January 2025

Annual Performance Summary

LB of Havering

Housemark

Executive summary

The operating environment for social landlords continues to be challenging. Asset investment requirements continue to squeeze capacity at a time when tenant perceptions are at an all-time low. Like many other sectors, social housing is having to do more with less. Properly leveraging data is key to navigating the pressures.

Housemark's most recent data shows that leading landlords are rising to the challenge. Through taking a data driven approach to service optimisation and transformation, one in three social landlords is currently improving tenant perceptions despite cost pressures.

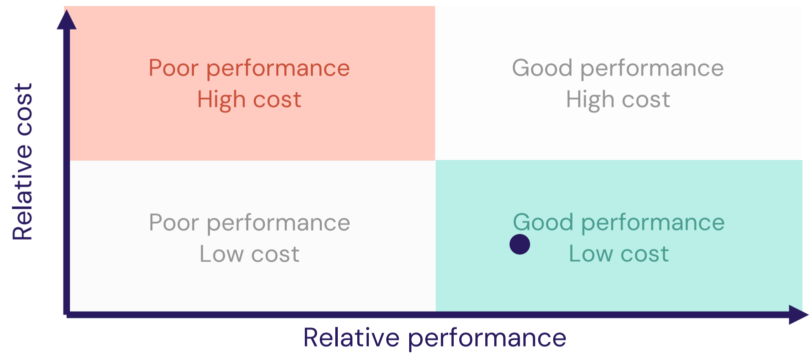
This summary shows how you compare to similar peers on your journey towards service optimisation and can help highlight areas for focus. However, your operating context and organisation design can have a significant impact. To dig deeper and get an unrivalled understanding of what your data is telling you, contact data@housemark.co.uk.

Our new cost model

We redesigned our cost benchmarking model in 2024 to make it simpler to provide data and give you better insight into your cost profile. We've applied a consistent, simple method for allocating your costs. Greater transparency onA what is included in each cost category means you can trust your comparisons – but please note measures like management cost per unit may not align with the management cost in your financial statements. For more information on the changes we've made get in touch.A

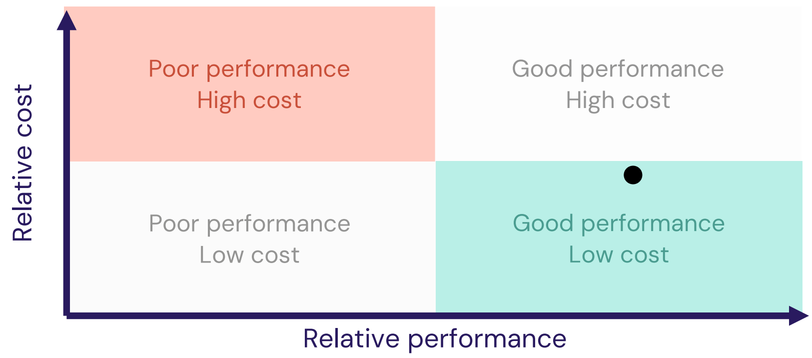
Management

Your overall operational performance was above that of your peers and your costs are lower. This is based on your management cost per property of £1,678 and your performance across arrears, void loss, staff sickness and turnover.



Maintenance

Your overall maintenance performance was above that of your peers and your costs are close to the median. This is based on your maintenance cost per property of £1,476 and your performance across gas safety, repairs volumes and repairs completed within target.

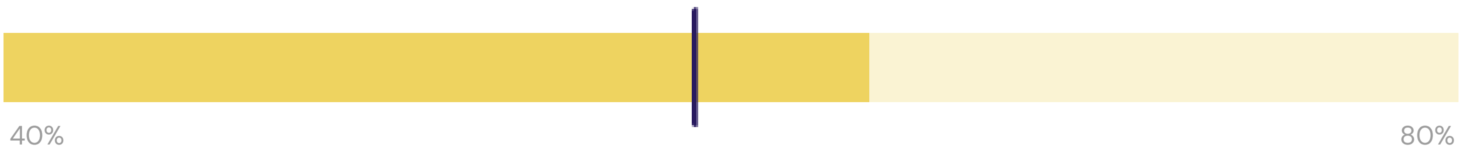


Customer experience

Customer experience is a key driver of regulatory perception. Your overall satisfaction score was above that of your peers. This is based on your annual perception survey result of 63.8% from 2023/2024 and places you in quartile 1. Housemark can deliver the insight, set in your context, to help you understand the concerns of customers and where to take the service next. We can also help you conduct the surveys too, contact us for more information.

Satisfaction with the overall service provided by the landlord

2023-24: 63.8% | Peer median: 59.0% | You are in quartile 1



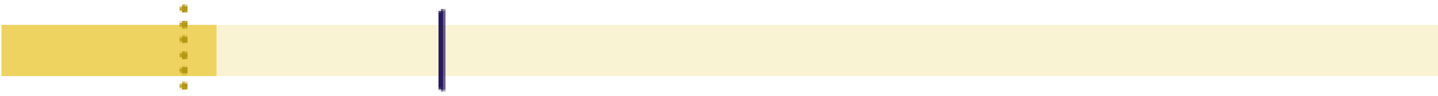
Management

Costs

Even though CPI inflation has significantly reduced in recent months, wages have continued to rise. While this may benefit individual employees, the result for the sector is pressure to find the best management staff on a budget.

Management cost per unit

2023-24: £1,678 | 2022-23: £1,635 | Peer median: £1,969 | You are in quartile 1



£1,400 — £3,260

Management cost per unit breakdown

Overhead costs | Housing management | Contact centre | Maintenance management

Your result:

£1,678

Peer median:

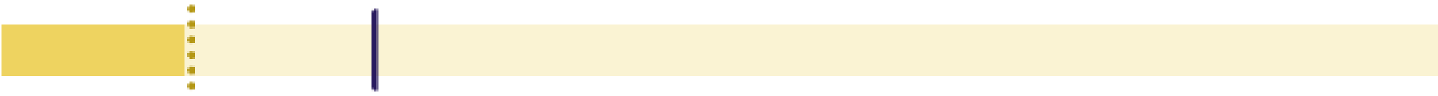
£1,969

Performance

Performance across many landlord activities has continued to struggle to improve to levels comparable with five years ago. Key services such as voids, repairs and income management have all suffered from the sector's current set of operational complexities.

Current tenant arrears

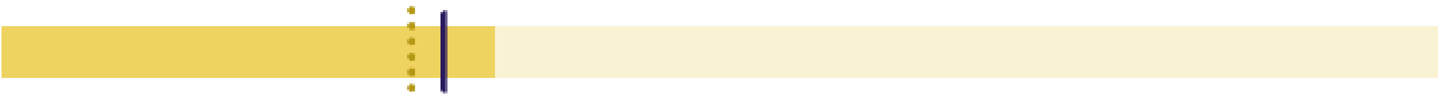
2023-24: 3.03% | 2022-23: 3.10% | Peer median: 5.15% | You are in quartile 1



1% — 17%

Rent loss due to voids

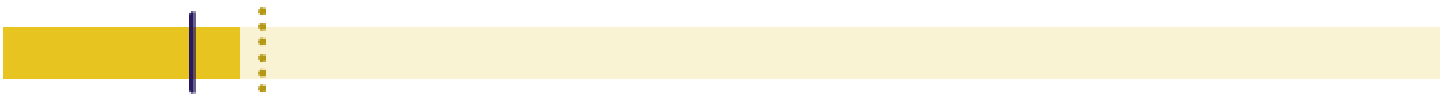
2023-24: 2.40% | 2022-23: 1.99% | Peer median: 2.15% | You are in quartile 3



0% — 7%

Average working days lost due to sickness absence

2023-24: 11.5 | 2022-23: 11.8 | Peer median: 10.8 | You are in quartile 4



8 — 29

Percentage of staff turnover in the year

2023-24: 3.3% | 2022-23: 10.5% | Peer median: 8.4% | You are in quartile 1

3% — 18%

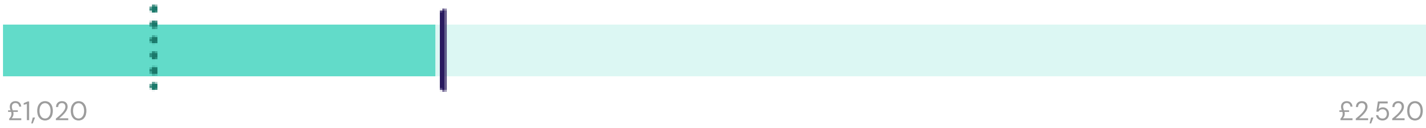
Maintenance

Costs

The pressure on landlords' maintenance services has continued unabated into 2024. In addition to increased regulation, higher demand and supply chain issues, salaries for specialist staff have increased significantly in the last two years, adding to already stretched budgets.

Maintenance cost per unit

2023-24: £1,476 | 2022-23: £1,179 | Peer median: £1,484 | You are in quartile 2



Maintenance cost per unit breakdown

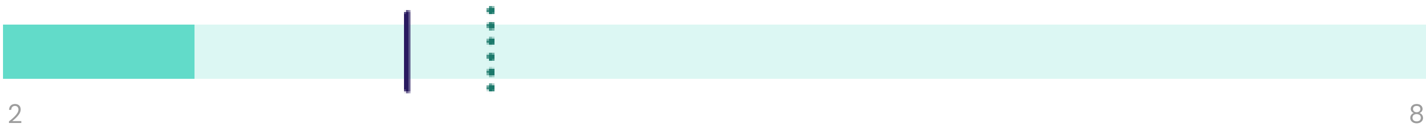
Responsive repairs | Void works | Building Safety compliance | Other planned works costs

Responsive repairs

Landlords have been recording steady rises in repairs outputs as they tackle backlogs. This additional work has tended to push up costs.

Number of responsive repairs per property

2023-24: 2.8 | 2022-23: 4.1 | Peer median: 3.7 | You are in quartile 1



Percentage of emergency repairs completed within target timescale

2023-24: 97.21% | 2022-23: 92.34% | Peer median: 90.60% | You are in quartile 1

Percentage of non-emergency repairs completed within target timescale

2023-24: 93.93% | 2022-23: 85.93% | Peer median: 78.66% | You are in quartile 1

Maintaining homes

Landlords have set aside considerable budgets to tackle safety compliance and manage hazards such as damp and mould. While we see a variety of ways to account for this work financially, the upshot is an overall increase in activity and rise in costs.

Damp & mould

2.84% of properties UK-wide had a live damp and mould case at year-end 2023/24 – get in touch for help submitting this data.

Building safety

Compliant homes or assets	Your result	Peer median
Gas	99.98%	99.76%
EICR	No data	94.70%
Fire	99.21%	99.90%
Asbestos	94.13%	100.00%
Legionella	100.00%	99.10%
Lifts	100.00%	98.00%

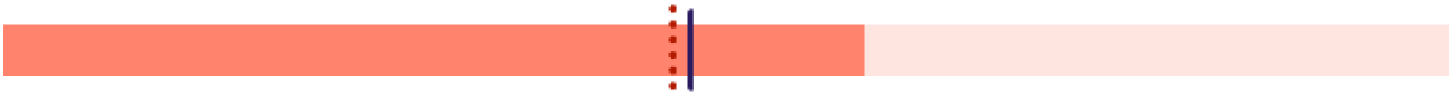
Customer experience

UK-wide tenant satisfaction has been declining over the last five years. With median satisfaction dropping below 70% for the first time, many landlords have put more emphasis on improving the tenant experience. As a result of this focus, 40% of landlords reporting on satisfaction monthly had seen an uptick in tenant perception by mid-2024/25.

Perception

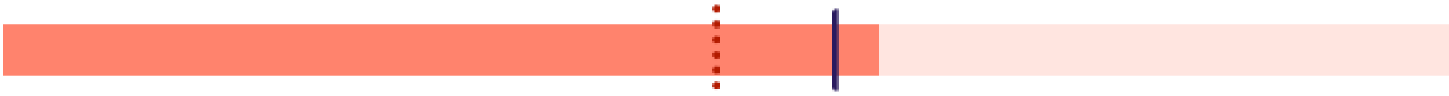
Satisfaction with the overall service provided by the landlord

2023-24: 63.8% | 2022-23: 58.5% | Peer median: 59.0% | You are in quartile 1



Satisfaction with the repairs service over the last 12 months

2023-24: 64.2% | 2022-23: 59.7% | Peer median: 63.0% | You are in quartile 2



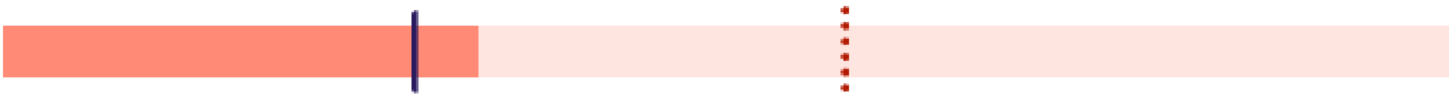
Satisfaction that the landlord listens to views and acts upon them

2023-24: 58.6% | 2022-23: 35.8% | Peer median: 51.3% | You are in quartile 1

Complaints

Stage 1 complaints received per 1,000 properties

2023-24: 87.3 | 2022-23: 137.7 | Peer median: 78.7 | You are in quartile 3



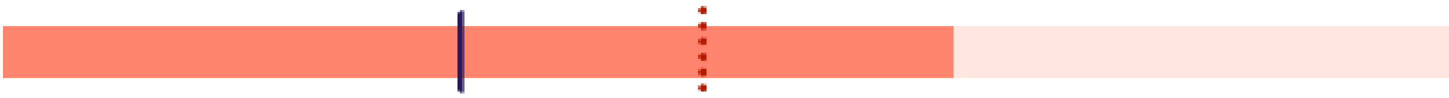
Percentage of stage 1 complaints responded to within target time

2023-24: 73.5% | 2022-23: 73.6% | Peer median: 73.5% | You are in quartile 2

Contact

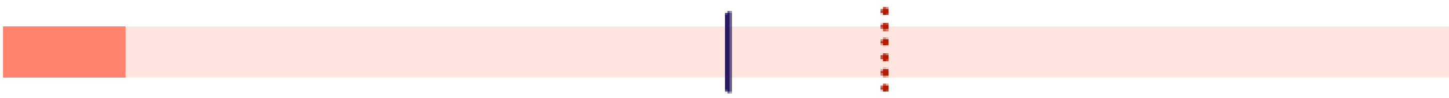
Number of calls answered per property

2023-24: 11.5 | 2022-23: 9.3 | Peer median: 7.1 | You are in quartile 4



Average time to answer inbound telephone calls (seconds)

2023-24: 127.7 | 2022-23: 547.0 | Peer median: 461.0 | You are in quartile 1



Appendix

This report is based on your cost and performance data for the financial year 2023-24, unless otherwise stated. All peer comparisons are based on your bespoke peer group which is detailed below. Peer medians for satisfaction measures are calculated based on 3 years of data. 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 toolA 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, 'Management' plots your average relative cost position using your 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

London Boroughs and ALMOs

Size

0 - 36,882 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

27