

2021/22 Data Tailored Feedback

Alpha Housing

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Housemark





Housemark is the data-driven solutions provider for the UK housing sector.



Cost and performance comparisons with over 300 social landlords



Shared learning and networking through our clubs and events



Targeted support around data quality, VFM, compliance and service design



Chartered
Institute of
Housing

NATIONAL
HOUSING
FEDERATION

Agenda

- Overheads
- Satisfaction
- Housing Management
- Responsive Repairs & Void Works
- Cyclical & Major Works
- ESG & Organisational Metrics
- Key Trends & Summary

Data sources

Period	Source
2021/22	Financial statements
2021/22	Trial balance and staffing data
2021/22	Year-end performance
Oct 2021 – Oct 2022	Sector monthly performance tracking
As appropriate	Public data

Peer groups

Bespoke Peer
Group



HA's Under 5k Units

All national providers



Overheads

Budgets under pressure

Asset investment

Building safety
Decarbonisation
New supply

Inflation

Cost of living
Labour and materials



Income squeeze

Rent caps?
Increasing arrears

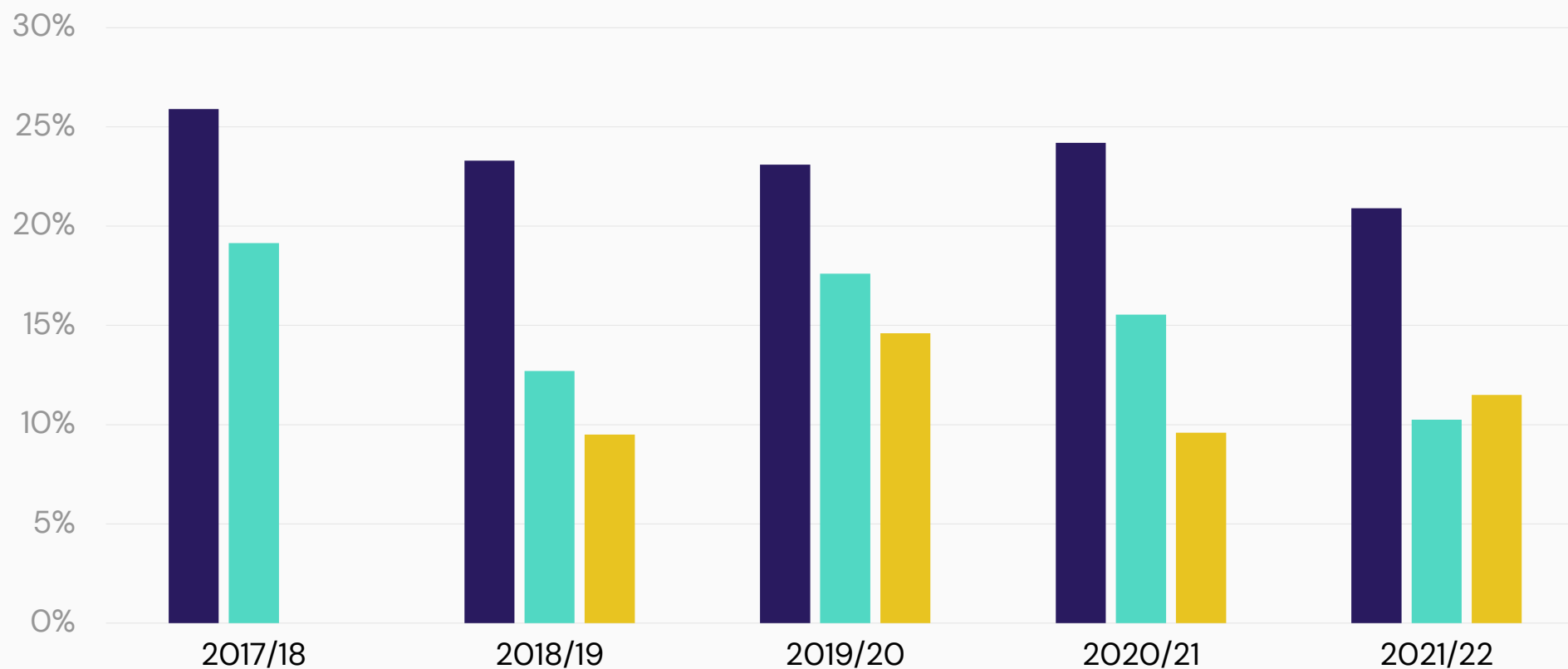
Transformation

Channel shift
Technology
Service design

Margins Decreasing

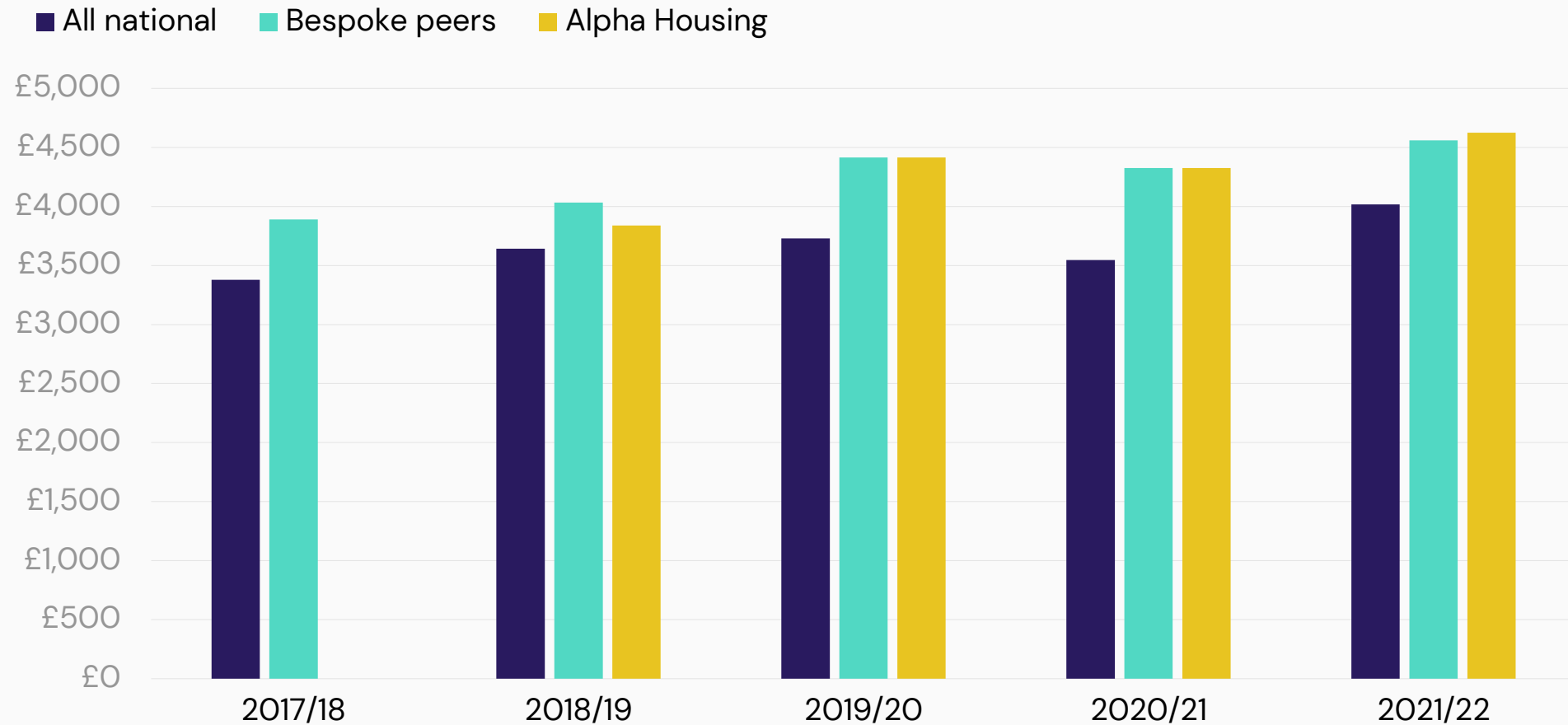
Operating margin

■ All national ■ Bespoke peers ■ Alpha Housing

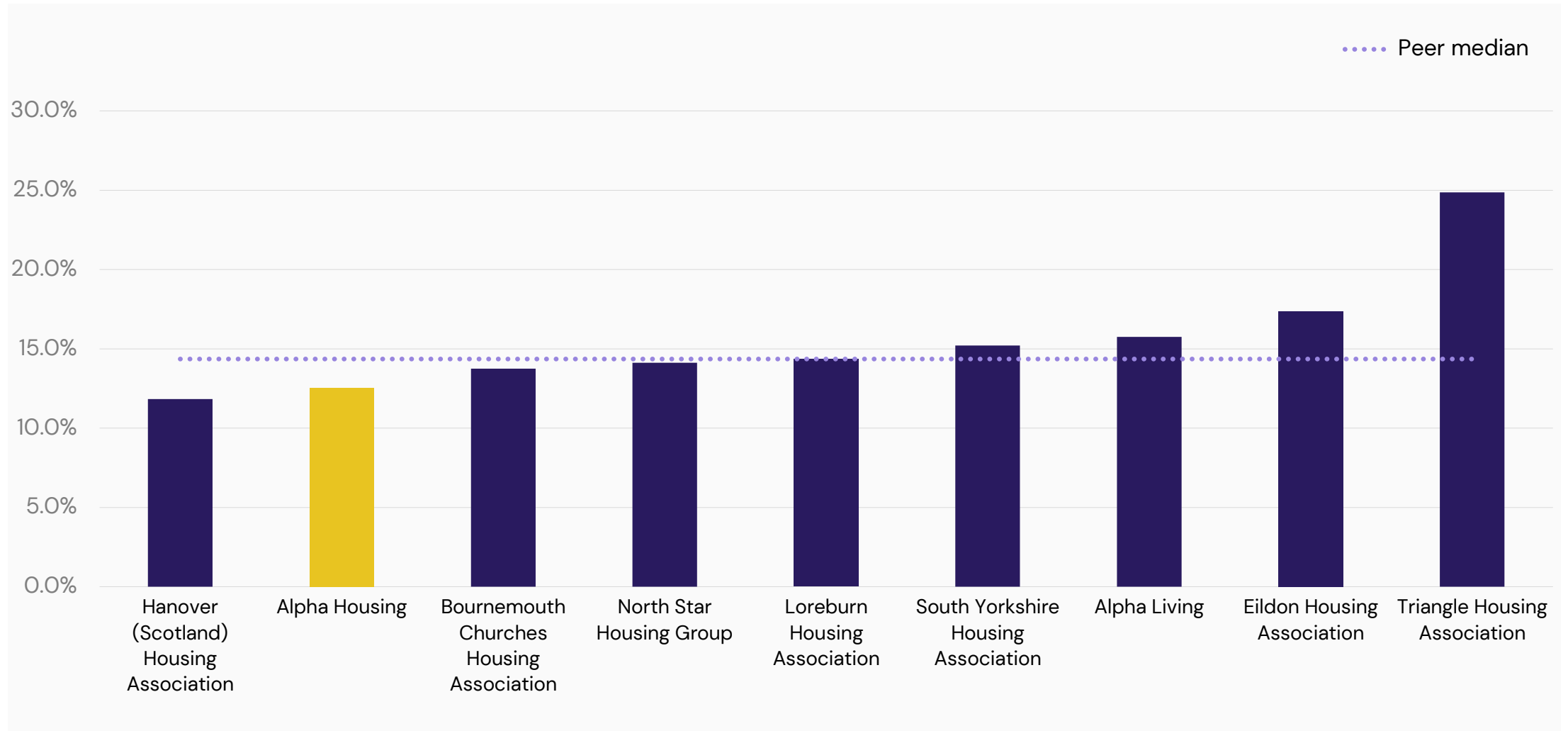


Unit costs increasing

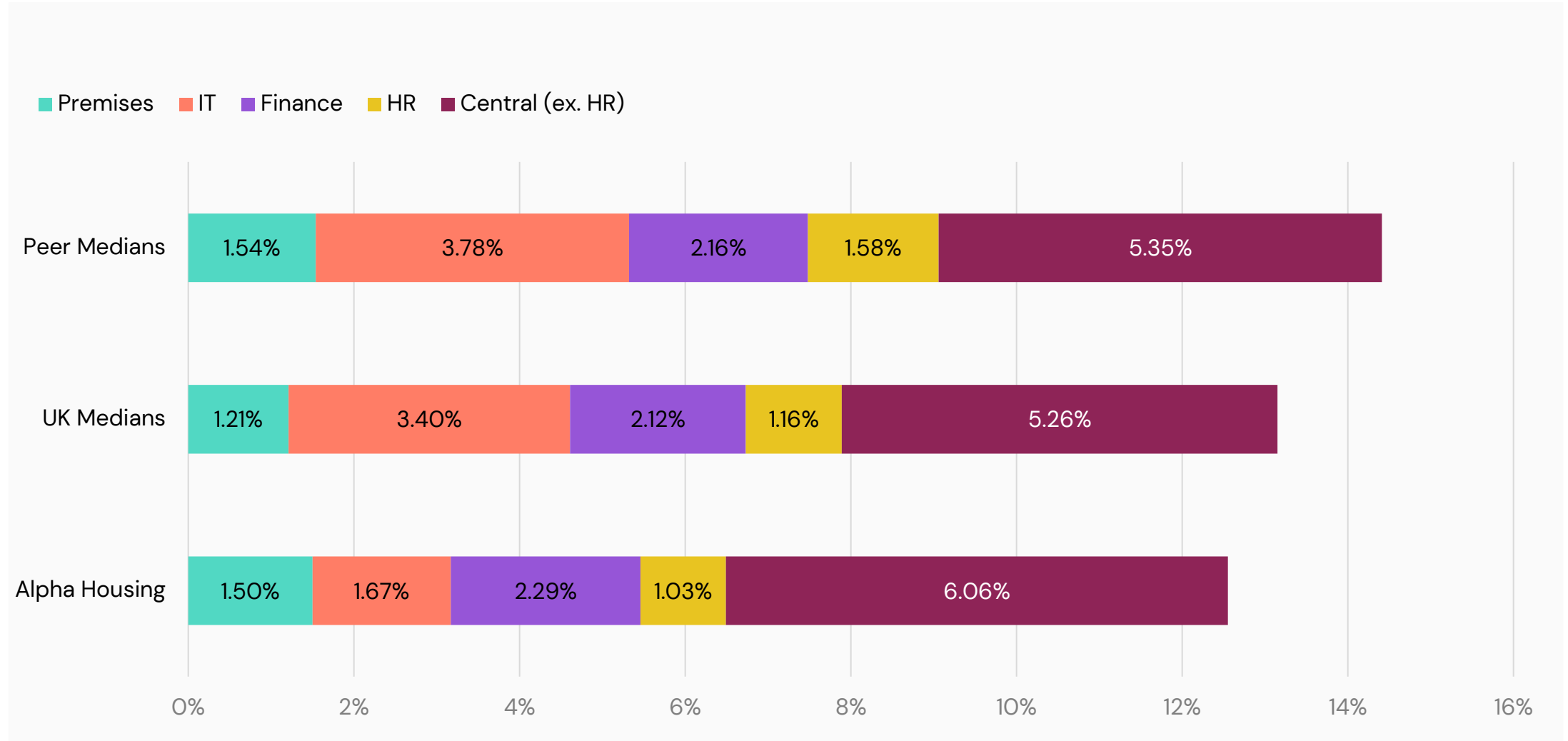
Headline social housing cost per unit



Total Overheads Against Peers



Overheads Detailed Comparison





Satisfaction

Key Satisfaction Measures

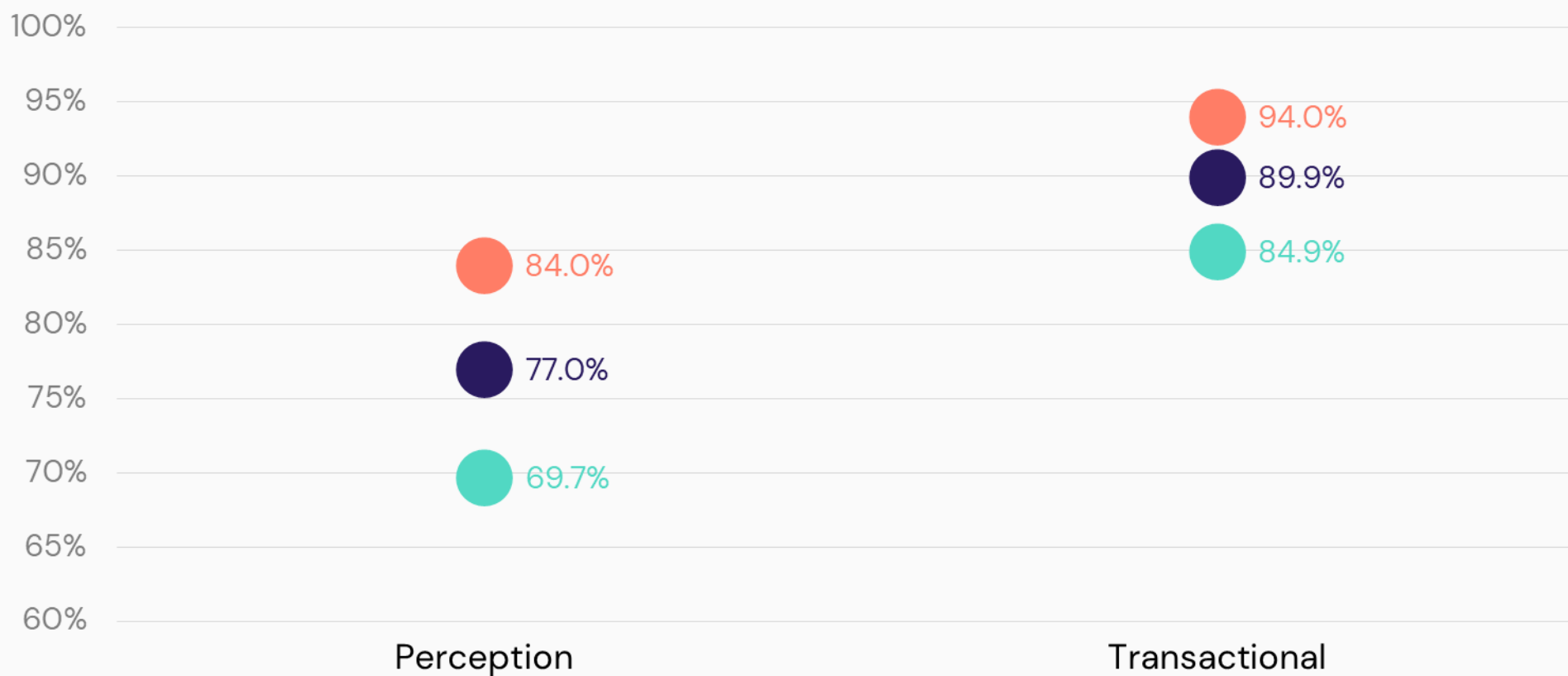
Perception Survey Satisfaction



Repairs satisfaction

Satisfaction with repairs and maintenance

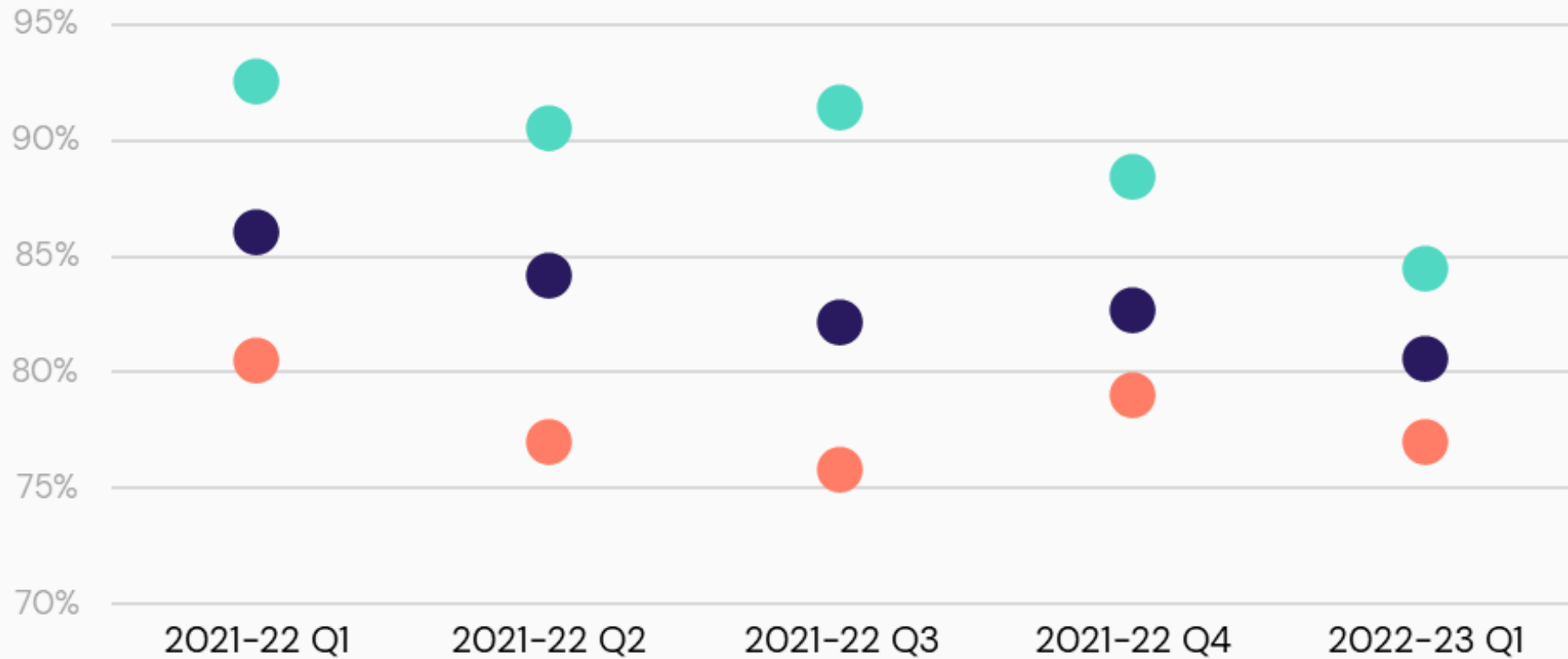
● Lower quartile ● Median ● Upper quartile



Declining perception

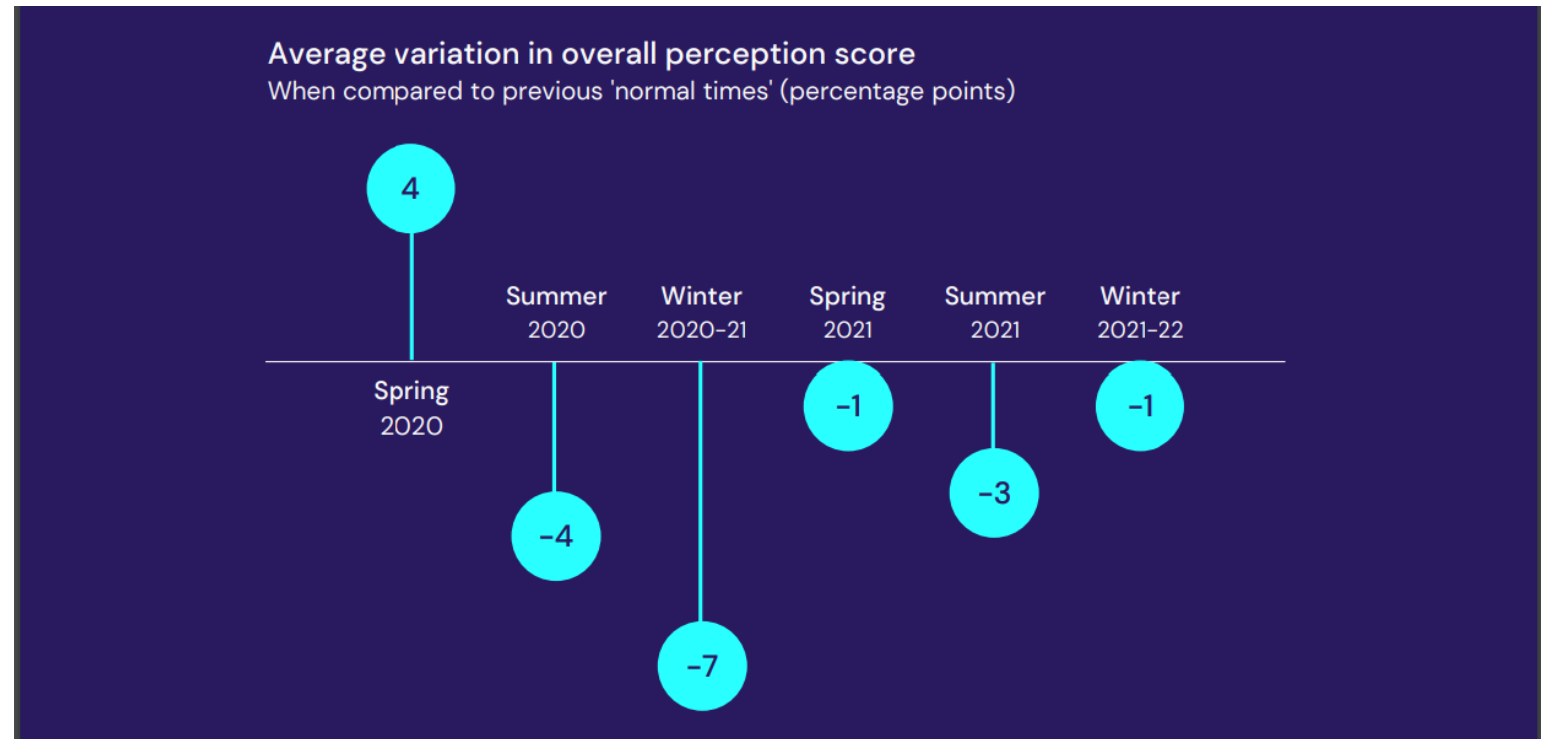
Satisfaction with the service the landlord provides

● Quartile 1 ● Median ● Quartile 3



Satisfaction – trends up to December 2022

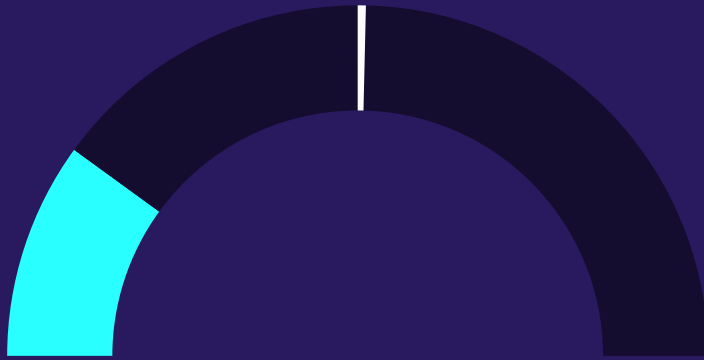
- COVID effect
 - Early gratitude wore off
 - Rising expectations
 - Operational disruption
 - Complaints continue
- Transactional satisfaction follows similar pattern
- Broadly returned to normal now





Housing management

Detailed costs

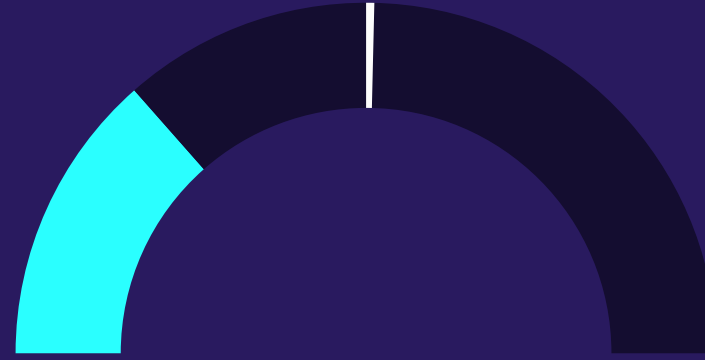


Housing management CPP –
Bespoke peers

2021-22: £250

▼ £45 on 2020-21

Peer median: £448

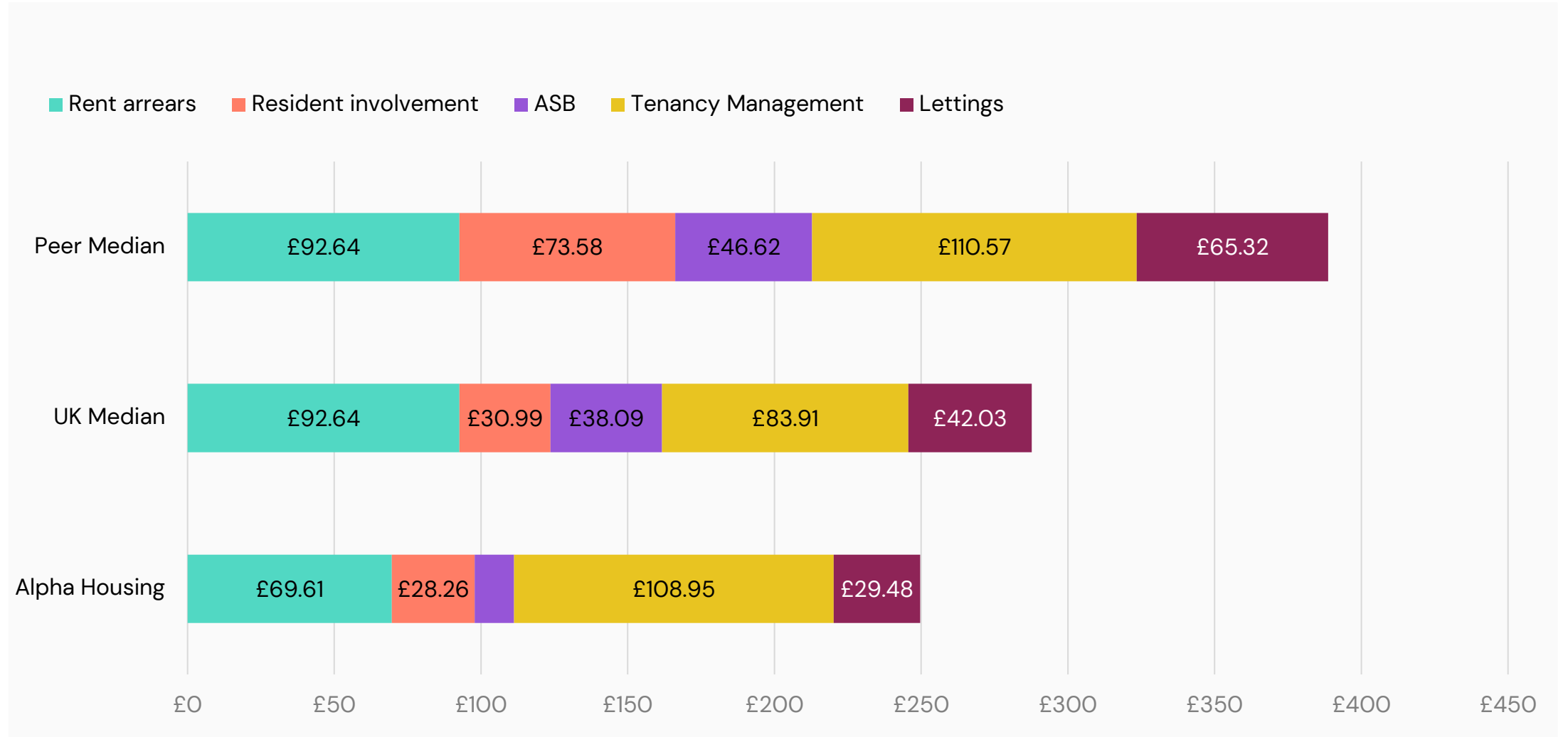


Housing management CPP –
All Sector

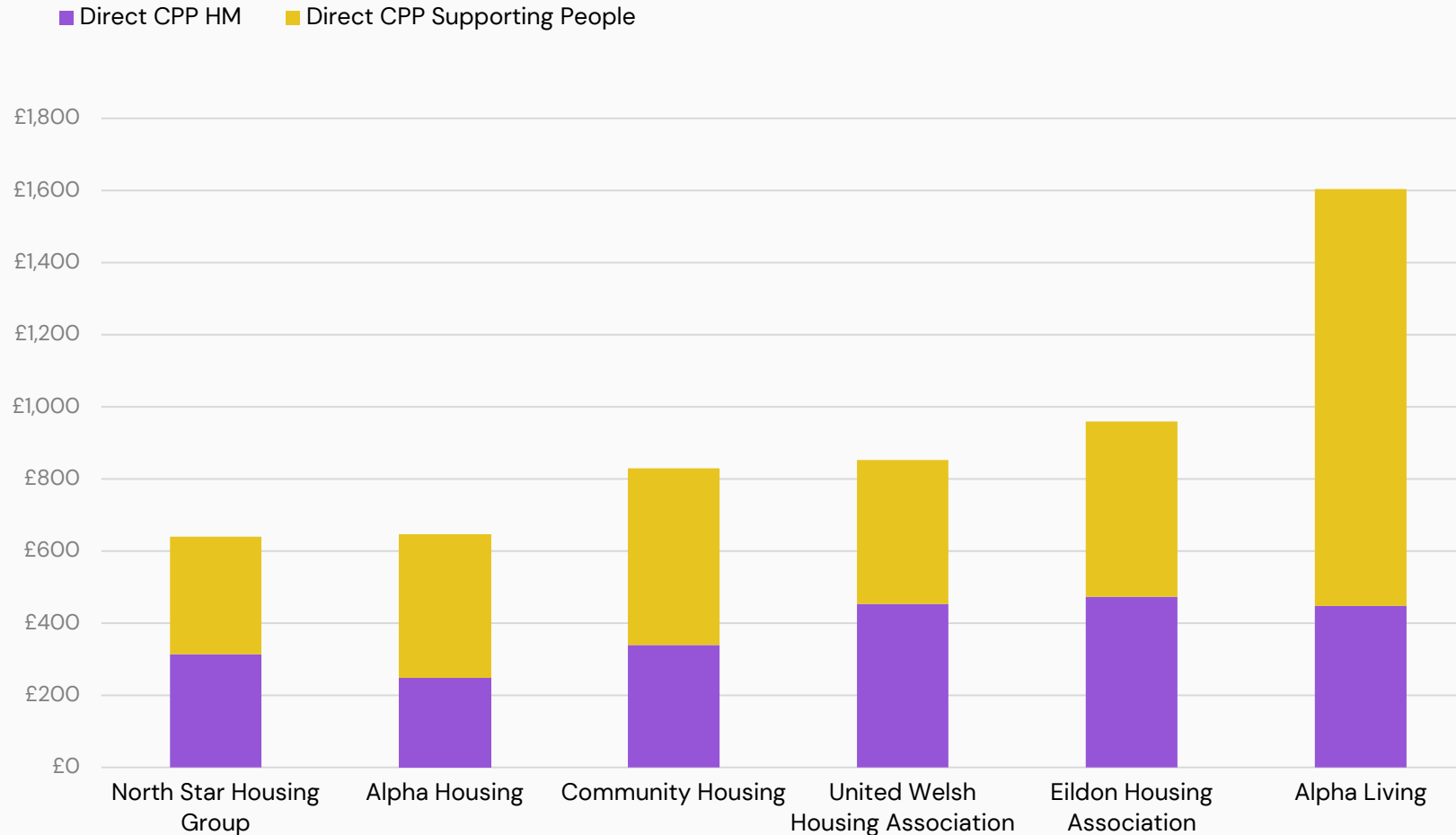
▲ Peer Median Up £16 on
2020-21

Peer median: £301

Housing Management – Detailed Comparison

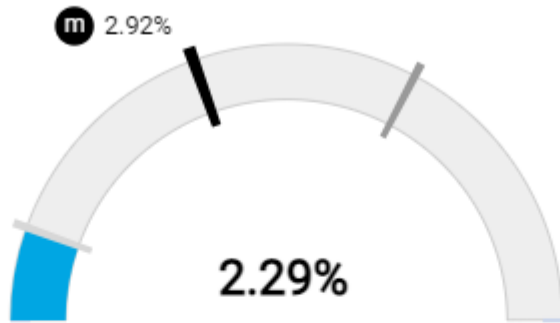


HM & Support Costs Vs. Select Peers

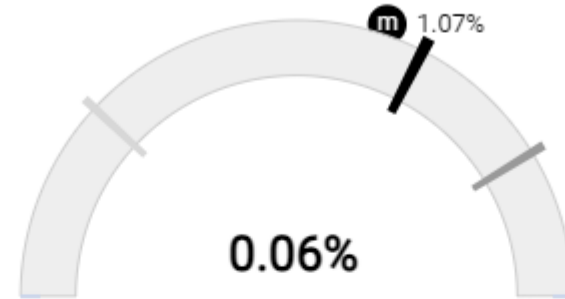


Arrears Performance Excellent

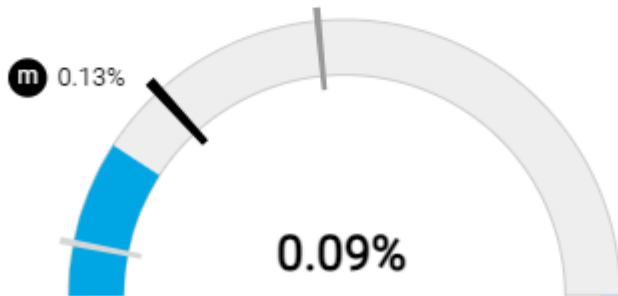
Current tenant arrears % - LCRA



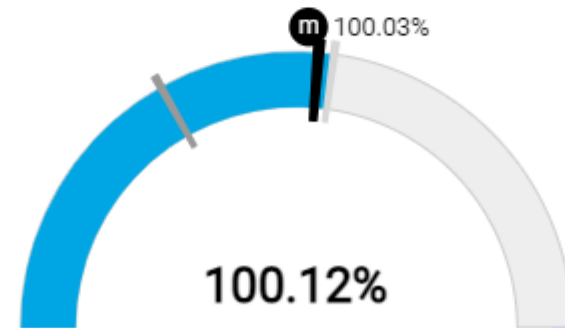
Former tenant rent arrears % - LCRA



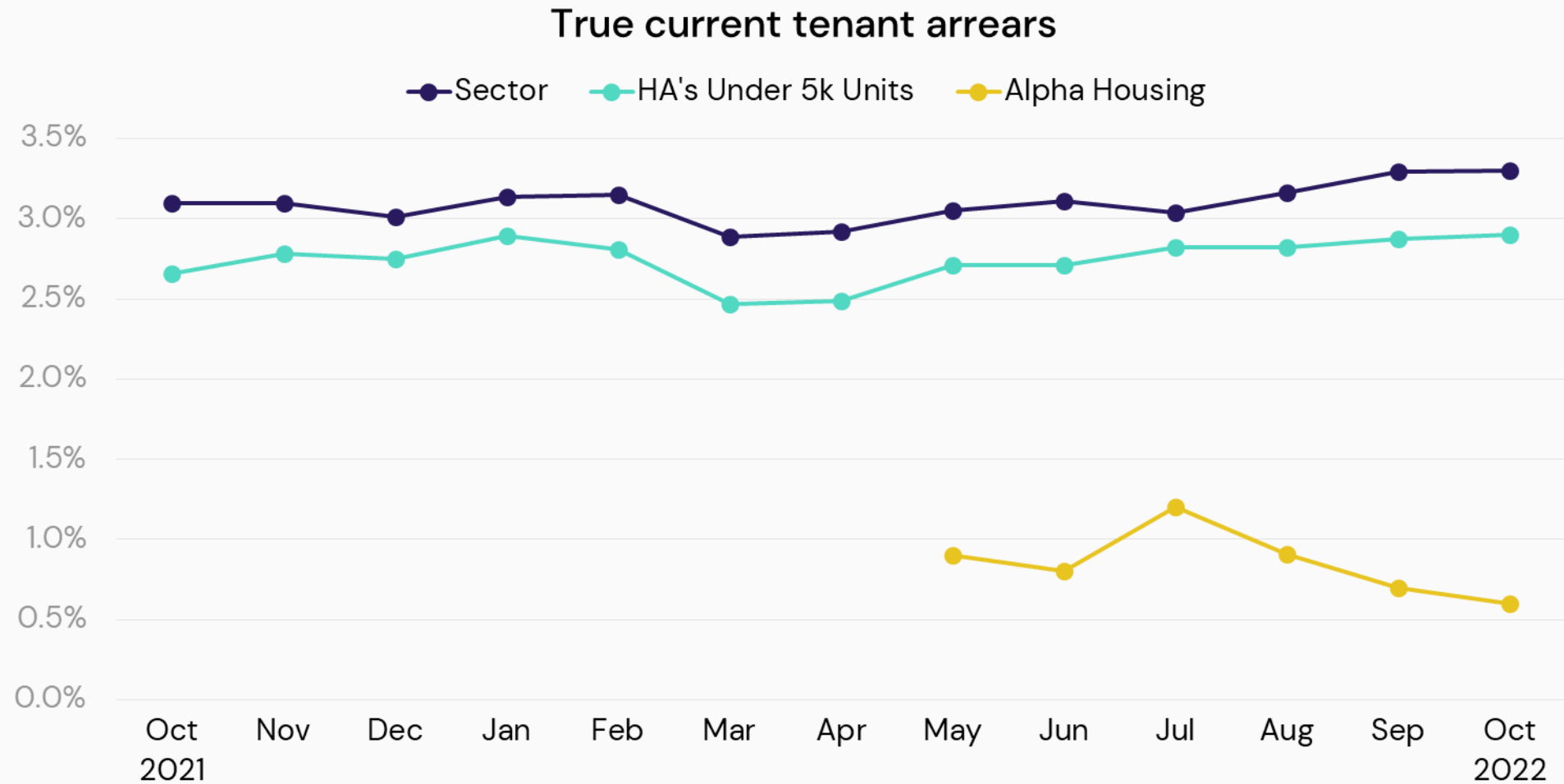
Write-offs % - LCRA



Rent collected % - LCRA

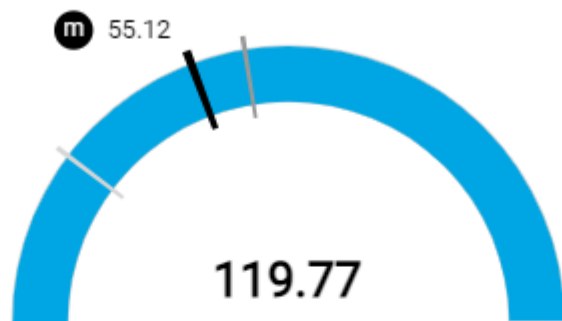


Arrears Increasing Across Sector

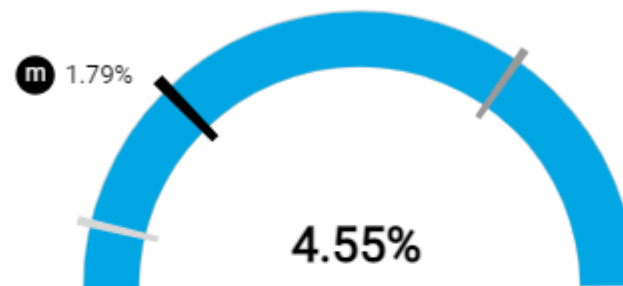


Lettings – end of year

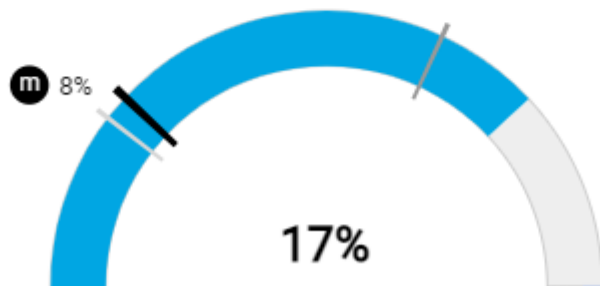
Average re-let time - LCRA



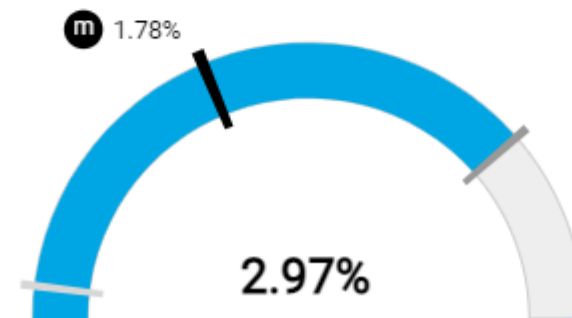
Void loss % - LCRA



% of units re-let - LCRA

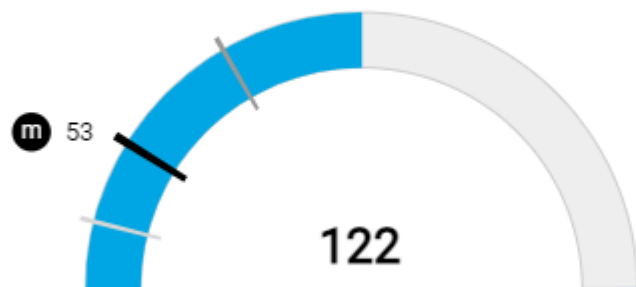


% of properties vacant - LCRA

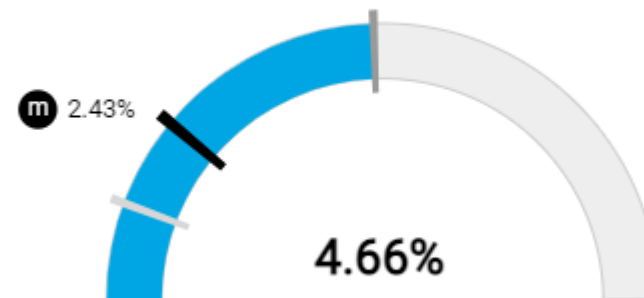


Lettings – Wider Sector HfOP Only

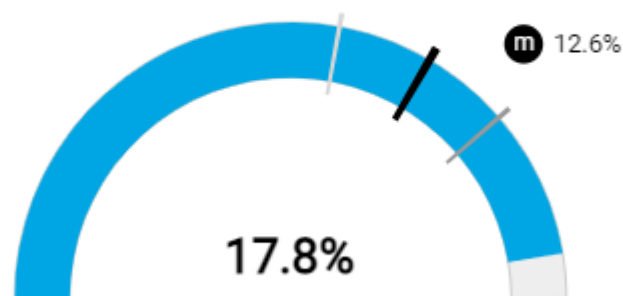
Average re-let time - HfOP



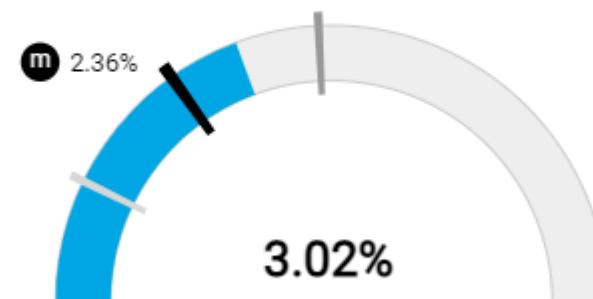
Void loss % - HfOP



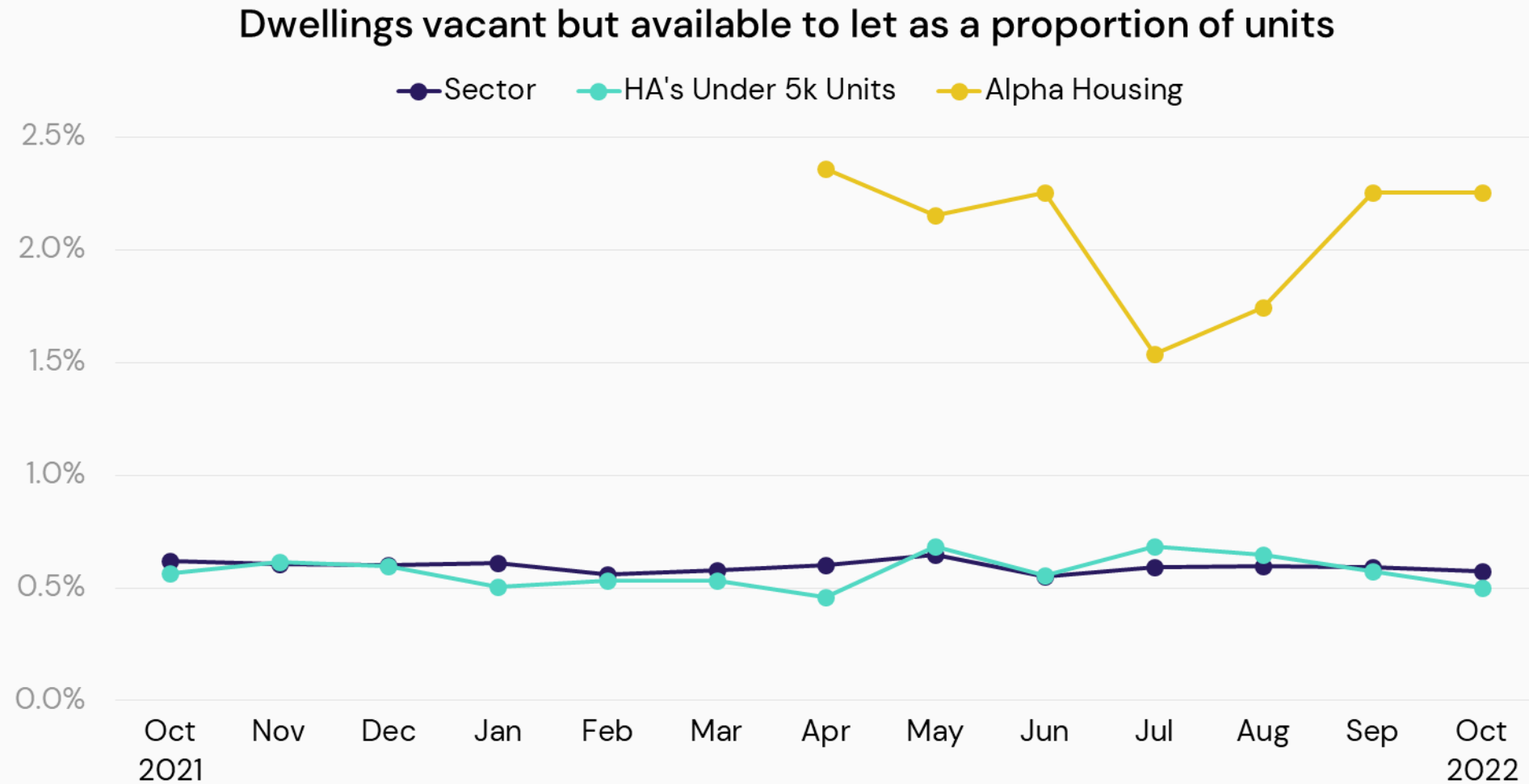
% of units re-let - HfOP



% of properties vacant - HfOP

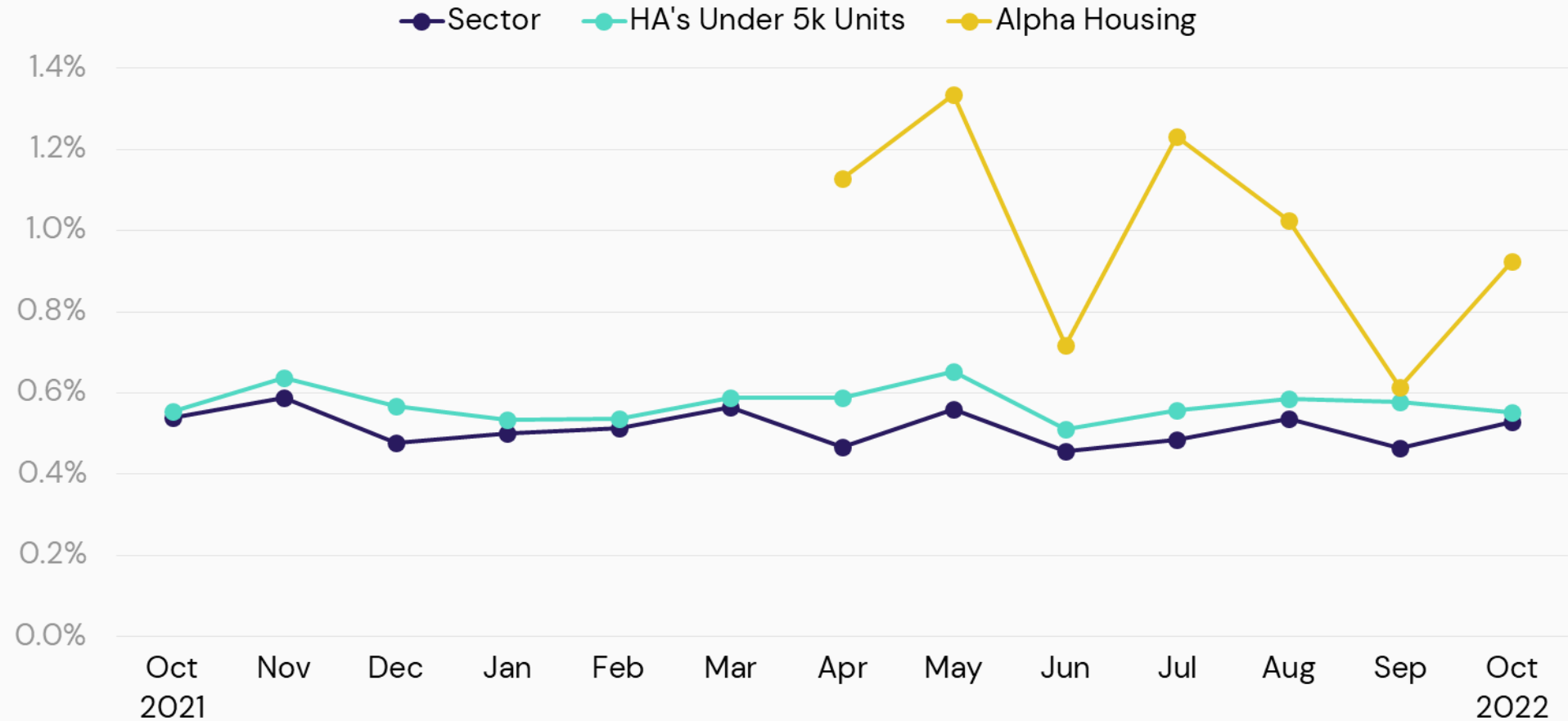


Generally Higher Vacant Units



Correspondingly Higher Lettings

Social housing lettings completed as a proportion of units





Responsive Repairs And Void Works

Detailed costs

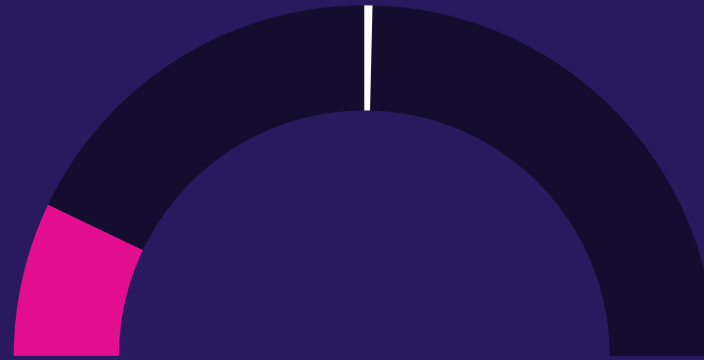


Responsive Repairs CPP

2021-22: £643

▼ £12 on 2020-21

Peer median: £628



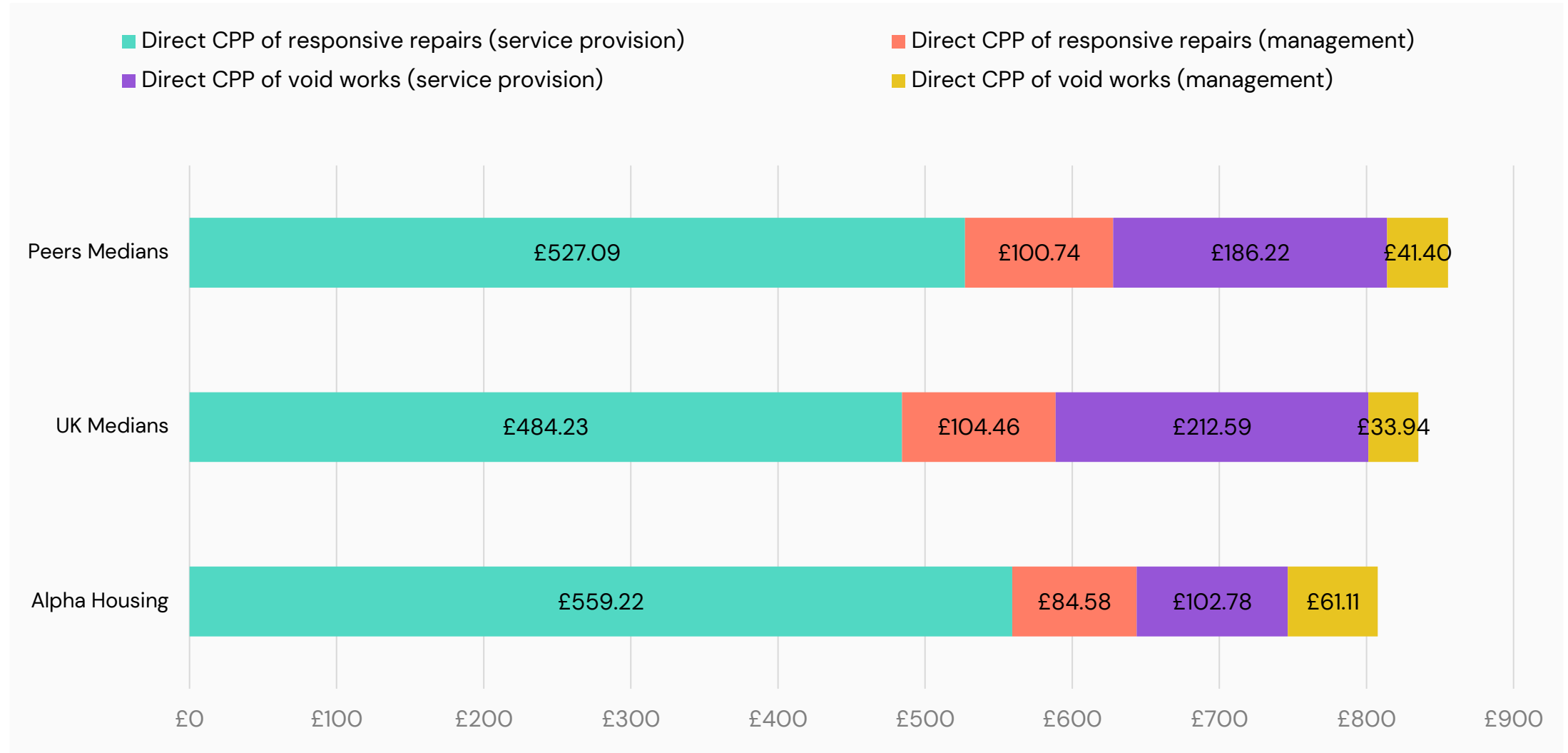
Voids CPP

2021-22: £163

▲ £108 on 2020-21

Peer median: £228

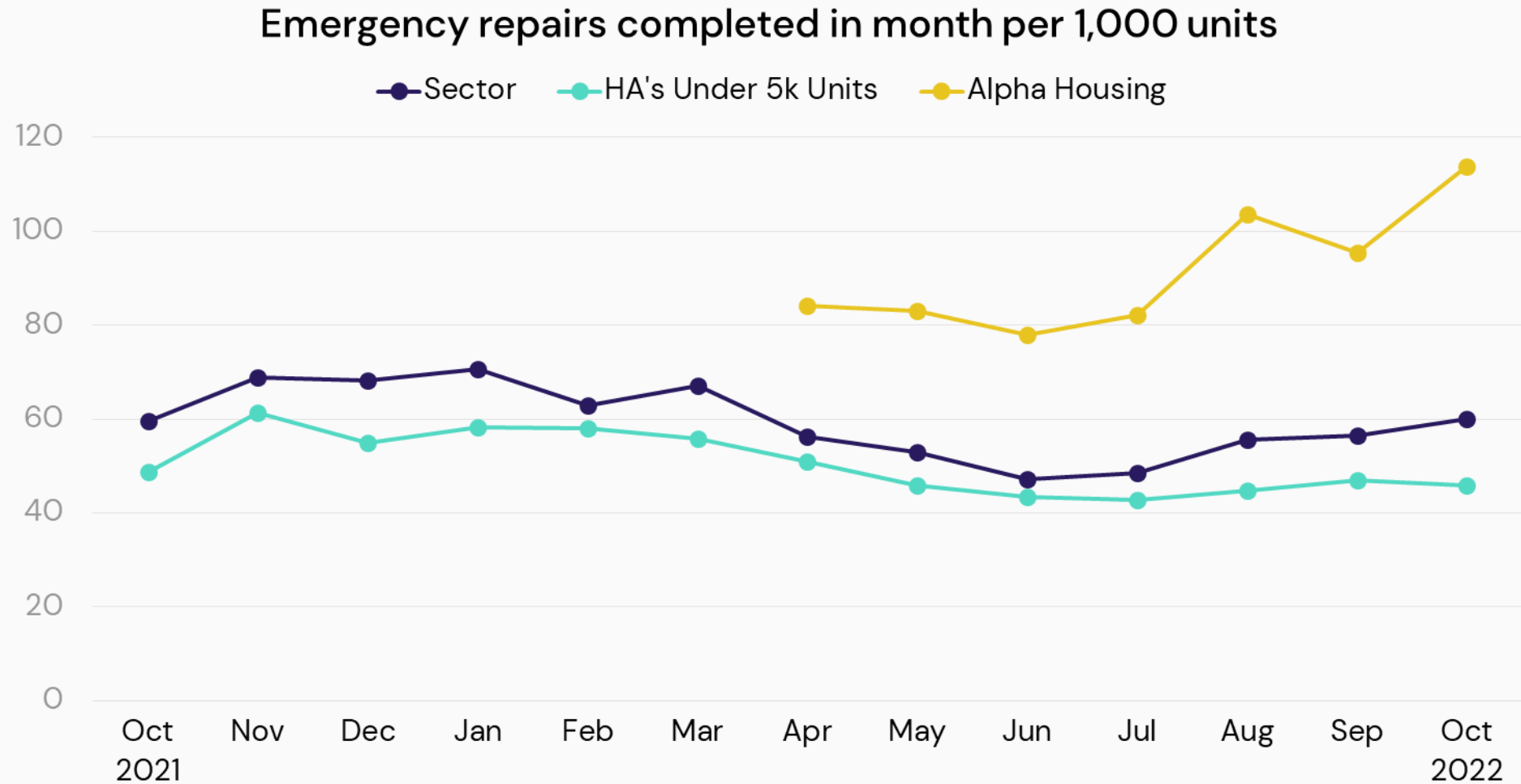
Repairs & Voids Costs Breakdown



Cost Vs. Volume

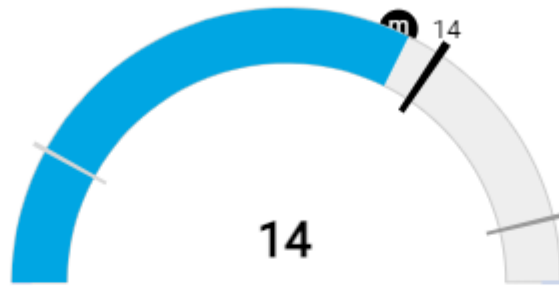


Emergency Repairs High

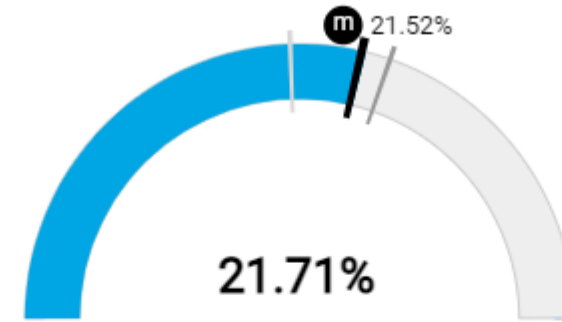


Responsive repairs performance

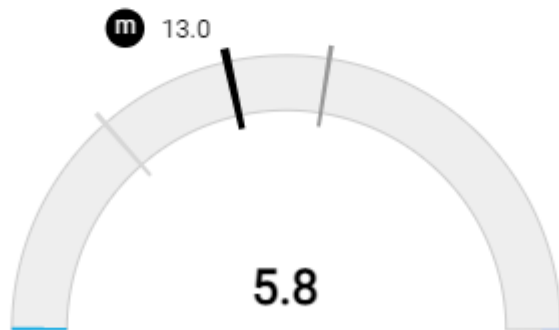
Average days taken to complete repairs



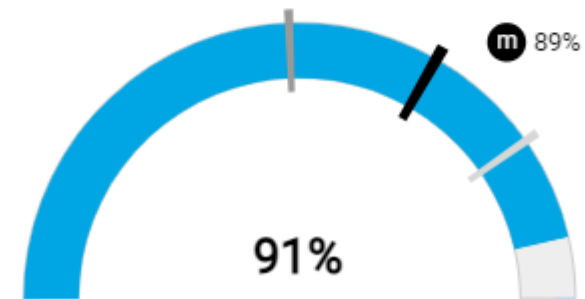
Emergency repairs as a % of all responsive repairs



Average days taken to complete void repairs



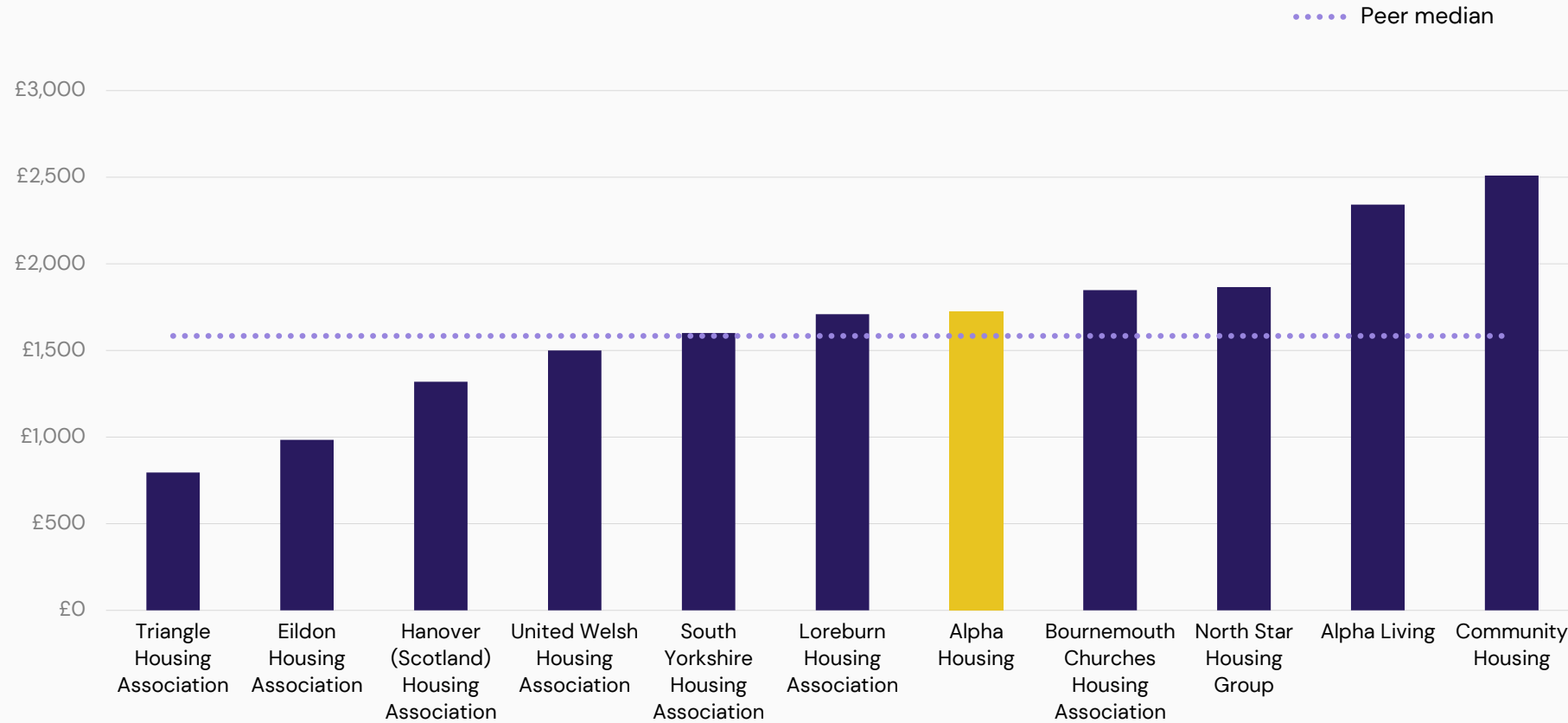
Satisfaction with the overall repairs service



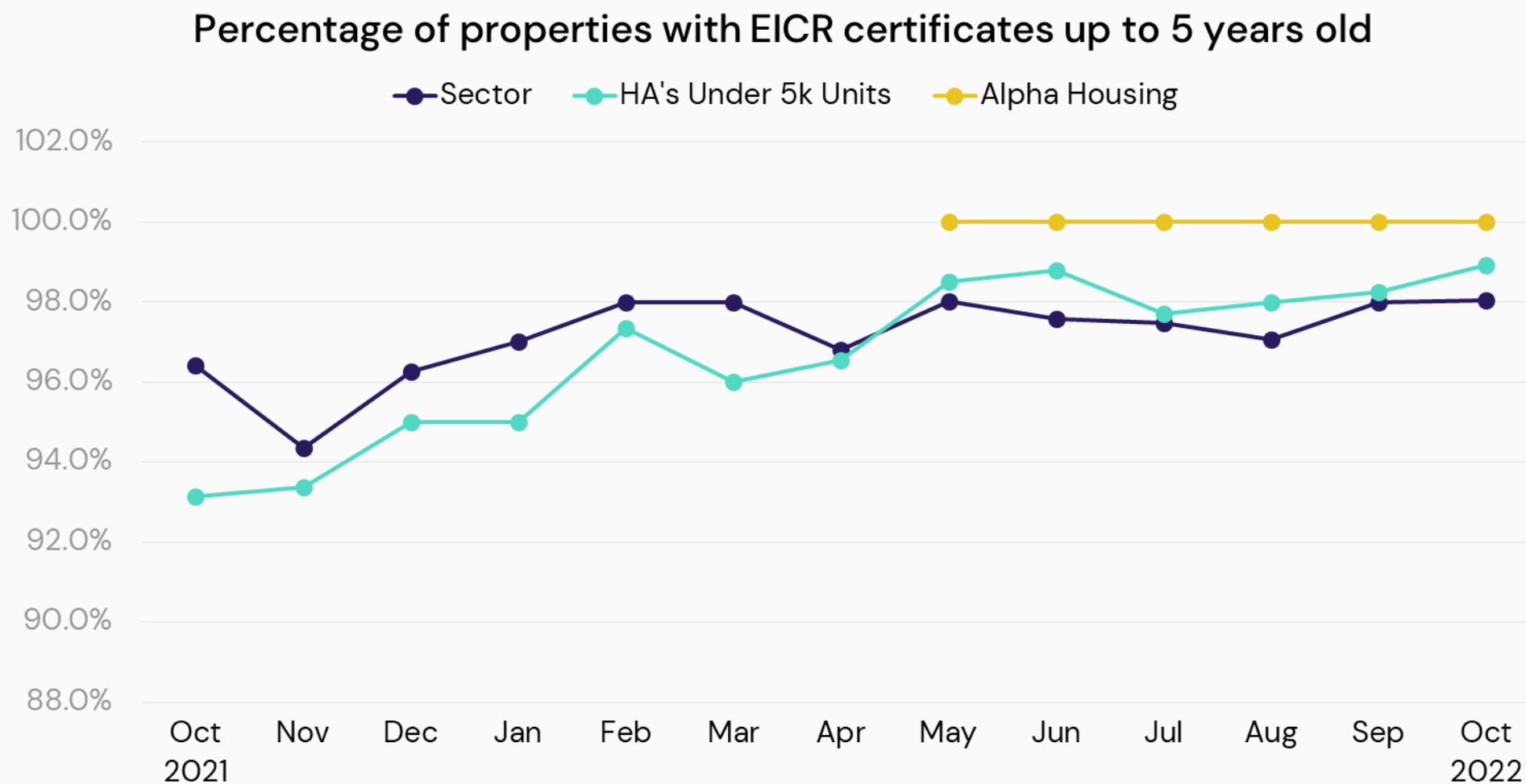


Cyclical & Major Works

Direct CPP Of Cyclical & Major Works



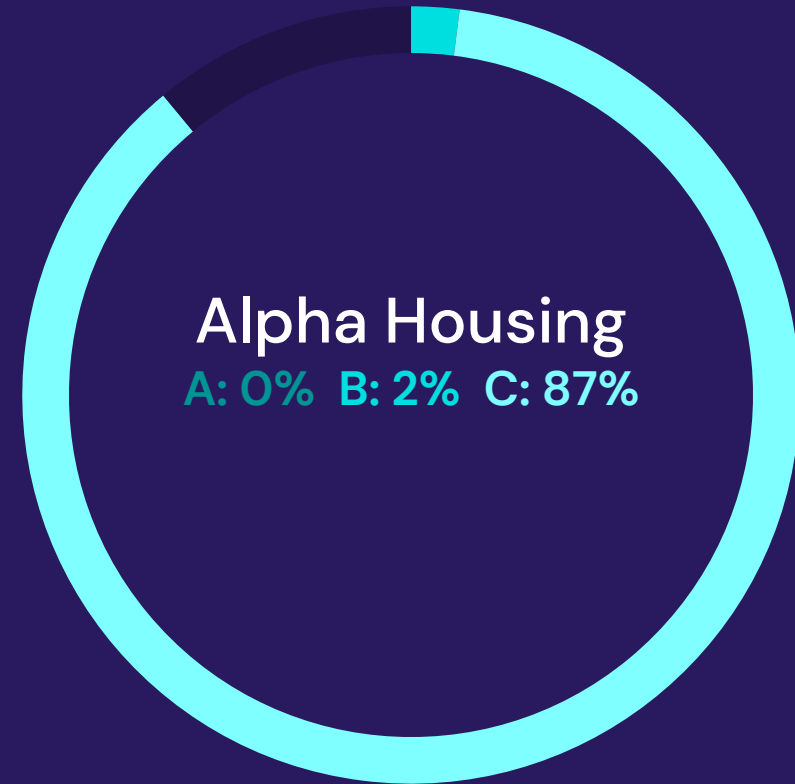
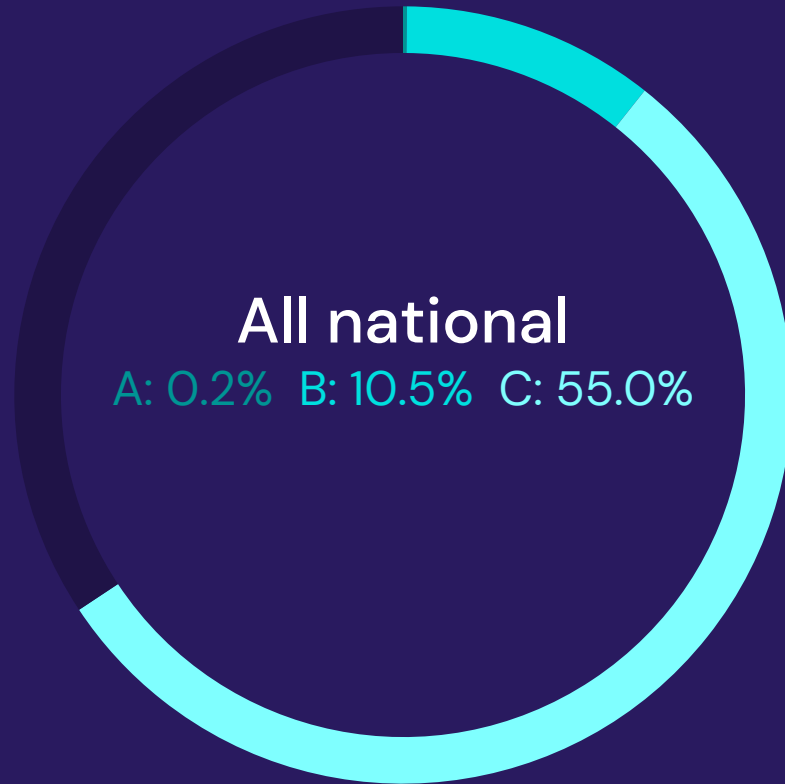
Building Safety Works Resuming





ESG & Organisational Metrics

Energy Performance Certificate rating



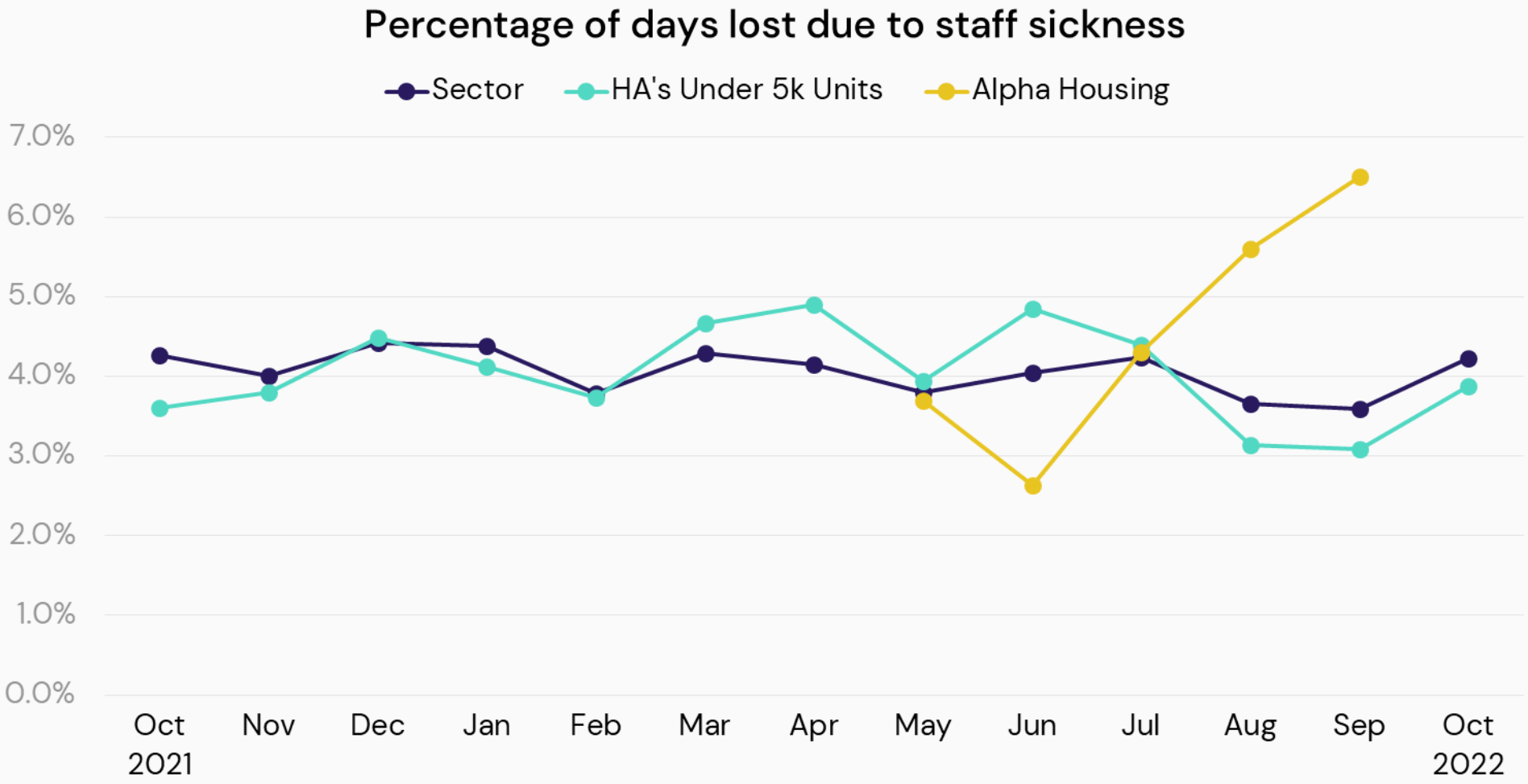
Initial National ESG Results

ESG – social and governance

- Social housing rents around 62% of private sector – driven by ESG reports from landlords in low market rent areas
- CEO pay around 7x higher than average paid staff – corresponds with Housemark pay cost data
- Around 40% of board members are female and 10% from BAME groups – very few are disabled

Performance Indicator	Median result 2021/22
Rent compared to median Private Rental Sector (PRS) rent	62%
CEO to worker pay ratio	7.1
Gender pay gap	10.1%
Average age of board members	57

Alpha Higher Sickness





Key trends ,
summary and
discussion

Key trends

Leveraging data

Centralising different data sources into one 'data lake'.

Building dashboards to ensure real-time and meaningful reporting at all levels within the business.

Developing data strategies and roadmaps.

Sentiment analysis and customer segmentation.

Getting serious about engagement

Taking engagement beyond the governance structure.

Reviewing feedback programmes.

Building a culture of engagement that goes beyond specialist teams.

Co-design over consultation.

'Voice of the customer' dashboards

Re-thinking service delivery

Centralised team responsible for survey design, analysis and strategy

Clear processes for internal follow-up

Sentiment and free text analysis to identify root causes

Customer segmentation to inform service design

Investing in tech

Online portals for simple transactions – freeing up staff for higher value interactions.

Management software for core functions – like arrears or communal cleaning.

Green fleets and geo-tracking.

System access on-the-go (e.g. iPads)

Low levels of data maturity



Thank you

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Please give us your feedback on the session today using the survey link shared in chat.

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