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Strategic Objective

Effective strategy, delivering value for money

Strategic Actions

Maintaining effective governance

Compliance with all regulation and legislation

Key Performance Indicators

1. An effective governance cycle with a minimum of 6 Board Meetings and 3 Audit Committee Meetings per annum
2. Board attendance of at least 80%

3. A valid CP12 certificate held for each property
4. 100% properties have a current periodic electric inspection certificate & EPC
5. Full compliance of the Self-Assessment of Compliance with the Regulatory Standards and Code of Governance
6. Positive annual internal audit opinion
7. External auditors unqualified audit opinion

Financially viable

Sustain the low level of arrears and assist tenants with the transition to Universal Credit

Back to back relets and minimal void weeks

Adhere to all loan covenants

Effective procurement procedures

Adding social value to communities

Effective options appraisals leading to decisions that maximise the use of resource and assets

8. Rent arrears are below 1%
9. Less than 15% of tenants in receipt of UC in arrears

10. Total void days is less than 35 per annum

11. Operating surplus to total interest payable exceeds 1.15 to 1
12. Operating surplus to debt service exceeds 1 to 1

13. Average weekly operating cost per unit is in line with the Business Plan
14. Average weekly responsive maintenance cost per unit is less than the sector average
15. Headline social housing cost per unit is below the benchmarking group median
16. Average responsive repair job cost is below the sector average

17. 90% tenant satisfaction with the way LRHA supports each tenant community
18. 100% LED lighting for the office and communal lighting areas by the end of 2019/20 use one of these plus one other

19. Operating margin % is in line with Business Plan
20. Gearing % is in line with Business Plan
21. Liquidity is in line with Business Plan
22. Annual increase in turnover is in line with Business Plan

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Strategic Objective

Strategic Actions

Key Performance Indicators

Grow our housing stock

Liaise with stakeholders to identify suitable development sites

Design homes to maximise energy efficiency

Financially appraise all development options

23.Units developed (absolute) is in line with the Business Plan
24.Units developed as a % of units owned is in line with the Business Plan
25.£s invested for every £ generated from operations in new housing supply is in line with the Business Plan

26.EPC of new properties exceeds the national average

27.The development must be projected to breakeven over 30 years
28.100% compliant with Homes England grant funding requirements

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Maintain homes to a good standard

Understand the condition of all our properties to accurately develop the planned maintenance programme

Re-implement the affordable warmth programme to install more efficient and economical heating systems

Undertake repairs and improvements in a timely and efficient manner

Tenants are provided with a property that meets the Property Condition Lettable Standards

29.100% of properties have a stock condition survey undertaken at least every five years using defined and consistent method of assessment
30.Annual independent stock condition verification for ten properties

31.Average SAP rating between 69 and 80
32.100% of annual affordable warmth programme completed in financial year

33.95% of repairs completed on first visit
34.100% of annual planned maintenance programme completed in financial year
35.100% of emergency repairs attended within 24 hours
36.100% of repair appointments are kept
37.90% tenant satisfaction with the way LRHA deals with repairs and maintenance

38.90% of properties meet the Property Condition Lettable Standard at re-let
39.90% tenant satisfaction with the overall quality of their home

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Strategic Objective

Tenants are our priority

Strategic Actions

Staff are tenant focused providing a high level of service to tenants achieving high customer satisfaction

Communicate with tenants in a diverse and relevant format

Assist tenants to sustain their tenancy

Engage with tenants, listen to their voice and consult on future actions

Consider tenant wellbeing (social value)

Key Performance Indicators

40. Number of complaints received is less than 26 per annum
41. 90% of tenants are satisfied with the overall service provided

42. Four Tenant Representative meetings per annum
43. Two Tenant Matters published per annum
44. 24 development visits completed by the Housing Officer

45. Average length of time properties are on the traffic light system is less than 6 months
46. NSPs served on less than 5% of stock

47. 100% of Local Offer achieved
48. 90% tenant satisfaction LRHA listens to their views and actions taken

49. 100% of vulnerable tenants are contacted at least four times per annum

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Motivated and professional team

Utilise IIP framework to develop strong leadership

Comprehensive training and development programme

Effective annual 360 degree appraisal process

To review and amend staff reward and recognition package

Promote and maintain a healthy and happy working environment

50. Sustain IIP Gold status and aim for IIP Platinum in 2019
51. Combined average leadership score from 360-degree feedback is above 3 for sharing the vision and demonstrating values

52. 100% of training and development plans are completed

53. All staff have a minimum of two formal appraisal meetings per annum
54. 100% of staff KPIs are achieved

55. Combined average leadership score from 360 degree feedback is above 3 for motivating and recognising staff
56. Salaries and benefits are reviewed annually

57. 90% of overall staff satisfaction
58. Combined average staff score from 360 degree feedback is above 3 for enthusiasm and commitment to the values
59. Total sick days as a % of total days available to work < 1%