



THE ATRIUM GROUP

Investment Performance Monitoring Policy

Compliant with Scottish Housing Regulator's Regulatory Framework:	Yes
Compliant with Tenant Participation Strategy :	N/A
Compliant with Equal Opportunities:	N/A
Compliant with Business Plan:	Yes
Date Approved	Aug-23 Aug-28
Date for Review:	or earlier if updated guidance issued
Responsible Officer:	Director of Investment

Atrium Group Investment Performance Monitoring Policy

1.0 Regulatory & Policy Framework Context

1.1 Statement of Objectives

To outline a clear performance monitoring framework which will enable the organisation to monitor the performance of the investment function and apply the necessary levels of governance.

1.2 Compliance with Regulatory Standards and the Scottish Social Housing Charter Outcomes

The key Standards & Outcomes relating to this Policy are:

Scottish Housing Regulator: Regulatory Standards of Governance and Financial Management, Standards 1-6. ERTY0

Scottish Social Housing Charter Outcomes:

- 2 – Communication
- 3 – Participation
- 4 – Quality of Housing
- 5 – Repairs, Maintenance & Improvements
- 13 – Value for Money

1.3 Expected Outcomes

The Policy provides a clear performance monitoring framework that enables operational performance to be monitored/managed and any necessary improvements made; therefore demonstrating continuous improvement and good governance/scrutiny of the Investment function through the appropriate Committee.

1.4 Informing and Involving Stakeholders

Stakeholders will be informed of this document by publishing our current list of policies on our web site and in our newsletters. We will advise stakeholders that these documents are available on request and that comments are welcome.

1.5 Corporate Fit

- **Tenant Participation Strategy** – the organisation is committed to gathering and implementing customer feedback.
- **Equality & Diversity Policy** – no direct impact.
- **Business Plan** – the organisation is committed to its customers, improving services and demonstrating value for money.
- **Risk Management Policy** – the organisation will monitor and minimise risk.
- **Health & Safety (H&S) Policy** – the organisation will monitor H&S performance and improve processes where necessary.

- **Procurement Policy** – the organisation will monitor investment procurement activity and demonstrate value for money.
- **Financial Regulations** – the organisation will monitor investment expenditure, to ensure it complies with the appropriate delegated authority levels
- **Investment Contract Management Policy** – the organisation will monitor our investment contracts and demonstrate continuous improvement.
- **Contract Cost Monitoring (Inc. Claims) and Final Account Policy** - the organisation will monitor our investment contracts to mitigate financial risk.
- **Sustainability Policy** – the organisation will monitor how our investment contracts benefit our communities and customers, while minimising our impact on the environment.

1.6 Alternative Formats

On request, Atrium will provide all our documents, policies and procedures in various languages and other formats such as CD, audio, large print, braille etc. This can be arranged by contacting the office.

1.7 Approved Date

This Policy was considered and approved by the Investment Sub Committee on 8 August 2023 and ratified by Board on 29 August 2023. It will be reviewed at least every five years and in response to changing legislation/working practices.

2.0 **Introduction**

- 2.1 The aim of this Policy is to outline a performance monitoring framework to measure the performance of Atrium's Investment function, and to ensure we can clearly demonstrate improvement, good project management and governance.
- 2.2 Monitoring the performance of the investment function is crucial to continuously improving and allows the incorporation of lessons learned into future works.

3.0 **Background**

- 3.1 Atrium tenders and instructs numerous investment contracts per annum, which can include new build developments, planned maintenance works and various reactive and cyclical contracts.
- 3.2 The performance of each investment contract is important in maintaining Atrium's reputation and delivering quality affordable homes for our customers.
- 3.3 The progress towards the Scottish Housing Quality Standard (SHQS) and the Energy Efficiency Standard for Social Housing (ESSH/ ESSH2) is also fundamental to the Investment Department's performance and is therefore also monitored.
- 3.4 The performance monitoring framework is outlined in the following sections and consists of a number of methods, including surveys, key performance indicators and reports.

4.0 Performance Monitoring and Self-Assessment

In order to monitor the Investment Departments key performance areas the following indicators and information will be presented (under the headings below) to the Investment Sub Committee on a quarterly or annual basis, in addition to the standing reports:-

4.1 New Build Development

- Report on anticipated site starts through the course of the year (Quarterly)
- Statement on compliance with the requirements relating to setting and meeting all targets for overall satisfaction identified from resident satisfaction forms (Annual)
- Statement on compliance with requirements relating to completion of all projects within two weeks of the scheduled Practical completion date (Annual)
- Statement on compliance with requirements relating to completion of all projects within the approved budget (Annual)
- Statement on compliance with requirements relating to the completion of all projects free of claims against the organisation (Annual)
- Statement on compliance with requirements relating to the completion of all projects free of reportable incidents under Health and Safety legislation (Annual)
- Statement confirming that all client satisfaction surveys and 'end of defects' surveys have been completed within 18 months (maximum) of practical completion (Annual)
- Statement confirming that all consultants' appointments were in place within 6 weeks of the receipt of the Offer of Grant at Tender stage (Annual).
- Monitoring Grant spend against budget (Quarterly)
- Monitoring P/F spend against budget (Quarterly)
- Monitoring anticipated handovers through the course of the year (Quarterly)
- Monitor the cost per new build unit (Development Cost/ New Build Units per year) (Annual)

4.2 Planned Investment (Capital)

- Development Programme (including Section 75's), the number of units and value of the programme with future projections (Quarterly)
- Capital Investment Contract(s) Updates (Quarterly)

4.3 Social Housing Quality Standard (SHQS)

- Nr of Stock Condition Surveys Completed (Quarterly)
- Stock Reconciliation (Quarterly)
- SHQS Stock failing by criterion (Quarterly)
- SHQS Actual and projected investment by criteria/element for properties improved (i.e. brought nearer to the standard or prevented from falling below the standard) (Quarterly)

4.4 Energy Efficiency Standard for Social Housing (ESSH)

- Stock Meeting ESSH2 (Quarterly)
- Energy Performance Certificate (EPC) Information (Quarterly)
- Number of Properties Brought up to ESSH2 in the Reporting Year (Quarterly)
- Number of Properties Requiring an Exemption from 1st ESSH2 Milestone (Quarterly)
- Report on Atrium's Current Position on Meeting ESSH2 (Quarterly)

4.5 Cyclical Contracts (Gas Servicing, Landscaping etc.)

- Contract KPI Reporting (Quarterly)

4.6 Reactive Repairs

- KPI Reporting (Quarterly)

4.7 General Items

Statement that all professional indemnity insurances in respect of all consultants currently acting on our behalf are current and comprehensive (Annual)

Statement that all insurances in respect of contractors acting on our behalf are current and comprehensive (Annual)

5.0 Post Completion Appraisal (PCA)

5.1 In addition to the indicators above, the organisation will undertake a Post Completion Appraisal for all contracts to ensure both positive and negative aspects can be recorded. This may result in alteration or changes to existing policy and procedures.

5.2 The PCA forms a crucial part of the continuous improvement process, and, as such, each contract/project will be reviewed after completion. Feedback and review are necessary if problems and defects are not to be repeated in future projects.

5.3 The PCA will be completed by the Director of Investment for all contracts with the input from the Investment Officer.

5.4 The Appraisal will be undertaken once a final account has been agreed and signed off with the contractor.

5.5 A PCA report will be submitted to the Investment Sub Committee, with any recommendations highlighted in the report.

5.6 The main elements of the post completion appraisal (where applicable) are:-

- Analysis of consultants' performances
- Analysis of contractor performance feedback from the consultant

- Feedback from the Contractor
- Summary of Resident Involvement
- Feedback from Operations staff
- Analysis of costs against original estimates
- Analysis of defects
- Physical quality
- Disputes
- Views of customers

These are only broad headings. Some projects may have different or more specific issues that require to be addressed.

6.0 Customer Satisfaction Survey

6.1 The main purposes of conducting customer satisfaction surveys are to:

- Establish the views of customers
- Ensure that the organisation strives to improve the quality of housing by incorporating the results into its specifications.
- Review the service provided to residents during the Defects Liability Period (where applicable).

6.2 A Customer Satisfaction Survey will be undertaken at the most appropriate time, and will normally be carried out within 6-8 weeks of each properties handover or sign-off. A further survey will be conducted 6-8 weeks after the 12 month Defect Liability Period is concluded (where applicable).

6.3 The Customer Satisfaction Survey, for new build developments and major refurbishments, will generally cover the undernoted items.

- Layout
- Space standards
- Energy Performance
- Heating and ventilation systems
- Sound transmission
- Kitchen layout and utility provision
- Kitchen storage
- Other storage
- Service provided by Atrium during handover
- Handover procedure
- Consultation / participation over the design stage, if relevant
- Any other relevant matters

6.4 Atrium will adopt a range of survey methods appropriate to the project, although surveys will primarily be carried out on a one to one basis.

- 6.5 As far as is practicable the organisation will conduct face-to-face interviews. All tenants will be consulted and at a minimum Atrium will be looking for between 50% and 60% of customers to complete the form, in any investment project.
- 6.6 The survey will be conducted on a confidential basis and will follow GDPR regulations. Individual customers will not be identifiable from the survey results and report. However, where specific action is required for an individual customer this will be pursued with his/her agreement.
- 6.7 The Investment Sub Committee will receive regular reports on the survey analysis and main findings, as each survey is carried out. The survey results will be circulated to other relevant members of staff and any implementation brought to the attention of the appropriate section and Sub-Committee.

7.0 Performance Reporting to the Investment Sub Committee

- 7.1 Sub-Committee will be provided with the information outlined in this Policy on an annual or quarterly basis. The performance information outlined in this Policy is not exhaustive and may be added to where necessary.