February 2024

Annual Performance Summary

Mid Suffolk District Council

Executive summary

Social landlords are facing increased scrutiny. The quality and safety of social housing is under the microscope and significant investment is required to ensure the houses we provide are well-maintained, safe and environmentally friendly.

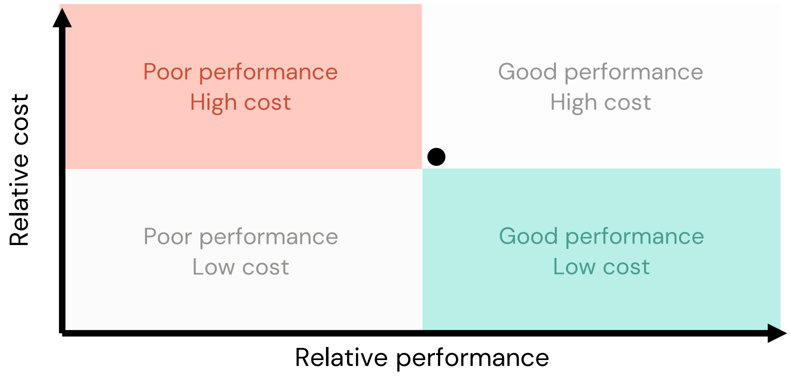
Unlocking the investment required against the current backdrop of high inflation and rising customer expectations will require good financial management and robust business decisions.

Your Housemark membership provides you with the comparisons and insight you need across all core landlord functions. Using Housemark data you can understand where you are investing, and how this is impacting on your operational performance and customer experience.

This annual performance summary shows how your costs and performance compare for the 2022/23 financial year against a group of similar landlords. To understand these scores in context and how you might improve, contact data@housemark.co.uk.

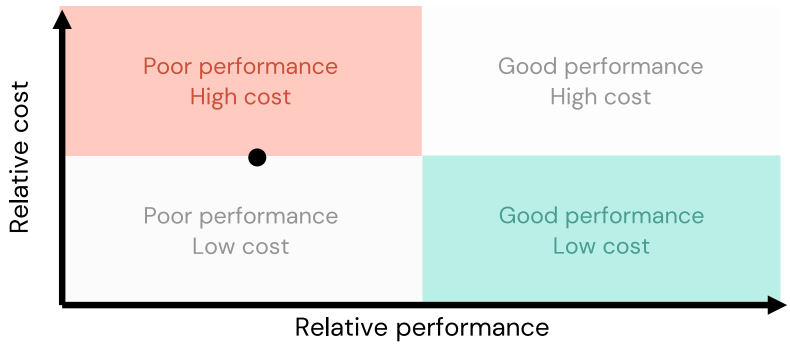
Operational productivity

Your overall operational performance was slightly above that of your peers and your costs are close to the median. This is based on your overheads cost per property of £319, front-line housing management cost per property of £299 and your average performance across arrears, void loss, staff sickness and turnover.



Asset management

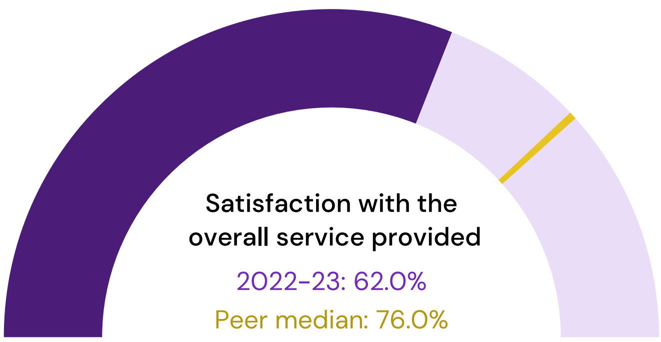
Your overall maintenance performance was below that of your peers and your front-line costs are close to the median. This is based on your responsive repairs and void works cost per property of £988, your cyclical maintenance and major works cost per property of £1,724 and your average performance across gas safety, repairs volumes, repairs completed within target and repairs satisfaction.



Customer experience

Your overall satisfaction score was below that of your peers. This is based on your annual perception survey results from 2022/2023 and places you in quartile 4.

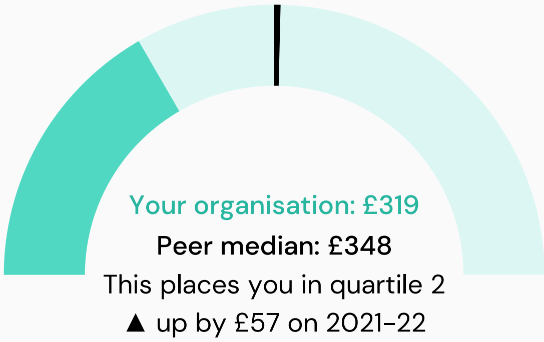
It is important to understand the impact of your operational context and how you carried out your survey to build a clear understanding of relative performance. We published an analysis of the key variables that influence the outcomes of satisfaction surveys - get your copy here.



Operational productivity

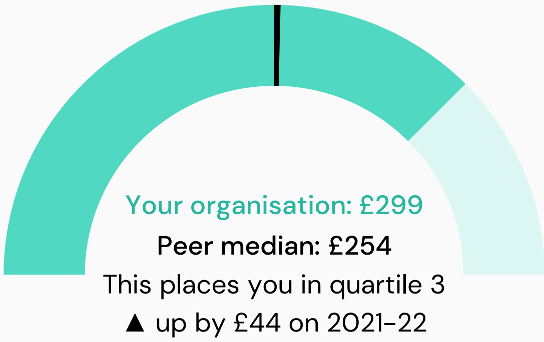
Overheads cost per property

Housemark's definition of overheads includes all spend on premises, ITC, finance, HR and other central back-office costs. Central overheads make up 29% of your spend, finance, HR and IT contribute 54% and 18% is spent on premises.
Larger housing associations can typically achieve some economies of scale in overheads, particularly in the finance and central functions. However, recent years have seen increases particularly relating to IT investment and central business improvement staffing. For local authorities, overheads are largely made up of recharges to the general fund.



Housing management cost per property (direct)

Housing management is a core landlord service largely made up of front-line employee costs - including specialist rent collection officers, lettings teams, ASB managers and generic housing, neighbourhood officers and administrators. These staff play a vital role in delivering an excellent customer experience, and increasingly landlords are looking at how these functions are structured to deliver services in the most efficient way possible. Housemark is a key resource when it comes to comparing staffing structures and outcomes.



Housing management

Current tenant arrears

2022-23: 2.53%
▲ up by 0.03 on 2021-22
Peer median: 2.59%
This places you in quartile 2

The cost-of-living crisis has placed significant pressure on tenants who in many cases are having to make tough choices about what they can afford. At a national level we have seen a slow and steady uptick in arrears over the past year, mostly driven by urban landlords who typically have a more challenging arrears profile.

Rent loss due to voids

2022-23: 2.74%
▼ down by 0.02 on 2021-22
Peer median: 2.21%
This places you in quartile 3

Efforts to clear persistent voids backlogs have been hampered by the increased price of materials and volatility in the labour market. Whilst vacancy rates at the average landlord have now returned to normal, re-let times remain higher due to dwellings being empty for longer. Void loss across the sector is improving but is likely to remain higher than pre-pandemic levels until March 2024.

Staff wellbeing

Average working days lost due to sickness absence

2022-23: 10.3
▼ down by 3.06 on 2021-22
Peer median: 9.8
This places you in quartile 3

Sickness absence across the entire UK workforce remains higher than prior to the pandemic. Two-thirds of employers report COVID is still a significant cause of absence. Social landlords historically report higher sickness absence than other sectors which remains true in 2023, particularly landlords with a high proportion of customer-facing staff.

Percentage of staff turnover in the year

2022-23: 9.18%
▼ down by 2.40 on 2021-22
Peer median: 10.48%
This places you in quartile 2

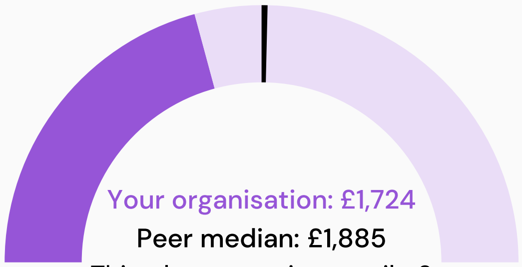
Staff attrition remains stubbornly high for the average landlord. The average cost per employee has increased 6.6% over the past year, but Gallup Research suggests pay and benefits are not the only thing that matters to employees. 41% of employees surveyed said that improving the workplace culture is the most important thing an employer can do to keep them engaged.

Asset management

Housing maintenance cost per property (direct)

Construction sector price inflation – an effect of labour and materials shortages – resulted in a challenging operating environment for repairs teams during 2022/23. In an industry known for tight margins we have seen many contractors going out of business with many landlords looking to bring services in-house. Our data shows that neither method of repairs delivery is intrinsically better value for money, with both relying on the capabilities and resources available to all parties to make the service a success.

Major works and cyclical maintenance



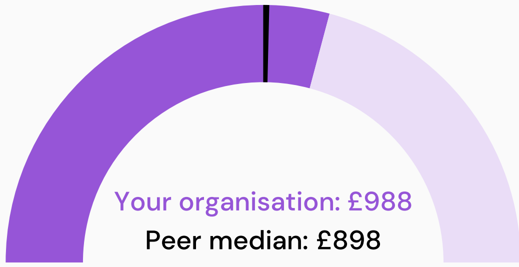
Your organisation: £1,724

Peer median: £1,885

This places you in quartile 2

▲ up by £313 on 2021-22

Responsive repairs and void works



Your organisation: £988

Peer median: £898

This places you in quartile 3

▼ down by £329 on 2021-22

Responsive repairs

While repairs volumes have largely returned to pre-pandemic levels, repairs teams continue to struggle to provide a service that meets residents' expectations – with landlords struggling to meet the same level of performance as previous years, which often results in lower satisfaction rates.

Number of responsive repairs per property

2022-23: 1.7
▼ down by 3.27 on 2021-22
Peer median: 2.9
This places you in quartile 1

Satisfaction with the repairs service over the last 12 months (perception)

2022-23: 71.0%
▼ down by 2.00 on 2021-22
Peer median: 77.0%
This places you in quartile 3

Percentage of emergency repairs completed within target timescale

2022-23: 49.50%
This measure is new for 2022/23
Peer median: 98.58%
This places you in quartile 4

Percentage of non-emergency repairs completed within target timescale

2022-23: 32.90%
This measure is new for 2022/23
Peer median: 86.90%
This places you in quartile 4

Maintaining homes

Building safety and quality has become one of the most important challenges facing landlords in 2023. In addition to existing safety compliance, the consequences of poor maintenance such as damp and mouldy homes became a key concern, resulting in parliamentary legislation. Measuring quality and safety compliance will require technical expertise in the short to medium term as landlords build up a picture of stock and keep it updated in line with regulatory expectations.

72.0% of properties UK-wide were rated EPC C or higher in 2022/23 - get in touch for help submitting this data.

Building Safety 2022-23 results	Your result	Peer median
Dwellings with valid gas safety cert	98.20%	99.92%
Properties with EICR up to 5 yrs old	88.50%	93.00%
Non-domestic assets covered by valid Fire Risk Assessment	100.00%	100.00%
Non-domestic assets covered by current asbestos survey	100.00%	97.50%
Relevant water installations covered by risk assessment	100.00%	100.00%
Lift safety (LOLER) examinations completed within target	100.00%	100.00%

Customer experience

Perception

Overall satisfaction with the service provided by social landlords has been declining for a number of years and is now on average 10 percentage points lower than five years ago. However, latest results from our monthly monitoring are providing encouraging signs of improvement, driven primarily by English landlords focussing on improving the customer experience in light of new regulation.

Satisfaction with the overall service provided by the landlord

2022-23: 62.0%
Peer median: 76.0%
This places you in quartile 4
▼ down by 4.00 on 2021-22

Satisfaction that the landlord listens to views and acts upon them

2022-23: 48.0%
Peer median: 58.5%
This places you in quartile 4
▼ down by 4.00 on 2021-22

Complaints

We know there is variation amongst landlords in what is recorded as a formal complaint, particularly when it comes to service requests. As such, high volumes are not necessarily negative as long as they drive service improvement. Our data shows an overall increase in volumes as tenants become more aware of ways to voice concerns. Definitions for these measures differ slightly across the UK in line with differing regulatory regimes but are broadly comparable and so have been combined for this report.

Stage 1 complaints received per 1,000 properties

2022-23: 87.5
This measure is new for 2022/23
Peer median: 27.4
This places you in quartile 4

Percentage of complaints responded to within target time

2022-23: 49.3%
This measure is new for 2022/23
Peer median: 75.0%
This places you in quartile 4

Anti-social behaviour

Reports of ASB vary significantly between landlords. Large urban landlords typically report significantly higher volumes than their smaller more rural providers. Landlord approaches to what gets logged as ASB can also vary significantly with incidents such as rubbish and garden nuisance treated differently.

Number of new ASB cases reported per 1,000 properties

2022-23: 78.6
▼ down by 12.08 on 2021-22
Peer median: 37.4
This places you in quartile 4

Satisfaction that the landlord makes a positive contribution to neighbourhoods

2022-23: 52.0%
Peer median: 58.3%
This places you in quartile 3
▼ down by 3.00 on 2021-22

Contact

Contact centres across the UK are under significant pressure as average wait times continue to increase and have quadrupled in just four years. Despite the deployment of digital channels, the average landlord still receives just as many calls, but answers fewer and spends longer on each call. This is exacerbated by contact centres having to manage with fewer staff numbers and significant staff turnover.

Number of calls answered per property

2022-23: 5.3
▲ up by 0.46 on 2021-22
Peer median: 5.5
This places you in quartile 2

Average time to answer inbound telephone calls (seconds)

2022-23: 292.0
▲ up by 79.00 on 2021-22
Peer median: 204.0
This places you in quartile 3

Appendix

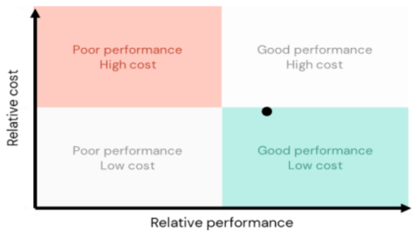
The data in this report is based on cost and performance data for the financial year 2022-23, unless otherwise stated. All quartile comparisons are based on your bespoke peer group which is detailed below.

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.

Further analysis against different peer groups is recommended using Housemark's online reporting tool. Our online tool includes hundreds of additional measures that can help you understand your performance in context. The tool displays live data and so if more of your peers submit data, your results may differ compared to this report.

Summary Quadrant

This report includes quadrants that summarise how well you perform compared to your peer group within two key areas. These are calculated using all the KPIs included on those pages. For example, 'Operational Productivity' plots your average relative cost position using your overheads and housing management cost per property results and your average relative performance position using your arrears, void loss, staff sickness and turnover results.



Peer group

The organisations in your peer group have the following characteristics:

Name

English LAs (exc London) <10k

Size

0 - 9,780 units

Region

North East	✓
North West	✓
Yorkshire and Humberside	✓
Eastern	✓
East Midlands	✓
West Midlands	✓
London	
South East	✓
South West	✓
Scotland	
Wales	
Northern Ireland	
Other	

Organisation type

ALMOs	
London Boroughs	
Mets/Unitaries	✓
Districts	✓
Housing Association (LSVT)	
Housing Association (Traditional)	
Other	

DLO

Yes	✓
No	✓
No data	

Total sample size

53