



Homes for Cathy London Meeting 26 July 2019

Feedback on proposed KPIs

Introduction

A key objective for the Homes for Cathy group is to establish how we measure our impact. It had been suggested that a set of Homes for Cathy performance indicators should be developed and the following suggestions were put forward for the meeting to consider:

- Number of lettings to homeless households in a year (from CORE)
 - New Units
 - Relets
 - Affordable rent
 - Social Rent
- Evictions in a year
 - Total
 - Percentage of total rented stock
 - Percentage of households who were homeless when housed
 - Evictions into homelessness
 - Percentage of evictions into homelessness of households who were homeless when housed

Members were also asked to consider other potential KPI measures, such as tenancy sustainment:

- Tenancy sustainment
 - Evictions prevented
 - Number of support hours provided for homeless

Other considerations were also put forward for feedback:

- Separate KPIs for single people and families?
- KPIs for support only?
- Confidentiality?
- Sharing/developing/celebrating good practice and innovation?

Member Feedback

Following a group discussion session, members provided the following feedback and recommendations.

Number of evictions

- These could also be broken down by:
 - ASB
 - Rent arrears

Number of refusals / declined nominations

- These could also be measured in terms of:
 - Past ASB
 - Former convictions
 - Affordability

Other measurements

- Number of tenants, receiving tenancy support, sustaining their tenancy for one year
- Number of abandonments within the first four months

General considerations

- In terms of data analysed (eg from CORE), it would be preferable to use percentages rather than absolute numbers.
- CORE data may be interpreted differently by organisations – need for uniformity.
- Semantics – the term ‘indicators’ could have negative connotations – ‘outcomes’ or ‘achievements’ would convey a more positive message and avoid member HAs feeling they are being judged / assessed.
- There is a need to reframe ‘KPI’ so that it doesn’t put HAs in competition with each other but reinforces collective delivery.
- The different context for different organisations needs to be considered:
 - Size / type of organisation (for example, a homeless charity would have 100% lets to homeless people) – important to benchmark like for like
 - Type of accommodation
 - Type of support (supported tenure)
 - Type of tenancy
 - Age / circumstances of people housed

- Availability of move on
- Location / spread – many HAs face particular geographical pressures
- How much 'say' do providers have over who applies and is housed? (What is proportion of LA nominations of homeless households?)
- How does housing homeless households work in terms of creating balanced communities? Would analysis of homeless households housed make some organisations look 'bad' if they hadn't given 'all' nominations to homeless households?
- HAs all evict tenants, for various reasons, even if they seek to avoid it – the focus of KPIs should therefore be on measures for preventative work. How can preventative work be measured?
- In addition to CORE, consider what other data member organisations already collect (and its limitations) – could it be used to inform KPIs?
- Context is equally as important as number – should measuring our impact as a group focus more on gathering information about best practice rather than KPIs and highlighting what has changed over time rather than figures?
- Partnership working (eg between HAs and small local charities) can prove to be very valuable – it could be useful to highlight how Homes for Cathy has helped to promote relationships and cross working. Important to share best practice models that could be replicated by other members.
- Need to ensure that data is not being duplicated – for example when an HA and charity is working in partnership and are both Homes for Cathy members.
- A proportion of homeless people housed by charities are not registered homeless – how can these be recorded?
- Could Homes for Cathy lobby CORE and Housemark to change the data they collect, in order to accommodate us?