



Scorecard-August 2025

Executive Dashboard

Finance & Asset

Income & Lettings

Customer Experience & Insight

Independence, Wellbeing OT Services

Communities & Estates

Health & Safety

Human Resources

Information Technology & Digital

Templer HomeBuild

Value for Money

If you need any help using these pages, or understanding the information please contact
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Risk Code Key

ST1 - Health & Safety

ST2 - Cyber Security & IT Management

ST3 - Development

ST4 - Recruitment, Development & Retention

ST5 - External Conditions

ST6 - Financial

ST7 - Asset Management

ST8 - Data

ST9 - Customers

ST10 - Governance & Direction



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Executive Dashboard

Exception Report

Satisfaction with the complaints process- The 2 that were dissatisfied were due to not being happy with the outcome of the complaint rather than the handling of it.

Haldon ridge multi fuel- 1 pitch outstanding due to access issues. The Communities team are assisting with gaining access.

Electrical certificates - 5 years up to date (%)- Of the 5 overdue, 1 has been completed, awaiting EICR report, the other 4 properties are outstanding due to access issues. The Communities team are assisting with gaining access.

Fire risk assessments annual review- 4 Fire Risk Assessments are overdue from August, currently planned in for the 30th of September 2025. They are low risk and considered not necessary for annual inspections, so following this inspection will be downgraded to 3 yearly with an internal review.

Void loss on homes as a % of gross rent - We are still experiencing voids in poorer condition, resulting in major works and longer than preferred void periods, which is impacting void loss.

Data protection breaches- There were no breaches this month.

Teign Sickness absence (long & short term)- During August the total number days lost to long term and short term sickness was 96 days. 3 members of staff were off due to long term sickness. We are currently working and supporting staff with ongoing medical conditions.



Risk Code Key

ST9 - Customers

ST6 - Financial

ST7 - Asset Management

ST1 - Health & safety

ST8 - Data

ST4 - Recruitment, Development & Retention - Failure to have the right workforce strategy for the current operating environment

	Risk Code	Performance 24-25	Trend	Actual 2025 26 YTD	Target 2025-26	Current Month	Previous Month	Benchmarking
Customer Satisfaction								
						August	July	
Complaints acknowledged within 5 days	ST9	94.81%		97.41%	100%	100.00%	100.00%	92%
No. of complaints		259		116		22	33	
Satisfaction with the complaints process	ST9	59%		74.19%	85%	66.67%	75.00%	76.18%
No. of responses		66		31		6	8	
Level of compensation (£)	ST6	£37,682.76		£7,992.08	N/A	£1,335.73	£2,341.95	
No. of disrepair cases	ST7	9		3	N/A	1	1	
Satisfaction with repairs (monthly transactional survey)	ST9	83.04%		88.98%	85%	88.70%	94.02%	
Compliance								
Gas safety checks up to date (%)	ST1	100%		100%	100%	100%	100%	100%
Haldon ridge multi fuel	ST1	83%		94.44%	100%	94.44%	94%	
Electrical certificates - 5 years up to date (%)	ST1	99.92%		99.90%	100%	99.90%	99.87%	
Fire risk assessments annual review	ST1	100%		96.36%	100%	96.36%	100%	
Properties with an asbestos survey	ST1	100%		100%	100%	100%	100%	
Water Hygiene Monthly inspections	ST1	100%		100%	100%	100%	100%	
Passenger Lift services completed	ST1	100%		100%	100%	100%	100%	
Number of open damp and mould cases	ST1	116		64	N/A	64	90	
Business Health								
Rent arrears as a % of annual debt	ST6	2.13%		2.25%	3.20%	2.25%	2.25%	
Void loss on homes as a % of gross rent	ST6	0.67%		0.71%	0.50%	0.67%	0.48%	0.80%
Average re-let time - All including major works voids (calendar days)	ST7	21.9		24.5	25.0	21.80	20.6	42
Data protection breaches	ST8	9		6	0	0	1	
Repairs								
Emergency repairs completed on time	ST1	100%		100%	100%	100%	100%	
% first time fix	ST7	99.68%		99.94%	99%	100%	100%	
People								
Teign Staff turnover 12% by year end	ST4	10.40%		11.40%	12%	0.00%	0.00%	9.4%
THB Staff turnover 15% by year end	ST4	28.09%		3.60%	15%	0.00%	0.00%	
THB Operatives Turnover 20% by year end	ST4	22.71%		10.16%	20%	0.00%	2.08%	
Teign Sickness absence short term	ST4	2.29%		1.61%	2%	0.64%	2.17%	
Teign Sickness absence (long and short term)	ST4	5.33%		4.61%	4%	4.10%	4.56%	

Finance & Asset Investment

Exception Report

Staff Turnover 12% by YE Asset Investment – A member of the Team resigned in May. We are pleased there has been no turnover since then and continue working towards bringing this down

Sickness absence short term Asset Investment - A member of the team needed several weeks off, they are now back to work.



Risk Code Key

ST9 - Customers

ST3 - Development

ST6 - Financial

ST4 - Recruitment, Development & Retention - Failure to have the right workforce strategy for the current operating environment

	Risk Code	Performance 24-25	Trend	Actual 25-26 YTD	Target 25-26	Current Month	Previous Month	Benchmarking
Customer Satisfaction								
With standard of new property at let	ST9	100%		100%	100%	August -	July 100%	
Response Rate		38		15		-	6	
Business Health								
New homes completed (quarterly) (39 by year end)	ST3	45		9	16	Current Quarter 1 9	Previous Quarter -	
Approved new homes pipeline 2026/27 (quarterly) (65 by year end)	ST3	44		0	16	0	-	
Business Health								
Lowest cash balance in month (target approx. minimum £250k)	ST6	£1,966k		517k	Min £250K	517k	722k	
Number of units unsold within 6 months (SO & OM)	ST6	0		0	0	0	0	
Projected spend against budget	ST6	99.30%		99.36%	No more than 100%	99.36%	99.36%	
All outstanding defects resolved in new homes within 3 months of defects inspection	ST3	83%		97%	80%	97%	96%	
People - Finance								
Staff Turnover 12% by YE	ST4	9.30%		0.00%	12.00%	0.00%	0.00%	
Sickness absence short term	ST4	2.33%		0.61%	2.00%	0.00%	0.00%	
Sickness absence (long & short term)	ST4	5.48%		2.97%	4.00%	8.18%	0.00%	
People - Asset Investment								
Staff Turnover 12% by YE	ST4	14.29%		13.51%	12.00%	0.00%	0.00%	
Sickness absence short term	ST4	0.34%		3.52%	2.00%	0.00%	4.97%	
Sickness absence (long & short term)	ST4	0.34%		3.52%	4.00%	0.00%	4.97%	

Income & Lettings

Exception Report

Alarm Charge arrears as a % of annual debt- We have had a part time vacancy within the team which has limited the amount of work we have been able dedicate to alarm arrears collection. Ellie is now back from maternity leave and has already started prioritising these cases to bring us back within target.

Recharge arrears as a % of annual debt- A new report is being finalised, and should be ready for next month.

Void loss on homes as % of gross rent- We are still experiencing voids in poorer condition, resulting in major works and longer than preferred void periods, which is impacting void loss.

Average relet time calendar days - GN - including major works voids (key to key)- There were 3 general needs properties that went significantly over target, this was a combination of having a backlog within the team due to sickness and annual leave and complicated allocations.

Average relet time calendar days- IL - including major works voids (key to key)- We were significantly under target for August which is a positive improvement.

Sickness absence short term- We had a number of short term absence within the teams for various reasons and support has been offered where required.



Risk Code Key

ST6 - Financial

ST9 - Customers

ST7 - Asset Management

ST4 - Recruitment, Development & Retention - Failure to have the right workforce strategy for the current operating environment

	Risk Code	Performance 24-25	Trend	Actual 25-26 YTD	Target 25-26	Current Month	Previous Month	Benchmarking
New Tenancies					August	July		
% of new tenants falling into arrears (tenancies under 12 months)	ST6	19.1%		18.09%	23%	17.42%	22.81%	
Average arrears of new tenants (tenancies under 12 months)	ST6	£311.41		£317.06	N/A	£317.06	£257.09	
Customer Satisfaction								
With letting process	ST9	100%		100%	98%	100%	100%	94.6%
Response Rate		172		39		5	13	
Business Health								
Rent collection rate	ST6	101.55%		101.29%	100%	101.29%	101.27%	
% of tenants in advance	ST6	74.6%		75.31%	73%	74.88%	74.75%	
Current tenants arrears % of annual debt	ST6	1.51%		1.65%	2.20%	1.65%	1.65%	2.55%
Former tenants arrears % of annual debt	ST6	0.62%		0.60%	1.00%	0.60%	0.60%	0.00%
Total arrears arrears % of annual debt	ST6	2.13%		2.25%	3.20%	2.25%	2.25%	
Universal Credit arrears % of annual debt	ST6	2.55%		2.56%	N/A	2.56%	2.51%	
Alarm Charge arrears as % of annual debt	ST6	3.41%		4.24%	3.90%	4.24%	3.75%	
Recharge arrears as a % of annual debt	ST6	96.38%		-	-	-	-	
Void loss on homes as % of gross rent	ST6	0.67%		0.71%	0.50%	0.67%	0.48%	0.80%
Average relet time calendar days - GN - including major works voids (key to key)	ST7	2		6.5	4.0	6.1	2.8	
Average relet time calendar days- IL - including major works voids (key to key)	ST7	3.7		6.2	5.0	2.0	3.1	
Number of new voids	ST7	184		63	N/A	9	22	
Average Tenancy Length of ended tenancies (Years)	ST7	11.53		14.56	N/A	10.64	18.26	
Business Health					Current Quarter 1	Previous Quarter		
Court/Warrant applications per quarter	ST6	10		3	N/A	3	-	
Evictions per annum	ST6	1		0	N/A	0	-	
People								
Staff Turnover	ST4	10.08%		10.00%	12.00%	0.00%	0.00%	
Sickness absence short term	ST4	1.71%		3.74%	2.00%	3.50%	3.26%	
Sickness absence (long & short term)	ST4	5.92%		2.74%	4.00%	3.50%	3.26%	

Customer Experience & Insight

Exception Report

Abandoned call rate- This target has not been met as 4 members of CFT were off in August due to annual leave and long term sickness.

Sickness absence (long & short term) Customer First team - 1 member of staff has been on long term sickness. We are currently working and supporting staff with ongoing medical conditions.

Staff Turnover- Tenancy Sustainment- We are at full complement since a member of the team left at the beginning of the financial year.



Risk Code Key

ST8 - Data

ST9 - Customers

ST6 - Financial

ST4 - Recruitment, Development & Retention - Failure to have the right workforce strategy for the current operating environment

	Risk Code	Performance 24-25	Trend	Actual 25-26 YTD	Target 25-26	Current Month	Previous Month	Benchmarking
						August	July	
Contact Centre								
Inbound communication by Telephone (%)	ST8	55.9%		57.90%	N/A	63.70%	58.10%	
Inbound communication by Email (%)	ST8	42.3%		41.10%	N/A	35.10%	41.20%	
Inbound communication by Webchat (%)	ST8	1.8%		1.00%	N/A	1.20%	0.70%	
Abandoned call rate	ST9	7.04%		10.08%	6.00%	9.94%	10.27%	
Business Health								
Void Loss on garages	ST6	5.10%		4.03%	8%	4.21%	3.97%	
Garage arrears	ST6	0.37%		0.44%	0.55%	0.44%	0.34%	
Head Start								
Number of 'At risk of eviction (ROE)' cases on a payment plan, excluding those who haven't engaged with Head Start, following closure of the case in CX in the month	ST9	100%		-	85%	-	100%	
Number of tenants engaging with Head Start have goal plans	ST9	100%		100%	50%	100%	100%	
People - Customer First						Current Month August	Previous Month July	
Staff Turnover	ST4	8.51%		7.35%	12.00%	0.00%	0.00%	
Sickness absence short term	ST4	2.70%		1.52%	2.00%	0.00%	1.34%	
Sickness absence (long & short term)	ST4	5.53%		6.44%	4.00%	7.50%	4.85%	
People - Tenancy Sustainment						Current Month August	Previous Month July	
Staff Turnover	ST4	14.63%		16.13%	12.00%	0.00%	0.00%	
Sickness absence short term	ST4	1.10%		0.16%	2.00%	0.00%	0.00%	
Sickness absence (long & short term)	ST4	1.50%		3.11%	4.00%	0.00%	0.00%	

Wellbeing & OT Services

Exception Report

Staff Turnover- We have had no more staff leave the business and are currently reviewing the service that we provide to the tenants. We are covering the vacant posts with agency staff. Our new Senior Hub Co-ordinator is now in post.

Sickness absence (long & short term)- We have had 2 staff members have a few days off with sickness. We now have no staff on long term sickness.



Risk Code Key

ST7 - Asset management

ST9 - Customers

ST4 - Recruitment, Development & Retention - Failure to have the right workforce strategy for the current operating environment

	Risk Code	Performance 24-25	Trend	Actual 25-26 YTD	Target 25-26	Current Quarter 1	Previous Quarter	Benchmarking
Quarterly Indicators								
% of pendants tested in quarter	ST7	73.54%		96.83%	100%	96.83%	-	
Scheme observations completed (IL Quarterly)	ST7	100.0%		100.00%	100%	100.00%	-	
Quarterly keeping in touch visits completed (100% of IL stock annually)	ST9	65.90%		3.11%	25%	3.11%	-	
Monthly Indicators								
						Current Month August	Previous Month July	
Calls responded to in 90 seconds (Appello)	ST9	90.31%		94.78%	92%	93.70%	94.54%	
Number of households not accessed in 1 year by the Housing Team (IL)	ST9	235		369	N/A	369	324	
Number of sheltered tenants having a needs assessment prior to tenancy sign up	ST9	100%		100%	96%	100%	100%	
Number of applications for aids and adaptations received by Teign Housing	ST9	171		58	N/A	3	16	
People								
Staff Turnover	ST4	11.65%		37.50%	12.00%	0.00%	0.00%	
Sickness absence short term	ST4	2.74%		2.05%	2.00%	0.00%	0.00%	
Sickness absence (long & short term)	ST4	10.74%		9.27%	4.00%	0.00%	0.00%	

Communities and Estates



Exception Report

Customer satisfaction with management of ASB- Of the 3 returned, 1 was neither satisfied or dissatisfied. This was due to not sharing personal or sensitive information to them about their neighbour. Even though GDPR was explained, this led to dissatisfaction as they felt they had a right to know. We are working on literature to manage expectations of what we will and will not do.

Customer satisfaction with caretaking and Grounds Maintenance- The Seniors have been asked to focus on quality checking the Grounds and Caretaking services to identify and address any issues

ASB complaints responded to in line with procedure - 1 case was overdue this month, support and advice has been given to the housing officer.

Sickness absence (long & short term)- Communities & Compliance - 1 person has been on long term sick with a non-work related illness

Staff Turnover- Estate Services- We have had some staff leave due to ill health and others for better positions

Sickness absence (long & short term)- Estate Services- We are concerned about this and continue to have regular meetings with HR to try and address.

Risk Code Key

ST9 - Customers

ST1 - Health & safety

ST6 - Financial

ST4 - Recruitment, Development & Retention - Failure to have the right workforce strategy for the current operating environment

	Risk Code	Performance 24-25	Trend	Actual 25-26 YTD	Target 25-26	Current Month	Previous Month	Benchmarking
Customer Satisfaction						August	July	
With Management of ASB	ST9	100%		54%	96%	67%	67%	93.60%
Response Rate		0		26		3	6	
With Caretaking	ST9	77%		39.13%	85%	-	-	
Response Rate		134		23		0	0	
With Grounds Maintenance	ST9	78%		59.26%	75%	-	-	
Response Rate		132		27		0	0	
Quarterly Indicators						Current Quarter 1	Previous Quarter	
Estate inspections completed (quarterly) (GN)	ST1	100%		100%	100%	100%	-	
Quarterly keeping in touch visits completed (50% of GN stock annually)	ST9	46%		11.95%	12.50%	11.95%	-	
Tenancies ending due to enforcement (quarterly)	ST6	3		0	N/A	0	0	
Monthly Indicators						Current Month August	Previous Month July	
Number of households not accessed in 2 years by the Housing Team (GN)	ST9	460		347	N/A	347	342	
Number of open ASB cases	ST9	30		49	N/A	49	47	
Number of New ASB cases in the month	ST9	1		11	N/A	11	19	
Number of closed ASB cases in the month	ST9	4		6	N/A	6	11	
Average time an ASB case is open	ST9	167		156	N/A	140	147	
ASB complaints responded to in line with procedure	ST9	99%		97.27%	100%	91%	95%	
Community Engagement						Current Quarter 1	Previous Quarter	
No. of events per quarter (T=2 per Q and 8 per year)	ST9	67		14	2	14	-	
No. of attendees per quarter	ST9	198		52		52	-	
Noise App						Current Month August	Previous Month July	
Number of Noise App cases raised in the month	ST9	70		29		9	2	
Average number of days cases are open each month	ST9	131.2		107		117	123	
Number of cases closed in the month	ST9	53		24		0	5	
People - Communities & Compliance						Current Month August	Previous Month July	
Staff Turnover	ST4	17.65%		8.93%	12.00%	0.00%	0.00%	
Sickness absence short term	ST4	4.19%		1.29%	2.00%	0.68%	3.16%	
Sickness absence (long & short term)	ST4	5.02%		7.99%	4.00%	10.23%	12.25%	
People - Estate Services						Current Month August	Previous Month July	
Staff Turnover	ST4	4.43%		18.60%	12.00%	0.00%	0.00%	
Sickness absence short term	ST4	3.71%		2.65%	2.00%	1.09%	5.14%	
Sickness absence (long & short term)	ST4	9.36%		6.92%	4.00%	5.65%	9.68%	

Human Resources

Exception Report

Sickness absence (long & short term)- During August the total number days lost to long term and short term sickness was 96 days. 3 members of staff were off due to long term sickness. We are currently working and supporting staff with ongoing medical conditions.

Training days per employee (short courses only) (3 by YE)- The number of training days in August were low due to it being the busy summer holiday period during which no corporate training was scheduled. Although this has impacted our YTD figure, we expect to reach our target of 3 training days per employee by the end of the financial year with a schedule of Confident Managers leadership training.



Risk Code Key

ST4 - Recruitment, Development & Retention - Failure to have the right workforce strategy for the current operating environment

	Risk Code	Performance 24-25	Trend	Actual 25-26 YTD	Target 25-26	Current Month August	Previous Month July	Benchmarking
People - Teign Housing								
Staff turnover 12% by YE	ST4	10.40%		11.40%	12.00%	0.00%	0.00%	9.40%
Sickness absence short term	ST4	2.29%		1.61%	2.00%	0.64%	2.17%	
Sickness absence (long & short term)	ST4	5.33%		4.61%	4.00%	4.10%	4.56%	
Training days per employee (short courses only) (3 by YE)	ST4	4.71		0.97	1.25	5.00	25.00	
Mandatory e-Learning up to date %	ST4	81%		66%	N/A	66%	78%	
Ongoing Professional Qualifications (Number of Staff)	ST4	7		10	N/A	10	10	
Headcount (FTE)	ST4	109.25		108.21	N/A	108.21	104.34	
People - Governance & HR								
Staff Turnover	ST4	10.00%		7.25%	12.00%	0.00%	0.00%	
Sickness absence short term	ST4	0.67%		0.91%	2.00%	0.54%	1.24%	
Sickness absence (long & short term)	ST4	0.67%		0.91%	4.00%	0.54%	1.24%	

IT & Digital

Exception Report

No exceptions to report this month.



Risk Code Key

ST8 - Data

ST2 - Cyber Security & IT Management

ST4 - Recruitment, Development & Retention - Failure to have the right workforce strategy for the current operating environment

	Risk Code	Performance 24-25	Trend	Actual 25-26 YTD	Target 25-26	Current Month	Previous Month	Benchmarking
Data Protection					August	July		
Data protection near misses	ST8	6		0	N/A	0	0	
Subject Access Requests	ST8	14		6	N/A	3	2	
Subject Access Requests completed on time	ST8	100%		100%	100%	100%	100%	
Business Health								
Systems availability-Internal servers or software failure	ST2	100%		100%	99%	100%	100%	
Systems availability- External Cyber Threats	ST2	100%		100%	99%	100%	100%	
Support calls resolved on time	ST2	96.80%		96.64%	100%	98.28%	96.40%	
External support calls resolved on time (Cx)	ST2	82.35%		92.00%	85%	100%	80%	
External support calls resolved on time (Other)	ST2	100%		-	100%	-	-	
Digital								
Number of social media posts per month	ST2	123		88	N/A	7	18	
% of tenant email addresses held (75% by Year End)	ST2	80%		81.48%	75%	81.48%	81.14%	
E-zine open rate (%)	ST2	56.99%		58.44%	52%	55.60%	62.30%	
Number of Tenants registered to use the Tenant Portal (1,250 by March 2026)	ST2	1197		1379	1125	1379	1348	
People								
Staff Turnover	ST4	0.00%		0.00%	12.00%	0.00%	0.00%	
Sickness absence short term	ST4	1.87%		0.74%	2.00%	0.00%	2.80%	
Sickness absence (long & short term)	ST4	1.87%		0.74%	4.00%	0.00%	2.80%	

THB - Compliance

Exception Report

Haldon ridge multi fuel- 1 pitch outstanding due to access issues. The Communities team are assisting with gaining access.

Electrical certificates - 5 years up to date (%)- Of the 5 overdue, 1 has been completed, awaiting EICR report. the other 4 properties are outstanding due to access issues. The Communities team are assisting with gaining access.

ASHP Annual Inspection- 2 properties outstanding due to access issues. The Communities team are assisting with gaining access.



Risk Code Key

ST9 - Customs

ST1 - Health & Safety

	Risk Code	Performance 24-25	Trend	Actual 25-26 YTD	Target 25-26	Current Month	Previous Month	Benchmarking
<u>Customer Satisfaction</u>						August	July	
With standard of property at relet	ST9	99%		100%	100%	100%	100%	
Response Rate		134		25		5	8	
<u>Compliance</u>								
Gas safety checks up to date (%)	ST1	100%		100%	100%	100%	100%	
Haldon Ridge Multi Fuel	ST1	83%		94%	100%	94%	94%	
Gas services externally audited (25 per month, 300 by year end)	ST1	293		134	125	29	26	
Electrical Certificates up to date (fewer than 5 years since last test)	ST1	99.92%		99.90%	100%	99.90%	99.87%	
ASHP Annual Inspection	ST1	99.22%		99.22%	100%	99.22%	99.22%	
Oil Annual Inspection	ST1	100%		100%	100%	100%	100%	
Multi Fuel Annual Inspection	ST1	100.00%		100%	100%	100%	100%	

THB - Operational

Exception Report

Average time to complete a void (working days)- We are still experiencing voids in poorer condition, resulting in major works and longer than preferred void periods. With the standard voids, we are still managing to complete these within target.

Telephone response rate CFT (repairs) & Abandoned call rate CFT (All calls)- These targets have not been met as 4 members of CFT were off in August due to annual leave and long term sickness.



Risk Code Key

ST9 - Customers

ST1 - Health & Safety

ST7 - Asset Management

ST6 - Financial

	Risk Code	Performance 24-25	Trend	Actual 25-26 YTD	Target 25-26	Current Month	Previous Month	Benchmarking
Customer Satisfaction								
Customer satisfaction - PDA	ST9	98.31%		98.35%	97%	97.31%	99.35%	
Customer satisfaction transactional	ST9	83.04%		88.98%	85%	88.70%	94.02%	
Performance Indicators								
Emergency repairs completed on time	ST1	100.0%		100%	100%	100%	100%	
Appointments made and kept (Emergency & response)	ST1	99.9%		99.95%	99%	100%	99.93%	
% first time fix	ST7	99.68%		99.94%	99%	100%	100%	
Overdue Orders	ST6	4.9%		1.79%	5%	1.59%	2.06%	
Void defect free on handover	ST7	100%		100%	100%	100%	100%	
Average time to complete a void (working days)	ST7	11.89		16.83	15	18.11	15.67	
Planned completions on time	ST7	100.00%		100%	97%	100%	100%	
Planned Defect free on handover	ST7	100%		100%	95%	100%	100%	
Number of new voids	ST7	184		63	N/A	9	22	
Number of Property MOTs completed	ST7	0		0	N/A	0	0	
Contact Centre								
Telephone response rate (Schedulers)	ST9	57.08%		88.04%	80%	90.94%	91.78%	
Abandoned call rate (Schedulers)	ST9	6.20%		1.59%	6%	1.16%	0.51%	
Telephone response rate CFT (Repairs only)	ST9	50.43%		34.70%	80%	31.07%	33.82%	
Abandoned call rate CFT (All calls)	ST9	7.04%		10.08%	6%	9.94%	10.27%	

Value For Money



Reinvestment % - This is a cash-based metric and is behind target due to changes in the timing of the development programme.

New supply delivered % - This metric is slightly behind target due to changes in the timing of the development.

Gearing % - Gearing is on target.

EBITDA MRI Interest cover % - The metric is above target. We monitor this but it is not part of our covenants.

Headline social housing cost per unit - This metric is below the target due to expenditure on capitalised and responsive repairs being slightly behind budget.

Operating margin % - This metric is above target due to operating expenses being less than budgeted.

Return on capital employed - Return on Capital Employed is above target due to the higher margin.

Risk Code Key

ST6 -Financial

Value For Money	Risk Code	Year to date Actual	Year to date Target
Reinvestment %	ST6	2.1%	4.1%
New supply delivered %	ST6	0.2%	0.5%
Gearing %	ST6	33.0%	32.9%
EBITDA MRI Interest cover %	ST6	164.7%	109.8%
Headline social housing cost per unit	ST6	£2,114	£2,455
Operating margin %	ST6	22.1%	15.5%
Return on capital employed	ST6	1.6%	0.7%