



Report to Customer and Communities Committee

11 February 2016

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

Report of: Director of Customer and Communities

Purpose of Report

1. To inform the Committee of the quarter 3 Performance Indicators and Service Standards 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 reports 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 and 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 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 indicator that are not yet measurable or baseline for 2015/16.
10. 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

Customers and Communities Committee - Performance Indicator Summary

11. There are currently 11 Key Performance Indicators reported to Customers and Communities Committee on a quarterly basis.
12. At quarter 3, our performance shows:
 - Five indicators were traffic lighted green. This shows that we have achieved the annual targets for these indicators. This is a decrease from eight at quarter 3 2014/15.
 - No indicators are traffic lighted amber. This shows that we have not met the target set but performance has increased on the previous year. This is comparable with performance at quarter 3 2014/15.
 - Six indicators are 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 one at quarter 3 2014/15.
 - No indicators are unmeasurable or are set with a baseline target which is a decrease from two at quarter 3 2014/15.
13. The performance results therefore indicate that at quarter 3, performance relating to five out of the 11 measureable Performance Indicators can be traffic lighted as on target or improving, which relates to 45% of our indicators. This is a decrease in performance compared to quarter 3 2014/15, when 88% of indicators were on target or improving.

Customers and Communities Committee - Service Standards Summary

14. There are currently 22 Service Standards reported to Customers and Communities Committee on a quarterly basis.
15. At quarter 3, our performance shows:
 - Eight indicators were traffic lighted green. This shows that we have achieved the annual targets for these indicators. This is comparable with quarter 3 2014/15.

- One indicator was traffic lighted amber. This shows that we have not met the target set but performance has increased on the previous year. This is comparable with performance at quarter 3 2014/15.
 - Three indicators are traffic lighted red. This shows that we have not met the target set and performance has decreased compared to the previous year. This is a decrease from seven at quarter 3 2014/15.
 - 10 indicators are not measurable or are set with a baseline target which is an increase from six at quarter 3 2014/15. Of these indicators, five will be reported and traffic lighted at year end, one is six monthly and also traffic lighted at year end and four are reported quarterly and are baseline for 2015/16.
16. The performance results therefore indicate that at quarter 3, performance relating to nine out of the 12 measureable Service Standards can be traffic lighted as on target or improving, which relates to 72% of our indicators. This is an increase in performance compared to quarter 3 2014/15, when 56% of indicators were on target or improving.

Link to values

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

Impact on tenants

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

Risk Management Implications

19. 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

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

Health Implications

21. 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

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

Equality and Diversity Implications

23. 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

24. 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

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

Recommendations

26. The views of the Committee are sought as to whether they are satisfied with the quarter 3 2015/16 Performance Indicators and Service Standards results.
27. Any concerns regarding performance against the agreed Performance Indicators or 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	9
On Target	13
Not on Target but Improved	1
Baseline Info/No Targets/No Activity	10

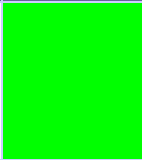
Service	Performance Indicator	Performance Indicator Type	2014/15 Performance	Quarter 3 Target	Quarter 3 Performance	Trend	Traffic Light	Comments
Customers and Communities Committee								
Anti Social Behaviour and Managing Tenancies	Satisfaction with the way ASB complaints are responded to	Key Performance Indicator	93.75%	95.0%	91.10%	↓		From April to December 2015 there have been 191 customer satisfaction surveys carried out. Of these, 174 (91.1%) customers stated they were satisfied with the way their ASB complaint was responded to. 17 customers were dissatisfied with the outcome of their complaint. All cases were reviewed by an NRT Manager and followed the agreed investigation processes and procedures. 9 customers were unhappy as they did not feel their case was resolved. 8 customers were dissatisfied with how their cases were investigated.
Anti Social Behaviour and Managing Tenancies	The number of Domestic Abuse cases reported	Key Performance Indicator	275	197	223	↑		223 new cases were reported from April to December 2015. This is an increase compared to the same period last year where 197 new cases were reported. The types of abuse reported are as follows:- 148 - Physical, 57 - Emotional, 10 - Psychological, 4 - Financial, 4 - Sexual.
Anti Social Behaviour and Managing Tenancies	The number of Hate Crime incidents reported	Key Performance Indicator	49	35	40	↑		40 new hate crime incident cases were reported from April to December 2015. This is an increase compared to the same period last year when 35 hate crime incidents were reported. The types of hate crime reported are as follows - disability 9, racial 25, religion 1 and homophobic 5.
Anti Social Behaviour and Managing Tenancies	% of ASB cases that are resolved without the need for legal action	Key Performance Indicator	94.31%	94.50%	94.30%	↓		Of the 1187 cases closed between April to December 2015, 1119 were resolved without the need for ASB legal action. Overall 502 formal and legal actions were taken. The actions were as follows; 403 written warnings issued, 47 notice of seeking possession served, 6 extension of introductory tenancy granted, 7 possession orders granted, 16 injunction applications, 7 interim injunctions granted, 8 full injunctions granted, 1 undertaking court action, 5 evictions carried out and 2 notice of termination served. (Legal actions will not match with the number of closed cases as actions have been taken during this period on cases which are still open).

Service	Performance Indicator	Performance Indicator Type	2014/15 Performance	Quarter 3 Target	Quarter 3 Performance	Trend	Traffic Light	Comments
Biennial Survey	% of customers satisfied that their views are taken into account	Key Performance Indicator	73.90%	74.0%	67.0%	↓		The Satisfaction Survey was distributed to all tenants and leaseholders in July 2015. Overall, 2,282 tenants and leaseholders responded, a return rate of 11.30%. The percentage of tenants satisfied that their views were taken into account was below the target and less than the 2013/14 result. A report detailing customer satisfaction and priorities was presented to Board in November 2015. We have contacted customers who expressed dissatisfaction to discuss their survey response. A total of 81 customers expressed dissatisfaction and 38 were successfully contacted. Of those, 12 customer responses related to the Biennial survey questions. These were passed to the relevant service manager to respond to appropriately. The remaining 26 customers used the questions to express dissatisfaction about the following non related areas; access to services, repairs, ASB, estate condition and council services. These were also passed to the relevant Company or Council Service Manager to respond to appropriately.
Biennial Survey	% of customers satisfied that the rent and service charges paid are good value for the services received	Key Performance Indicator	85.60%	85.0%	84.0%	↓		The percentage of customers satisfied that the rent and service charges paid are good value for the services received was below target and less than the 2013/14 result. See ' % of tenants satisfied that their views are taken into account' for further information.
Biennial Survey	% of customers satisfied with opportunities to get involved and influence decisions made by the company	Key Performance Indicator	73.60%	73.0%	69.0%	↓		The percentage of tenants satisfied with opportunities to get involved and influence decisions made by the company was below the target and less than the 2013/14 result. See ' % of tenants satisfied that their views are taken into account' for further information.
Biennial Survey	% of customers satisfied with their home	Key Performance Indicator	87.50%	85.0%	88.0%	↑		The percentage of customers satisfied with their home was above target and more than the 2013/14 result.
Biennial Survey	% of customers satisfied with the neighbourhood they live in	Key Performance Indicator	87.30%	85.0%	86.0%	↓		The percentage of customers satisfied with the neighbourhood they live in was above target but less than the 2013/14 result.
Biennial Survey	% of customers satisfied with the overall housing services we offer	Key Performance Indicator	88.70%	85.0%	87.0%	↓		The percentage of customers satisfied with the overall housing services we offer was above target but less than the 2013/14 result.
Biennial Survey	% of leaseholders satisfied with the service they receive	Key Performance Indicator	73.0%	74.0%	62.0%	↓		The Satisfaction Survey was distributed to all tenants and leaseholders in July 2015. Of the 841 leaseholders surveyed 85 responded, a return rate of 10.1%. The percentage of leaseholders satisfied that the service they receive was below the target and less than the 2013/14 result. See ' % of tenants satisfied that their views are taken into account' for further information. Leaseholder survey outcomes will be discussed with the Leasehold SIG to identify trends and develop service improvements.

Service	Performance Indicator	Performance Indicator Type	2014/15 Performance	Quarter 3 Target	Quarter 3 Performance	Trend	Traffic Light	Comments
Rent and Income	Satisfaction with the advice we give on rent or on debt	Service Standard	95.90%			N/A		The Rent Payments and Information Satisfaction Survey is distributed in quarter 3 to 5,000 randomly selected customers. Performance results will be collated and reported in quarter 4.
Rent and Income	We will contact tenants in 1 week to offer money & debt advice when notified of tenants in receipt of Universal Credit (UC)	Service Standard	.0%		99.0%	N/A		This is a new indicator for 2015/16. From June to December we have contacted 135 out of 136 new UC claimants within 1 week.
Lettings	Overall customer satisfaction with bidding for properties	Service Standard	99.70%	98%	98.8%	→		Customer satisfaction with bidding exceeded target in quarter 2 and will be reported again in quarter 4. Performance results are collected via telephone surveys due to the availability and willingness of customers to participate and the capacity of the service to conduct the surveys. Performance is reported on a 6 monthly basis.
Lettings	We will register and update your application within 10 working days	Service Standard	48.65%	95.50%	94.66%	↑		Performance has improved again this quarter which is very encouraging. There were 3184 applications received from April to December and 3014 achieved the 10 day target. In quarter 3 there were 973 applications received and 1 did not achieve the 10 day target. We will seek to continue this positive trend in this quarter and are optimistic that target performance will be achieved in quarter 4.
Customer Service	% of those making a complaint satisfied with the investigation of the complaint	Service Standard	62.13%		63.46%	↓		Satisfaction with complaint investigation has decreased since quarter 2 (73.68%). The sample size during quarter 3 was low in comparison to the previous two quarters. Of the 28 customers we attempted to contact by telephone during this period, we were able to speak to 14. Multiple attempts were made to make contact with those remaining customers. To ensure we have the opportunity to gather the maximum amount of customer satisfaction we have sent paper surveys to those we are unable to speak to directly. The Complaints Panel have developed a scrutiny framework to review individual complaints in detail. They identify areas for improvement in relation to the investigating officer's complaint response. A report will be presented to Customers and Communities Committee on a six monthly basis detailing the work of the panel.
Customer Service	% of complaints responded to within 10 working days	Service Standard	81.30%	87.0%	89.60%	↑		The percentage of complaints dealt with in 10 working days is now achieving target for this year and exceeding that of 2014/15. Increased performance shows the measures put in place in the previous quarters have been effective.
Customer Service	% of customers satisfied with communication throughout the investigation of their complaint	Service Standard	64.90%		75.0%	↓		Satisfaction with communication throughout the investigation of a complaint has decreased since quarter 2 (78.95%). The sample size during quarter 3 was low in comparison to the previous two quarters. Of the 28 customers we attempted to contact by telephone during this period, we were able to speak to 14. Multiple attempts were made to make contact with those remaining customers. To ensure we have the opportunity to gather the maximum amount of customer satisfaction we have sent paper surveys to those we are unable to speak to directly. An increase in sample size is planned for quarter 4.

Service	Performance Indicator	Performance Indicator Type	2014/15 Performance	Quarter 3 Target	Quarter 3 Performance	Trend	Traffic Light	Comments
Involvement	Annual tenant and leaseholder training attendance	Service Standard	156			N/A		Programmed customer training and demand led courses are run throughout the year. Courses are not evenly spread during the year with the majority taking place in the summer months to allow for maximum attendance. As a result, indicator information is reported in quarter 2 & 4 to reflect the courses delivered.
Anti Social Behaviour and Managing Tenancies	We will give you a decision on your request to assign or succeed your home within 10 working days	Service Standard	99.0%	100.0%	100.0%	→		From April to December 2015 there have been 225 requests to assign or succeed a property. The number of requests received in each quarter is: quarter 1 – 77, quarter 2 – 69 and quarter 3 – 79. All requests have been responded to within target which is excellent performance.
Anti Social Behaviour and Managing Tenancies	We will give you a decision on your request to exchange your home within 42 working days	Service Standard	100.0%	100.0%	100.0%	→		From April to December 2015, 75 requests have been received from customers applying to exchange their home. The number of requests received in each quarter is: quarter 1 – 39, quarter 2 – 19 and quarter 3 – 17. It is considered that the 39 requests received in quarter 1 may be linked to Welfare Reform. TGHC promote the offer of downsizing larger for smaller properties in order to sustain long term tenancies and secure rental income. All customers were provided with a response within 42 days achieving the 100% target. The 1985 Housing Act stipulates the landlord must respond to these requests within 42 calendar days. The average number of days to provide customers with a decision was 19.32 days, which is excellent performance.
Anti Social Behaviour and Managing Tenancies	% of ASB cases responded to & investigations begun in timescale (24 hrs - high priority, 5 working days - other cases)	Service Standard	99.0%	99.0%	98.0%	↓		From April to December 2015, 1228 ASB cases were opened of which 1209 (98%) cases were acknowledged and investigations begun within timescales. 19 ASB cases were not responded to within timescale. Of the cases that did not meet the timescales set this was as a direct result of more urgent cases taking priority. Neighbourhood Relations Team Managers monitor cases that are outside of target to identify service improvements and where appropriate highlight to employees.
Communal Areas and Multi Storey Blocks	% of accompanied viewings in multi blocks attended by the caretaker	Service Standard	97.24%	98.70%	98.80%	↑		From April to December 2015, 322 accompanied viewings were scheduled to take place. Of those scheduled 318 took place. From October to December one viewing out of a possible 90 did not take place due to the caretaker being delayed at another block. Overall performance of 98.8% has achieved the target set which is an excellent result. The high performance can be attributed to effective team work between Caretakers as they view this as a collective target and where possible provide cover for each other during periods of absence.
Communal Areas and Multi Storey Blocks	% of customers satisfied with the caretaking service	Service Standard	96.0%			N/A		A customer survey will be distributed to residents in multi storey blocks and satisfaction with caretaking services will be reported in quarter 4.
Communal Areas and Multi Storey Blocks	% of customers satisfied with the concierge service	Service Standard	87.30%			N/A		A customer survey will be distributed to residents in multi storey blocks and satisfaction with concierge services will be reported in quarter 4.

Service	Performance Indicator	Performance Indicator Type	2014/15 Performance	Quarter 3 Target	Quarter 3 Performance	Trend	Traffic Light	Comments
Communal Areas and Multi Storey Blocks	% of inspections carried out in multi storey blocks cleaned by caretakers that meet the published service standard	Service Standard	97.40%		95.0%	↑		This indicator changed from having a target in 2014/15 to baseline in 2015/16 as the procedure to conduct inspections changed. In 2014/15 inspections were conducted by customer inspectors and Caretaker Supervisors. In 2015/16 two inspections per year, per block are conducted by customer inspectors. Performance in quarter 3 shows 95% of blocks cleaned by caretakers met the published standard and an increase from quarter 2 when 92% was achieved. Managers continue to coach and support caretakers to ensure standards are being maintained.
Communal Areas and Multi Storey Blocks	% of new tenants in multi blocks receiving a visit by the caretaker within 21 days of their tenancy starting	Service Standard	87.20%	88.0%	88.70%	↓		From April to December 2015, 203 new tenancy visits were due to be completed. Of those due 180 took place within 21 days. Caretakers make numerous attempts to ensure the new tenancy visit takes place although some customers do not wish to respond. Caretakers continue to engage with customers and encourage participation with the service to help support them in their tenancy.
Sheltered Housing	% of sheltered housing tenants that are satisfied with living in their scheme	Service Standard	95.0%	97.0%	93.0%	N/A		There was a reduction in survey respondents in 2015/16 to the survey question 'How satisfaction with living in your scheme'. The collection method changed from a quarterly collection in 2014/15 which customers found excessive to an annual collection in 2015/16. 223 tenants completed a survey and of those 208 expressed satisfaction with living in their scheme. The 11 customers who expressed dissatisfaction were contacted and there was no specific trends identified with the older persons housing schemes. Four customers that responded to the survey question indicated they were neither dissatisfied nor satisfied with the service that they receive.
Estate	How we delivered the programme of estate tours	Service Standard	99.59%	100.0%	99.24%	↓		From April to December 2015, 523 estate tours were programmed and 519 were delivered on time. 4 tours were delayed due to an employee's unforeseen absence. Of the tours that took place, 85.47% involved customers.
Estate	% of possible abandoned, sublet or illegal occupied properties that have been visited within 24 hours	Service Standard	100.0%	100.0%	100.0%	→		24 abandoned properties have been visited within timescale and 8 resulted in full possession of the property being obtained. The number of abandoned properties is consistent for all three quarters: quarter 1 – 9, quarter 2 – 7 and quarter 3 – 8.
Estate	% of tenants satisfied with the appearance of their estate and how it is maintained	Service Standard	57.90%			N/A		This indicator is collected via the Neighbourhood Satisfaction Survey. We are currently reviewing our approach to estate management which will include a review of the survey. We have deferred distribution for 2015/16 and will provide an update to the Customers and Communities Committee in May 2016.
Estate	% of tenants satisfied with the quality & frequency of garden tidy visits	Service Standard	88.0%			N/A		This indicator is collected via a service specific survey which is distributed in quarter 4. Performance results will also be collated and reported in this quarter. The Estate Management Activity report covering the overall survey results will be presented to Customers and Communities Committee in September 2016.

Service	Performance Indicator	Performance Indicator Type	2014/15 Performance	Quarter 3 Target	Quarter 3 Performance	Trend	Traffic Light	Comments
Estate	% of tenants with untidy gardens that have been visited within three working days	Service Standard	100.0%	100.0%	100.0%	→		All notifications received regarding untidy gardens were visited within timescale. 2,096 untidy gardens have been investigated in the period. A total of 2,030 have been closed. The average time taken to resolve an untidy garden case was 3.3 weeks. This is consistent with previous performance in 2014/15 and an improvement on 2013/14 (3.4 weeks).