

Report to Resources Committee

23 February 2016



Title: Performance and Service Standards – Quarter 3 2015/16

Report of: Head of Corporate Services

Purpose of Report

1. To inform the Committee of the quarter 3 Performance Indicator and Service Standard results for 2015/16.

Background

2. As part of the Board Away Day on 24 October 2014, it was agreed that 2015/16 Performance Indicators and Service Standards would be linked to the five-year TGHC Business Plan and would be scrutinised by the relevant committee, with a summarised report being taken to Board.
3. At the meeting on 19 March 2015, the Board were presented with and approved a structure of which Performance Indicators and Service Standards should be reported to each individual Committee.
4. At the Board meeting on 17 September 2015, the Board approved the proposed rationalisation of Performance Indicators and Service Standards and the revised reporting structure to Committees and Board.
5. The Appendix contains the quarter 3 Performance Indicators and Service Standards results and full commentary. These indicators and the targets were agreed for 2015/16 by the Board at its meeting on 19 March 2015.
6. Since November 2015 performance results have been collated via the APEX performance management system. As a result the format of the Appendix has changed.
7. The results are colour coded, comparing performance against the targets for 2015/16.
8. This Committee will escalate any concerns regarding performance against the agreed Performance Indicators or Service Standards to the TGHC Board, on a quarterly basis, for further discussion.

Summary Report

9. The grid at the beginning of the Appendix is a quick summary guide to how we are performing. It shows those Performance Indicators and Service Standards that are achieving target, not achieving target, not achieving target but improving on 2014/15 performance results and those indicators that are not yet measurable or baseline for 2015/16.
10. The grid at the beginning of the report shows the Performance Indicator and Service Standard results. This is a quick guide to how we are performing.
11. We currently have 58 Performance Indicators and Service Standards which are monitored on a quarterly basis. Each indicator will be discussed at the appropriate Committee as follows, with an overall summary being presented to Board:
 - Resources Committee – 12 indicators
 - Customers and Communities – 33 indicators
 - Assets, Development and Investment Committee – 13 indicators
 - Audit Committee - none

Resources Committee - Performance Indicator Summary

12. There are currently eight Key Performance Indicators that will be reported to Resources Committee on a quarterly basis.
13. At quarter 3, our performance shows:
 - Six indicators were traffic lighted green. This shows that we have achieved the annual targets for these indicators. This is an increase from four at quarter 3 2014/15.
 - No indicators were traffic lighted amber. Amber indicators show that we have not met the target set but performance has increased on the previous year. This is a decrease from one at quarter 3 2014/15.
 - No indicators are traffic lighted red. Red indicators show that we have not met the target set and performance has decreased compared to the previous year. This is a decrease from two at quarter 3 2014/15.
 - Two indicators are not yet measurable at quarter 3 2015/16. One will be reported quarterly and traffic lighted at year end and one will be reported and traffic lighted at year end. This is a decrease from one at quarter 3 2014/15.
14. The performance results therefore indicate that at quarter 3, performance relating to six out of the six measureable Performance Indicators can be traffic lighted as on target, which relates to 100% of our indicators. This is an increase in performance compared to quarter 3 2014/15, when 71% of indicators were on target or improving.

Resources Committee - Service Standards Summary

15. There are currently 4 Service Standards reported to Resources Committee on a quarterly basis.
16. At quarter 3, our performance shows:

- One indicator was traffic lighted green. This shows that we have achieved the annual targets for these indicators. This is comparable with quarter 3 2014/15.
 - No indicators were traffic lighted amber. This shows that we have not met the target set but performance has increased on the previous year. This is a decrease from one at quarter 3 2014/15.
 - One indicator was traffic lighted red. This shows that we have not met the target set and performance has decreased compared to the previous year. This is an increase from none at quarter 3 2014/15.
 - Two indicators are not measurable at quarter 3 2014/15. Both are baseline for 2015/16 and will be reported and traffic lighted at year. This is comparable to performance in quarter 3 2014/15.
17. The performance results therefore indicate that at quarter 3, performance relating to one out of the two measurable Service Standards can be traffic lighted as on target, which relates to 50% of our indicators. This is a decrease in performance compared to quarter 3 2014/15, when 100% of indicators were on target or improving.

Link to values

18. This performance 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

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

Risk Management Implications

20. Performance improvement and providing excellent customer service is a priority for the company. Our operational risk 'Inaccurate Performance Reporting' is mitigated through management sign off of the Performance Indicators and Service Standards results and we are also required to report performance to the Council as part of the management agreement. Key indicators are also included within the TGHC five-year strategic plan 2015-2020.

Financial Implications

21. There are no financial implications arising directly from this report.

Health Implications

22. The provision of excellent customer service and ensuring high satisfaction with the service we provide may have an indirect positive impact on the health and

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

Environmental Implications

23. There are no environmental implications arising directly from this report.

Equality and Diversity Implications

24. Our service standards are developed in consultation with tenants and leaseholders to ensure that all of our services are accessible to all of our customers. We continue to collect diversity information about our customers, helping us shape our services around their needs, which are reported as part of the Involvement Update report.

Value for Money implications

25. Performance against target provides an indication of value for money and the performance indicators and service standards assist The Gateshead Housing Company in its focus on ensuring value for money for all tenants and leaseholders.

Consultation carried out

26. There was no consultation carried out relating to this report.

Recommendations

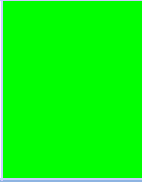





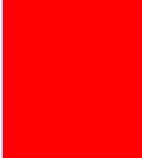
27. The views of the Committee are sought as to whether they are satisfied with the quarter 3 2015/16 Performance Indicator and Service Standard results.
28. Any concerns regarding performance against the agreed Performance Indicators and Service Standards are escalated to the TGHC Board for further discussion.

The Gateshead Housing Company - Performance Report Quarter 3 (2015/16)

Appendix

	Quarter 3 2015/16
Not on Target	1
On Target	7
Not on Target but Improved	0
Baseline Info/No Targets/No Activity	4

Service	Performance Indicator	Performance Indicator Type	2014/15 Performance	Quarter 3 Target	Quarter 3 Performance	Trend	Traffic Light	Comments
Resources Committee								
Rent and Income	% of rent collected	Key Performance Indicator	99.10%	98.0%	101.41%	↑		Following the two rent free weeks, performance is 101.41% which is an improvement against the same period last year. There were 4 evictions carried out during December bringing the total to 44, this compares to 53 for the same period last year.
Rent and Income	Rent arrears of current tenants as a percentage of the authority's rent roll	Key Performance Indicator	2.41%	3.0%	2.35%	↑		Following the two rent free weeks arrears have reduced to £2,110,384, this is a positive result. Rent payments received from tenants were not allocated to rent accounts in time for quarter 3 reporting as a result of an ICT issue; therefore arrears should be lower than reported as above. We are still receiving a high volume of Discretionary Housing Payments to tenants' rent accounts, mainly those tenants affected by under occupation. The year end rent debit anticipated for 2015/16 is £89,916,779.
Rent and Income	Former tenant arrears as a percentage of rent owed	Key Performance Indicator	1.64%	2.0%	1.94%	↓		Former Tenant arrears are £1,742,620. This compares to £1,431,047 at the same point last year. During 2014/15 we carried out two write offs (quarter 2 and 4), however in future we shall perform one write off per year in quarter 4. Former tenant arrears collection up to week 39 is £160,933; this is less than the same period last year. New former tenant debt created up to week 39 is £402,091, this is also less than last year.
Void properties	Rent lost through Council houses being empty	Key Performance Indicator	2.51%	2.75%	2.21%	↑		There were 371 voids at the end of quarter 3, compared to 509 in 2014/15, a reduction of 138 properties. Average time to let properties is 55.77 days, which is a reduction of 19.92 days compared to 75.69 days in quarter 3, 2014/15. Void date to "Ready to Let" = 24.97 days (34.96 days 2014/15); Ready to Let to LET = 30.80 days (40.73 days 2014/15). TGHC continue to work with Construction Services and Mears to identify efficiencies and reduce the average time properties are vacant. The Repairs Manager compares the performance of both partners monthly and this is discussed in operational meetings. By sharing performance information and working practices service improvements are being made.
Leasehold Services	Major Works charges collected as a percentage of major works charges due	Key Performance Indicator	94.05%	74.0%	86.47%	↑		Performance has substantially exceeded the quarter 3 target, and is higher when compared to the same period last year (73.56%). Ten leaseholders have taken advantage of earlier re-payment discounts and have paid service charge actual invoices in full (£7,139). In addition to this, at the end of quarter 3 25 leaseholders have cleared outstanding balances in full (£11,225). Changes to the arrears procedures have aided debt recovery. Total collectable income for quarter 3, is £58,561. Income collected £50,635.

Service	Performance Indicator	Performance Indicator Type	2014/15 Performance	Quarter 3 Target	Quarter 3 Performance	Trend	Traffic Light	Comments
Leasehold Services	Service charges collected as a percentage of service charges due	Key Performance Indicator	99.41%	86.0%	87.80%	↑		Quarter 3 performance has exceeded target and has improved when compared to the same period last year (86.01%). Changes to the arrears procedures that were agreed with the Leaseholder Service Improvement Group (SIG) in April 2015, and implemented throughout this year, have helped support collection rates. Service charges due for the year (including actual charges) £462,745. Income collected at end of quarter 3 £406,293.
Human Resources	% of employees satisfied with TGHC as an employer	Key Performance Indicator	70.0%			N/A		We carried out a Sunday Times Best 100 Companies survey in October 2015. The results will be released in February 2016 and reported in the performance report to Board and Resources Committee in quarter 4. The question asked in the survey is 'I love working for this organisation' with seven response choices. This differs from the performance indicator definition question 'How satisfied are you TGHC as your employer?' and five response choices. We will use the Best Companies question as this is the closest comparator and is a robust annual survey. 175 (54%) employees responded to the survey and this will provide meaningful data for analysis in quarter 4.
Human Resources	The number of working days lost due to sickness	Key Performance Indicator	8.90			↓		The total sickness absence for the period equates to 6.62 days per person, compared to 6.25 days for the same period last year. Short term absence (15 working days or less) for the period was 2.69 days per person compared with 2.66 days for the same period last year. Long term absence (15 days working days or more) was 3.93 per person, this compares with 3.59 for the same period last year. The biggest number of occasions of absence was stomach related illness. We continue to manage absence through absence review meetings and the provision of occupational health services. The Better Health at Work Award (BHAWA) is delivering a programme of health awareness on a monthly basis.
Resources Committee								
Customer Service	% of customers that were satisfied that they were able to talk to the right person	Service Standard	93.58%			N/A		This indicator will be collected via the Customer Service Satisfaction Survey which is distributed in quarter 4 to 5,000 randomly selected customers. Performance results will also be reported in this quarter. A further report covering the overall survey results will be presented to Customers and Communities Committee in May 2016.
Customer Service	% of satisfied with the customer service you received from TGHC	Service Standard	96.10%			N/A		This indicator will be collected via the Customer Service Satisfaction Survey which is distributed in quarter 4 to 5,000 randomly selected customers. Performance results will also be reported in this quarter. A further report covering the overall survey results will be presented to Customers and Communities Committee in May 2016.
Leasehold Services	% disputes raised and responded to within 10 days	Service Standard	100.0%	95.0%	100.0%	→		Excellent year to date performance has been achieved through closer working links between Leasehold Services and Property Services, with a co-ordinated approach to achieve tangible outcomes for customers. 39 disputes have been raised all of which have been responded to within 10 working days.
Leasehold Services	Satisfaction with the account information	Service Standard	80.80%	83.0%	76.67%	N/A		60 Leaseholders responded to the survey, an increase on 2014/15 when 53 responses were received. However satisfaction with account information has decreased. Each instance of dissatisfaction has been investigated and discussed with the Leasehold SIG. It has been agreed to investigate an improved method of data collection as part of the Leaseholder Service Plan 2016/17.