

Report to the Board

24 March 2016



Title: Review of Performance Indicators, Service Standards and Targets 2016/17

Report of: Head of Corporate Services

Purpose of Report

1. To seek the Board's approval of the proposed Performance Indicators and Service Standards targets in line with the TGHC five-year strategic plan, following the annual review.

Background

2. Each year we are required to review the Performance Indicators and Service Standards we report. It is customary to review existing indicators and targets to ensure they remain relevant, challenging and realistic.
3. We are also required to take into consideration any changes made by the Government to the reporting requirements and updated comparative information. Consideration is also given to adding or deleting any indicators.
4. As part of the Board Away Day on 24 October 2014 it was agreed that performance indicator reports would be linked to the TGHC five-year strategic plan and would be scrutinised by the relevant committee, with a summarised report being brought to Board.
5. At its meeting on 19 March 2015, the Board were presented with and approved a structure of which Performance Indicators should be reported to each committee.
6. We currently have 58 Performance Indicators and Service Standards which are monitored on a quarterly basis. Each indicator is discussed at the appropriate Committee, 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

7. Some of the Performance Indicators and Service Standards are used by customers to ensure that we are meeting the standards we have set out in 'The Services You Can Expect' for both tenants and leaseholders.

Performance Indicators

8. All of the Performance Indicators and Service Standards indicators have now been reviewed and we have considered the following:

- Whether the indicator was appropriate and should be retained.
- Whether the indicator required an amendment.
- Whether the indicator was not required and could be deleted.
- Whether the indicator should continue to be collected but used as management information only.
- Whether there were any new indicators which were required.

Benchmarking

9. All targets have been reviewed using S.M.A.R.T. (Specific, Measurable, Attainable, Realistic, Timely) methodology to ensure that where benchmarking data exists, we aim to improve our performance towards the top quartile in the shortest possible time, except where we are performing at top quartile already.
10. For indicators where no benchmark comparisons exist, we have set our targets at a level that we feel is achievable and appropriate taking into consideration any influencing factors. Most indicators show a steady continuous improvement in performance other than where we are confident that we have reached the optimal level of performance. In these cases, performance targets are set to maintain existing performance. Some indicator targets have been reduced to consider economic or other influencing factors that are likely to impact negatively on our performance.
11. Detailed proposals in relation to the retained Performance Indicators and Service Standards targets set are included within Appendix 1. An overview of the main changes is provided in Appendix 2. A summary of the proposed changes are detailed below.

Summary

12. In 2015/16 there were 58 indicators; 27 Performance Indicators and 31 Service Standards. A summary of all Performance Indicator and Service Standards is presented to Board on a quarterly basis. Detailed reports are also presented to Committees on a quarterly basis.
- Resources Committee – 12 indicators
 - 8 Key Performance Indicators
 - 4 Service Standards
 - Customers and Communities – 33 indicators
 - 11 Key Performance Indicators
 - 22 Service Standards

- Assets, Development and Investment Committee – 13 indicators
 - 8 Key Performance Indicators
 - 5 Service Standards
 - Audit Committee – none
13. In 2016/17 it is proposed that there will be 37 indicators; 22 Key Performance Indicators and 15 Service Standards reported to Committee on a quarterly basis with a summary coming to Board. Overall the performance report will reduce by 36%. The reduction in indicators reported is in response to the following considerations:
- A move across the Housing Sector to reporting less indicators but making them more meaningful
 - Requests from the Board to reduce the size of the reports and focus on the key performance areas
 - Acknowledgement that the 2016/17 savings proposals will reduce the resources available across the company and the capacity dedicated to performance collection and reporting.
 - Conversion of Key Performance Indicators to Management Performance Indicators due to shift in strategic direction
14. A summary of the indicators which will be reported to each Committee in 2016/17 is outlined below:
- Resources Committee – 8 indicators
 - 8 Key Performance Indicators
 - 0 Service Standards
 - Customers and Communities – 19 indicators
 - 8 Key Performance Indicators,
 - 11 Service Standards
 - Assets, Development and Investment Committee – 10 indicators
 - 8 Key Performance Indicators
 - 2 Service Standards
 - Audit Committee - none
15. A summary of the overall movement from 58 indicators in 2015/16 to the proposed 37 indicators to be reported in 2016/17 is outlined below:
- 22 will remain as Performance Indicators and be reported to the relevant committee
 - 1 will change from a Performance Indicator to a Service Standard and be reported to the relevant committee
 - 14 will remain as Service Standards and be reported to the relevant committee
 - 17 will be deleted and retained as Management Performance Indicators (MPI's) that will be used by Service Managers to monitor and improve service delivery
 - 4 indicators will be deleted as they are being reviewed In 2016/17. They may be re-introduced in 2017/18 if required.

Link to values

16. This is in line with the following Company values:

- Fair
- Customer Focused
- Open and honest
- Accountable
- Innovative
- Passionate about what we do

Impact on tenants

17. Performance of the Company has an impact on the quality of services we provide to our customers.

Risk Management Implications

18. Performance improvement is a priority for the company and we are required to report performance as part of the Management Agreement with the Council.

Financial Implications

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

Health Implications

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

Environmental Implications

21. There are no environmental impacts arising directly from this report.

Equality and Diversity Implications

22. Understanding the profile of our customers and having relevant diversity information is important for decision making to ensure that we are meeting all of our customers needs.

Value for Money Implications

23. There are no value for money impacts arising directly from the report. The Company is focused on ensuring value for money is demonstrated through customer satisfaction service delivery, income collection and the maintenance of housing stock.

Consultation Carried Out

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

Recommendations

25. The Board is recommended to: -

- approve the Performance Indicators and Service Standards for 2016/17
- approve the targets set to March 2017.

Service	Performance Indicator	Performance Indicator Type	2015/16 Target	Quarter 3 2015/16 Performance	Traffic Light	2016/17 Target
Assets, Development and Investment Committee						
HomeRepairs	Appointments made as a percentage of appointable repair orders	Key Performance Indicator	98.0%	99.45%		98.0%
HomeRepairs	Appointments kept as a percentage of appointments made	Key Performance Indicator	95.0%	96.31%		95.0%
HomeRepairs	% of emergency, urgent and routine repairs completed within timescale	Key Performance Indicator	98.0%	98.04%		98.0%
HomeRepairs	% of tenants satisfied with the repair service	Key Performance Indicator	97.0%	98.63%		95.0%
Cyclical Maintenance	% of relevant properties that have had a gas service in the last 12 months	Key Performance Indicator	100.0%	99.96%		100.0%
Asset and Procurement	Average SAP rating of dwellings	Key Performance Indicator	New for 2015/16	Reported at quarter 4		71.2%
Asset and Procurement	% of council housing stock with a current condition survey	Key Performance Indicator	New for 2015/16	10.0%		30%
Asset and Procurement	% of Council rented properties that are not decent	Key Performance Indicator	0%	Reported at quarter 4		To be set when quarter 4 performance known.
Assets, Development and Investment Committee						
HomeRepairs	Satisfaction with the service from the small tasks team	Service Standard	99.0%	100.0%		Delete
Cyclical Maintenance	Overall satisfaction with the annual gas service	Service Standard	98.50%	99.66%		98.50%
Investment	Tenants satisfied with improvements made to their home	Service Standard	98.50%	98.0%		98.50%
Investment	We will advise you within two weeks if you require any building regulation or planning permissions	Service Standard	95.0%	100.0%		Delete
Investment	We will monitor the length of time taken to acknowledge improvement requests (one working week)	Service Standard	97.0%	97.35%		Delete

Service	Performance Indicator	Performance Indicator Type	2015/16 Target	Quarter 3 2015/16 Performance	Traffic Light	2016/17 Target
Customers and Communities Committee						
Anti Social Behaviour and Managing Tenancies	Satisfaction with the way ASB complaints are responded to	Key Performance Indicator	95.0%	91.10%		Delete
Anti Social Behaviour and Managing Tenancies	The number of Domestic Abuse cases reported	Key Performance Indicator	197	223		Delete
Anti Social Behaviour and Managing Tenancies	The number of Hate Crime incidents reported	Key Performance Indicator	35	40		Delete
Anti Social Behaviour and Managing Tenancies	% of ASB cases that are resolved without the need for legal action	Key Performance Indicator	94.50%	94.30%		94.50%
Biennial Survey	% of customers satisfied that their views are taken into account	Key Performance Indicator	74.0%	67.0%		Biennial Survey will be distributed in 2017/18. Future targets will be developed in January 2017.
Biennial Survey	% of customers satisfied that the rent and service charges paid are good value for the services received	Key Performance Indicator	85.0%	84.0%		
Biennial Survey	% of customers satisfied with opportunities to get involved and influence decisions made by the company	Key Performance Indicator	73.0%	69.0%		
Biennial Survey	% of customers satisfied with their home	Key Performance Indicator	85.0%	88.0%		
Biennial Survey	% of customers satisfied with the neighbourhood they live in	Key Performance Indicator	85.0%	86.0%		
Biennial Survey	% of customers satisfied with the overall housing services we offer	Key Performance Indicator	85.0%	87.0%		
Biennial Survey	% of leaseholders satisfied with the service they receive	Key Performance Indicator	74.0%	62.0%		
Customers and Communities Committee						
Rent and Income	Satisfaction with the advice we give on rent or on debt	Service Standard	90.0%	Reported in quarter 4		90.0%
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	New for 2015/16	99.0%		98.0%
Lettings	Overall customer satisfaction with bidding for properties	Service Standard	98%	98.8%		Delete
Lettings	We will register and update your application within 10 working days	Service Standard	95.50%	94.66%		95.50%
Customer Service	% of those making a complaint satisfied with the investigation of the complaint	Service Standard	New for 2015/16	63.46%		63.50%

Service	Performance Indicator	Performance Indicator Type	2015/16 Target	Quarter 3 2015/16 Performance	Traffic Light	2016/17 Target
Customer Service	% of complaints responded to within 10 working days	Service Standard	87.0%	89.60%		87.0%
Customer Service	% of customers satisfied with communication throughout the investigation of their complaint	Service Standard	New for 2015/16	75.0%		75.0%
Involvement	Annual tenant and leaseholder training attendance	Service Standard	180	61 (at quarter 2)		Delete
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	100.0%	100.0%		Delete
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%		Delete
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%	98.0%		97.0%
Communal Areas and Multi Storey Blocks	% of accompanied viewings in multi blocks attended by the caretaker	Service Standard	98.70%	98.80%		Delete
Communal Areas and Multi Storey Blocks	% of customers satisfied with the caretaking service	Service Standard	96.0%	Reported in quarter 4		96.0%
Communal Areas and Multi Storey Blocks	% of customers satisfied with the concierge service	Service Standard	87.0%	Reported in quarter 4		87.0%
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	New for 2015/16	95.0%		93.0%
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	88.0%	88.70%		Delete
Sheltered Housing	% of sheltered housing tenants that are satisfied with living in their scheme	Service Standard	97.0%	93.0%		Delete
Estate	How we delivered the programme of estate tours	Service Standard	100.0%	99.24%		Delete
Estate	% of possible abandoned, sublet or illegal occupied properties that have been visited within 24 hours	Service Standard	100.0%	100.0%		Delete

Service	Performance Indicator	Performance Indicator Type	2015/16 Target	Quarter 3 2015/16 Performance	Traffic Light	2016/17 Target
Estate	% of tenants satisfied with the appearance of their estate and how it is maintained	Service Standard	65.0%	Deferred for 2015/16		Delete
Estate	% of tenants satisfied with the quality & frequency of garden tidy visits	Service Standard	91.0%	Reported in quarter 4		91.0%
Estate	% of tenants with untidy gardens that have been visited within three working days	Service Standard	100.0%	100.0%		Delete
Resources Committee						
Rent and Income	% of rent collected	Key Performance Indicator	Q1-3 98% Q4 98.75%	101.41%		Q1-3 98% Q4 98.75%
Rent and Income	Rent arrears of current tenants as a percentage of the authority's rent roll	Key Performance Indicator	3.0%	2.35%		3.0%
Rent and Income	Former tenant arrears as a percentage of rent owed	Key Performance Indicator	2.0%	1.94%		2.0%
Void properties	Rent lost through Council houses being empty	Key Performance Indicator	2.75%	2.21%		2.5%
Leasehold Services	Major Works charges collected as a percentage of major works charges due	Key Performance Indicator	Q1 26% Q2 50% Q3 74% Q4 89.5%	86.47%		Q1 26% Q2 50% Q3 74% Q4 91%
Leasehold Services	Service charges collected as a percentage of service charges due	Key Performance Indicator	Q1 32% Q2 59% Q3 86% Q4 99.38%	87.80%		Q1 32% Q2 59% Q3 86% Q4 99.38%
Human Resources	% of employees satisfied with TGHC as an employer	Key Performance Indicator	74.0%	Reported in quarter 4		74.0%
Human Resources	The number of working days lost due to sickness	Key Performance Indicator	8 days	6.62 days		8 days
Resources Committee						
Customer Service	% of customers that were satisfied that they were able to talk to the right person	Service Standard	90.0%	Reported in quarter 4		Delete
Customer Service	% of satisfied with the customer service you received from TGHC	Service Standard	91.0%	Reported in quarter 4		Delete
Leasehold Services	% disputes raised and responded to within 10 days	Service Standard	95.0%	100.0%		Delete
Leasehold Services	Satisfaction with the account information	Service Standard	83.0%	76.67%		Delete

Proposed changes to Key Performance Indicator (KPI) and Service Standard targets.

Asset, Development and Investment Committee – Key Performance Indicators

HomeRepairs – The four current KPI's are to be retained.

Appointments made as a percentage of appointable repair orders

- This indicator will be retained
- Maintaining 2015/16 targets for 2016/17 at 98%

Appointments kept as a percentage of appointments made

- This indicator will be retained
- Maintaining 2015/16 targets for 2016/17 at 95%

% of emergency, urgent and routine repairs completed within timescale

- This indicator will be retained
- Maintaining 2015/16 targets for 2016/17 at 98%

% of tenants satisfied with the repair service

- It is proposed to reduce this target from 97% to 95%
- The current repairs contract will end in March 2017 and it is anticipated that managing the contract in its final year will be challenging
- As the current repairs contract reaches its conclusion TGHC will also have to manage the mobilisation of a new contractor or Direct Labour Organisation (DLO) through 2016/17 and into 2017/18
- There have been changes to the Repairs Policy in 2015/16 which will continue going forward in 2016/17. The Repairs Service will continue to concentrate on repairs and not renewals through the Repairs and Maintenance route.
- There will be an increased responsibility on customers to deal with their own minor repairs
- The repairs service has always been an important consideration for customers and due to the implementation of the decency standard customer expectations have been raised
- As a result of the changes in contractor, Repairs Policy and to manage customer expectations it is suggested to reduce this indicator target

Cyclical - The current KPI will be retained.

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

- This indicator will be retained
- Maintaining 2015/16 targets for 2016/17 at 100%
- Both Committee and Board have highlighted the importance of this indicator to mitigate potential risk to customers.

Asset - The three current KPIs are to be retained.

Energy Efficiency: average 'SAP' rating of dwellings

- This indicator is to be retained
- A target of 71.20 for 2016/17 is proposed.
- The target was developed using 2009 SAP methodology (see below for further information). Provisional performance for January 2016 was 70.9 and this figure has been used to develop the proposed target.
- Taking into consideration the planned Capital Programme it is not anticipated that the SAP rating will fluctuate dramatically over the next year. The annual increase since 2012/13 has been 0.85 and using this information it is considered the target of 71.2 is challenging.
- 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 indicator has previously been measured using 2005 SAP methodology but has changed to 2009 methodology for 2015/16 onwards. The 2009 calculation is based on a higher criteria for category 4 properties (TGHC currently don't have any properties in this category). Category 4 properties include newer, more efficient properties.
- To reflect the changes in performance reporting this indicator target was changed to 'Baseline' in 2015/16
- 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 retained and was new in 2015/16 when a baseline target was developed
- A target of 30% for 2016/17 is proposed

% 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
- Performance for this indicator varies during the year and accumulates to an annual performance result that is reported at year-end
- It is proposed to set targets after quarter 4 2015/16 when accurate performance results have been produced. To ensure that accurate targets are set, performance results will be reviewed using S.M.A.R.T. (Specific, Measurable, Attainable, Realistic, Timely) methodology.

Asset, Development and Investment Committee – Service Standards

HomeRepairs – The current Service Standard indicator is proposed for deletion.

Satisfaction with the service from the small tasks team

- It is proposed to delete this indicator and then retain it as a Management Performance Indicator (MPI)
- Performance results are reported annually to Customers and Communities Committee as part of the Sheltered Housing Service – Annual Update report
- Performance for 2014/15 & 2015/16 has been reported at 100%
- This indicator is operational and reviewed periodically by Operational Managers, and where appropriate escalated to Neighbourhood Services Managers and/or the Head of Neighbourhood Services

Cyclical - The current Service Standard indicator will be retained.

Overall satisfaction with the annual gas service

- This indicator will be retained
- Maintaining 2015/16 target for 2016/17 at 98.5%

Investment – Of the current three Service Standard indicators one will be retained and two are proposed for deletion.

Tenants satisfied with improvements made to your home

- This indicator will be retained
- Maintaining 2015/16 target for 2016/17 at 98.5%

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)

- It is proposed to delete and retain these indicators as MPI's
- These indicators are operational and reviewed periodically by Operational Managers, and where appropriate escalated to Neighbourhood Services Managers and/or the Head of Neighbourhood Services
- Results reported annually to Customers and Communities Committee as part of the Annual Tenancy Activity report

Customers and Communities Committee – Key Performance Indicators

Managing tenancies and tackling ASB - Of the current four KPI's one is being retained as a Service Standard and three are proposed for deletion.

Satisfaction with the way ASB complaints are responded to

- It is proposed to delete and retain this indicator as an MPI
- Each instance of dissatisfaction is investigated by a Neighbourhood Relations Team Manager to enable service improvements to be identified
- Customers and Communities Committee, Anti-Social Behaviour SIG, Disabled Persons and BME Housing Forum are presented with an Anti-Social Behaviour Performance Update on a regular basis
- If not satisfied, customers can ask for the complaint to be reviewed via the Complaint Policy

The number of Domestic Abuse cases reported

The number of Hate Crime incidents reported

- It is proposed to delete and retain these indicators as MPI's
- All incidents of Domestic abuse and Hate Crime are recorded on the ASB database and monitored closely by the Housing Service Manager
- Customers and Communities Committee, Anti-Social Behaviour SIG, Disabled Persons and BME Housing Forum are presented with an Anti-Social Behaviour Performance Update on a regular basis

% 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
- Maintaining 2015/16 targets for 2016/17 at 94.5%

Customer Service, Biennial Survey - The current seven KPI's all are being retained.

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

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

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

% of tenants/leaseholders satisfied with their home?

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

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

% of leaseholders satisfied with the service they receive

- Performance information is collected biennially via a tenant and leaseholder survey sent to all customers
- The survey was previously distributed in 2015 and the next distribution will take place in 2017
- Future targets will be developed in January 2017

Customers and Communities Committee – Service Standards

Rent and Income - The current two Service Standard indicators both will be retained.

Satisfaction with the advice we give on rent or on debt

- This indicator will be retained
- Maintaining 2015/16 target for 2016/17 at 90%

We will contact tenants in 1 week to offer money & debt advice when notified of tenants in receipt of Universal Credit (UC)

- Quarter 3 performance was 99%
- As a result of the increasing workload associated with UC a target of 98% for 2016/17 is proposed
- Although performance monitoring in 2015/16 was positive it is expected that UC in 2016/17 will increase considerably as the number of recipient's increases.
- UC claims are resource intensive to process initially. Advice and Support Officers have been managing the existing UC claims however, with an increase in claims received, the wider RAIT Team has needed to become involved, further impacting on effective service delivery as a whole

Lettings - Of the current two Service Standards one is being retained and one is proposed for deletion.

Overall customer satisfaction with bidding for properties

- It is proposed to delete
- Current bidding methods include online, telephone, in person and via Tyne and Wear Homes automated bidding process
- TGHC offer all bidding methods that are currently available and the company are unable to expand upon those options at present
- Telephone surveys to collect this performance information are completed by the Lettings Team and are resource intensive to collect and this has been a deciding factor in the proposed deletion of this indicator

We will register and update your application within one working week

- This indicator will be retained
- Maintaining 2015/16 target for 2016/17 at 95.5%

Customer Service - The current three Service Standard indicators all are being retained.

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

- This indicator was baseline for 2015/16
- A target of 63.5% for 2016/17 is proposed
- The above indicator results are collected via a survey sent to customers after complaint closure
- The responses offered in 2014/15 were 'Yes' or 'No'
- In 2015/16 they were changed to 'Very satisfied, fairly satisfied, neither satisfied not dissatisfied, fairly dissatisfied and very dissatisfied'
- As a result of collecting performance information throughout 2015/16 the above target is proposed and has been developed using the SMART target setting methodology

TGHC % of complaints responded to within 10 working days

- This indicator will be retained
- Maintaining 2015/16 target for 2016/17 at 87%

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

- This indicator will be retained
- Maintaining 2015/16 target for 2016/17 at 75%

Involvement - The current Service Standard indicator is proposed to be deleted.

Annual tenant and leaseholder training attendance

- It is proposed to delete and retain this indicator as an MPI
- Performance for this indicator will be reported to Customer and Communities Committee via the Customer Involvement Activity report

Managing tenancies and tackling ASB - Of the three Service Standard indicators one is being retained and two are proposed for deletion.

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

- It is proposed to delete and retain these indicators as MPI's
- These indicators are reviewed periodically by Operational Managers, and where appropriate escalated to Neighbourhood Services Managers and/or Head of Neighbourhood Services
- Performance is measured and reported to Customer and Communities Committee via the Annual Tenancy Activity report which identifies housing service improvements across the Gateshead borough
- Indicators are being reviewed as part of the Managing Tenancy Review of processes and procedures which incorporates mobile working and using Northgate effectively. The review is due for completion in March 2016
- Once processes and procedures have been agreed, an assessment will be made to ensure indicators are fit for purpose and amendments to performance reporting can be made appropriately
- If appropriate, baseline MPI's will be introduced and monitored by Operational Managers in 2016/17 and re-introduced to formal reporting process

% of ASB cases responded to & investigations begun in timescale (24 hrs - high priority, 5 working days - other cases)

- This indicator will be retained
- A reduced target of 97% for 2016/17 is proposed (99% 2015/16)
- During 2016/17 all incidents of ASB will be recorded on the Northgate housing system
- There will be a transitional period whilst migration takes place and housing officers become acclimatised to the new recording processes and procedures
- It is anticipated that future challenges faced by the Company and movement of officer posts during this time will affect the ability to meet the challenging 99% target set in 2015/16
- After considering the above it is proposed to reduce the target for 2016/17

Communal areas and multi storey blocks – Of the current five Service Standard indicators three are to be retained and two are proposed for deletion.

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

- It is proposed to delete and retain this indicator as MPI
- Both of the above indicators need the engagement of the customer to be successful which is often difficult to achieve, although multiple attempts are made
- Performance will continue to be monitored closely by the Housing Manager for Multi Storey's and where appropriate escalated to the Neighbourhood Service Manager and the Head of Neighbourhood Services
- Performance for these indicators are measured and reported to Customer and Communities Committee via the Annual Multi Storey Activity report and Multi Storey SIG
- Results from these indicators will continue to be used to identify service improvements

Satisfaction with the caretaking service

- This indicator will be retained
- Maintaining 2015/16 target for 2016/17 at 96%

Satisfaction with the concierge service

- This indicator will be retained
- Maintaining 2015/16 target for 2016/17 at 87%

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

- This indicator will be retained
- This indicator was new for 2015/16 and baseline performance was collected during the year to develop the 2016/17 target
- A target of 93% is proposed for 2016/17
- The target was developed using an average of previous performance in 2015/16
 - Quarter 1 - 91.86%
 - Quarter 2 - 92%
 - Quarter 3 - 95%
 - Average - 92.95%

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

- It is proposed to delete and retain this indicator as MPI
- Both of the above indicators need the engagement of the customer to be successful which is often difficult to achieve, although multiple attempts are made
- Performance will continue to be monitored closely by the Housing Manager for Multi Storey's and where appropriate escalated to the Neighbourhood Service Manager and the Head of Neighbourhood Services
- Performance for these indicators are measured and reported to Customer and Communities Committee via the Annual Multi Storey Activity report and Multi Storey SIG
- Results from these indicators will continue to be used to identify service improvements

Sheltered housing - This Service Standard indicator is proposed for deletion.

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

- It is proposed to delete and retain this indicator as an MPI
- This indicator is reviewed periodically by the Older Persons Housing Manager, and where appropriate escalated to the Housing Service Manager and/or the Head of Neighbourhood Services
- Performance for this indicator is measured and reported to Customer and Communities Committee via the Older Persons Annual Activity report and the Older Persons SIG
- It was identified that the format to collect satisfaction information from Older Persons needed to change from a paper survey to something meaningful and this change is supported by the Older Persons SIG
- The services of EAC Consulting were procured to engage with customers and gain customer insight into an alternative satisfaction collection method
- The customer satisfaction collection method to be adopted in the future uses a series of categories and questions shown on 'flash cards'. The respondents provide a rating to each question of 1, 2, 3 or 4 stars also via 'flash cards'. The collection method has been specifically designed for older persons to ensure participation is made accessible

On your estate - Of the current five Service Standard indicators one is being retained and four are proposed for deletion.

How we delivered the programme of estate tours

- It is proposed to delete this indicator
- These indicators are reviewed periodically by Operational Managers, and where appropriate escalated to the Neighbourhood Services Managers and/or the Head of Neighbourhood Services
- A Grounds Maintenance Report will be presented to Customers and Communities Committee in May 2016. The report will detail the future of grounds maintenance delivery in Gateshead and an update of the new Estate Tour and Grading being developed
- These indicators are being reviewed as part of the Managing Tenancy Review of processes and procedures which incorporates mobile working and using Northgate effectively. The review is due for completion March 2016
- Once processes and procedures have been agreed, an assessment will be made to ensure indicators are fit for purpose and amendments to performance reporting can be made appropriately
- If appropriate baseline MPI's will be introduced and monitored by Operational Managers in 2016/17 and re-introduced into the formal reporting process in 2017/18

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

- It is proposed to delete and retain this indicator as an MPI
- This indicator is reviewed periodically by Operational Managers, and where appropriate escalated to Neighbourhood Services Managers and/or the Head of Neighbourhood Services
- Performance for this indicator is measured and reported to Customer and Communities Committee via the Annual Tenancy Activity report which identifies housing service improvements across Gateshead
- This indicator is being reviewed as part of the Managing Tenancy Review of processes and procedures which incorporates mobile working and using Northgate effectively. The review is due for completion March 2016
- Once processes and procedures have been agreed an assessment will be made to ensure indicators are fit for purpose and amendments to performance reporting can be made appropriately
- If appropriate baseline MPI's will be introduced and monitored by Operational Managers in 2016/17 and re-introduced into the formal reporting process in 2017/18

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

- It is proposed to delete this indicator
- These indicators are reviewed periodically by Operational Managers, and where appropriate escalated to the Neighbourhood Services Managers and/or the Head of Neighbourhood Services
- A Grounds Maintenance Report will be presented to Customers and Communities Committee in May 2016. The report will detail the future of grounds maintenance delivery in Gateshead and an update of the new Estate Tour and Grading being developed
- These indicators are being reviewed as part of the Managing Tenancy Review of processes and procedures which incorporates mobile working and using Northgate effectively. The review is due for completion March 2016
- Once processes and procedures have been agreed, an assessment will be made to ensure indicators are fit for purpose and amendments to performance reporting can be made appropriately
- If appropriate baseline MPI's will be introduced and monitored by Operational Managers in 2016/17 and re-introduced into the formal reporting process in 2017/18

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

- This indicator will be retained
- Maintaining 2015/16 target for 2016/17 at 91%

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

- It is proposed to delete and retain this indicator as an MPI
- This indicator is reviewed periodically by Operational Managers, and where appropriate escalated to the Neighbourhood Services Managers and/or the Head of Neighbourhood Services
- Performance for this indicator and future indicators will be measured and reported to Customer and Communities Committee via the Estate Management Activity report which identifies housing service improvements across the Gateshead borough
- This indicator is being reviewed to establish a new and more meaningful process to manage and address untidy gardens therefore the manner in which this indicator is collected and reported may also change
- Once processes and procedures have been agreed an assessment will be made to ensure replacement indicators are fit for purpose and amendments to performance reporting can be made appropriately
- If appropriate baseline MPI's will be introduced and monitored by Operational Managers in 2016/17 and re-introduced into the formal reporting process in 2017/18

Resources Committee – Key Performance Indicators

Rent and Income - The current three KPI's all are being retained.

- As a result of the increasing workload associated with UC it is proposed that targets for all Rent indicators are maintained
- Although performance monitoring in 2015/16 was positive it is expected that UC in the future will increase considerably as the number of recipient's increase
- UC claims are resource intensive to process and monitor and as previously mentioned Advice and Support Officers have been managing the existing UC claims. However, with an increase in claims received the wider RAIT Team has needed to become involved, further impacting on effective service delivery as a whole
- During 2016/17 there has been a £43k increase in arrears across 147 UC accounts. This is due to a 6/7 week delay between claimants applying for UC and payments being received
- Landlords can apply for Alternative Payment Arrangements (APA's). This is where payments are made direct to the Landlord after a period of non-payment by the claimant. There are also processing delays in APAs and this would have an impact rent collection. An increase in UC caseload will undoubtedly lead to an increase in rent arrears.

% of rent collected

- This indicator will be retained
- Maintaining 2015/16 targets for 2016/17 at 98% for quarter 1-3
- Maintaining 2015/16 target for 2016/17 at 98.75% for quarter 4

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

- This indicator will be retained
- Maintaining 2015/16 target for 2016/17 at 3%

Former tenant arrears as a percentage of rent owed

- This indicator will be retained
- Maintaining 2015/16 target for 2016/17 at 2%

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

Rent lost through Council houses being empty

- This indicator will be retained
- A reduced target of 2.5% for 2016/17 is proposed (2.75% 2015/16) in order to align with the Council's HRA Business Plan
- The Council currently have 2.5% Void Loss included in the Housing Revenue Account (HRA) Business Plan and this is projected for the life of the plan

Leaseholder - The current two KPI's are being retained.

Major Works charges collected as a percentage of major works charges due

- This indicator will be retained
- Targets set for quarter 1 to 3 for 2015/16 are being maintained in 2016/17
- There is a slight increase to the target for quarter 4 from 89.5% in 2015/16 to 91% in 2016/17
 - Q1 26%,
 - Q2 50%,
 - Q3 74%,
 - Q4 91%.
- Taking into consideration the planned Capital Programme there will be a reduction in Major Works charges to collect. The annual target set will be challenging and is competitive with other housing service providers.

Service charges collected as a percentage of service charges due

- This indicator will be retained from 2015/16 to 2016/17
- Maintaining 2015/16 targets for 2016/17
 - Q1 32%,
 - Q2 59%,
 - Q3 86%,
 - Q4 99.38%.

Human Resources - The current two KPI's are being retained.

% of employees satisfied with TGHC as an employer

- This indicator will be retained
- Maintaining 2015/16 target for 2016/17 at 74%

The number of working days lost due to sickness

- This indicator will be retained
- Maintaining 2015/16 target for 2016/17 at 8 days

Resources Committee – Service Standards

Customer Service - The current two Service Standard indicators are being proposed for deletion.

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

Satisfaction with the customer service you received from TGHC

- It is proposed that these indicators are to be deleted and reviewed in 2016/17
- In 2015/16 the above indicators were collected via a themed Customer Service survey which is sent to 5,000 randomly selected customers in quarter 4 with performance being reported in the same period
- The 2016/17 review will include the timing of this survey to ensure it is conducted earlier in the year to enable learning and identification of future service improvements to be put in place
- The outcome of the survey review and any recommendations will be reported to Customers and Communities Committee
- It is anticipated that any new or amended indicators will be re-introduced into the performance reporting process in 2017/18

Leaseholder - The current two Service Standard indicators are being proposed for deletion.

% disputes raised and responded to within 10 days

- It is proposed to delete and retain this indicator as an MPI
- Performance for 2014/15 and 2015/16 has been reported at 100%
- This indicator is operational and reviewed quarterly by the Leasehold Manager, and where appropriate escalated to the Head of Corporate Services
- Performance for this indicator is reported to the Leasehold Service Improvement Group (SIG) for quarterly scrutiny

Satisfaction with the account information

- It is proposed to delete and retain this indicator as an MPI
- This indicator is operational and 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 etc.
- Each instance of dissatisfaction is investigated by the Leasehold Manager. In 2015 it was identified that most dissatisfaction was not linked to leasehold account information
- Part of the 2016/17 Leasehold Service Plan is to review satisfaction with account information collection to ensure results are both qualitative and quantitative
- Development of the account collection review will be reported to the Leasehold SIG