was typically capitalised. Whilst some of these costs are expected to return in 2022, we forecast premises costs will fall 10%. Only with Housemark can you get detailed analysis on your costs, helping you plan for the future.



Housing management cost per property

Housing management is a core landlord service largely made up of employee costs - including specialist staff such as rent collection officers, lettings teams, ASB managers and generic housing, neighbourhood officers and administrators. Housemark data reveals a 5-year trend towards employing specialist officers and patch sizes have been increasing as a result. However, landlords employing generic officers with smaller patch sizes (and no specialist teams) tend to achieve better satisfaction than other landlords. Get in touch if you'd like to understand how your structure is impacting performance.



Housing management

Current tenant arrears



2020-21: 1.28%

▼ down by 0.25 on 2019-20
This places you in quartile 1
Peer median: 3.20%

After an initial spike in arrears in Spring 2020, on average the sector position remained broadly stable until July 2021. Since then, average arrears have started to increase again and the removal of the £20 uplift to Universal Credit, rising energy prices, the end of furlough and increases in national insurance scheduled for April will further squeeze struggling families.

Rent loss due to voids



2020-21: 2.37%

▲ up by 0.24 on 2019-20
This places you in quartile 4
Peer median: 1.61%

The pandemic caused unprecedented disruption to lettings during 2020-21 and in-year void loss was on average 60% higher than in previous years. Most landlords are still grappling with persistent voids backlogs. We know that the best performing landlords focussed their attention on improving the lettings process - tenancy sustainment, sign-up processes, and relationships with other stakeholders.

Staff wellbeing

Average working days lost due to sickness absence



2020-21: 11.3



▼ down by 3.93 on 2019-20
This places you in quartile 4
Peer median: 9.3

Despite peaks in sickness throughout the year, particularly amongst customer-facing staff, across the sector as a whole sickness absence was lower in 2020-21 as many staff worked from home. Landlords with significant numbers of operatives or carers on the payroll should expect to see higher than average sickness levels going forward.

Percentage of staff turnover in the year



2020-21: 5.8%



▼ down by 0.32 on 2019-20
This places you in quartile 1
Peer median: 9.2%

Staff turnover dropped by 27% during 2020-21 due to the uncertainty brought about by the pandemic. There has since been a boom in vacancies with the ONS reporting record high numbers across the majority of sectors. Employers wishing to retain the best staff are embracing flexible working arrangements, building an inclusive culture and reviewing remuneration.

Asset management

Housing maintenance cost per property

Maintaining properties in a good state of repair is a social landlord's largest expenditure line. It includes payments to contractors as well as capital spend on major works. For landlords with a direct labour organisation, this category also includes the cost of operatives. It also includes any employees responsible for managing responsive repairs and cyclical works programmes. At the beginning of the year landlords told us asset investment was a key strategic priority for 2021-22. However, with many major works put on hold during lockdown and landlords still in the early stages of planning large-scale decarbonisation projects, overall maintenance expenditure dropped in 2020-21 providing a temporary boost to operating margins. However, the longer-term trend is significantly increasing investment in assets.

Major works and cyclical maintenance



Responsive repairs and void works



Repairs

Number of responsive repairs per property



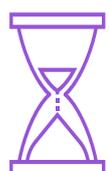
2020-21: 3.3

▼ down by 0.32 on 2019-20

This places you in quartile 3

Peer median: 2.8

Average number of calendar days taken to complete repairs



2020-21: 8.1

▲ up by 0.30 on 2019-20

This places you in quartile 2

Peer median: 11.7

Satisfaction with the repairs service received (transactional)



2020-21: 96.6%

▼ down by 0.80 on 2019-20

This places you in quartile 1

Peer median: 91.0%

Most landlords restricted repairs services during lockdown and as a result total repairs volumes carried out last financial year were around 25% lower than in normal times. These delays have impacted on completion times and resident satisfaction, which we expect to improve again as services recover. Leading landlords are leveraging technology and people to improve the end-to-end customer experience.

Building safety

99.47% of your properties had a valid gas safety certificate at the end of March, putting you in quartile 4 for your peer group.



Ready for regulation

During 2021 Housemark ran a research project to define and measure building safety – so that all landlords can understand and compare standards. Following the support of this research, we have developed a suite of eight safety compliance measures specifically designed for social housing – covering gas, electrics, fire, asbestos, water and lifts in response to sector demand. You can read more about this project and the new measures [here](#).

Decarbonisation

The UK has set a target to become carbon neutral by 2050 as part of the global effort to reduce greenhouse gas emissions. Decarbonising social homes is a key part of this challenge. In the short term, landlords are required to achieve EPC ratings of C or above across all social homes by 2030.



The cost of decarbonising existing housing association homes is estimated to be **£36bn**

Housemark is delivering a research project which will provide invaluable insight on current progress towards these targets, what the key issues are, and how landlords can ensure they are ready. To get involved contact data@housemark.co.uk.

Customer experience

Contact

Calls answered per property



You did not submit data in 2020-21
Peer median: 7.0

Average time to answer inbound telephone calls (seconds)



2020-21: 118
▲ up by 85 on 2019-20
This places you in quartile 2
Peer median: 118

Pre-pandemic, around 83% of contact took place over the telephone, with 12% of contact coming in via digital channels. By April 2021, 1 in 4 communications were electronic. As landlords continue to shift more contact to digital channels, it is important to ensure the process remains as easy and efficient as possible, no matter which channel is used.

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. Although we noticed a recovery in spring 2021, scores remain lower than prior to the pandemic. Recent drops in perception scores are likely linked to resident expectations returning to normal, but landlords still having to manage the effects of the pandemic.

As the sector's leading experts on customer feedback measurement and analysis, we can carry out a review of all your current mechanisms for collecting resident feedback. With clear recommendations based on best practice, we use our knowledge, expertise and understanding of data to deliver insights that ensure you're ready for regulation.

Complaints

Stage 1 complaints received per 1k properties



2020-21: 19.4
▲ up by 6.4 on 2019-20
This places you in quartile 2
Peer median: 19

Percentage of complaints responded to within target time



2020-21: 62.0%
▼ down by 4.00 on 2019-20
This places you in quartile 4
Peer median: 80.0%

Housemark data shows that responsive repairs were the biggest single cause of dissatisfaction during 2020-21, accounting for 56% of all complaints - despite most services being restricted during the period. Early data for 2021-22 shows a significant increase in average complaints volumes as landlords grapple with backlogs.

2020-21 satisfaction results

■ Your organisation ▲ Peer median

Overall service provided



You did not submit data in 2020-21
Q1: 88.0%
Median: 85.7%
Q3: 81.1%

Landlord listens to views and acts upon them



You did not submit data in 2020-21
Q1: 74.3%
Median: 68.4%
Q3: 62.3%

Neighbourhood



You did not submit data in 2020-21
Q1: 86.7%
Median: 83.2%
Q3: 76.2%

Peer results are based on data up to two years old

Appendix

The data in this report is based on cost and performance data for the financial year 2020–21 (and previous years where trend is provided). All quartile comparisons are based on your bespoke peer group which is detailed below.

Further analysis against different peer groups is recommended using Housemark's online reporting tool. Our online reporting tool includes hundreds of additional measures that can help you understand your performance in context.

Note we have issued this report now because we already hold data for most of your peers. However, due to mergers, acquisitions, entity name changes and late submissions, your peer group may change over time. Housemark can provide information and advice on peer groups on request, including expected submission dates for any potential latecomers.

Whether you need to evidence assurance, solve a problem, or improve services, our expert consultants are ready to help. Reviewing processes, culture, and practices, we dive deep into the data to help you reimagine what's possible, make improvements and drive change.

Find out more about our data-driven consultancy below or contact aaliyah.lunat@housemark.co.uk.

Data –driven
diagnostics

Transformation
and change

Accreditations

Service improvement
and redesign

Your bespoke peer group includes the following organisations:

- Abri
- Aspire Housing
- Berneslai Homes
- Birmingham City Council
- Black Country Housing Group
- Bolton At Home
- Bournville Village Trust
- Bristol City Council
- Bromsgrove District Housing Trust
- Cannock Chase District Council
- Community Housing Group
- Darlington BC
- Derby Homes
- Dudley Metropolitan Borough Council
- ExtraCare Charitable Trust (The)
- Gateshead Housing Company (The)
- Home Group The Association
- Housing Plus
- Hull City Council
- Kirklees Neighbourhood Housing
- Leeds City Council
- Longhurst Group
- Nehemiah UCHA
- North Tyneside Council
- North Warwickshire BC
- Norwich City Council
- Nottingham City Homes
- Plymouth Community Homes
- Rotherham MBC
- Sheffield City Council
- Shropshire Towns and Rural Housing
- Six Town Housing
- Solihull Community Housing
- Southampton City Council
- St Leger Homes of Doncaster
- Stafford and Rural Homes
- Stoke on Trent City Council
- Thirteen Group
- Together Housing Association
- Torus Group
- Trent and Dove Housing
- WATMOS Community Homes
- WDH
- WHG
- Wolverhampton Homes
- Wrekin Housing Trust
- Your Homes Newcastle
- Your Housing Group