

Report to the Board

20 March 2014



Title: Review of Service Standard Performance Indicators and Future Targets 2014/15 – 2016/17

Report of: Head of Corporate Services

Purpose of Report

1. To seek the Board's approval of the service standard performance indicators 2014/15 and future targets to March 2017.

Background

2. Each year we review service standard performance indicators that we report and performance targets which have been set. It is customary to review existing indicators and targets to ensure that they remain relevant, challenging and realistic.
3. We take into consideration any updated comparative information when setting targets and review whether to add or delete any indicators.
4. We have undertaken a review of all of service standard performance indicators currently reported by The Gateshead Housing Company and future targets have been set for the next three years.
5. These indicators are used by customers to ensure that we are meeting the service standards that we have set out in the 'Guide to Services' documents for both tenants and leaseholders.

Summary

6. As part of the indicator review we considered the following: -
 - Whether the indicator was appropriate and should be retained.
 - Whether the indicator required an amendment.
 - Whether the indicator was not required and could be deleted.
 - Whether the indicator should continue to be reported to the Board.
 - Whether the indicator could continue to be collected but used as management information.
 - Whether there were any new indicators which were required.

Benchmarking

7. All targets have been reviewed using S.M.A.R.T. methodology to ensure that where benchmarking data exists, we aim to improve our performance towards the top quartile in the shortest possible time, except where we are performing at top quartile already.
8. Where no benchmark comparisons exist, we have set our targets at a level that is achievable and appropriate taking into consideration any outside factors. Most indicators show a steady continuous improvement within performance other than where we are confident that we have reached the optimal level of performance. In these cases, performance targets are set to maintain existing performance. Some indicator targets have been reduced to consider the future economic or influencing factors that are likely to impact upon our performance.
9. Detailed proposals in relation to the retained service standards and targets set are included within the Appendix. An overview is provided below.

HomeRepairs, Gas Servicing and Investment Overview

10. The HomeRepairs, Gas Servicing and Investment sections have a total of 7 service standard performance indicators for which targets have been set. All indicators are increasing or maintaining their current targets and are detailed within the Appendix.

Rent and Income, Lettings and Voids, Customer Service and Managing Tenancies Overview

11. The Rent and Income, Lettings and Voids, Customer Service, and Estates and Anti-Social Behaviour sections have a total of 21 service standard performance indicators. Proposed targets are detailed within the Appendix.
12. New indicators introduced for Customer Service in 2013/14 will continue to be baseline in the coming year. The survey used to collect this data has been issued and results will be known at year end which will be used to set a challenging target for 2015/16. These are:-
 - i. Percentage of customers that were satisfied that they were able to talk to the right person
 - ii. Percentage of customers that were satisfied we were able to deal with their enquiry

Leasehold and Involvement Overview

13. Currently these services have 11 service standard performance indicators which they have set targets for. These are detailed within the Appendix.
14. The Leasehold Service proposes to delete the indicator detailed below. Property sales have reduced and the quantity of surveys conducted does not yield a high enough response to provide meaningful data that can be used to identify service improvements. The Leasehold SIG will review the pack contents periodically and this has been included in their 2014/15 work plan.
 - i. Satisfaction with the information given prior to becoming a leaseholder.

15. The remaining Leasehold targets have been set based on maintaining or increasing the performance level for most of the service standard performance indicators. The target for the following indicator has been reduced following consultation with the SIG however current performance continues to reach upper quartile position. The Leasehold Services Manager is to consult with Mears and the HomeRepairs Manager to ensure leaseholders are being consulted on their satisfaction with communal repairs and identify service improvements.
 - i. % of leaseholders satisfied with the communal repairs and maintenance service.
16. Involvement targets have been set based on maintaining or increasing the performance level for most of the service standard performance indicators.
17. The indicator ‘% of tenants satisfied that their views were taken into account’ has been amended to link to the biennial completion of the Annual Survey. Target setting will take place in January 2015 and the survey will be distributed later that year. This should ensure a closer link between customer satisfaction and tenant priorities in the production of TGHC’s Delivery Plan. The key focus of this year’s plan is to ensure that we continue to provide services that our customers want, whilst supporting the Council in its objectives around the Council Plan 2012-2017 and the new Housing Strategy 2013-2018.
18. The indicator ‘Number of events attended’ has previously been given a numeric target and it is proposed to change the target from a figure to 'Increase'. This year there were a number of community events which the company has supported, however performance on this indicator is largely dependent on whether community groups or other agencies continue to hold these local events for the company to attend. We will continue to support all events where the attendees include our tenants and leaseholders.

Estate Management, Sheltered Housing, Communal Areas and Multi-Storey Blocks Overview

19. Currently, these services have 15 service standard performance indicators which they have targets for. Targets have been set based on maintaining or increasing performance levels for most of the service standard performance indicators. These are detailed within the Appendix.
20. Within Estate Management, the service is proposing to reduce the indicator ‘Percentage of tenants satisfied with the appearance of their estate and how it is maintained’. Satisfaction with the appearance of estates has fallen in 2013/14 due to the reduction in grounds maintenance by Local Environmental Services (LES). The Service Level Agreement (SLA) is to be reviewed in March 2014 and the organisation is investigating the possibility of utilising the Handymen Service to improve the appearance of estates and increase customer satisfaction. Targets are being reduced from 73% which is deemed unachievable to 65%.
21. Within Sheltered Housing, it is proposed to rename the indicator ‘% of sheltered housing tenants satisfied with the opportunities for involvement’ to ‘% of tenants satisfied with opportunities for getting involved in their scheme.’ This aims to measure the wider variety of opportunities for involvement across all aspects of the sheltered housing units, not just customer involvement initiatives. It is hoped

this will identify any individual schemes where involvement opportunities are low so they can be improved.

Impact on Tenants

22. The indicators set will have an impact on tenants as work to meet these targets should lead to a better standard of service for tenants and leaseholders.

Risk Management Implications

23. Performance improvement is a priority for the company.

Financial Implications

24. There are no financial implications arising from this report.

Health Implications

25. There are no direct health implications arising from this report, although successful implementation of the recommendations would have a positive impact on the health and wellbeing of Gateshead residents.

Value for Money Implications

26. Delivering efficient services which meet the needs of our customers is a priority for the Housing Company. Achieving our service standards will help to ensure that we are delivering the right services to our customers.

Equality and Diversity Implications

27. Understanding the profile of our customers is important for decision making to ensure that we are meeting all of our customers needs.

Environmental Implications

28. There are no direct environmental implications arising from this report.

Consultation Carried Out














29. Targets have been reviewed, amended where necessary and approved by Service Improvement Groups for the appropriate service area. They have then been discussed and agreed by the Management Team.










Recommendations









30. The Board is recommended to: -
- approve the service standard indicators for 2014/15 and;
 - approve the targets set to March 2017.






















SERVICE STANDARDS MEASURES & TARGETS 2014/15 – 2016/17






Achieving Target 	Not on target but improved on 12/13 		Not on target & worse than 12/13 		
Service Standards Measures & Targets					
Measure	Target 2013/14	Result Q3 2013/14	Target 2014/15	Target 2015/16	Target 2016/17
 Home Repairs					
Satisfaction with the service from the small tasks team.	99%	100% 	99%	99%	99%
We will respond and deliver the small tasks service on time. (Within 10 working days)	95%	89% 	95%	95%	95%
 Gas Servicing					
Overall satisfaction with the annual gas service.	98.5%	98.32% 	98.5%	99%	99%
We will inspect 5% of completed services to check the quality of work.	5%	5% 	5%	5%	5%
 Investment					
Satisfaction with the assistance and information given to tenants before the improvement.	96%	97.71% 	96.5%	97%	97.5%
We will advise you within 2 weeks if you require any building regulation or planning permissions.	80%	91.66% 	91%	91.5%	92%
We will monitor the length of time taken to acknowledge improvement requests (one working week)	97%	97.64% 	97%	97%	97%

Service Standards Measures & Targets					
Measure	Target 2013/14	Result Q3 2013/14	Target 2014/15	Target 2015/16	Target 2016/17
 Rent Payments and Advice					
Satisfaction with information on how much rent to pay.	91%	91.5% 	91.5%	92%	92.5%
Are our rent letters and statements easy to understand?	91%	94.7% 	94%	94.5%	95%
Satisfaction with the advice we give on rent or on debt.	95%	To be reported quarter 4	95%	95%	95%
Satisfaction with rent payment methods.	91%	96.2% 	95.5%	96%	96.5%
We will contact former tenants within 2 weeks to inform them of outstanding arrears or credit balances.	95%	96.94% 	95.5%	96%	96.5%
 Lettings and Voids					
We will register and update your application within 1 working week.	93%	98.23% 	95.5%	96%	96.5%
Overall customer satisfaction with the advice and information on applying for a new home.	90%	To be reported quarter 4	92.5%	93%	93.5%
Overall customer satisfaction with bidding for properties.	97%	To be reported quarter 4	98%	98.5%	99%
We will notify successful bidders within 3 working days.	93.5%	94.22% 	94%	94.5%	95%
% of customer who said that the property viewing was useful.	98%	99.54% 	99%	99%	99%

Service Standards Measures & Targets					
Measure	Target 2013/14	Result Q3 2013/14	Target 2014/15	Target 2015/16	Target 2016/17
Satisfaction with the condition of the property offered in line with the lettable standard.	95%	96.80% 	95%	95%	95%
Satisfaction with the advice and support offered to new tenants.	98%	98.38% 	98.5%	98.5%	98.5%
% of HomeWelcome visits carried out within 6 weeks.	86%	87.80% 	87.5%	88%	88.5%
Satisfaction with furniture packages.	97.5%	To be reported quarter 4	98.25%	98.5%	98.75%
 Customer Services					
The % of complaints dealt with within 10 working days.	70%	74.76% 	76%	77%	78%
% of customers satisfied with communication throughout the handling of their complaint	65%	70.73% 	71%	71.5%	72%
% of customers that were satisfied that they were able to talk to the right person	Baseline	To be reported in quarter 4	Baseline	Baseline	Baseline
% of customers that were satisfied we were able to deal with their enquiry	Baseline	To be reported in quarter 4	Baseline	Baseline	Baseline
 Involvement					
The representation of involved customers.	840	880 	890	910	930
Annual tenant and leaseholder training attendance.	180	115	180	190	200
Satisfaction with the feedback following involvement.	97%	To be reported quarter 4	97%	97%	97%

Service Standards Measures & Targets					
Measure	Target 2013/14	Result Q3 2013/14	Target 2014/15	Target 2015/16	Target 2016/17
% of tenants satisfied that their views were taken into account.	72.5%	73.9% 	Annual survey to be completed biennially and will be conducted in 2015/16.		
Number of events attended	16	36	Increase	Increase	Increase
 Managing Tenancies					
We will give you a decision on your request to assign or succeed your home within 10 working days.	100%	99.24% 	100%	100%	100%
We will give you a decision on your request to exchange your home within 42 working days.	100%	100% 	100%	100%	100%
% of ASB cases responded to and investigations begun within timescale (24 hours, high priority, 5 working days, other cases)	98.5%	99% 	99%	99%	99%
 Leasehold Services					
Satisfaction with the information given prior to becoming a leaseholder.	90%	To be reported quarter 4	Delete	Delete	Delete
% of leaseholders satisfied with the service they receive.	70%	73% 	71%	71.5%	72%
% of leaseholders satisfied with the communal repairs and maintenance service.	71%	57.9% 	59.5%	60%	60.5%
Satisfaction with the account information.	86%	78.10% 	86%	86%	86%
% of disputes raised and responded to within 10 days.	95%	85.11% 	95%	95%	95%

Service Standards Measures & Targets					
Measure	Target 2013/14	Result Q3 2013/14	Target 2014/15	Target 2015/16	Target 2016/17
% of enquiries responded to within 10 days.	95%	86.75% 	95%	96%	97%
 Estate Management					
% of tenants satisfied with the appearance of their estate and how it is maintained.	73%	59.5% 	65%	65.5%	66%
How we delivered on the published programme of estate tours.	100%	590 Estate Tours (100%) 	100%	100%	100%
% of estate tours that involved customers.	83%	90.34% 	91%	92%	93%
% of tenants satisfied with the quality and frequency of garden service visits.	91%	To be reported quarter 4	91%	91%	91%
Average time taken to resolve Garden Case	Baseline	3.4 weeks	3.4 weeks	3.4 weeks	3.4 weeks
% tenants with untidy gardens that have been visited within 3 working days	100%	100% 	100%	100%	100%
% of possible abandoned, sublet or illegally occupied properties that have been visited within 24 hours	100%	100% 	100%	100%	100%
 Sheltered Housing					
% of sheltered housing tenants that are satisfied with living in their scheme.	97%	94% 	97%	97.5%	98%
% of sheltered housing tenants satisfied with the services provided by TGHC & partners	Baseline	92%	92.5%	93%	93.5%

Service Standards Measures & Targets					
Measure	Target 2013/14	Result Q3 2013/14	Target 2014/15	Target 2015/16	Target 2016/17
% of sheltered housing tenants satisfied with the opportunities for involvement Indicator to be renamed '% of tenants satisfied with opportunities for getting involved in their scheme'	86%	82% 	86%	86.5%	87%
 Communal Areas and Multi Storey Blocks					
Satisfaction with the Caretaking service.	94%	To be reported quarter 4	94%	94.5%	95%
Satisfaction with the Concierge service.	Baseline	To be reported quarter 4	82%	82.5%	83%
The % of inspections carried out in multi storey blocks cleaned by Caretakers that meet the published service standard.	98%	99.29% 	99%	99%	99%
% of accompanied viewings in multi blocks attended by the caretaker	90%	98.95% 	98.7%	99%	99%
% of new tenants in multi blocks receiving a personal visit by the caretaker within 21 days of their tenancy starting	83%	87.88% 	87.5%	88%	88.5%