

# How are we performing?



**Outcomes report**  
Quarter 2 2017/18



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# Introduction

**Welcome to our performance report for the second quarter of the 2017/18 financial year.**

Highlights for the quarter are:

- Calls answered exceeded target.
- Excellent arrears performance continued through this quarter.
- The Quality of Radian Direct's service exceeded target.
- Repairs satisfaction remained strong.
- ASB weekly contact exceeded target.
- We finalised our satisfaction reporting with our new provider and we have exceeded target for satisfaction with the landlord service.

However, some challenges for the quarter were:

- Combined void turnaround time missed target.
- General needs & HfOP void loss missed target.
- ASB initial contact missed target despite improving performance.
- There is a reduction in complaints performance which is being monitored and reviewed.

Key Performance Indicator (KPI) targets are scrutinised by the Radian Residents' Council and Housing Assets & Services Panel (HASP) and performance is compared through the HouseMark benchmarking club. We benchmark our performance against 26 other registered housing providers with more than 7,500 homes in South East England, South West England and London.

This report includes validated 2015/16 HouseMark Upper Quartile information drawn from the HouseMark system on 17.01.2017.

If you have any questions about this report, or any suggestions for improvements, please contact us using the information below.

**Our contact details are:**

**Radian Direct:** 0300 123 1 567  
**Email:** [dg-businessanalysisteam@radian.co.uk](mailto:dg-businessanalysisteam@radian.co.uk)  
**Text:** 07764 309 062

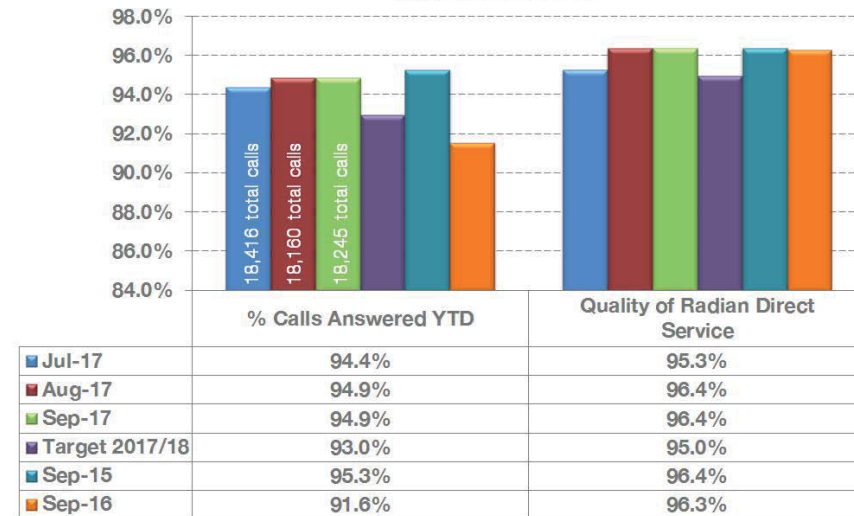
# 1. Contact with our customers

## 1a. Radian Direct

Key Performance Indicator (KPI)	Radian target	Q3	Q4	Q1	Q2	Housemark upper quartile	
	17/18	16/17	16/17	17/18	17/18	15/16	---
H1. Percentage of calls answered	93.0%	93.3%	93.0%	93.6%	94.9%	95.2%	---
H1a. Quality of Radian Direct service	95.0%	96.1%	96.3%	96.7%	96.4%	---	---

- The percentage of calls answered further improved in Q2. We are exceeding target and are very close to top quartile performance.
- Service quality continues to exceed target. 133 hours of additional training has been added to Radian Direct per month which will help us maintain consistent, high quality services.
- £4m was taken in self service payments this quarter. This is a 20% increase on this period last year (£3.3m).

Radian Direct (excluding Home Ownership)  
Quarter 2 2017/18



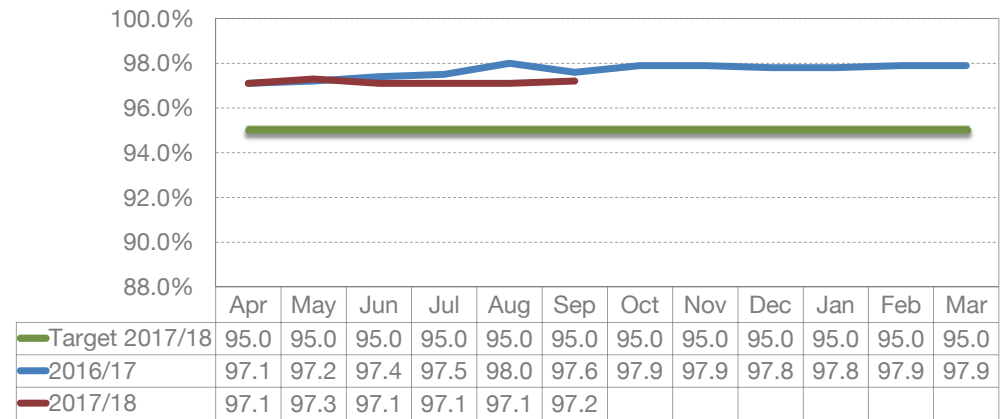
Graph 1a:1



## 1b. Satisfaction with repairs

Key Performance Indicator (KPI)	Radian target	Q3	Q4	Q1	Q2	Housemark upper quartile	
	17/18	16/17	16/17	17/18	17/18	15/16	---
H4. Satisfaction with repairs	95.0%	97.8%	97.9%	97.1%	97.2%	71.1%	---
H5. Repairs completed right first time	94.0%	94.5%	94.7%	94.4%	94.4%	93.2%	---

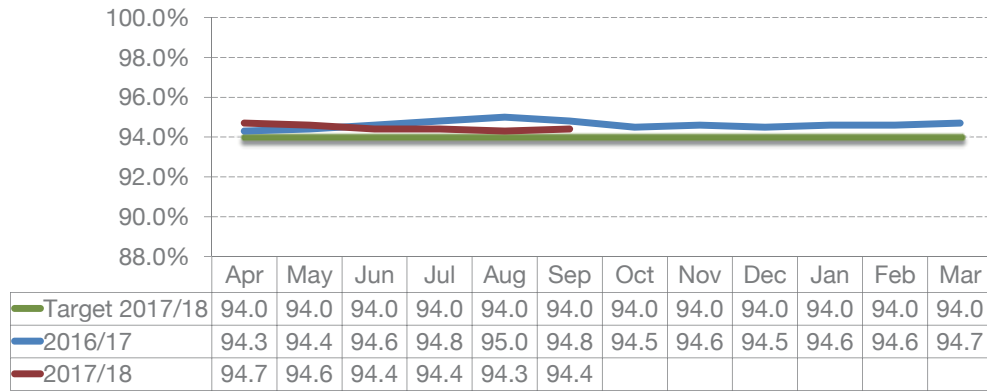
Overall Satisfaction with Repairs  
2017/18 vs 2016/17



Graph 1b:1



### Repairs Completed Right First Time 2017/18 vs 2016/17



- Satisfaction with repairs and the number of jobs "Right First Time" are ahead of target and the top quartile of performance.
- The geographical areas that our trades team work in have been reviewed and amended to reduce travel time and increase productivity.
- All of our Service Managers have undergone Customer Service training to ensure we focus on 'right first time' and service quality.

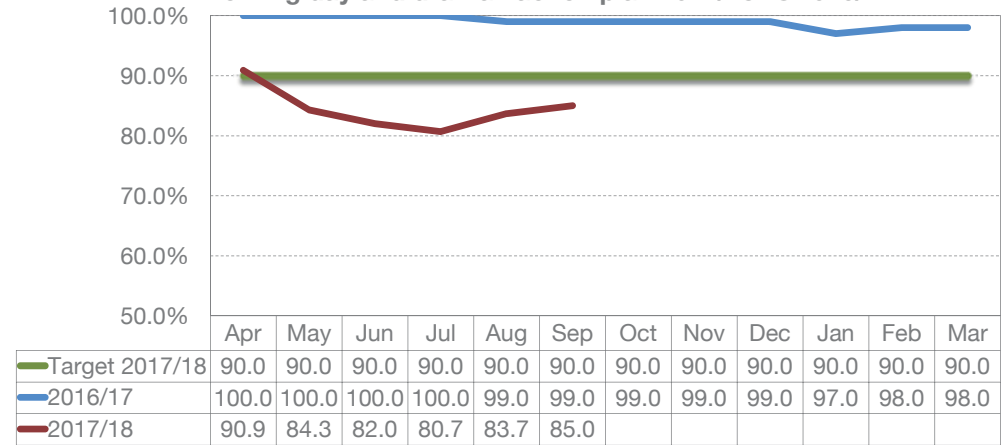
Graph 1b:2



# 1c. Satisfaction with ASB services

Key Performance Indicator (KPI)	Radian target	Q3	Q4	Q1	Q2	Housemark upper quartile	
	17/18	16/17	16/17	17/18	17/18	15/16	---
H6b. Respond to a minimum of 90% of initial ASB reports within one working day and draft an action plan	90.0%	99.0%	98.0%	82.0%	85.0%	---	---
H7b. Provide weekly progress updates to ASB complainants in a minimum of 90% of cases (in a format and frequency determined by the customer)	90.0%	97.0%	96.0%	89.2%	90.4%	---	---

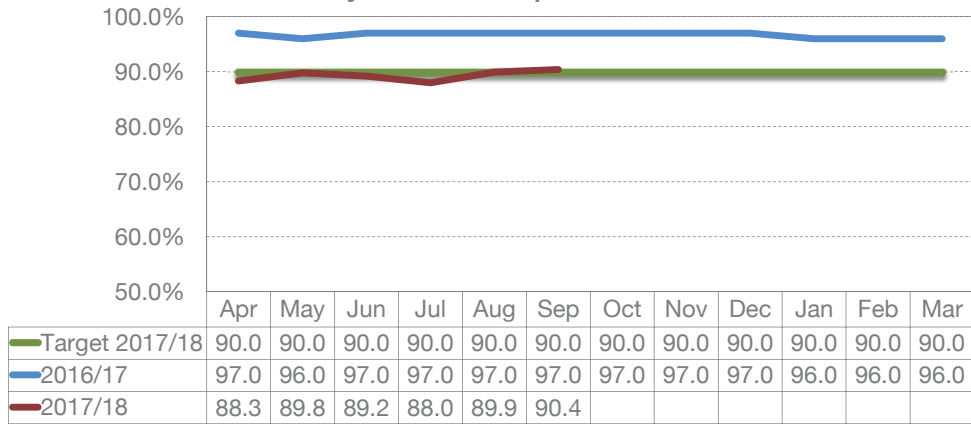
Respond to a minimum of 90% of initial ASB reports within one working day and draft an action plan 2017/18 vs 2016/17



Graph 1c:1



Provide weekly progress updates to ASB complainants in a minimum of 90% of cases (in a format and frequency determined by the customer) 2017/18 vs 2016/17



Graph 1c:2

- Additional training has been given to some officers where contacts have been made but not been recorded properly.
- We have conducted a LEAN review which has identified a number of opportunities for automation which will further improve the customer journey.
- At the end of the quarter 82.1% of those surveyed said they were satisfied with our ASB service.

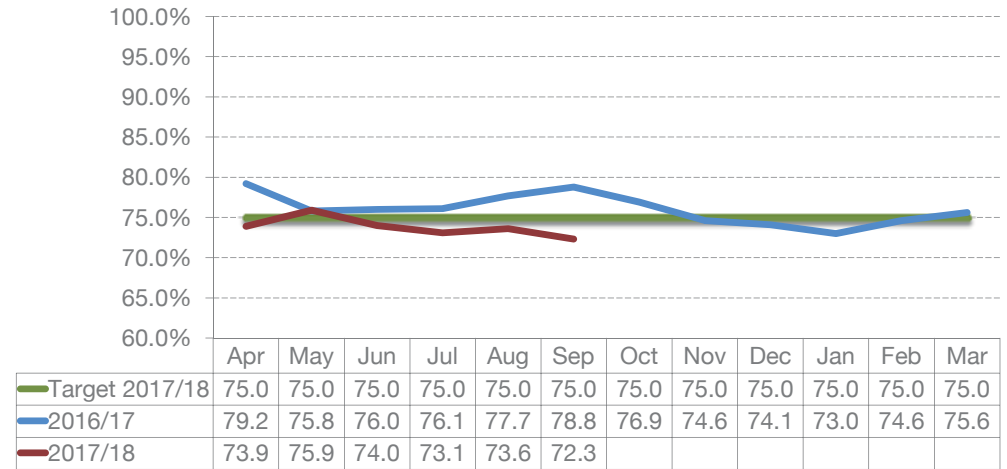




# 1d. Complaints

Key Performance Indicator (KPI)	Radian target	Q3	Q4	Q1	Q2	Housemark upper quartile	
	17/18	16/17	16/17	17/18	17/18	15/16	---
H8. Satisfaction with complaint handling	75.0%	74.1%	75.6%	74.0%	72.3%	74.0%	---
H9. Satisfaction with complaint outcome	74.0%	74.6%	72.8%	67.8%	61.4%	---	---

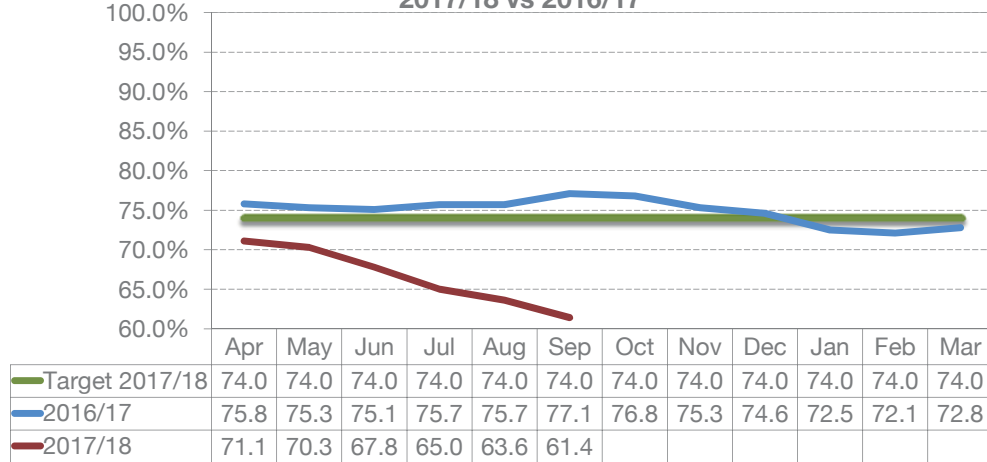
Satisfaction with Complaint Handling  
2017/18 vs 2016/17



Graph 1d:1

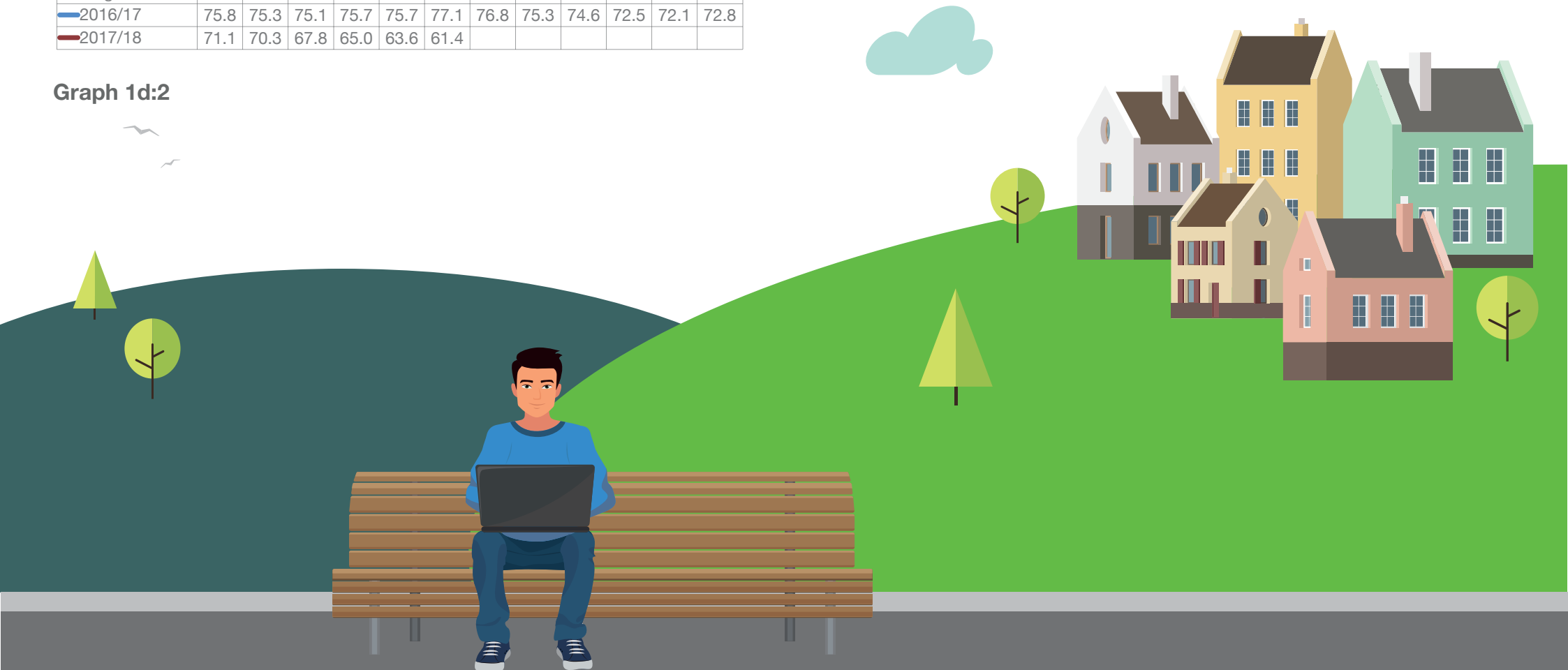


### Satisfaction with Complaint Outcome 2017/18 vs 2016/17



Graph 1d:2

- Satisfaction with complaint handling and outcome has reduced this quarter. These targets have been a challenge as complaint numbers have fallen reducing the number of surveys we can do.
- We have completed a LEAN review of the complaints service and have identified a number of ways to improve effectiveness. As part of a wider review, we will undertake further trend analysis on service and geographical areas to inform better ways of working.
- This quarter a complaint was heard by the Ombudsman who although found no maladministration, concluded that we should have dealt with the complaint quicker and more helpfully. We are reviewing the case to identify areas for improvement.



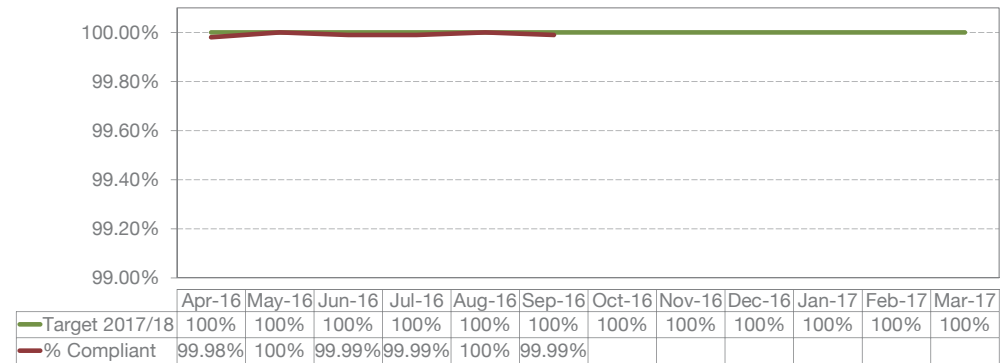
# 2. Gas servicing compliance

## 2a. Gas servicing compliance

Key Performance Indicator (KPI)	Radian target	Q3	Q4	Q1	Q2	Housemark upper quartile	
	17/18	16/17	16/17	17/18	17/18	15/16	---
H13. Gas safety - percentage of homes with gas certification at month end	100%	99.99%	100%	99.99%	99.99%	100%	---

- There were two properties with an outstanding gas certificate at the end of the quarter which were due problems with access. Both were referred to court for an injunction and have since been completed.

Gas Servicing Percentage Compliance and Outstanding Certificates at Period End Q2 2017/18



Graph 2a:1

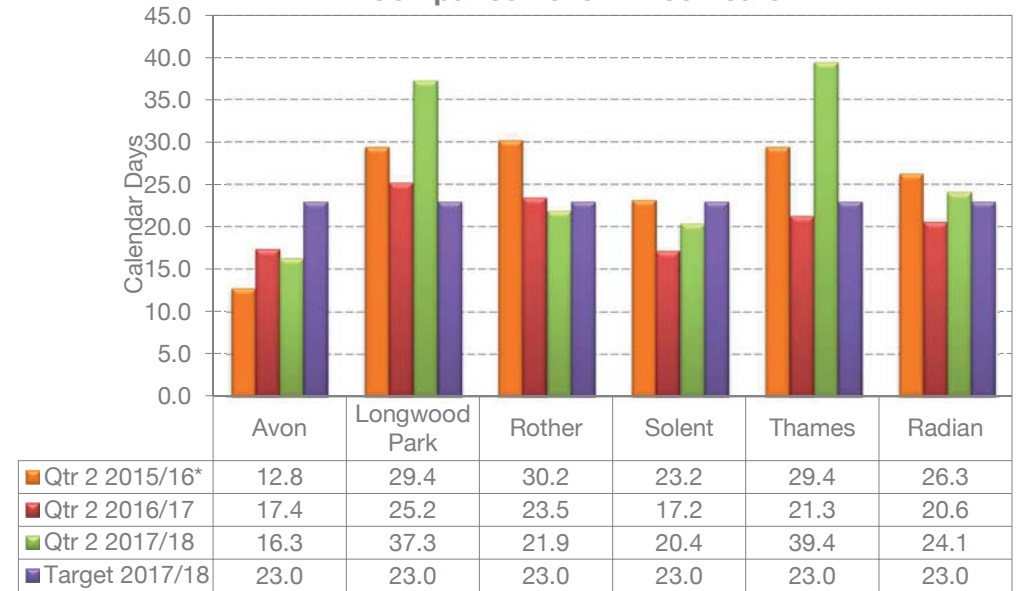


# 3. Tenancy and money matters

## 3a. Allocations and voids

Key Performance Indicator (KPI)	Radian target	Q3	Q4	Q1	Q2	Housemark upper quartile	
	17/18	16/17	16/17	17/18	17/18	15/16	---
<b>H20. Combined void turnaround time</b> (General Needs, HfOP & Supported combined and affordable rents)	23 days	20.6 days	21.4%	20.6 days	24.1 days	---	---
<b>H21. General Needs &amp; HfOP percentage rent loss due to properties being empty</b>	0.50%	0.50%	0.51%	0.50%	0.52%	<b>0.5%</b>	---

Combined Void Turnaround Time Comparison over Three Years

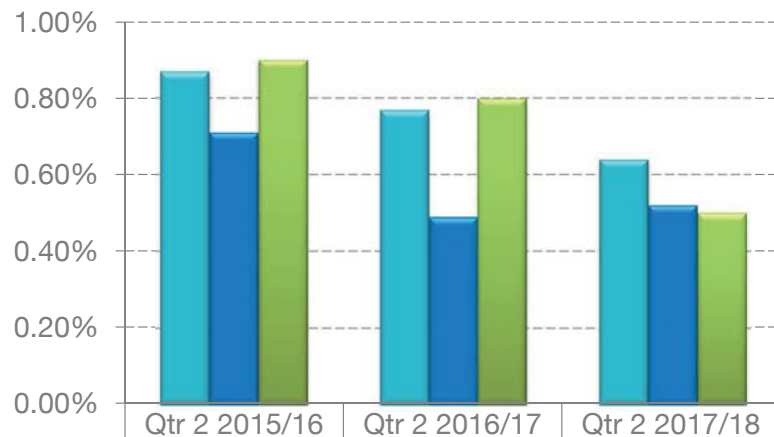


\*Prior to 2016/17, Longwood Park and Thames performance was reported as a combined figure.

Graph 3a:1



### Void Loss as a Percentage of Debit Q2 YTD Comparison over Three Years



	Qtr 2 2015/16	Qtr 2 2016/17	Qtr 2 2017/18
All Properties	0.87%	0.77%	0.64%
General Needs & HfOP	0.71%	0.49%	0.52%
Target General Needs & HfOP	0.90%	0.80%	0.50%

- Void loss has increased and we have missed our stretching target of 0.50% (0.80% in 2016/17) by 0.02%. This puts us just outside of top quartile.
- Void turnaround time also missed target at the end of the quarter. The increase in turnaround time is attributable to one specialist housing unit within a shared house.
- We have centralised our allocations team and they are working towards implementation of a new Customer Relationship Management (CRM) system that will allow us to have better visibility of voids and allocations for the whole organisation.
- We are implementing a dashboard which will allow us to closely monitor all parts of the voids process and deal with issues as they arise. They will also allow the team to monitor KPIs in real time.

Graph 3a:2

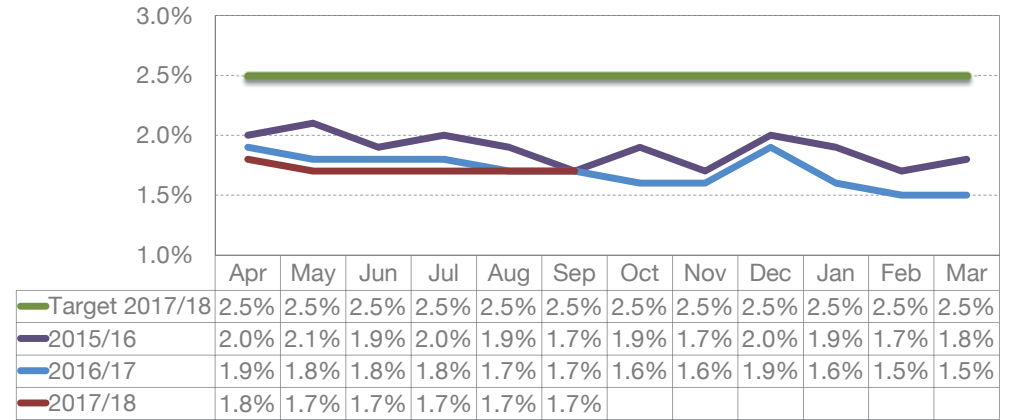


### 3b. Income management

Key Performance Indicator (KPI)	Radian target	Q3	Q4	Q1	Q2	Housemark upper quartile	
	17/18	16/17	16/17	17/18	17/18	15/16	---
H22. All net current tenant arrears (as percentage of annualised debt)*	2.5%	1.9%	1.5%	1.7%	1.7%	---	---
H23. Social & Affordable only net current arrears (as percentage of annualised debt)	2.2%	2.0	1.6%	1.6%	1.6%	1.7%	---

\* Includes Sheltered, Supported, General Needs, Market Rent, Intermediate Rent, Shared Ownership and Leasehold debt and other charges such as sewerage and mobile home pitch fees.

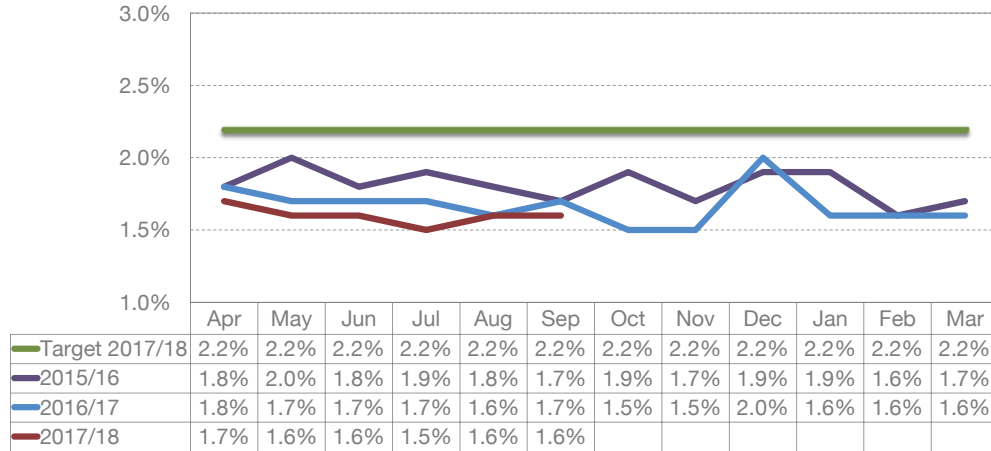
All Net Current Arrears as a Percentage of Debt Comparison over Three Years



Graph 3b:1



**Social and Affordable Net Current Arrears as a % of Debit Comparison over Three Years**



- Performance has improved on the same time last year with social and affordable rent arrears reducing.
- With further roll outs of Universal Credit across the Radian geography, we are closely monitoring the accounts of those residents affected to ensure that rent is paid on time.
- We have improved our arrears process and are using texts to contact customers earlier in the arrears stages.
- We continue to support vulnerable tenants and provide advice on how they can ensure that they claim all benefits that they are entitled to.

**Graph 3b:2**



# 4. Satisfaction with landlord service

## 4a. Satisfaction with the landlord service

Key Performance Indicator (KPI)	Radian target	Q3	Q4	Q1	Q2	Housemark upper quartile	
	17/18	16/17	16/17	17/18	17/18	15/16	---
<b>H35. Overall satisfaction with the landlord service</b> (Combined tenants and owners)	84.9%	85.6%	85.3%	---	87.9%	---	---



- Following the appointment of a new organisation to complete the rolling programme of STAR surveys, we were not able to report a satisfaction figure for Q1 2017.
- Our new contractor has now caught up on the number of surveys we would usually have completed by the end Q2.
- We have recorded our best ever tenant satisfaction of 91.6%.

