

Report to the Board

16 July 2020



Title: Confirmation from the Council of the Management Fee and Key Performance Indicators for 2020/21

Report of: Interim Managing Director

Purpose of Report

1. To note a letter from Gateshead Council confirming the management fee for 2020/21 and the requirement for a new set of 11 key performance indicators that will require development and reporting to the Board and the Council.
2. To note from the Management Fee letter that further KPI's relating to TGHC responsibilities in the areas of compliance, repairs (reactive & planned), void works, capital works, adaptations and newbuild will be provided.
3. There will also be a requirement to provide a number of Management Information (MI) indicators which will be confirmed separately and will be in addition to the KPI's.

Background

4. The Board was informed at its meeting in March 2020 that a provisional management fee of £42.430m was agreed with the Council for the financial year 2020/21.
5. The Interim Managing Director has now received formal confirmation of this from the Council's Strategic Director, Resources and Digital. A copy of this letter is attached at Appendix 1 to this report.
6. The management fee is an increase of £560,000 (1.24%) on the equivalent fee for 2019/20. This is largely because of the agreed budget pressures and compliance works funding offset by agreed savings.
7. A balanced budget for 2020/21 was agreed by the Board in March 2020.

Review of Key Performance Indicators

8. The Board agreed at its meeting in March 2020 a suite of 32 key performance indicators requested by the Council to measure the management agreement and compliance requirements in 2020/21. A copy of these are attached at Appendix 2.

9. The letter from the Council confirming the management fee also includes as an Appendix a suite of key performance indicators to be reported to the Council. An exercise has been carried out to reconcile these with those indicators agreed by the Board in March and this is attached at Appendix 3 to this report.
10. Definitions and reporting mechanisms for the 11 new indicators will need to be developed although the Total number of empty properties is an existing management indicator. Targets for suite of KPIs will be confirmed separately by the Strategic Director, Housing, Environment and Healthy Communities after consideration of the impact of Covid-19 on operational activity.
11. Given the level of planned R&M expenditure and the need to ensure all our homes are fully compliant with the Home Standard and relevant Health and Safety Legislation, more in depth and detailed reporting requirements will also be confirmed separately by the council for the following: -
 - Compliance
 - repairs (reactive and planned)
 - voids work
 - capital works
 - adaptations
 - new build

Impact on tenants

12. The social housing sector is under immense pressure to support those most vulnerable by providing a safe and secure environment in which to live. Performance of the Company has an impact on the quality of services we provide to our customers.

Risk Management Implications

13. Performance improvement and providing excellent customer service are priorities for the Company. We are required to report performance as part of the Management Agreement with the Council and results are scrutinised through the Council liaison meetings.

Health Implications

14. 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.

Equality and Diversity Implications

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

Value for Money implications

16. All Value for Money impacts arising from revising performance targets have been considered. The company is focused on ensuring Value for Money is demonstrated through customer satisfaction service delivery, protecting the income stream and the maintenance of housing stock.

Recommendations

17. The Board is recommended to: -
- note the letter from the Council confirming the 2020/21 management fee and the key performance indicators to be reported to the Council;
 - Note the requirement to develop definitions and reporting mechanisms to support the reporting of the 11 new key performance indicators
 - receive the targets for any new key performance indicators to be reported to the Council; and
 - receive the more in depth and detailed reporting requirements for compliance, repairs (reactive and planned), voids work, capital works, adaptations and new build.

Mr N Bouch
Interim Managing Director
The Gateshead Housing Company
Civic Centre
Gateshead
NE8 1HH

29 June 2020

Dear Neil

Management Fee 2020/21

Further to our recent meetings I am writing to set out the management fee of **£42,430,361** for 2020/21 as agreed by Cabinet on 25 February 2020.

This is an increase overall of £560,000 (1.24%) on the equivalent fee for 2019/20 of £41,870,361. This is largely because of agreed budget pressures and compliance works funding offset by agreed savings.

For budgeting purposes, the split is as follows:

	Management & Supervision	Housing Services	Repairs & Maintenance	Total
2019/20 Budget	12,782,311	4,160,337	24,927,713	41,870,361
Funded Budget Pressures	270,268	323,024	300,191	893,483
Additional Budget Pressures	50,000	0	0	50,000
Staff Growth - new posts	0	0	153,998	153,998
Total Growth	50,000	0	153,998	203,998
Staff Savings - deleted posts	0	-24,325	-126,439	-150,764
Other Savings	-113,448	0	-273,269	-386,717
Total Savings	-113,448	-24,325	-399,708	-537,481
Net Saving (excluding funded pressures)	-63,448	-24,325	-245,710	-333,483
2020/21 Provisional Budget	12,989,131	4,459,036	24,982,194	42,430,361
Additional Budget £	206,820	298,699	54,481	560,000
Additional Budget %	1.62%	7.18%	0.22%	1.34%

The expenditure must be treated correctly in the accounts as either Capital or Revenue and any variation in the allocation above will not increase the overall fee.

As you are aware within the £24,927,713 Repairs & Maintenance element of the management fee there is a £2m budget for strategic maintenance repairs. This budget will

be managed by the Council and a protocol will be issued in due course for its use in undertaking specified major repairs over a certain value. Further, the Council will work closely with TGHC in planning the delivery of the backlog of repairs and other works arising from the Covid-19 restrictions. It is essential that costs associated with tackling this backlog are contained within the R&M fee.

Any requests for additional resources, over and above this fee, must be accompanied with a formal request to the Strategic Director, Resources and Digital and should be raised prior to the expenditure being incurred whenever possible.

This management fee has been set on the basis that the Council and TGHC will continue to deliver further efficiencies together. These savings will be determined and monitored through the established joint Council/TGHC working group.

The agreed key performance indicators (KPIs) are included as an appendix to this letter. Please note:

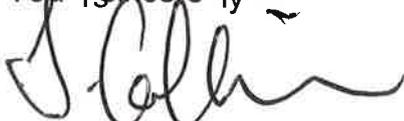
- 1) Targets will be confirmed by separate letter from Colin Huntington. This will enable timely consideration to be given to the impacts of the Covid-19 crises on operational performance;
- 2) Given the level of planned R&M expenditure and the need to ensure all our homes are fully compliant with the Home Standard and relevant Health and Safety legislation more 'in depth' and detailed reporting requirements will also be confirmed separately where indicated in the appendix.

During 2020/21 there will be a review of all services currently provided by TGHC which will include relevant Council services to ensure the most efficient and effective delivery model. Any outcome of the review resulting in a potential impact on the agreed management fee outlined in this letter will be subject to further discussions and will ensure no negative impact upon the overall financial position of TGHC.

The responsibility for the delivery of the HRA Capital Programme and the Councils Capital Programme for schools and public buildings has transferred to TGHC. The 2020/21 HRA budget delivered by TGHC has been estimated at £19.461m based on workload projections and is excluded from the management fee payments included in the above table. Payments will be made on a monthly basis, in line with expenditure incurred.

The Council requests that TGHC set a balanced budget in accordance with this management fee. This base budget position will then form the basis for any agreed variations in 2020/21.

Yours sincerely



Darren Collins

Strategic Director, Resources and Digital

Copy to

Colin Huntington, Strategic Director, Housing, Environment and Healthy Communities

Key Performance Indicator's (KPI's) For Monthly Reporting to Gateshead Council

Metric	Target			Owner	Comment
	2019/20 (achieved)	2020/21 (target)	2020/21 As at xxxx		
1.	% rent lost due to properties being empty				
2.	% lettable homes that become vacant				
3.	Total number of empty properties				
4.	% all new tenancies sustained for more than 12 months				
5.	% priority needs tenancies sustained for more than 12 months				
6.	% exit interviews completed				
7.	% new tenants satisfied with standard of their home				
8.	% ASB cases resolved within target				
9.	% closed ASB cases with a satisfactory outcome				
10.	Rent collected from current tenants as a % of rent owed (excluding arrears b/f)				
11.	Current tenant arrears as a % of rent due				
12.	Rent arrears of former tenants as a % of rent due				
13.	% tenancies audited within 12 months				
14.	% customer profile completed				

15.	Total number of complaints					
16.	% satisfied with investigation of their complaint					
17.	% stage 2 complaints responded to within timescale					
18.	% overall customer satisfaction					
19.	% satisfaction with overall quality of the home					
20.	% satisfaction with neighbourhood as a place to live					
21.	% satisfaction with value for money of rent					
22.	% satisfaction with opportunities to get involved and influence decisions					
23.	% satisfaction that views are listened to and acted on					
24.	Headline social housing cost per unit					

Note: KPI's relating to TGHC responsibilities in the areas listed below will be sent separately and will be in addition the above schedule:

- compliance,
- repairs (reactive & planned)
- void works
- capital works
- adaptations
- newbuild

There will also be a requirement to provide a number of Management Information (MI) indicators. These will also be confirmed separately and will be in addition to the KPI's.

Service	Performance Indicator	Year End 2017/18 Performance	Year End 2018/19 Performance	Q1 2019/20 Performance Result	Q2 2019/20 Performance Result	Q3 2019/20 Performance Result	2019/20 Target	2020/21 Target
Accountancy	% of invoices paid within 30 days	N/A	90.30%	86.18%	84.27%	84.50%	91.0%	91.0%
<ul style="list-style-type: none"> This Key Performance Indicator (KPI) will be retained. There has been employee resource issues during 2019/20 which have impacted on the ability to pay invoices within 30 days. Recruitment of an additional resource is to be investigated although this is unlikely to impact significantly for 2020/21 performance results. The Agresso finance system is to be updated in November 2020. It is anticipated this will improve the performance slightly in quarter 4 2020/21. Any significance of the Agresso update will be realised in 2021/22. It is proposed to retain the challenging target of 91% for 2020/21. 								
Accountancy	Cost of repairs	N/A	£107.37	£110.46	£108.35	£109.91	£106.65	£108.79
<ul style="list-style-type: none"> This KPI will be retained with a proposed target of £108.79. The average number of repairs completed across the last 3 years is 66,290, the responsive repairs budget for 2020/21 is £7,434,974 this would give an average cost of £112.16 per repair. We have then targeted a 3% efficiency saving which would reduce the average repair cost to £108.79. The increase in target is made up of a variety of elements including the pay award for staff which is assumed to be 2% and an inflationary increase for materials and subcontractors which is an additional 1.7%. This has already been incorporated into the budget which was the CPI rate in September 2019. 								
Anti Social Behaviour and Managing Tenancies	% of ASB cases responded to & investigations begun in timescale (24 hrs - high priority, 3 working days - other cases)	94.82%	91.50%	92.41%	91.41%	91.14%	92.0%	92.0%
<ul style="list-style-type: none"> The above indicator will be retained. The average year to date (YTD) performance result for 2019/20 was 91.65% This indicator is an important measure across the complete Housing Management network in Gateshead. To improve performance reported in 2019/20 additional training and refresher briefings will take place in 2020/21. This will ensure employees are aware of the strict timescales to respond to and begin ASB investigations in. The current target has been difficult to achieve in 2019/20 and it is proposed to retain the target of 92% for 2020/21. 								
Anti Social Behaviour and Managing Tenancies	% of ASB cases that are resolved without the need for legal action	96.50%	97.80%	New for 2020/21	New for 2020/21	New for 2020/21	New for 2020/21	97.8%
<ul style="list-style-type: none"> The above indicator will be reported as part of the suite of indicators requested by the Council to monitor the company's management agreement with them and will be provided annually. This indicator was deleted by TGHC as a service standard in 2019/20. Performance collected for this indicator has achieved the target set since 2016/17 and was consistently high performing at 95% or above. High performance continued into 2018/19 with 97.80% of ASB cases being resolved without the need for legal action. It is proposed to set a target of 97.8% for 2020/21. 								
Anti Social Behaviour and Managing Tenancies	% of tenants who were satisfied with ASB complaint handling	New for 2020/21	New for 2020/21	New for 2020/21	New for 2020/21	New for 2020/21	New for 2020/21	85%
<ul style="list-style-type: none"> The above indicator will be reported as part of the suite of indicators requested by the Council to monitor the company's management agreement with them and will be provided annually. Performance information for this indicator is provided annually as part of the HouseMark data collection. HouseMark benchmarking data indicates that current performance (detail below) is above the median (81.5%) and below the top quartile (96.3%). Average performance for 2017/18 and 2018/19 is 87.20%. Between 1 April and 30 December 2019, 85.54% of customers were satisfied with how their ASB complaint was handled. Performance for this indicator will be collected via a telephone survey. Administration employees which have not been involved in the complaint investigation conduct the survey to ensure impartiality. Historic performance data informs that the timeliness of when the telephone survey is completed has a significant impact on the performance result collected. It is the aim of the service to ensure that customers are surveyed whilst the experience is still fresh in their mind. It is proposed to set a target of 85% for 2020/21. 								
Asset Management	Decent homes	8.26	7.83	N/A	N/A	N/A	No target set	No target set

Service	Performance Indicator	Year End 2017/18 Performance	Year End 2018/19 Performance	Q1 2019/20 Performance Result	Q2 2019/20 Performance Result	Q3 2019/20 Performance Result	2019/20 Target	2020/21 Target
<ul style="list-style-type: none"> In April 2017 the Asset Management Team transferred to Gateshead Council and formed part of the Council Housing, Design and Technical function. As part of the transfer responsibility for managing the KPI became a Gateshead Council responsibility with data on progress during the year being supplied by TGHC. Investment schemes are approved on an annual basis as part of the HRA Housing Investment Programme. These schemes are designed to improve the housing stock, tackle decency, energy efficiency, compliance, equality and Health & safety works. Delivery of improvement work and the closing of planned maintenance schemes extended past year-end and as a result each year performance reporting is delayed. Performance for this KPI will reported in quarter 1 2020/21 ensuring Committee, Board and Council have an opportunity to scrutinise performance. This indicator is an important measurement of success for the housing company service delivery and measures the effectiveness of asset investment. Due to the delay in reporting it is proposed that an annual target is not set and performance will be reported for context. 								
Customer Satisfaction Overview								
<ul style="list-style-type: none"> The indicators below are part of the suite of biennial survey questions. The survey was conducted during 2019/20 and a separate report detailing the results and how we are responding to the issues raised will be provided to Customer Service Committee on 15 June and Board on 16 July 2020. Biennial survey performance is provided to HouseMark as part of their benchmarking collection known as STAR. During 2019 HouseMark carried out a review of the STAR questions and proposed a new set of core questions and guidance for collection. The detail relating to the review and new suite of questions are included in the above mentioned report. The biennial survey is not due to be conducted again until 2021/22. It is proposed to maintain the current 2019/20 targets pending an assessment of the outcome of the STAR review. 								
Customer Satisfaction	% of leaseholders satisfied with the service they receive	75.80%	75.80%	N/A	N/A	N/A	75.0%	75.0%
Customer Satisfaction	% of tenants satisfied that TGHC listens to their views and acts upon them (Council terminology - % of tenants satisfied that their views are being listened to and acted upon)	64.0%	64.0%	N/A	N/A	N/A	71.0%	71.0%
Customer Satisfaction	% of tenants satisfied that the rent paid provided good value for money	82.0%	82.0%	N/A	N/A	N/A	82.0%	82.0%
Customer Satisfaction	% of tenants satisfied that the service charges paid provided good value for money	82.0%	82.0%	N/A	N/A	N/A	82.0%	82.0%
Customer Satisfaction	% of tenants satisfied with opportunities to get involved and influence decisions made by the company	63.0%	63.0%	N/A	N/A	N/A	73.0%	73.0%
Customer Satisfaction	% of tenants satisfied with the quality of their home	86.0%	86.0%	N/A	N/A	N/A	85.0%	85.0%
Customer Satisfaction	% of tenants satisfied with the neighbourhood as a place to live	83.0%	80.7%	N/A	N/A	N/A	83.0%	83.0%
Customer Satisfaction	% of tenants, when taking everything into account, that are satisfied the service provided by TGHC (Council terminology % of tenants satisfied with the service provided)	84.0%	85.70%	N/A	N/A	N/A	85.0%	85.0%
Customer Service	% of those making a complaint satisfied with the investigation of the complaint (Council terminology % of tenants satisfied with complaint handling)	40.91%	70.0%	80.0%	72.22%	77.80%	68.0%	78.0%
<ul style="list-style-type: none"> This performance indicator will be retained and reported as part of the suite of indicators requested by the Council. Current quarter 3 performance of 78% is above the HouseMark benchmarking median quartile of 70%. It is proposed to set a target of 78% for 2020/21 								
Gas Cyclical Maintenance	% of relevant properties that have had a gas service in the last 12 months (Council terminology - % of domestic properties with a valid Gas Safety Certificate)	99.93%	99.78%	99.67%	98.48%	98.77%	100.0%	100%
<ul style="list-style-type: none"> This indicator will be retained and it is proposed to maintain the 2019/20 target for 2020/21 at 100%. It is acknowledged that this is an important indicator that mitigates the potential Health and Safety risk to customers and the wider community. The above indicator will be reported as part of the suite of indicators requested by the Council to monitor the company's management agreement with them and will be provided quarterly. 								

Service	Performance Indicator	Year End 2017/18 Performance	Year End 2018/19 Performance	Q1 2019/20 Performance Result	Q2 2019/20 Performance Result	Q3 2019/20 Performance Result	2019/20 Target	2020/21 Target
Gas Cyclical Maintenance	Overall satisfaction with the annual gas service	99.80%	99.88%	100.0%	99.86%	99.90%	95.0%	Baseline
<ul style="list-style-type: none"> Gas Safety service is an important consideration for customers. This indicator is currently used monthly by the TGHC's Service Manger to identify trends to customer service and highlight improvements to be made. Data for 2019/20 is collected via operative Ipads. Customers confirm that they want to participate in the survey and answer the question 'How satisfied are you with the gas service?' It is recognised that a different approach is required, and this has been included in the Repairs & Maintenance (R&M) Action Plan. Surveying via digital options is to be investigated however as many collection methods will be offered as possible to meet the needs of all customers including paper, text, email, etc. It is anticipated enhancing the methods of data collection will lead to an increase in responses, a fluctuation in survey performance results and yield tangible data that can be used to improve the service and customer delivery. As the performance collection method will change considerably during 2020/21 it is proposed to set at a baseline target. Performance information collected in this year will be used to develop targets for 2021/22. 								
Homeless Overview								
<ul style="list-style-type: none"> A report is presented to the TGHC Customer Service Committee quarterly detailing the implications of the Homelessness Reduction Act 2017. The Act is made up of 12 primary sections, the most significant change is that homelessness prevention becomes a statutory function. Duties under the Act commenced in April 2018. There was a significant impact on the relief and prevention duty of homeless casework and the administrative activity, including the recording of information and compiling of statutory returns. The impact of Universal Credit, financial hardship and poverty inequality are all contributory factors leading to homelessness. The service is reactive to customers presenting themselves as homeless or under threat of homelessness and that demonstrates the targets proposed are challenging. 								
Homeless	Number of households accepted as homeless (PG29)	219	63	20	37	51	Baseline.	70
<ul style="list-style-type: none"> The above indicator will be retained. The polarity of the 'Number of households accepted as homeless' indicator is the lower number is better as it indicates prevention methods have contributed to households and tenancies are being maintained. An annual target of 70 for the number of households accepted as homeless is proposed and is based on data collected in quarter 1, 2 and 3 2019/20 and projected for quarter 4. 								
Homeless	Number of households prevented from becoming homeless (PG30)	4,711	316	215	446	729	Baseline.	970
<ul style="list-style-type: none"> The above indicator will be retained. The polarity of the 'Number of households prevented from becoming homeless' indicator is the higher number is better as it indicates that our prevention processes and procedures and work with partners are appropriate. An annual target of 970 for the number of households prevented and relieved from becoming homeless is proposed and is based on data collected in quarter 1, 2 and 3 2019/20 and projected for quarter 4. 								
Homeless	Total number of households assessed	New for 2020/21	New for 2020/21	New for 2020/21	New for 2020/21	New for 2020/21	New for 2020/21	Baseline
<ul style="list-style-type: none"> The above indicator will be reported as part of the suite of indicators requested by the Council to monitor the company's management agreement with them and will be provided quarterly. The polarity of the 'Number of households assessed' indicator is the higher number is better and TGHC are available to as many Gateshead residents as possible to ensure they receive the appropriate support to accept or prevent homelessness. Due to the service being reactive it is proposed that an annual target is not set and will be reported for context when reviewed collectively with the remaining Homeless KPI's. 								
Homeless	% of households where homelessness has been prevented (maintaining or securing accommodation for at least 6 months)	New for 2020/21	New for 2020/21	New for 2020/21	New for 2020/21	New for 2020/21	New for 2020/21	59%.
<ul style="list-style-type: none"> The above indicator will be reported as part of the suite of indicators requested by the Council to monitor the company's management agreement with them and will be provided quarterly. The polarity of the 'Number of households prevented from becoming homeless' indicator is the higher number is better as it indicates that our prevention processes and procedures and work with partners are appropriate. An annual target of 59% for the percentage of households prevented and relieved from becoming homeless is proposed and is based on data collected in 2019/20. 								
HomeRepairs Overview								
<ul style="list-style-type: none"> A review of the Repairs and Maintenance function was conducted in 2019/20 and a subsequent R&M Action Plan has been developed. The Action Plan has established improvements to service delivery and best usage of the Northgate housing system to support service improvement. A Home Repair SIG is to be established and it is anticipated that they will be a useful resource of customer insight with performance results plus service improvements will be shared with them routinely. 								
HomeRepairs	% of emergency, urgent and routine repairs completed within timescale	85.99%	86.0%	89.75%	89.40%	87.83%	94.0%	94.0%

Service	Performance Indicator	Year End 2017/18 Performance	Year End 2018/19 Performance	Q1 2019/20 Performance Result	Q2 2019/20 Performance Result	Q3 2019/20 Performance Result	2019/20 Target	2020/21 Target
<ul style="list-style-type: none"> The above indicator will be reported as part of the suite of indicators requested by the Council to monitor the company's management agreement with them and will be provided quarterly. The above indicator will be retained. It is proposed to maintain year-end 2019/20 (94%) targets for 2020/21. The repairs service is a key priority customers. Current 2019/20 performance for this indicator is not achieving the target although it has improved when compared to 2018/19 performance. It is anticipated that positive outcomes from the R&M Action Plan will support improvement in 2020/21. 								
HomeRepairs	% of repairs completed right first time	New for 2020/21	New for 2020/21	New for 2020/21	New for 2020/21	New for 2020/21	New for 2020/21	Baseline
<ul style="list-style-type: none"> The above indicator will be reported as part of the suite of indicators requested by the Council to monitor the company's management agreement with them and will be provided quarterly. The polarity of this indicator is the higher number of repairs completed right first time the better service is being delivered to customers and Value for Money is being secured. The HouseMark median for this indicator is 92.43%. Clarification was been sought from HouseMark and it has been established that development is needed to ensure that the KPI definition can be followed using the Northgate housing system. An internal discussion will take place between the Repair and Gas function Managers to ensure consistency regarding van stock availability and maintenance and gas repairs being completed right first time. This is most significant when multi trades are required for one repair. The above clarification informs the development of a Northgate business objects report ensuring that it meets the definition criteria, is accurate and will meet audit scrutiny. Data for this KPI has never been measured for the company. Service Managers for Maintenance, Gas and ICT will work together to develop a performance measurement report to enable 2020/21 performance reporting. It is therefore proposed to set a baseline target for 2020/21 to allow for learning from performance and development of processes and procedures to established in the first year of measurement. 								
HomeRepairs	% of tenants satisfied with the repair service	99.30%	99.75%	100.0%	100.0%	99.87%	95.0%	Baseline
<ul style="list-style-type: none"> The repairs service is an important consideration for customers. This indicator will be reported as part of the suite of indicators requested by the Council to monitor the company's management agreement with them and will be provided annually. This indicator is currently used monthly by the TGHC's Service Manger to identify trends to customer service and highlight improvements to be made. Performance for this KPI is presented to Senior Management Team monthly and to Committee and Board quarterly. Data for 2019/20 is collected via operative lpads. Customers confirm that want to participate in the survey and answer the question 'How satisfied are you with the completed repair?' It is recognised that a different approach is required, and this has been included in the R&M Action Plan. During 2019 HouseMark carried out a review of the STAR benchmarking questions and proposed a new set of core questions and guidance for collection which includes measureing this kPI.. As a result, a detailed report relating to the STAR review and new suite of questions is to be provided to Board on 26 March 2020, see comments for the Biennial Overview KPI's above. Surveying via digital options is to be investigated however as many collection methods will be offered as possible to meet the needs of all customers including paper, text, email, etc. It is anticipated enhancing the methods of data collection will lead to an increase in responses, a fluctuation in survey performance results and yield tangible data that can be used to improve the repairs service and customer delivery. As the performance collection method will change considerably during 2020/21 it is proposed to set at a baseline target. Performance information collected in this year will be used to develop targets for 2021/22. 								
HomeRepairs	Appointments made as a percentage of appointable repair orders	96.89%	97.78%	99.68%	99.41%	99.44%	94.0%	Delete
<ul style="list-style-type: none"> It is proposed to delete this KPI and retain as an Management Performance Indicator (MPI). Prior to the DLO being managed by TGHC this indicator was used to manage the Repair Partner allocation of appointments made with customers. This function is now delivered in house and performance has been consistently high with targets being meet for 2017/18, 2018/19 and 2019/20. Data will continue be used as an operational tool to monitor repair appointment availability which, in turn allows the HomeRepairs Call Centre employees to allocate repair appointments at a time that is convenient for the customer. Trends in performance will be used to target resources to those areas that require improvement. 								
HomeRepairs	Appointments kept as a percentage of appointments made	86.16%	90.61%	90.16%	90.16%	81.57%	92.0%	92.0%

Service	Performance Indicator	Year End 2017/18 Performance	Year End 2018/19 Performance	Q1 2019/20 Performance Result	Q2 2019/20 Performance Result	Q3 2019/20 Performance Result	2019/20 Target	2020/21 Target
<ul style="list-style-type: none"> The above indicator will be reported as part of the suite of indicators requested by the Council to monitor the company's management agreement with them and will be provided quarterly. The above indicator will be retained. It is proposed to maintain year-end 2019/20 (92%) targets for 2020/21. 2019/20 performance for this indicator is not achieving the target and it is considered this has been impacted on by the 2-hour appointment slots currently offered to customers and the ability to meet that strict timescale. Analysis of 4-hour repair slots offered by the wider housing sector allows for trades to be more fluid when attending the current and next repair appointment. Unlike with 2-hour appointment slots which do not allow for flexibility if the repair is more complex or leads to an additional repair that takes longer than 2-hours to complete. Allowing for 4-hour appointments would result in increased productivity time to complete a repair to a high standard which in turn will lead to an increase in customer satisfaction and an increase in completed in timescale repairs. Many landlords have changed from 2-hour appointment slots to 4-hours. As a reflection of the decision to retain 2-hour appointment slots it is considered that the targets to be retained are challenging to meet. We will report on the same period using a 4-hour appointment slot as a comparison. 								
HomeRepairs	Average number of calendar days to complete a repair	9	10	10	14	9	New for 2020/21	10 days.
<ul style="list-style-type: none"> The above indicator will be reported as part of the suite of indicators requested by the Council to monitor the company's management agreement with them and will be provided quarterly. The polarity of this indicator is the lower number of days taken to complete a repair the better the service delivered to customers is. We will monitor the impact on budget expenditure against the indicator. The HouseMark median for this indicator is 9.17 days. The average performance for TGHC in 2019/20 is 11 days (Q1 – 10 days, Q2 – 14 days and Q3 9 days). It is therefore proposed to set a target of 10 days complete a repair in 2020/21. 								
Housing Services	% of clients that receive a support plan with 7 days of their needs assessment	N/A	N/A	89.30%	92.40%	88.0%	Baseline	90%
<ul style="list-style-type: none"> This indicator was be introduced in 2019/20 with a baseline target. Detailed monitoring of how many support plans are completed in 7 days will assist in identifying good practise which can be shared within the service to ensure as many plans meet the target and client's needs. Conversely, monitoring of how many support plans aren't completed in 7 days will also assist in identifying barriers to achievement and lead to adaptations to service delivery to ensure future success. Performance data collected in 2019/20 has been used to develop 2020/21 targets. It is proposed to maintain this indicator for 2020/21 and set a target of 90% which will be challenging to meet. 								
Housing Services	% of clients that have improved their independent living skills following completion of their support plan	N/A	N/A	62.20%	68.0%	70.0%	Baseline	70.0%
<ul style="list-style-type: none"> As detailed above, this indicator was introduced in 2019/20 with a baseline target. Support coordinators close each case at the end of the support period. Only cases that have successfully completed all the identified goals and actions within the support plan are closed as "successfully completed support". Detailed monitoring of the percentage of clients that have improved their independent living skills as a result of the support plan provided will help to identify those approaches that work best for which clients. As mentioned above monitoring of how many clients don't achieve independent living skills is equally important and we can use this data to tailor our approach to increasing future client success. Performance data collected in 2019/20 has been used to develop 2020/21 targets. It is proposed to maintain this indicator for 2020/21 and set a target of 70% which will be challenging to meet. 								
Human Resources	% of employees ceasing employment (voluntary & involuntary) (Council terminology Staff turnover in the year %)	N/A	7.17%	1.87%	3.75%	5.42%	Q1 1.5% Q2 3.0% Q3 5.0% Q4 8.5%	Q1 1.5% Q2 3.0% Q3 5.0% Q4 8.5%

Service	Performance Indicator	Year End 2017/18 Performance	Year End 2018/19 Performance	Q1 2019/20 Performance Result	Q2 2019/20 Performance Result	Q3 2019/20 Performance Result	2019/20 Target	2020/21 Target
	<ul style="list-style-type: none"> This KPI will be retained for 2020/21. The above indicator will be reported as part of the suite of indicators requested by the Council to monitor the company's management agreement with them and will be provided quarterly. Employee retention provides organisation stability, retains knowledge and skills within the business, enhances the customer experience and provides a consistent approach to service delivery Talent retention and retaining knowledge and skills, enables a planned approach to succession planning through coaching and mentoring and develops a positive employment culture in teams, services and the organisation as a whole. Recruitment is resource intensive, although it is considered a moderate apportionment of employee turnover is healthy as it leads to new approaches and fresh ideas. Retaining high performers within the organisation assists in a competitive edge and will help TGHC to become an employer of choice. Recognising as the organisation changes to meet future service delivery requirements and customer expectations individuals may wish to explore alternative options outside of the Company. This will impact this KPI performance. An aging workforce within the trade function is likely to result in an increase in voluntary leavers due to retirement. The impact on the 'The number of working days lost due to sickness' KPI due to ill health capability is likely to result in an increase in involuntary leavers due to the differing skill-set required for successful redeployment. As a result this will lead to and, increase in employee ceasing employment in 2020/21. Performance data collected in 2018/19, 2019/20 and benchmarking data has been used to develop quarterly targets for 2020/21. Data analysis has indicated that using the proposed quarterly targets below will continue to be challenging to achieve as it has been in 2019/20. <ul style="list-style-type: none"> Quarter 1 – 1.5%, Quarter 2 – 3.0%, Quarter 3 – 5.0%, Quarter 4 – 8.5%. 							
Human Resources	Employee satisfaction with TGHC as an employer	N/A	N/A	N/A	N/A	N/A	Baseline.	Delete
	<ul style="list-style-type: none"> This indicator was set with a baseline target for 2019/20. In consultation with Gateshead Council it has been agreed to work in partnership to review our approach to employee surveying during 2020/21 with the aim of working on a joint Council/Company annual survey moving forward. It is therefore proposed to delete this specific indicator from 2020/21 performance reporting. 							
Human Resources	The number of working days lost due to sickness (Council terminology Average days lost to sickness per employee)	17.01	16.94	4.34	9.17	14.01	Q1 4.0 Q2 8.0 Q3 12.0 Q4 16.0	Q1 4.0 Q2 8.0 Q3 12.0 Q4 16.0
	<ul style="list-style-type: none"> This indicator will be retained and 2019/20 quarterly targets carried forward into 2020/21. The above indicator will be reported as part of the suite of indicators requested by the Council to monitor the company's management agreement with them and will be provided quarterly. The same principles apply to this indicator as they do for '% of employees ceasing employment'. An aging workforce in the trade function impacts on the performance of this KPI. Supporting employees to move into alternative roles has proved difficult due the differing skill-set requirement for successful redeployment. Developing capability strategies to aid employees to stay at work whilst managing their health will maintain organisation performance and meet the needs of the Company and Council. Performance data collected in 2018/19, 2019/20 and benchmarking data has been used to develop quarterly targets for 2020/21. Data analysis has indicated that using the proposed quarterly targets below will continue to be challenging to achieve as it has been in 2019/20. <ul style="list-style-type: none"> Quarter 1 – 4 days, Quarter 2 – 8 days, Quarter 3 – 12 days, Quarter 4 – 16 days. 							
Investment	Tenants satisfied with improvements made to their home	97.60%	93.85%	100.0%	98.18%	97.92%	97.00%	Delete
	<ul style="list-style-type: none"> It is proposed to delete the above service standard indicator and retain as a MPis. The performance results for this service standard are currently collected via a survey conducted with customers when improvements made to their home are complete. Satisfaction with the service has been consistently positive and any trends from customer feedback are discussed with the Operational Delivery team to help inform service improvements. A Home SIG is to be established in 2020/21. Performance for the above indicator will be shared with the SIG and it is envisaged this will allow for a collaborate service improvement approach between the company and customers which will lead to tangible, positive outcomes in customer service delivery. A report will be delivered annually via the Capital Report to the Customer Services Committee in June and will also include these indicator results and learning from customer feedback. 							

Service	Performance Indicator	Year End 2017/18 Performance	Year End 2018/19 Performance	Q1 2019/20 Performance Result	Q2 2019/20 Performance Result	Q3 2019/20 Performance Result	2019/20 Target	2020/21 Target
Leasehold Services	Major Works charges collected as a percentage of major works charges due	99.29%	99.27%	30.14%	48.91%	80.83%	Q1 20.0% Q2 45.0% Q3 70.0% Q4 89.0%	Q1 25% Q2 45% Q3 70% Q4 90%
<ul style="list-style-type: none"> This indicator will be retained. Major Works invoices are raised and collected in 2020/21 for work completed in 2019/20. Major Works invoices are raised in early June (normally around the 5th of the month). Under the terms of the lease, the Company must allow leaseholders 21 days from the date of invoice issue to make payment. Any recovery action must wait until the end of June, hence quarter 1 collection targets being challenging to achieve. Invoices being raised in 2020/21 are estimated to be £229K compared to invoices raised in 2019/20 of £871K. Learning from the 2019/20 HEIGHTS project customer consultation highlighted that early conversations with customers during March and April lessened the potential for arrears to develop and lead to financial hardship for the customer. Customer payment options and repayment packages are tailored to meet individual financial circumstances and, also resulted in earlier payments being received. Early intervention also lessens the impact on officer time to negotiate invoice payment via arrears letters and phone calls. This results in Value for Money (VfM) being achieved in the Leasehold Service and protecting the income stream. Analysis of performance data for the previous four years targets has demonstrated that the first quarter target is extremely challenging to achieve. However, with the preventative work detailed above a higher performance result that was achieved in quarter 1 2019/20 it is proposed to increase quarter 1 and 4 quarterly targets whilst retaining quarters 2 and 3 in 2020/21 as detailed below: <ul style="list-style-type: none"> Quarter 1 25%, Quarter 2 45%, Quarter 3 70%, Quarter 4 90%. The above targets have been approved by the Leasehold Service SIG. 								
Leasehold Services	Service charges collected as a percentage of service charges due	105.07%	105.34%	38.93%	67.43%	92.95%	Q1 32.0% Q2 59.0% Q3 86.0% Q4 99.5%	Q1 32% Q2 59% Q3 86% Q4 99.5%
<ul style="list-style-type: none"> This indicator will be retained. It is proposed to maintain quarterly 2019/20 targets for 2020/21: <ul style="list-style-type: none"> Quarter 1 32%, Quarter 2 59%, Quarter 3 86%, Quarter 4 99.5%. The Leaseholder Team are preparing to actively negotiate service charge and major works payments with all Leaseholders to secure the income stream and lessen the impact of financial hardship for Leaseholders, thus delivering a customer focused service delivery. The targets set are challenging and are competitive with other housing service providers. Leasehold Excellence Network performance quartile results show performance of 99.3% are in the upper quartile performance. The above targets have been approved by the Leasehold Service SIG. 								
Multi Storey Blocks	% of customers satisfied with the caretaking service	94.50%	95.0%	N/A	N/A	93.0%	96.0%	Delete
Multi Storey Blocks	% of customers satisfied with the concierge service	95.10%	86.0%	N/A	N/A	79.0%	91.0%	Delete

Service	Performance Indicator	Year End 2017/18 Performance	Year End 2018/19 Performance	Q1 2019/20 Performance Result	Q2 2019/20 Performance Result	Q3 2019/20 Performance Result	2019/20 Target	2020/21 Target
	<ul style="list-style-type: none"> It is proposed to delete these annual service standard indicators and retain as biennial MPIs. The performance results for these indicators are currently collected via an annual survey and it is proposed to collect the survey biennially. The annually survey incurs a cost to distribute and deliver to customers either postal, via survey monkey or online. There is also an impact on officer time to analyse and report outcomes with few learning opportunities and service improvements being highlighted. Satisfaction with the caretaking service has been consistent since 2016/17 (96%), 2017/18 (94.5%) and 2018/19 (95%). Performance for 2019/20 is 93%. Satisfaction with the concierge service has been consistent since 2016/17 (91%), 2017/18 (95%) with a decrease in 2018/19 (86%). This decrease was due to issues with the door entry system at Regent Court. A review of the effectiveness of the door entry system included an assessment of system repairs which have now been addressed. Performance for 2019/20 is 79%. Both the caretaker and concierge services receive a low number of customer complaints and conversely a high number of compliments. It is considered more tangible performance outcomes of periodic customer engagement is currently collected via monthly 'Customer block inspections' and outcomes from 'Caretakers daily inspection'. These inspections include specific block issues, repairs, cleanliness and Health & Safety all of which can be responded to immediately. Performance outcomes from the above inspections is shared routinely with the Multi-storey SIG to allow for customer feedback and challenge. This allows for a collaborate service improvement approach between the company and customers and lead to tangible, positive outcomes in customer service delivery. Any improvements identified will assist customers and the Service Manager to learn from customer biennially survey feedback and Customer and Caretaker inspections. A report will be delivered to the Customer Services Committee annually via the annual Multi-storey performance management year-end report in July and will include the proposed biennial survey results and outcomes from inspections. 							
Neighbourhood Services	% of tenancies terminated	N/A	8.26%	1.92%	3.69%	5.76%	Baseline.	7.5%
	<ul style="list-style-type: none"> The above indicator will be reported as part of the suite of indicators requested by the Council to monitor the company's management agreement with them and will be provided quarterly. This indicator was introduced for 2018/19 and set with a baseline target. The company has experienced an increase in voids and close monitoring is needed to identify why tenancies are being terminated and, how this information can be used to support customers and enhance tenancy sustainability. Data collected in 2018/19 highlighted that the termination reasons recorded on Northgate needed to be more descriptive to enhance data outputs and identify learning. In 2018/19 information for this indicator was collected directly from the Northgate housing system and was analysed borough wide, by neighbourhood and estate. Dual recording took place during 2019/20 on the Northgate housing system and via manual records. The manual records have been used to inform of the changes needed to Northgate. As such the baseline target was retained for 2019/20 while dual recording took place. Ongoing performance monitoring and analysis will help identify where improvements can be made and assist in reducing tenancy turnover, void costs, protecting the rental income stream and supporting customers to sustain tenancies, stable lifestyles and help achieve VFM by directing human and financial resources across the housing management network to target specific areas for improvement. The most recent HouseMark benchmarking information for this KPI is from 2018/19. TGHC quarter 4 2018/19 performance was 8.26% and indicated that the company were achieving quartile 3 benchmarking performance. Current 2019/20 quarter 3 performance data of 5.76% and benchmarking information above has been used to develop the proposed 2020/21 target of 7.5%. 							
Rent and Income Overview								
	<ul style="list-style-type: none"> As result of the increasing impact of Universal Credit (UC) it is proposed that targets for Rent KPI's are modified for 2020/21. Collection rates for tenants on UC are far lower than for other tenants, and arrears levels are far higher. The speed at which UC continues to be rolled out, and the level of UC applications received has a very high (and negative) impact on rent collection and arrears and make accurate target setting predictions very difficult. The full-service rollout of UC reached Gateshead in October 2017. Since then the number of council tenants affected has increased from 381 to around 4,400. It is expected that this will increase to 7,000 plus by the end of 2019/20. A feature of UC that impacts on accuracy of target setting predictions is the system for receiving payments directly from DWP that have been deducted from a claimant at source. Around 40% of our UC claimants have such arrangements because of vulnerability or a history of rent arrears. These payments are received in bulk on a schedule that does not always fit in with the cut-off date for calculating a PI result. A large sum may be due, but not received until after the cut-off. This causes a degree of volatility and misleading performance results. An increase in UC claimants will result in a decrease in rent collection and this has been evident during 2018/19 and 2019/20. It is predicted that current and former tenant arrears as a percentage of the rent roll will continue to increase. Legacy and new housing benefit claims transferring to UC we be resource intensive to manage. New claims being submitted are now more complex and include major changes in claimant circumstances. It is expected these claims will continue to be submitted & received until full UC roll out is achieved in 2024. Where possible the target setting process encourages performance improvement. Housing sector analysis and historic housing company data indicates that performance will decrease from now and until full UC roll out as detailed above. It is impossible to accurately predict the extent of the impact of UC and it is considered that current targets will remain challenging to meet. It is proposed that the Rent KPI 2020/21 targets will be provisional and accurate targets will be developed after the complete 2019/20 performance information is available and will be presented to the Council and housing company Exec to Exec meeting for approval. 							
Rent and Income	Rent collected from current tenants as a % of rent owed (excluding arrears b/f)	99.86%	99.26%	98.30%	98.67%	100.50%	97.50%	99% (provisional)

Service	Performance Indicator	Year End 2017/18 Performance	Year End 2018/19 Performance	Q1 2019/20 Performance Result	Q2 2019/20 Performance Result	Q3 2019/20 Performance Result	2019/20 Target	2020/21 Target
<ul style="list-style-type: none"> •This indicator is new and will be introduced for 2020/21 and it is proposed to set the target at 100%. •This KPI is to be reported quarterly as part of the suite of indicators used by the Council to monitor the company's management agreement with them and Health and Safety regulations. 								
Lifts	% of hoists that are compliant for both servicing (6 monthly) and inspection (6 monthly)	New for 2020/21	New for 2020/21	New for 2020/21	New for 2020/21	New for 2020/21	New for 2020/21	100%
<ul style="list-style-type: none"> •This indicator is new and will be introduced for 2020/21 and it is proposed to set the target at 100%. •This KPI is to be reported quarterly as part of the suite of indicators used by the Council to monitor the company's management agreement with them and Health and Safety regulations. 								
Lifts	% of stairlifts that are compliant for both servicing (6 monthly) and inspection (6 monthly)	New for 2020/21	New for 2020/21	New for 2020/21	New for 2020/21	New for 2020/21	New for 2020/21	100%
<ul style="list-style-type: none"> •This indicator is new and will be introduced for 2020/21 and it is proposed to set the target at 100%. •This KPI is to be reported quarterly as part of the suite of indicators used by the Council to monitor the company's management agreement with them and Health and Safety regulations. 								

Appendix 3

Metric		Target			Owner	Comment
		2019/20 (achieved)	2020/21 (target)	2020/21 As at		
1.	% rent lost due to properties being empty	3.59%	3.5%		Mark Charlton/Kevin Johnson	Existing KPI - Rent lost through Council houses being empty
2.	% lettable homes that become vacant	7.78%	7.5%		Hazel Forster	Existing KPI - % of tenancies terminated.
3.	Total number of empty properties	N/A	N/A		Mark Charlton/Kevin Johnson	New KPI This figure is not an existing KPI but the number of void properties is reported in the comments field of the existing KPI - Rent Lost through Council houses being empty.
4.	% all new tenancies sustained for more than 12 months	N/A	N/A		Hazel Forster	New KPI
5.	% priority needs tenancies sustained for more than 12 months	N/A	N/A		Hazel Forster	New KPI
6.	% exit interviews completed	N/A	N/A		Hazel Forster	New KPI We do not currently carry out a formal exit interviews although we do collect and report on tenancy termination reasons.
7.	% new tenants satisfied with standard of their home	73%	85%		Martin Poulter	Existing KPI

						<p>A HouseMark STAR survey core question which we collect via the Biennial Customer Satisfaction Survey. The last survey was undertaken in 2019/20 and is due again in 21/22</p> <p>However, from 20/21 the question has been removed from the list of STAR core questions and replaced with "Thinking specifically about the building you live in, how satisfied or dissatisfied are you that (your landlord) provides a home that is safe and secure.</p> <p>The current question could be retained as an additional question in the Biennial survey.</p>
8.	% ASB cases resolved within target	N/A	N/A		Deborah Ewart	<p>New KPI</p> <p>We currently measure and report % of ASB cases responded to & investigations begun in timescale (24 hrs - high priority, 3 working days - other cases)</p>
9.	% closed ASB cases with a satisfactory outcome	N/A	N/A		Deborah Ewart	<p>New KPI</p> <p>We currently measure and report - % of tenants who were satisfied with ASB complaint handling. This existing KPI focus is on the process not the outcome.</p>

10.	Rent collected from current tenants as a % of rent owed (excluding arrears b/f)	98.94%	99%		Kevin Johnson	Existing KPI Part of a suite of indicators recently agreed with the Council to be reported on a qtlly basis. Previously reported including arrears b/f
11.	Current tenant arrears as a % of rent due	4.12%	4.5%		Kevin Johnson	Existing KPI - Rent arrears of current tenants as a percentage of the authority's rent roll. Part of a suite of indicators recently agreed with the Council to be reported on a qtlly basis. Previously reported including arrears b/f
12.	Rent arrears of former tenants as a % of rent due	2.82%	3.5%		Kevin Johnson	Existing KPI – Former tenant arrears as a % of rent owed Part of a suite of indicators recently agreed with the Council to be reported on a qtlly basis. Previously reported including arrears.
13.	% tenancies audited within 12 months	N/A	N/A		Hazel Forster	New KPI
14.	% customer profile completed	N/A	N/A		Martin Poulter	New KPI We collect profile information for tenants including; age, gender, ethnicity, language, disability, sexuality and religion. Customers

						do not answer all of the questions so the % collected varies depending on the indicator.
--	--	--	--	--	--	--

15.	Total number of complaints	N/A	N/A		Martin Poulter	New KPI We currently do not have a KPI for numbers of complaints received. However, we report numbers of complaints broken down by type to committee on a six-monthly basis
16.	% satisfied with investigation of their complaint	78%	78%		Martin Poulter	Existing KPI Reported to committee on a six-monthly basis.
17.	% stage 2 complaints responded to within timescale	84%	NA		Martin Poulter	New KPI Existing management indicator and is reported to committee on a six-monthly basis.
18.	% overall customer satisfaction	76% tenants 64% Leaseholders	T-85% L-75%		Martin Poulter	Existing KPI This is a HouseMark STAR Core survey question which we collect via the Biennial Customer Satisfaction Survey. The last survey was undertaken in 2019/20 and is due again in 21/22 The new HouseMark STAR survey question is "Taking Everything into account, how satisfied or dissatisfied are you with the

						service provided by (your landlord)?”
19.	% satisfaction with overall quality of the home	73%	85%		Martin Poulter	Existing KPI This is a HouseMark STAR Core survey question which we collect via the Biennial Customer Satisfaction Survey. The last survey was undertaken in 2019/20 and is due again in 21/22
20.	% satisfaction with neighbourhood as a place to live	76%	83%		Martin Poulter	Existing KPI This was a HouseMark STAR Core survey question which we collect via the Biennial Customer Satisfaction Survey. The last survey was undertaken in 2019/20 and is due again in 21/22 Following a review by HouseMark it has been removed from the STAR Core survey questions. However, it could be retained as an additional question in the survey.
21.	% satisfaction with value for money of rent	77%	82%		Martin Poulter	Existing KPI This was a HouseMark STAR Core survey question which we collect via the Biennial Customer Satisfaction Survey. The last survey was undertaken in 2019/20 and is due again in 21/22

						Following a review by HouseMark it has been removed from the STAR Core survey questions. However, it could be retained as an additional question in the survey.
22.	% satisfaction with opportunities to get involved and influence decisions	52%	73%		Martin Poulter	Existing KPI This was a HouseMark STAR Core survey question which we collect via the Biennial Customer Satisfaction Survey. The last survey was undertaken in 2019/20 and is due again in 21/22 Following a review by HouseMark it has been removed from the STAR Core survey questions. However, it could be retained as an additional question in the survey.
23.	% satisfaction that views are listened to and acted on	56%	71%		Martin Poulter	Existing KPI This was a HouseMark STAR Core survey question which we collect via the Biennial Customer Satisfaction Survey. The last survey was undertaken in 2019/20 and is due again in 21/22 Following a review by HouseMark it has been removed from the STAR Core survey questions. However, it could be retained as an additional question in the survey.

24.	Headline social housing cost per unit	N/A	N/A		Martin Poulter	<p>New KPI</p> <p>TGHC currently submits benchmarking data to HouseMark relating to operating costs. This is split between employee costs and non-pay cost, direct and non-direct costs and then by activity e.g. Housing Management, Responsive and void works. Further clarification on this KPI definition will be required.</p>
-----	---------------------------------------	-----	-----	--	----------------	--

Note: KPI's relating to TGHC responsibilities in the areas listed below will be sent separately and will be in addition the above schedule:

- compliance,
- repairs (reactive & planned)
- void works
- capital works
- adaptations - newbuild

There will also be a requirement to provide a number of Management Information (MI) indicators. These will also be confirmed separately and will be in addition to the KPI's.