

# Benchmarking Performance and Response During the Pandemic Using data up to August 2020

# Regulator reports on Compliance

August report back from the Regulator  
(Graph summarising position of all providers- next page):

Overall- “Delivery of services is stable”.



- The number of providers completing all statutory gas safety checks rose substantially and more fire compliance, asbestos, electrical, legionella and lift checks being completed.
- Access to properties continued to improve.
- On care and support, face-to-face support services resuming, and communal areas reopened.
- Providers with backlogs in repairs and health and safety checks were improving overall
- In areas with local lockdowns, a small number of providers reverted to an emergency-only repairs and reported increasing backlogs in health and safety checks.

## Repairs

- Majority of providers working through backlogs of non-emergency repairs and noted repair reporting continued to revert to normal levels.
- Some Providers extended normal response times for routine repairs
- Some providers reported cleared backlogs of routine repairs

## Future and potential second wave

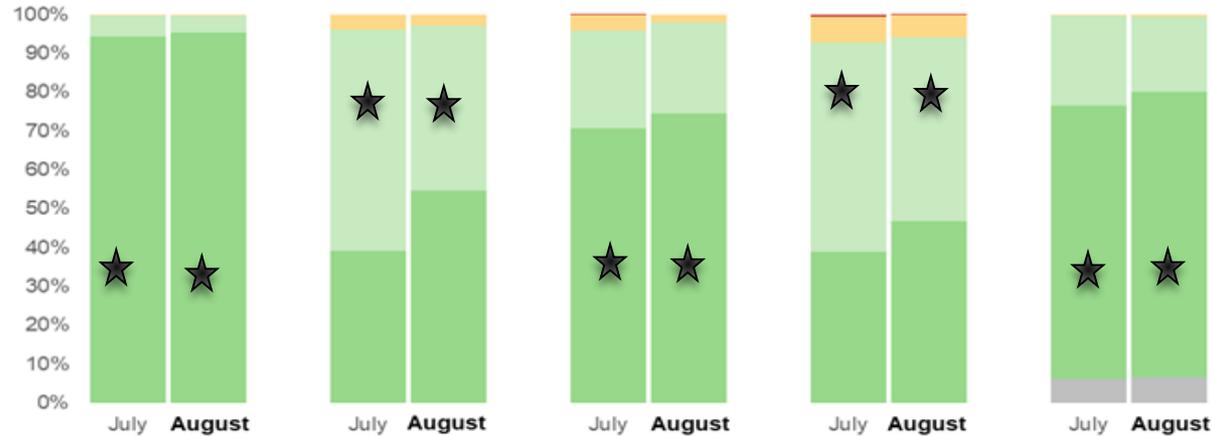
- Many providers preparing by increasing stocks of personal protective equipment (PPE) and other materials, carrying out health and safety checks earlier than scheduled, and making contingency plans to address any staffing pressures.

# COMPLIANCE ALL PROVIDERS

Survey responses for July and August (as a % of total submissions)



The Stars ★ indicate where Phoenix is



Emergency repairs

Gas compliance checks

Fire compliance checks

Asbestos, electrical, legionella and lift checks

Care and support staffing levels

Key

- All complete OR maintaining safe staffing levels and essential service delivery
- Most complete without a material backlog developing OR maintaining safe staffing levels and essential service delivery with some pressure
- Some complete but a material backlog OR maintaining safe staffing levels and essential service delivery but at material risk of falling below safe levels
- Few or no complete and a material backlog OR not maintaining safe staffing levels and essential service delivery
- Not applicable - no care, supported or other accommodation for vulnerable people



# BENCHMARKING – Housemark



The data in this report has been produced by HouseMark for participating landlords only. So must not be shared outside phoenix without their agreement.

The data is based on figures supplied by 140 social housing providers for July 2020, including Phoenix. Together we represent:

- Around 45,000 employees
- Over 1.4 million social housing properties

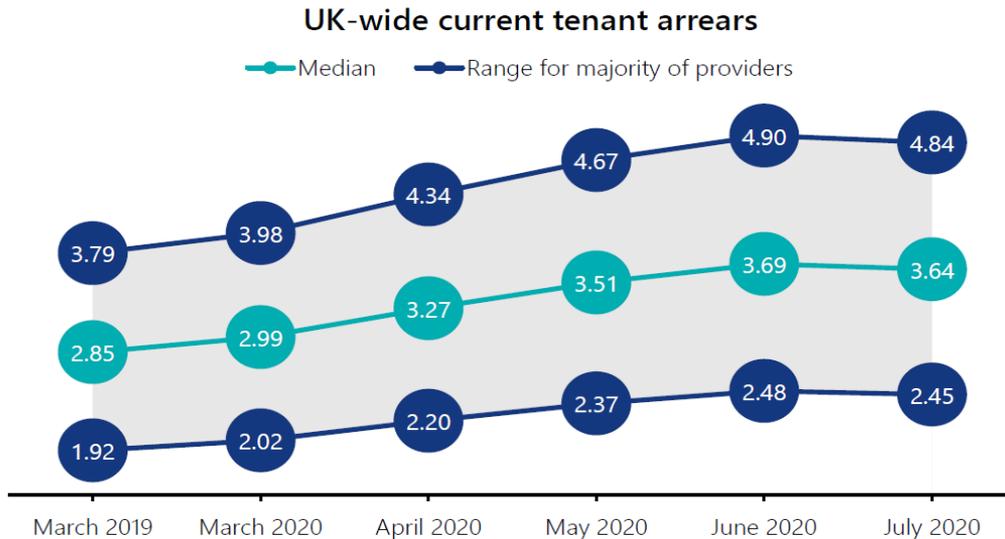
Participating landlords included housing associations, local authorities and ALMOs operating across the whole of the UK

The benchmarking data is presented alongside our data

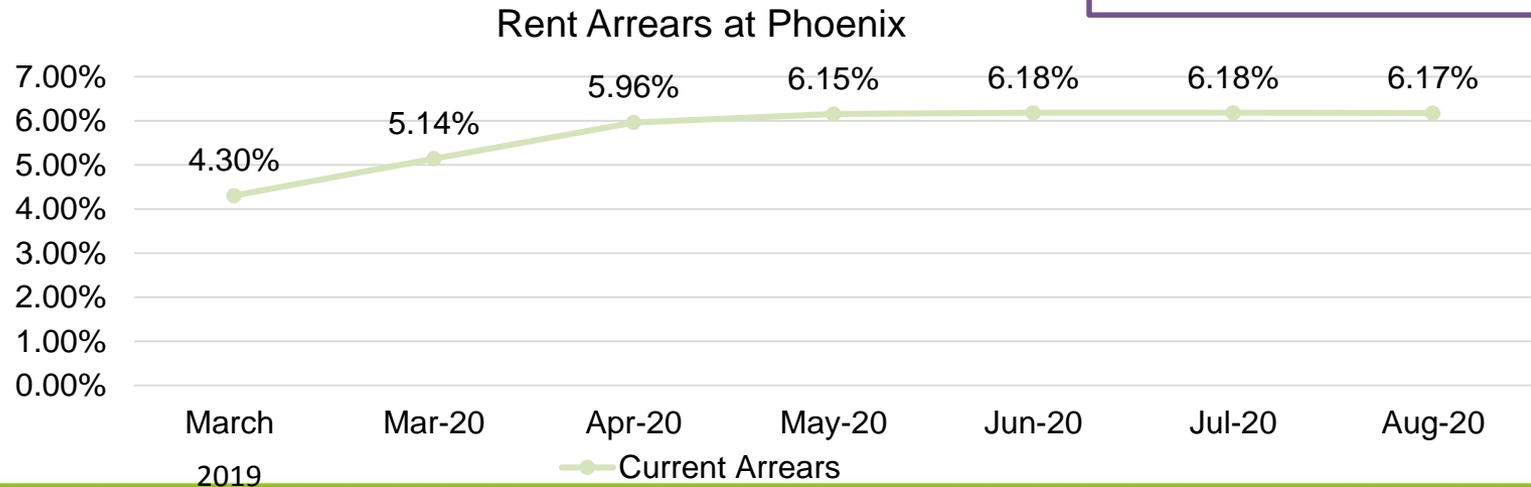
Boxes in green  
contain Phoenix  
data

Boxes in purple  
contain  
Housemark data

# INCOME COLLECTION- Benchmarked



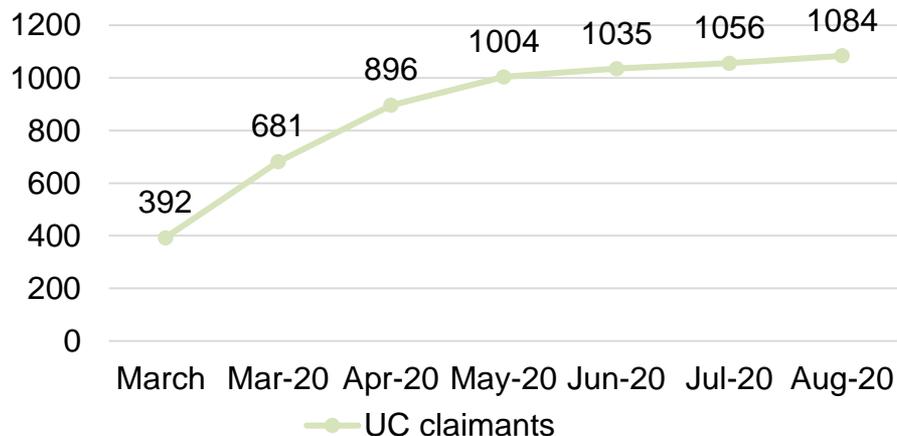
*“While the pattern of month-on-month stability is evident across the country, arrears rates for landlords in London and Scotland tend to be 2-3 percentage points higher than other locations”.*  
 (Housemark Aug 2020)



# INCOME COLLECTION- Phoenix



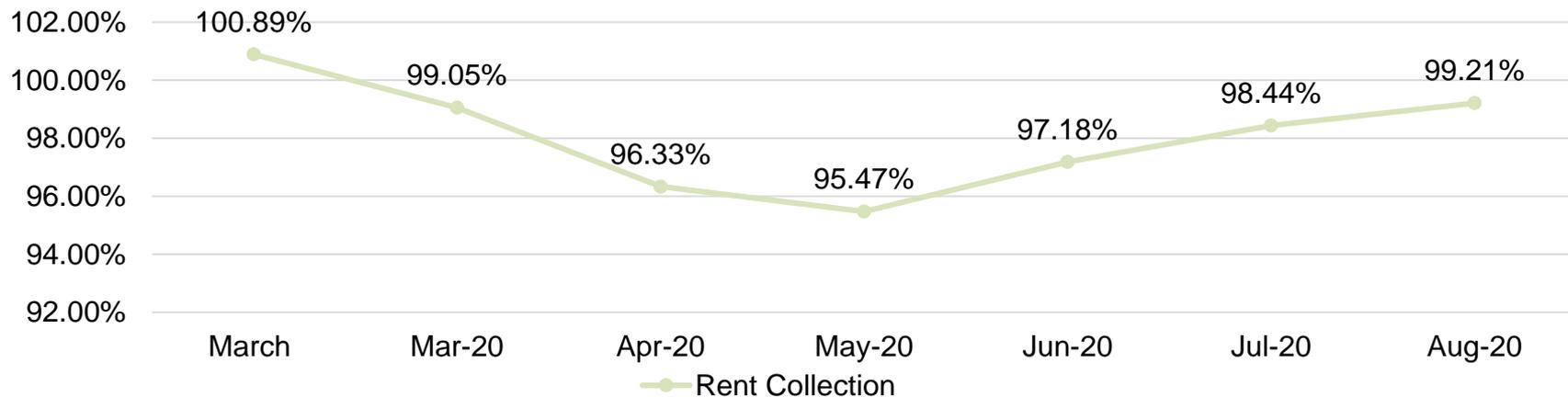
### UC Claimants at Phoenix



APA's also increased from 105 to 312

*The Government's further extension of the stay on possession proceedings will have some impact on individual cases with large arrears balances. (Housemark Aug 2020)*

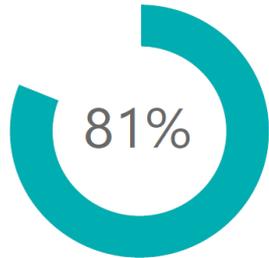
### Rent Collection at Phoenix



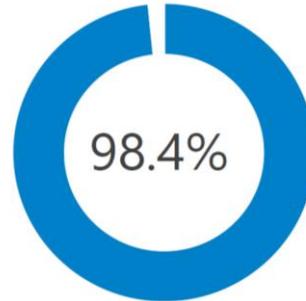
# GAS SAFETY - Benchmarked



Proportion of landlords reporting no access for gas safety inspection



Gas safety compliance at the end of July



At the end of August we had 9 homes without a valid gas safety certificate, (99.83%) this peaked at 34 (99.36%) at the end of May.

Phoenix has corporately prioritised landlord safety compliance throughout the pandemic, restructured how we work, taken advice from experts and in areas of non-compliance taken a risk-based approach.

*“It is important that landlords can provide assurance to boards and regulators that overall compliance is being monitored and managed appropriately. Successful landlords have been quick to adapt procedures to the changing environment and ensure that access arrangements are tailored to suit the needs of the tenant”.*  
(Housemark August 2020)

# REPAIRS- Benchmarked



Non-emergency repairs per 1,000 properties

2020 in-month figures

2019 average per month



*"We anticipate that the backlog of repairs will not be cleared for much of the sector until the end of March 2021. In order for the backlog to be cleared by the end of December, the average completion rate would need to increase to 150%." (Housemark Aug 2020)*

*"We estimate there to be 2.6 million jobs to be completed across the sector. This is based on both the number of repairs that have already been reported but are yet to be completed and the repairs which tenants have not yet reported due to services being paused and their own sentiment". (Housemark Aug 2020)*

At end of August Phoenix had a back log of 249 repairs

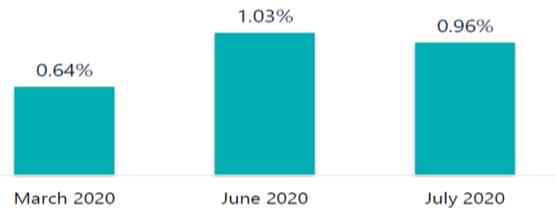
# LETTINGS - Benchmarked

## Social housing lettings per month

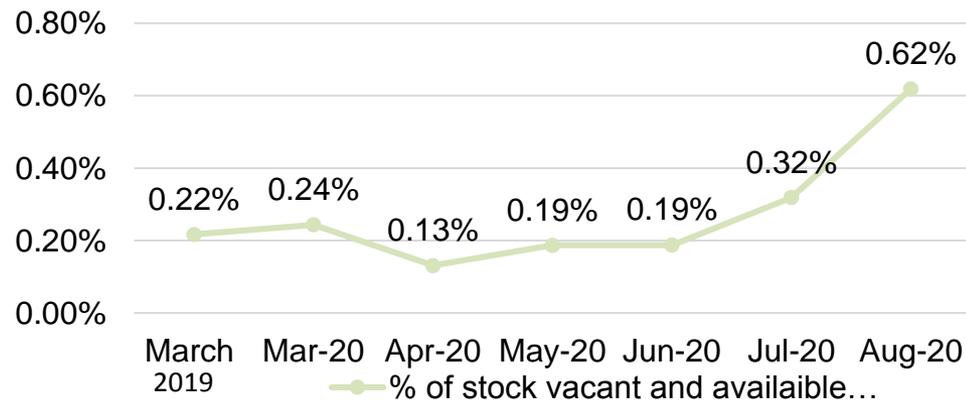
UK-wide estimates



## Properties vacant and available to let



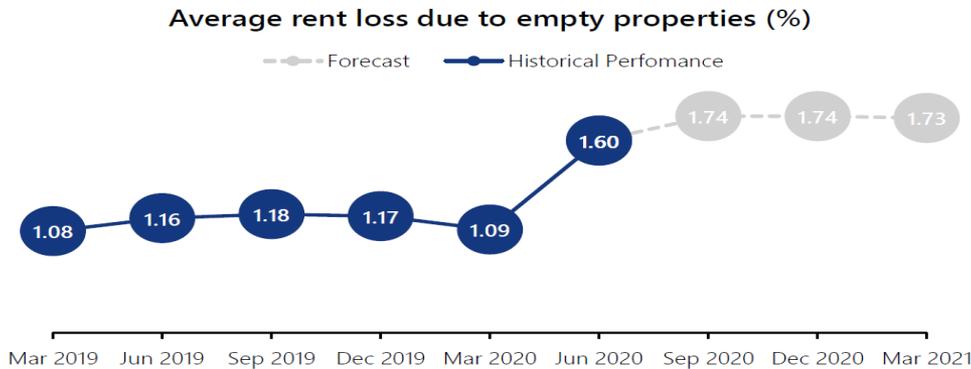
## Stock vacant and available for letting



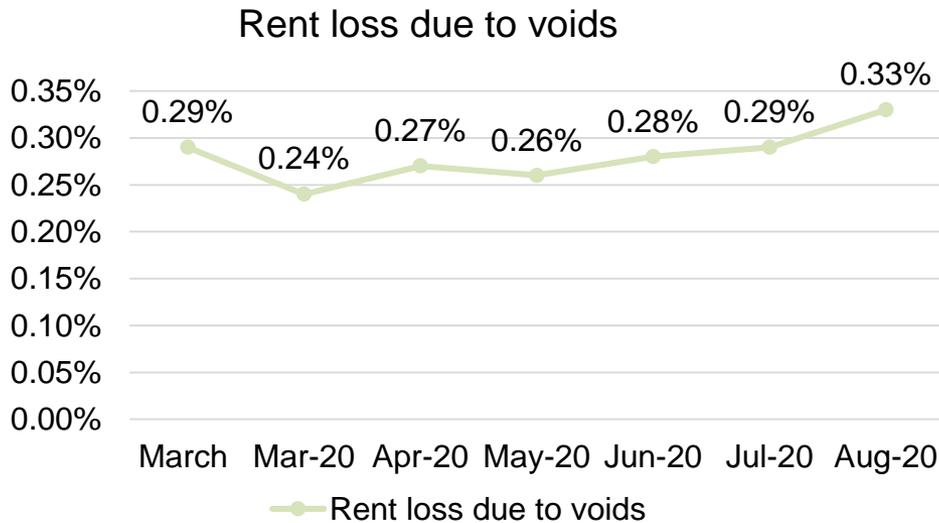
*While lettings levels are returning to pre-pandemic levels, we are still recording historically high numbers of vacant properties – waiting to be re-let. Throughout 2019/20, we recorded vacant and available to let rates of between 0.5-0.6% of all stock (Housemark Aug 2020)*

Phoenix had 33 properties vacant and available for letting after minor repairs, at the end of August.

# LETTINGS - Benchmarked



Phoenix has historically performed at upper quartile for rent loss due to voids.

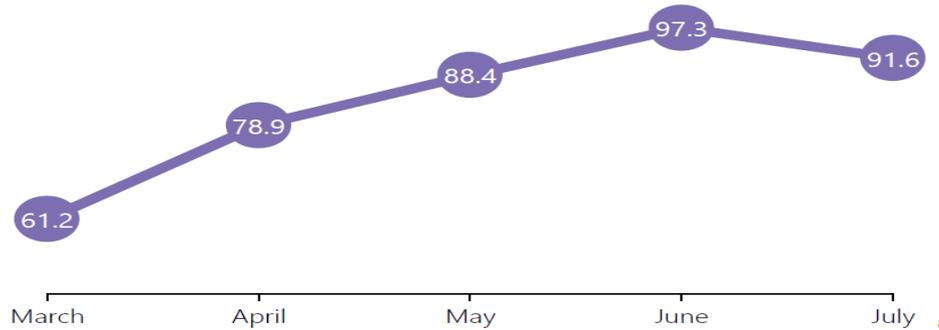


The increase in voids at the end August reflects a peak in new voids in July (12) and August(22) as well as challenges completing works

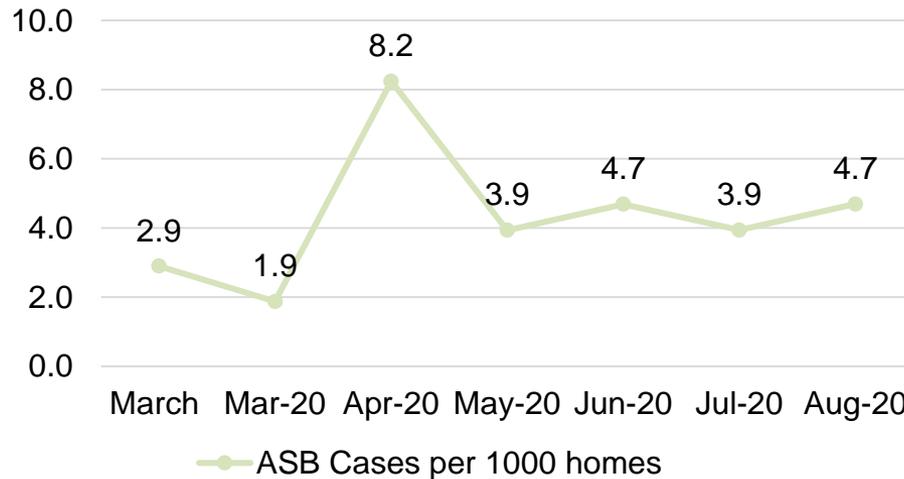
# ASB - Benchmarked



ASB cases per 1,000 properties 2020



New ASB cases per 1000 homes



Phoenix has a historically low number of ASB

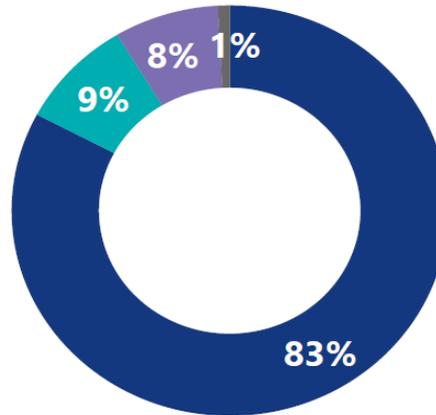
Phoenix had 164 ASB cases open at the end of August. This would be 30.8 per 1000 homes and compares to 18.7 at the end of March 2020

*“Our cost data shows that a typical ASB case costs around £750, so a typical landlord managing 10,000 properties recording a 50% increase in cases across the year could expect costs to rise by over £200,000 – mainly for additional staff time, but also for court costs and specialist evidence gathering equipment”. Housemark Aug 2020*

# Digitalisation- Benchmarked

## Impact of pandemic on organisations' digitalisation

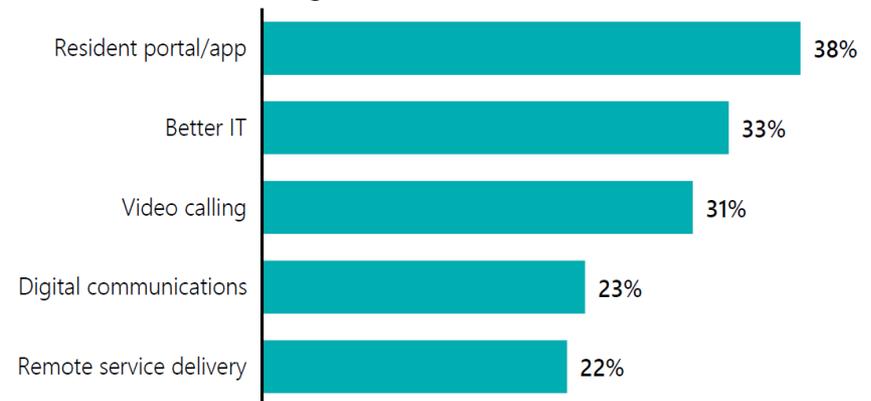
- Pandemic has accelerated digitalisation
- Digital practices already embedded
- Pandemic has prompted digitalisation
- Digital transformation is not a priority



*“Almost 40% of the sector has seen accelerated development of resident portals or Apps during the pandemic”*  
(Housemark Aug 2020)

Like the majority of peers, at Phoenix, we have accelerated our digitalisation

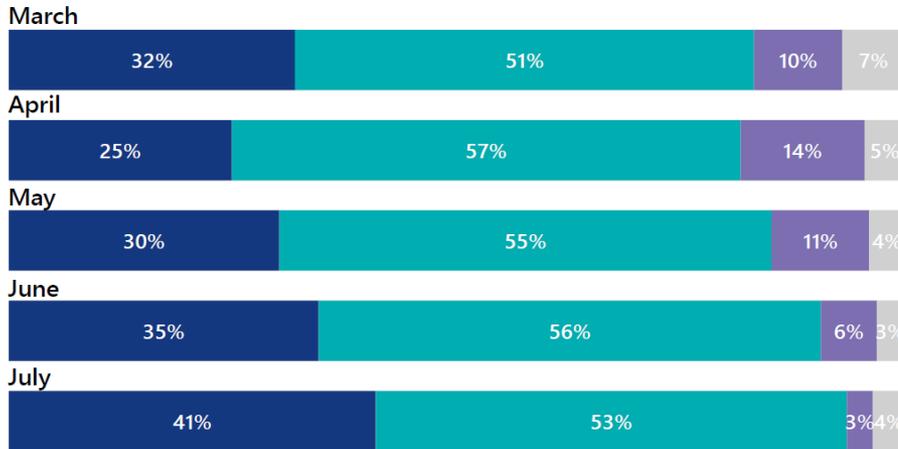
### Digital transformation themes



# Staffing - Benchmarked

## Staffing breakdown

- Key front-line staff
- Staff distance working
- Staff not working (e.g. due to furlough leave)
- Staff off-sick (all reasons)

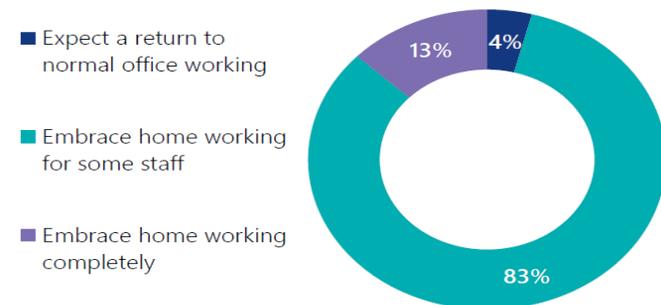


*“As the new normal model of service delivery starts to take shape, we are seeing that working from home, at least for part of the week, is becoming embedded as standard practice for office-based staff”*  
(Housemark Aug 2020)

Before the pandemic, ONS\* estimates showed that only 14% of people in employment regularly worked from home.  
(Housemark Aug 2020)

\*Office of National Statistics

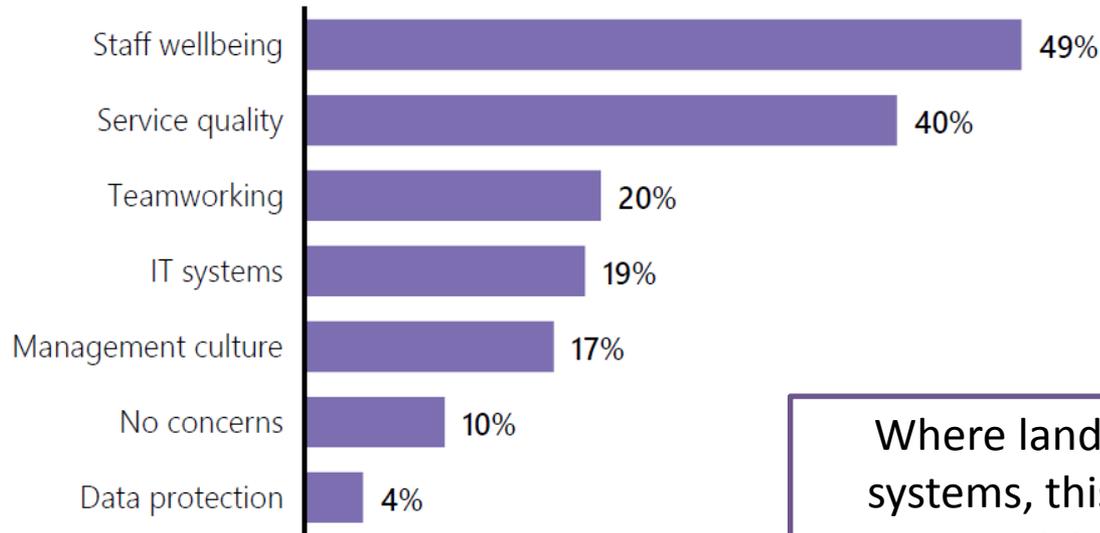
## Organisational approach to future office working



# Staffing – Benchmarked (2)



## Landlords' main concerns about flexible working



Where landlords did mention IT systems, this was as much about connectivity within employees' homes as the capability of systems to be available remotely.