



## Report to the Board

17 September 2015

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**Title:** Key Performance and Service Standard Indicator Review

**Report of:** Head of Corporate Services

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### **Purpose of Report**

1. To seek the Board's approval of changes to the Key Performance and Service Standard Indicators.

### **Background**

2. As part of the Board Away Day on 24 October 2014 it was agreed that 2015/16 performance indicator reports would be linked to the 5 year TGHC Business Plan and would be scrutinised by the relevant committee, with a summarised report being brought to Board.
3. At the meeting on 19 March 2015, the Board were presented with and approved a structure of which key performance indicators (KPI's) should be reported to each individual committee.

### **Summary Report**

4. In line with the 5 year TGHC Business Plan, a detailed review of all existing KPI and Service Standard Indicators was carried out with Service Managers, a focus group of customers and stakeholders during July and August 2015.
5. There were 38 existing KPI's collected for Quarter 1 2015/16, and of these:
  - 16 will remain as KPI's and be reported to the relevant committee
  - 11 will now be reported as service standards to the relevant committee
  - 10 will be deleted and retained as Management Performance Indicators (MPI) that will be used by Service Managers to monitor and improve service delivery
  - One indicator is to be deleted as VFM is now embedded
  - One new indicator is to be introduced in relation to stock condition surveys
6. There will therefore be a total of 17 KPI's to be reported to the relevant committees at Quarter 2 2015/16 and for the remainder of the year.
7. There were 53 existing Service Standard Indicators collected for Quarter 1 2015/16, and of these:

- 29 will remain as Service Standards and be reported to the relevant committee
  - 13 Service Standard Indicators will be deleted and retained as MPI's that will be used by Service Managers to monitor and improve service delivery
  - 11 indicators have been deleted
  - One new indicator is to be introduced in relation to Universal Credit
8. There will therefore be a total of 41 Service Standards to be reported to the relevant committees at Quarter 2 2015/16 and for the remainder of the year.
  9. A detailed summary supporting the changes made for KPI's and Service Standards is detailed in Appendix 1.
  10. Overall there has been a 36% reduction in the number of KPI's and Service Standard Indicators to be reported the relevant committees and Board.
  11. Of the remaining indicators and the proposal to introduce two new indicators, the following will be reported to the appropriate committees with an overall summary being presented to Board:
    - Assets, Development and Investment Committee – 13 indicators
    - Resources Committee – 16 indicators
    - Customer and Communities – 29 indicators
    - Audit Committee – none
  12. Audit Committee has its own set of indicators which are measured against the overall 2015/16 Audit Plan and implementation of audit recommendations.
  13. A detailed summary of which indicators will be presented to each committee is attached at Appendix 2.

### **Link to values**

14. This report is aligned to the Company values of being:
  - Fair
  - Customer focused
  - Open and honest
  - Accountable
  - Innovative
  - Passionate about what we do

### **Impact on tenants**

15. Performance of the company has an impact on the quality of services we provide to our customers.

### **Risk Management Implications**

16. Performance improvement is a priority for the company and we are required to report performance as part of the Management Agreement with the Council. Key Performance Indicators and targets are included within the TGHC Business Plan, used to benchmark our performance against other housing providers and to drive service delivery improvements.

### **Financial Implications**

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

### **Health Implications**

18. Monitoring the performance indicators in relation to ensuring that homes are let quickly will have a positive impact on the health and wellbeing of the tenants on the waiting list for a home. Other indicators may have an indirect positive impact on the health and wellbeing of Gateshead residents.

### **Environmental Implications**

19. There are no environmental implications arising from this report.

### **Equality and Diversity Implications**

20. There are no diversity implications arising from this report.

### **Value for Money implications**

21. There are no Value for Money implications arising from this report.

### **Consultation carried out**

22. The review was produced in conjunction with a customer focus group. Members reviewed the format of all KPI and service standards and suggested suitable amendments with officers.

### **Recommendation**

23. The Board is recommended to approve the proposed changes to key performance indicators and service standards.

**Summary of proposed changes to KPI's and Service Standards.**

<p><b>HomeRepairs</b> – All four current Key Performance Indicators (KPI's) reported are to be retained.</p> <p><b>% of emergency, urgent and routine repairs completed within timescale</b>  <b>% of tenants satisfied with the repair service</b>  <b>Appointments made as a percentage of appointable repair orders</b>  <b>Appointments kept as a percentage of appointments made</b></p> <ul style="list-style-type: none"> <li>• All of the repair indicators will be retained</li> <li>• TGHC and the repairs partner meet regularly to discuss operational performance</li> <li>• TGHC will continue to use performance results and work with partners to secure ongoing improvements</li> </ul>
<p><b>HomeRepairs</b> - Of the current two service standard indicators reported one is being retained and one is being deleted.</p> <p><b>Satisfaction with the service from the small tasks team</b></p> <ul style="list-style-type: none"> <li>• This service standard is being retained</li> <li>• The results from the customer survey will be used to identify service improvements and address incidents of dissatisfaction</li> </ul> <p><b>We will respond and deliver the small tasks service on time (Within 10 working days)</b></p> <ul style="list-style-type: none"> <li>• This service standard indicator is to be deleted and retained as a Management Performance Indicator (MPI)</li> <li>• Results of the MPI are reported annually to Customers and Communities Committee as part of the Sheltered Housing Service – Annual Update report</li> <li>• Any dissatisfaction with service timescales will be collected and responded to via the customer service survey</li> </ul>

**Cyclical** - The current KPI indicator will be retained.

**% of relevant properties that have had a gas service in the last 12 months**

- The current KPI indicator will be retained.
- The Gas Safety (Installation and Use) Regulations 1998; Regulation 36 Duties of Landlords: place important duties on most landlords of domestic properties to ensure that gas installation pipe-work, gas appliances and their flues are maintained in a safe condition

**Cyclical** - Of the current two service standard indicators reported one is being retained and one is being deleted.

**Overall satisfaction with the annual gas service**

- This indicator will be retained as a service standard
- The results from the customer survey will be used to identify service improvements and address incidents of dissatisfaction

**We will inspect 5% of completed services to check the quality of work**

- This indicator will be deleted as a service standard and retained as a MPI
- This indicator was introduced in 2010 and has achieved target each year since
- The process to inspect gas services is embedded in service delivery with the repairs contractor
- The indicator is linked to the Risk Register and Audit process.
- Any outcomes will be reported to Assets, Development and Investment Committee via an overall service delivery report

**Asset** - Of the current two KPIs reported two are being retained and one is being introduced.

**% of council rented properties that are not decent**

- This indicator is to be retained
- This is an important indicator measuring the organisation's ability to maintain the decency of Council housing stock

**Energy Efficiency: average 'SAP' rating of dwellings**

- This indicator is to be retained
- SAP is the Government's Standard Assessment Procedure for Energy Rating of Dwellings. SAP is a measure of a dwelling's overall energy efficiency.
- This is an important indicator measuring the organisation's ability to maintain the energy efficiency of Council housing stock and reduce future improvement works expenditure

**% of council housing stock with a current condition survey**

- This indicator is to be introduced
- Knowing the condition of Council stock assists in:
  - Meeting the Decent Homes Standard
  - Maintaining housing stock for future use
  - Reducing and anticipating future works expenditure
  - Supports the Asset Management Strategy
  - Supports planning for the Capital Programme

**Investment** - Of the current two KPI's reported one is transferring to a service standard and one is being deleted.

**Tenants satisfied with improvements made to your home**

- This indicator will change from a KPI to a service standard
- The outcome of this indicator will continue to be monitored closely and discussed at contractor meetings, with the Home Service Improvement Group (SIG) and will be reported annually as part of the Housing Capital Programme report to Asset, Development and Investment Committee

**Contractor time in possession indicator while carrying out maintaining decency & elemental work (days)**

- This KPI is to be deleted and retained as a MPI to support service delivery
- This indicator is discussed as part of the Partnering Group meeting
- The Investment and Development service are introducing more challenging performance targets across the service in 2015/16 which will be reported as part of the Housing Capital Programme report to Asset, Development and Investment Committee
- Customers in receipt of home improvements are interested in the time their property was in possession of the contractor rather than the overall average for the company

**Investment** – Of the current three service standard indicators reported two are being retained and one is being deleted.

**We will advise you within two weeks if you require any building regulation or planning permissions**

**We will monitor the length of time taken to acknowledge improvement requests (one working week)**

- The above indicators will be retained as a service standards and are being reviewed as part of the Managing Tenancy Review of processes and procedures which incorporates mobile working and using Northgate effectively
- Once processes and procedures have been agreed an assessment will be made to ensure the service standards are fit for purpose and amendments to performance reporting can be made accordingly

**Satisfaction with the assistance and information given to tenants before the improvement**

- This indicator is to be deleted as a service standard and retained as a MPI
- Performance indicator results will continue to be discussed at contractor meetings, Home SIG and will be reported annually as part of the Housing Capital Programme report to Asset, Development and Investment Committee
- It has been identified that this indicator is misleading for customers. The survey question relates to the contractor Resident Liaison Officer (RLO) performance. Each instance of dissatisfaction is investigated and it has been identified through current performance analysis that most dissatisfaction is due to operative performance/workmanship and not the assistance and information provided by the RLO, this tenant satisfaction will be identified as part of the 'Tenants satisfied with improvements made to your home' performance indicator.

**Lettings & Voids** - The current KPI indicator reported will be retained.

**Rent lost through Council houses being empty**

- This indicator is to be retained in an amended form
- This indicator measures rent charges lost through properties being vacant and is used to monitor performance of the repair contractor and lettings service, whilst ensuring the rental income stream is maximised

**Lettings & Voids** - Of the current nine service standard indicators reported two are being retained and seven are being deleted.

**We will register and update your application within one working week**

- This indicator is to be retained in an amended form
- On investigation with partners of the Tyne and Wear scheme housing providers have various target dates ranging between 5 to 10 days depending on how each organisation/housing network is structured
- The organisation most like Gateshead has a 10 day target, and that housing provider has indicated it is likely to increase the target in the future
- The service standard has not been reviewed since the establishment of Tyne and Wear Homes
- The indicator title will change to 'We will register your application within 10 working days'

**Overall customer satisfaction with bidding for properties**

- This indicator is to be retained
- The survey to collect satisfaction information is an important indicator to ensure the service we provide meets the needs of current and future tenants

**Overall customer satisfaction with the advice and information on applying for a new home**

- This indicator is to be deleted as a service standard and retained as a MPI
- MPI results will be monitored by the Customers and Communities Committee as part of the Lettings Annual report.
- Customers can now access lettings information in a number of different ways (e.g. Tyne and Wear Homes, housing office network and online)
- Customers may not need any advice and information directly from TGHC lettings service, although they will be asked this as part of the satisfaction survey. As a result this would not give a real indication of customer satisfaction if they had never sought advice and information from Tyne and Wear Homes, housing office network or online
- It is considered that the standard is no longer fit for purpose

**Satisfaction with the condition of the property offered in line with the lettable standard**

- This indicator is to be deleted as a service standard and retained as a MPI
- The MPI will be used to inform the Void and Allocation review and the Lettable Standard review and presented to Home SIG for approval
- MPI results will be monitored by Asset, Development and Investment Committee as part of the Contract Review report.
- There are low levels of survey returns resulting in a less favourable confidence interval result
- The majority of surveys are returned from customers that have accepted the property and are satisfied generally due to securing a rental property
- Where dissatisfaction is noted the Void Team respond proactively to customer comments and address issues raised
- Properties returned to TGHC by the contractor not meeting the lettable standard are returned and this is also monitored as an separate MPI which is monitored quarterly by Asset, Development and Investment Committee via the above report



**We will notify successful bidders within three working days**

- This indicator is to be deleted as a service standard and retained as a MPI
- MPI results will be monitored by the Customers and Communities Committee as part of the Lettings Annual report.
- The survey to collect satisfaction information will continue to be distributed and overall lettings satisfaction will still be monitored
- Any instances of dissatisfaction will be addressed and used to identify service improvement

**% of customers who said that the property viewing was useful****Satisfaction with the advice and support offered to new tenants****% HomeWelcome visits carried out within six weeks**

- The above indicators are to be deleted
- As previously mentioned the survey to collect information is to be revised as part of the overarching review Void and Allocation review
- This is an opportunity to review the service offered to new customers, collect data in a more meaningful way to ensure services are tailored to meet customer needs
- New indicators will be developed in 2016/17 once the review is complete

**Satisfaction with furniture packages**

- This indicator is to be deleted
- Furniture packages offered to tenants are tailored to individual requirements and are provided by Newcastle Furniture Scheme. TGHC do not have an ability to change or influence packages offered

**Rent and Income** - Of the current three KPI indicators reported all are being retained.

**% of rent collected**

**Rent arrears of current tenants as a % of the authority's rent roll**

**Former tenant arrears as a % of all rent owed**

- All of the rent income indicators will be retained
- Rental income streams are closely monitored and appropriate action taken to ensure the maximum income is collected and arrears levels are minimised

**Rent and Income** - Of the current five service standard indicators reported one is being retained, one new indicator is to be introduced and four are being deleted.

**Satisfaction with the advice we give on rent or on debt**

- This indicator is to be retained
- Previously this indicator measured the performance of TGHC and partners
- In the future this indicator will measure TGHC performance in isolation
- Monitoring of our partners performance will continue as a management indicator

**We will contact former tenants within two weeks to inform them of outstanding arrears or credit balances**

- This indicator will be deleted and retained as a MPI
- The process to contact former tenants is automated via the Northgate housing system to a 28 day cycle ensuring 100% of all customers are contacted within timescale
- The service standard was reduced from 28 days to 10 working days (two weeks) and average performance is 97%
- Where the standard is not met this is normally due to tenancies being terminated retrospectively. ie Death of a tenant. Cross service working between the Rent & Income Team and the housing office network is strong to ensure and minimise the number of retrospective terminations
- Contact with Former Tenants within timescales is ongoing to maintain rental income
- Performance is reported to the Tenancy & Allocation SIG and will be included in the Annual Arrears Management report to Customers & Communities Committee

**We will contact tenants within one week to offer money and debt advice when notified of tenant being in receipt of Universal Credit (UC)**

- This indicator is to be introduced
- Data will initially be recorded on Microsoft Excel and this process will be reviewed as the number of tenants in receipt of UC increases
- A process is currently in place and a year end result will be available

**Satisfaction with information on how much rent to pay**

- This indicator will be deleted
- Landlords are required, by law, to notify customers at least 28 days prior to changes in their rent or service charges
- This is a statutory requirement and customer satisfaction cannot influence the outcome
- The indicator used to be collected via an annual postage survey sent to 5,000 randomly selected tenants
- Performance is reported to the Tenancy and Allocation SIG and will be included in the Annual Arrears Management report to Customer and Communities Committee

**Are our rent letters and statements easy to understand?**

- This indicator will be deleted
- The Rent Payments and Information Satisfaction Survey is distributed annually to 5,000 randomly selected customers.
- Performance is reported to the Tenancy and Allocation SIG and will be included in the Annual Arrears Management report to Customers and Communities Committee
- It is considered that a more meaningful method of customer engagement is required
- As part of the current Tenancy and Allocation SIG Service Plan, the group will focus on reviewing letters and statements to ensure a conversation takes place between officers and customers which will result in correspondence that meets the needs of our customers

**Satisfaction with rent payment methods**

- This indicator will be deleted
- Current payment methods include online, direct debit, standing order, debit card, phone, post office, pay point and salary deduction
- TGHC offer all payment methods that are currently available to offer and the company are unable to expand upon those options at present

**Customer Service** - Of the current seven KPI indicators reported two are being retained and five are being deleted.

**% of those making a complaint satisfied with the investigation of the complaint**

- This indicator will change from a KPI to a service standard
- The title will change from ‘% of those making a complaint satisfied with the handling of the complaint’ to the above.
- It is considered that the term ‘handling’ wasn’t appropriate
- Results are taken from the Complaints survey following a complaint closure
- Performance information is included in the TGHC Annual report to tenants, shared with the Complaints Scrutiny Panel and reported to Customers and Communities Committee via the Compliment and Complaints Performance update report which is presented six-monthly
- The results from the customer survey will be used to identify service improvements and address incidents of dissatisfaction

**Satisfaction with the customer service you received from TGHC**

- This indicator will change from a KPI to a service standard
- Performance data is collected via the annual Customer Service Survey issued to 5,000 randomly selected customers
- Performance information will be reported to Customers and Communities Committee in 2015/16 and the Involvement SIG
- The results from the customer survey will be used to identify service improvements and address incidents of dissatisfaction

**% of tenants on who we have diversity information (Age, Disability, Gender, Ethnicity)**

**% of tenants on who we have diversity information (Sexual orientation, Religion)**

**% of leaseholders on who we have diversity information (Age, Disability, Gender, Ethnicity)**

**% of leaseholder on who we have diversity information (Sexual orientation, Religion)**

- These indicators will be deleted and retained as MPI’s
- Diversity information will be monitored by the Customers and Communities Committee as part of the Involvement Update report
- Each of the characteristics will be monitored separately to ensure that appropriate attention is given to those failing to achieve targets set
- In future there will be 6 diversity indicators for tenants and leaseholders as detailed below:
  - % of tenants on who we have diversity information - Age
  - % of tenants on who we have diversity information - Disability
  - % of tenants on who we have diversity information - Gender
  - % of tenants on who we have diversity information - Ethnicity
  - % of tenants on who we have diversity information - Sexual orientation
  - % of tenants on who we have diversity information - Religion
  - % of leaseholders on who we have diversity information - Age
  - % of leaseholders on who we have diversity information - Disability
  - % of leaseholders on who we have diversity information - Gender
  - % of leaseholders on who we have diversity information - Ethnicity
  - % of leaseholders on who we have diversity information - Sexual orientation
  - % of leaseholders on who we have diversity information - Religion

**Satisfaction with the outcome of a complaint**

- This indicator will be deleted and retained as a MPI
- Results are taken from the Complaints survey following complaint closure and will continue to be collected
- Customer response may be influenced if the complaint outcome didn't meet expectations i.e. replacement waste bins at no cost, grass cutting removal
- If not satisfied, customers can ask for the complaint to be reviewed via the Complaint Policy
- Performance information is included in the TGHC Annual report to tenants, shared with the Complaints Scrutiny Panel and reported to Customers and Communities Committee via the Compliment and Complaints Performance update report which is presented six-monthly
- The results from the customer survey will be used to identify service improvements and address incidents of dissatisfaction

**Customer Service - Service Standards** – Of the current four service standard indicators reported three are being retained and one is being deleted.

**The % of complaints responded to within 10 working days**

- This service standard will be retained
- The indicator title will change from 'The % of complaints dealt with in 10 working days' to the above as it was consider the term 'dealt with' wasn't appropriate
- Every customer that makes an official complaint will be surveyed for feedback
- The results from the customer survey will be used to identify service improvements and address incidents of dissatisfaction

**% of customers satisfied with communication throughout the investigation of their complaint**

- This service standard will be retained
- Indicator title will change from '% of customers satisfied with communication throughout the handling of their complaint' to the above title as it was considered that the word 'handling' wasn't appropriate
- Every customer that makes an official complaint will be surveyed for the feedback
- The results from the customer survey will be used to identify service improvements and address incidents of dissatisfaction

**% of customers that were satisfied that they were able to talk to the right person**

- This service standard will be retained
- Performance data is collected via the annual Customer Service Survey issued to 5,000 randomly selected customers and will be reported to Customers and Communities Committee in 2015/16 and the Involvement SIG
- This is an important indicator for the company as it indicates that the information on our website, displayed throughout the housing office network and in information leaflets is correct and ensures customers are able to talk to the right person

**% of customers that were satisfied we were able to deal with their enquiry**

- This KPI is to be deleted and retained as a MPI
- Performance data is collected via the annual Customer Service Survey issued to 5,000 randomly selected customers and will be reported to Customers and Communities Committee in 2015/16 and the Involvement SIG
- Customers response to this question may be influenced by their expectations of the service we can provide i.e. replacement waste bins at no cost, grass cutting removal. If not satisfied, customers can ask for the complaint to be reviewed via the Complaint Policy

**Involvement - Service Standards** – Of the current five service standard indicators reported two are being retained and three are being deleted.

**Annual tenant and leaseholder training attendance**

- This service standard is to be retained
- Monitoring the number of customers attending training courses supported by TGHC will demonstrate the social value we provide to our customers to help improve their opportunities for personal, professional improvement and the impact this has on them and their local communities

**% of tenants satisfied that their views are taken into account**

- This service standard will be changed to a KPI as it is part of the biennial survey and will be reported with other biennial survey indicators

**Satisfaction with the feedback following involvement**

- This indicator will be deleted as a service standard and retained as a MPI
- Monitoring customer satisfaction will be reported as part of the Customer Involvement Activity report presented to Customers and Communities Committee
- The monitoring of customer satisfaction is embedded in the involvement process and has achieved a high performance level for a number of years

**Number of events attended**

- This indicator will be deleted as a service standard and retained as a MPI
- Fewer events are being held although TGHC attend all events they are invited to
- Monitoring event attendance will continue as part of the Customer Involvement Activity report presented to Customers and Communities Committee
- The attending of events is embedded into the customer involvement process and has achieved a high performance level for a number of years

**The representation of involved customers**

- This service standard will be deleted
- This standard measures the number of people involved who are registered on the Involvement database and a review is taking place to establish which of the existing customers wish to remain involved
- Customer representation will continue to be reported as part of the Customer Involvement Activity report presented to Customers and Communities Committee
- Monitoring of involved customers is embedded into the customer involvement process and has achieved a high performance level for a number of years

**On your estate** - Of the current seven service standard indicators reported five are being retained and two are being deleted.

**% of tenants satisfied with the appearance of their estate and how it is maintained**

- This indicator will be retained
- This service standard is being reviewed as part of the Managing Tenancy Review of processes and procedures which incorporates mobile working and using Northgate effectively
- Once processes and procedures have been agreed an assessment will be made to ensure current service standards are fit for purpose and amendments to performance reporting can be made appropriately
- Customer satisfaction is measured via an annual survey to customers, issued to 5,000 randomly selected customers and reported to Customer and Communities Committee via the Estate Management Activity report which identifies housing service improvements across the Gateshead borough

**How we delivered the programme of estate tours**

- This indicator will be retained
- An amendment to the indicator title has been made from 'How we delivered on the published programme of estate tours' to the above title
- This is an important indicator for the housing network which ensures appropriate and timely action is taken to ensure housing estates are clean and tidy

**% of tenants satisfied with the quality & frequency of garden tidy visits**

- This indicator is to be retained
- This is an important indicator which assists in ensuring that the service provided by our contractor meets the Service Level Agreement (SLA)
- There will be a slight change to the indicator title from '% of tenants satisfied with the quality & frequency of garden service visits' to the title above

**% of tenants with untidy gardens that have been visited within three working days**

- This indicator is to be retained
- Performance monitoring is essential to ensuring gardens are maintained appropriately as per the tenancy agreement and ensuring the wider community is satisfied with the neighbourhood they live in

**% of possible abandoned, sublet or illegal occupied properties that have been visited within 24 hours**

- This indicator is to be retained
- Ensuring housing stock is available and appropriately let to those who need it is an important function for the Company and Council

**% of estate tours that involved customers**

- This indicator is to be deleted and retained as a MPI
- Performance on the number of estate tours that included customers will be added to the 'How we delivered the programme of estate tours' indicator commentary for information
- The number of customers involved in estate tours will be reported to Customer and Communities Committee via the Estate Management Activity report

**Average time taken to resolve garden case**

- This indicator is to be deleted and retained as a MPI
- Performance on the average time taken to resolve garden cases will be added to the indicator '% of tenants with untidy gardens that have been visited within three working days' commentary for information and reported to Customer and Communities Committee via the Estate Management Activity report

**Managing tenancies and tackling ASB** - Of the current seven KPI indicators reported four are being retained and three are being deleted.

**Satisfaction with the way ASB complaints are responded to**

- This KPI will be retained
- The title will change from 'Satisfaction with the way ASB complaints are dealt with' to the above.
- It is considered that the term 'dealt with' wasn't appropriate
- ASB is consistently identified as a customer priority in the biennial customer survey and it is important to share ASB satisfaction information
- Customers and Communities Committee, Neighbourhood Relations Service Improvement Group, Disabled Persons and BME Housing Forum are presented with an Anti-Social Behaviour Performance Update on a regular basis

**The number of hate crime incidents reported**

- This indicator is to be removed as a KPI and retained as a service standard
- All incidents of hate crime are recorded on the ASB database
- Customers and Communities Committee, Neighbourhood Relations Service Improvement Group, Disabled Persons and BME Housing Forum are presented with an Anti-Social Behaviour Performance Update on a regular basis
- As 'The number of hate crime incidents reported' and '% of hate crime incidents that resulted in further action' are linked, future comments supporting the above indicator will contain commentary for '% of hate crime incidents that resulted in further action'

**% of ASB cases that are resolved without the need for legal action**

- This indicator will be deleted as a KPI and retained as a service standard
- Customers and Communities Committee, Neighbourhood Relations Service Improvement Group, Disabled Persons and BME Housing Forum are presented with an Anti-Social Behaviour Performance Update on a regular basis
- Indicator performance is submitted to HouseMark and used to benchmark TGHC services against other housing providers

**The number of Domestic Abuse cases reported**

- This indicator is to be removed as a KPI and retained as a service standard
- All incidents of domestic abuse are recorded on the ASB database
- Customers and Communities Committee, Neighbourhood Relations Service Improvement Group, Disabled Persons and BME Housing Forum are presented with an Anti-Social Behaviour Performance Update on a regular basis
- As 'The number of Domestic Abuse cases reported' and '% of Domestic Abuse cases that resulted in further action' are linked, future comments supporting the above indicator will contain commentary for '% of Domestic Abuse cases that resulted in further action'

**% of hate crime incidents that resulted in further action**

- This indicator is to be deleted and retained as a MPI
- Customers and Communities Committee, Neighbourhood Relations Service Improvement Group, Disabled Persons and BME Housing Forum are presented with an Anti-Social Behaviour Performance Update on a regular basis
- As 'The number of hate crime incidents reported' and '% of hate crime incidents that resulted in further action' are linked, future comments supporting the above indicator will contain commentary for '% of hate crime incidents that resulted in further action'



### **% of Domestic Abuse cases that resulted in further action**

- This indicator is to be deleted and retained as a MPI
- All incidents of domestic abuse are recorded on the ASB database
- Customers and Communities Committee, Neighbourhood Relations Service Improvement Group, Disabled Persons and BME Housing Forum are presented with an Anti-Social Behaviour Performance Update on a regular basis
- As 'The number of Domestic Abuse cases reported' and '% of Domestic Abuse cases that resulted in further action' are linked, future comments supporting the above indicator will contain commentary for '% of Domestic Abuse cases that resulted in further action'

### **Satisfaction with the outcome of ASB complaints**

- This indicator is to be deleted and retained as a MPI
- Customers and Communities Committee, Neighbourhood Relations Service Improvement Group, Disabled Persons and BME Housing Forum are presented with an Anti-Social Behaviour Performance Update on a regular basis
- Customer responses to this question may be influenced if the complaint outcome didn't meet customer expectations
- If not satisfied customers can ask for the complaint to be reviewed via the Complaint Policy
- Each instance of dissatisfaction is investigated by a Neighbourhood Relations Team Manager to enable service improvements to be identified

**Managing tenancies and tackling ASB - Service Standards** – Of the current three service standard indicators reported all are being retained.

### **We will give you a decision on your request to assign or succeed your home within 10 working days**

### **We will give you a decision on your request to exchange your home within 42 working days**

- The above indicators will be retained
- Service Standards are being reviewed as part of the Managing Tenancy Review of processes and procedures which incorporates mobile working and using Northgate effectively
- Once processes and procedures have been agreed an assessment will be made to ensure current service standards are fit for purpose and amends to performance reporting can be made as appropriate

### **% of ASB cases responded to and investigations begun within the timescale (24 hours - high priority, 5 working days - other cases)**

- This indicator will be retained
- ASB is consistently identified as a customer priority for customers in the biennial customer survey
- It is important that the Board are periodically informed of the company's ability to respond to incidents of ASB promptly and within timescale
- Customers and Communities Committee, Neighbourhood Relations Service Improvement Group, Disabled Persons and BME Housing Forum are presented with an Anti-Social Behaviour Performance Update on a quarterly basis

**Leaseholder** - Of the current two KPI indicators reported both are being retained.

**Service charges collected as a % of service charges due**

**Major works charges collected as a % of major works charges due**

- All of the leasehold service indicators will be retained
- Service charge and major works collection is closely monitored and appropriate action taken to ensure that the maximum income is collected and arrears levels are minimised
- A number of incentives are offered to leaseholders to ensure prompt and full payment for all charges is received

**Leaseholder** - Of the current five service standard indicators reported three are being retained, one is being deleted and one is being suspended.

**% of leaseholders satisfied with the service they receive**

- This service standard will be changed to a KPI as it is part of the biennial survey and will be reported with other biennial survey indicators

**Satisfaction with the account information**

**% disputes raised and responded to within 10 days**

- The above service standard indicators are to be retained
- Results from these indicators will continue to be used to identify service improvements and reported to the Leasehold SIG

**% of enquiries responded to within 10 days**

- This service standard is to be deleted and retained as a MPI
- MPI performance results will be used by the Service Manager to identify trends and areas for service improvements
- Results from this indicator will continue to be reported and scrutinised closely by the Leasehold SIG

**% of leaseholders satisfied with the communal repairs and maintenance service**

- This service standard is to be suspended until a robust data collection method can be identified
- This indicator is collected via a survey sent to all leaseholders.
- Historically survey responses have been low despite a number of collection methods adopted i.e. reminder letters, telephone calls, website availability
- Most leaseholder dissatisfaction is also reported as a dispute with the Leasehold Service
- In Quarter 3 2015/16, Mears are to concentrate on surveying leasehold communal repairs and maintenance satisfaction. However, this will result in less surveys being conducted for tenant satisfaction due to a lack of resources and is not considered a long term option
- This indicator will be reported in 2015/16
- Part of the 2015/16 Leasehold Service Plan is to review communal repairs and maintenance satisfaction collection to ensure it is both qualitative and quantitative
- Satisfaction collection changes are supported by the Leasehold SIG

**Sheltered housing** - Of the current three service standard indicators reported one is being retained and two are being deleted.

**% of sheltered housing tenants that are satisfied with living in their scheme**

- This indicator is to be retained
- The performance indicator definition has been changed to reflect the process to collect survey information which is via an annual survey

**% of sheltered housing tenants satisfied with the services provided by TGHC & partners**

- This indicator will be deleted
- It is considered that this service standard is confusing for service users to understand as it is measuring two separate elements
- Customers reviewing this standard thought it lacked clarity on who was being measured
- All sheltered properties have Care Call systems and the Older Person Service will continue to monitor the service provided by Gateshead Council with customers

**% of sheltered housing tenants satisfied with the opportunities for getting involved in their scheme**

- This indicator will be deleted
- Drop-in sessions are programmed into the service plan and this process has been embedded for a sustained period of time
- Customer satisfaction with opportunities to get involved will continue to be monitored during drop in sessions

**Communal areas and multi storey blocks** - Of the current five service standard indicators reported all are being retained.

**Satisfaction with the caretaking service**

**Satisfaction with the concierge service**

**The % of inspections carried out in multi storey blocks cleaned by caretakers that meet the published service standard**

**% of accompanied viewings in multi blocks attended by the caretaker**

**% of new tenants in multi blocks receiving a personal visit by the caretaker within 21 days of their tenancy starting**

- The above service standard indicators are to be retained
- The service has gone through a number of changes in recent years and it is considered that all of the indicators should remain to ensure the service is monitored appropriately
- Results from these indicators will continue to be used to identify service improvements
- Results from these indicators will continue to be reported to the Multi Storey SIG

**Customer Service, Biennial Survey** - Of the current five KPI's reported all are being retained and two indicators previously reported as service standards are being reported as KPI's.

**% of tenants/leaseholders satisfied with the overall housing services we offer?**

**% of tenants/leaseholders satisfied with their home?**

**% of tenants/leaseholders satisfied that the rent and service charges paid are good value for the services received?**

**% of tenants/leaseholders satisfied with the neighbourhood they live in?**

**% of tenants/leaseholders satisfied with opportunities to get involved and influence decisions made by the company?**

- All of the above indicator results are submitted to HouseMark for benchmarking purposes
- Performance information is collected biennially via a tenant and leaseholder survey sent to all customers
- Performance results inform the Business Plan and identify customer priorities that the company should prioritise in future years

**% of tenants/leaseholders satisfied that their views are taken into account**

**% of leaseholders satisfied with the service they receive**

- These service standards will be changed as they are part of the annual survey and will be reported with other biennial survey indicators

**Human Resources** - Of the current two KPI indicators reported both are being retained.

**The number of working days lost due to sickness**

- This indicator is to be retained
- This measure enables landlords to monitor the level of sickness absence
- This is an important efficiency measure as significant productivity gains can be made by tackling absenteeism
- Indicator performance is submitted to HouseMark and used to benchmark TGHC performance against other housing providers

**% of employees satisfied with TGHC as an employer**

- This indicator is to be retained
- This is an important efficiency and service delivery measure as significant productivity gains can be made by long term employee retention

**Environmental** - The current environmental KPI is proposed to be deleted.

**CO2 emissions (business miles)**

- This indicator is to be deleted as there are minimal future efficiency gains to be achieved by continuing to report via the KPI's
- This indicator measures the impact the company has on the local environment
- The electric car is currently used full time and when it is not available employees use their own car
- Where appropriate, employees will walk to meetings and appointments if close to their place of work
- An increase in mobile working will also reduce travelling and ensure more time is spent on estates delivering a customer focused service
- Other options to reduce CO2 emissions would include using public transport however this would reduce productivity and customer service delivery
- Relocation to the Civic Centre has reduced emissions
- Performance will continue to be monitored and reported to the Value for Money and Environmental SIG

**Value for Money** - The current KPI indicator is to be deleted

**Achievement of the annual efficiency target**

- This indicator is to be deleted as there are minimal future efficiency gains to be achieved by continuing to report via the KPI's and VFm is now embedded across the Company
- Council, Management Team and Service Managers scrutinise management accounts monthly
- The management accounts are presented to Resources Committee quarterly
- The annual financial statements are presented to Audit Committee and Board
- Both the management accounts and financial statements show how the organisation is meeting its efficiency targets
- The Value for Money Service Improvement Group are presented with quarterly budget information

## Performance Indicator Reporting

Following the Board Away Day in October 2014, the Board proposed that each key performance indicator (KPI) and service standard indicator should be reported to the specific committee that best covered the services delivered, with an overall summary being reported to Board.

The present committee structure was introduced in 2009 and has been used to identify which KPI & service standard indicators should be reported to each individual committee.

**Customers and Communities** - covering customer and tenant involvement, satisfaction, local services, policies and priorities, access to services, complaints, worklessness and financial inclusion

**Assets, Development and Investment** - covering Investment, future improvement programmes, empty property management, responsive and planned repairs policies and performance, new build, sustainability and energy efficiency

**Resources** – covering human resources, finance, equality and diversity

**Audit** - covering risk management, internal and external audit.

It is proposed that the total of 58 key performance indicators and service standards (56 existing and 2 new indicators) will be reported to the appropriate committees as follows:

### Assets, Development and Investment Committee

- **HomeRepairs**
  - % of emergency, urgent and routine repairs completed within timescale
  - % of tenants satisfied with the repair service
  - Appointments made as a percentage of appointable repair orders
  - Appointments kept as a percentage of appointments made
  - Satisfaction with the service from the small tasks team
- **Cyclical**
  - % of relevant properties that have had a gas service in the last 12 months
  - Overall satisfaction with the annual gas service
- **Asset**
  - % of council rented properties that are not decent
  - Energy Efficiency: average 'SAP' rating of dwellings
  - % of council housing stock with a current condition survey
- **Investment**
  - % of tenants satisfied with improvements made to your home
  - We will advise you within two weeks if you require building regulation or planning permission
  - We will monitor the length of time taken to acknowledge improvement requests - one working week

## **Customers & Communities Committee**

- **Rent**
  - Satisfaction with the advice we give on rent or debt
  - We will contact Universal Credit customers within 7 days
- **Lettings and Voids**
  - We will register your application in 10 working days
  - Overall customer satisfaction with bidding for properties
- **Customer Service – Complaints**
  - % of those making a complaint satisfied with the investigation of the complaint
  - The % of complaints responded to within 10 working days
  - % of customers satisfied with communication throughout the investigation of their complaint
- **Customer Service – Involvement**
  - Annual tenant and leaseholder training attendance
- **Managing Tenancies**
  - We will give you a decision on your request to assign or succeed your home within 10 working days
  - We will give you a decision on your request to exchange your home within 42 working days
- **Managing Tenancies – Antisocial behaviour**
  - Satisfaction with the way ASB complaints are responded to
  - The number of hate crime incidents reported
  - % of ASB cases that are resolved without the need for legal action
  - The number of Domestic Abuse cases reported
  - % of ASB cases responded to and investigations begun within the timescale -24 hours-high priority, 5 working days-other cases
- **Managing Tenancies - Multi storey buildings**
  - Satisfaction with the caretaking service
  - Satisfaction with the concierge service
  - The % of inspections carried out in multi storey blocks cleaned by caretakers that meet the published service standard
  - % of accompanied viewings in multi blocks attended by the caretaker
  - % of new tenants in multi blocks receiving a personal visit by the caretaker within 21 days of their tenancy starting
- **Managing Tenancies - Sheltered housing**
  - % of sheltered housing tenants that are satisfied with living in their scheme
- **Managing Tenancies - Estate**
  - % of tenants satisfied with the appearance of their estate and how it is maintained
  - How we delivered on the published programme of estate tours
  - % of tenants satisfied with the quality & frequency of garden tidy visits
  - % of tenants with untidy gardens that have been visited within three working days
  - % of possible abandoned, sublet or illegal occupied properties that have been visited within 24 hours
- **Annual Survey**
  - % of tenants satisfied with the overall housing services we offer

- % of tenants satisfied with their home
- % of tenants satisfied that the rent & service charges paid are good value for services received
- % of tenants satisfied with the neighbourhood they live in
- % of tenants satisfied with opportunities to get involved & influence decisions made by the company
- % of tenants satisfied that their views are taken into account
- % of leaseholders satisfied with the service they receive

## **Resources Committee**

- **Rent**
  - % of rent collected
  - Rent arrears of current tenants as a % of the authority's rent roll
  - Former tenant arrears as a % of all rent owed
  
- **Lettings and Voids**
  - Rent lost through Council houses being empty
  
- **Customer Service**
  - Satisfaction with the customer service you received from TGHC
  - % of customers that were satisfied that they were able to talk to the right person
  
- **Leasehold Services**
  - Service charges collected as a % of service charges due
  - Major works charges collected as a % of major works charges due
  - Satisfaction with the account information
  - % disputes raised and responded to within 10 days
  
- **Human Resources**
  - The number of working days lost due to sickness
  - % of employees satisfied with TGHC as an employer