

## **Housing and Communities – Review of Performance Indicators for 2016/17** **Report for Tenants Services Management Board 18<sup>th</sup> April 2016**

### **Background**

Like most Council services, Housing and Communities has historically collected and reported a wide range and number of performance indicators that cover all of its housing service. Many of these were previously prescribed by government as statutory performance indicators or were ones we collected to use as part of a benchmarking set for Housemark. The collection, monitoring and reporting of these measures is time consuming and for some measures, the value in collecting them has been questionable.

However over the past few years, the government has made efforts to reduce the burden on councils to collect and report on performance indicators. Furthermore, during the past couple of years, the Housing Service decided to stop collecting and submitting Housemark data due to this being too onerous on the Business Support team and also view that many Housing Providers were collecting and report data in a different way meaning we were comparing “apples with pears”.

Corporately Taunton Deane Borough Council has also agreed to cut back performance measures as far as possible to retain accountability but to reduce the burden both in terms of collecting and reporting. It is within this context that Housing and Communities has undertaken a review of its performance indicators.

### **Approach**

Managers have been working to identify one compact set of performance indicators that focus in on and capture the key business and service areas of the housing service. These measures need to ensure the service is accountable but also drive the housing business and service delivery in key areas. The measures need to align with the emerging HRA Business Plan and particularly the ‘stronger business’ focus that the new Business Plan will require. They also need to remain relevant to tenants and particularly the TSMB, therefore the ‘top 10’ measures previously reported to TSMB is largely unchanged.

One of our requirements was to move away from having different sets of performance measures for different purposes to having one suite of measures that would be used to report for all purposes (TSMB, Corporate performance reports, Scrutiny, Tenants news, website etc).

That said, there is a recognition that services and teams would still retain some additional internal measures as part of the good management of those services (e.g. area community teams will keep arrears targets and Supported Housing will have additional contractual measures to collect and report on). However unless these were key measures, they would not be included to be reported externally.

### **Proposal and recommendations**

The attached performance indicator suite at Appendix 1 shows the list of 22 performance indicators that will be collected and reported. 21 of these are relevant to Taunton Deane Borough Council and will appear in all TDBC performance reports and in tenant publications; 5 are relevant for West Somerset Council and will appear in WSC performance reports. The table includes reference to those that are part of HouseMark benchmarking in case the Housing Service chooses to re-join this, or seek benchmarking data from other housing providers.

For comparison purposes, the previous 'top 10' performance measures for TSMB are attached as Appendix B; and the previous full suite of 46 measures used in 2015/16 is attached as Appendix C.

We believe that the performance measures in Appendix A are now fit for purpose for the Housing Service but acknowledge that with a new HRA Business Plan being written and a range of other projects taking place (such as the Tenants Satisfaction project; new Supported Housing delivery etc) that we may choose in future to report back on additional outcomes which may or may not form part of the performance indicator suite.

Tenants Services Management Board are requested to approve the proposed performance measures in Appendix A for ongoing quarterly reporting from April 2016.

**Appendix A: Proposed set of 2016/17 Performance Indicators for Housing and Communities**

AD	Manager	Title	Description	Target	TSMB Top 10?	Housemark Measure?
<b>PERFORMANCE MEASURES FOR BOTH COUNCILS</b>						
Simon Lewis	Heather Stewart	Homelessness	Number of homelessness preventions (includes finding accommodation; preventing evictions; interventions; negotiations etc)	220pa	No	No
Simon Lewis	Heather Stewart	Homelessness	Number of households making a homeless application and percent accepted where we have a duty	Measure only	No	No
Simon Lewis	Christian Trevelyan	Disabled Facilities Grants	Disabled facilities grants - Average time to complete DFG process once allocated by SWPSHP. TDBC GF: TDBC HRA: WSC GF:  Measures the time from allocating the case until the work has been completed.	Average time to complete DFG process once allocated by SWPSHP  Target - 24 Weeks (as per the Home Improvement Agency's target)	No	No

Note: As prevention increases, we would expect the number here to decrease but the percent to increase as these are likely to be the complex vulnerable cases

Simon Lewis	Christian Trevelyan	Disabled Facilities Grants	Average overall waiting time for high priority DFGs (once recommendation made by Occupational Therapist) TDBC GF: TDBC HRA: WSC GF:  (The priority is determined by the Occupational Therapist)	Measure Only - no target	No	No
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**TDBC PIs ONLY**

Simon Lewis	Stephen Boland (3 ACMS)	TDBC Housing Rents	Income collected as a percentage of rent owed. Figures over 100% indicate that arrears have been cleared or balances are in credit	98.30%	Yes	Yes
Simon Lewis	Paul Hadley	Anti-social Behaviour	Percentage of closed anti-social behaviour cases that were resolved	New target 85% (old target was 66%)	Yes	Yes

Simon Lewis	Paul Hadley	Anti-social Behaviour	Percentage of tenants who have reported anti-social behaviour in the past 12 months and who have rated the help and advice good or excellent	New target 85% (old target was 66%)	Yes	No
Terry May	Amanda Oaten, Paul Smith	Housing Maintenance	Asset Management % of dwellings with a valid gas safety certificate	Target = 100%	No	Yes
Terry May	Paul Grant	Housing Maintenance	Repairs & Maintenance Completion of repairs within priority target times: <b>Urgent (Emergency)</b>	(within 24 hours) Target =98%	Yes	No
Terry May	Paul Grant	Housing Maintenance	Repairs & Maintenance Completion of repairs within priority target times: <b>Non Urgent</b>	(up to 28 days) Target =85%	Yes	No
Terry May	Kathryn East, Paul Smith	Housing Maintenance	Repairs & Maintenance % of tenants satisfied with the most recent repair	Target = 98%	Yes (slightly amended from original TSMB wording)	Yes

Note: We intend to review what the survey asks and how it is conducted to ensure data is relevant and can drive improvement

Terry May	Paul Grant	Housing Maintenance	Percentage of new tenants satisfied with the lettable standard of the property	Target = 86%	Yes	No (Housemark only does New Build)
Simon Lewis	Paul Hadley & Roy Porter	Housing lettings	Lettings Team Average re-let time (calendar days)	Target = 26 days	Yes	Yes
Simon Lewis	Gary Kingman	Extra Care Housing	% of tenants receiving annual review of Support Plans	Target = 100%	No	No
Simon Lewis	Gary Kingman	Sheltered Housing	% of tenants receiving (a) baseline sheltered housing service or (b) higher support sheltered service	n/a	No	No
Simon Lewis	ACMs	Sheltered Housing	% of tenants receiving annual review of Support Plans or review of needs and risks	Target = 100%	No	No
Simon Lewis	Gary Kingman	Supported Housing	% of tenants receiving support who have made progress against their support goals	Target = 80%	No	No

Note target dropped from top qtr to Median to reflect funding pressures on repairs and asbestos works needed and transformation pressures this year

Information only

from Outcome Star

Available from Qtr 2 from Outcome Star monitoring. 'Maintaining independence' is incorporated within this

Terry May	Jo Humble	Housing	Facilitate the delivery of the affordable housing development pipeline to achieve 200 new affordable homes in 2016/17 with at least 10% being new build council housing	Target: 200 affordable housing units; 20 being new build council housing	No	No
Terry May	Jo Humble	Housing	Secure the delivery of new build affordable homes with at least 10% suitable for single person households, rural housing or elderly persons housing during 2016/17	Target: 20 homes to be suitable for single, rural or elderly occupants	No	No
Terry May & Simon Lewis	All	Housing	Percentage of complaints responded to within 20 working day deadline	Target: 90% (same as corporate target)	No	No
Terry May & Simon Lewis	All	Housing	Breakdown of complaints by area:	For info	No	No

We will undertake some further work to agree some useful and meaningful categories to identify trends and ensure we can learn from complaints

**WSC ONLY**

Terry May	Jo Humble	Housing	Facilitate the delivery of the affordable housing pipeline to achieve 34 new affordable homes in 2016/17	Target: 34 affordable homes	No	No
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**'Top 10' Pls  
REMOVED**

Terry May	Paul Grant	Housing Maintenance	Repairs & Maintenance Completion of repairs within priority target times: <b>Urgent</b>	(within 3 working days) Target =94%	Yes	No
Simon Lewis	All	Housing	Percentage of tenants who were satisfied with landlord services overall	Top 25% of landlords	Yes	Yes

**TO BE REMOVED -  
TSMB & Terry Beale  
agreement in place**

**To be reported every  
two years when Star  
Survey published (but  
not reported quarterly  
or annually)**

### Appendix B: Existing TSMB Top 10 PIs

Indicator	Target 2015-16	2015/16	Performance	Trend
Percentage of tenants who were satisfied with landlord services overall. (Measure will not change until next Star Survey is run in two years)	To score in the top 25% of social housing landlords.			
Income collected as a percentage of the rent owed. Figures over 100% indicate that arrears have been cleared or balances are in credit.	98.3%			
Percentage of closed anti-social behaviour cases, that were resolved.	66%			
Percentage of tenants who have reported anti-social behaviour in the past 12 months and who have rated the help and advice given as excellent or good.	66%			
Average time taken to re-let empty properties (calendar days).	21 days			
Percentage of new tenants satisfied with the lettable standard of the property.	86%			
Percentage of tenants satisfied with the repairs and maintenance service.	98%			
Completion of repairs within the target time of 24 hours.	98%			
Completion of repairs within the target time of 3 days.	94%			
Completion of repairs within the target time of up to 28 days.	85%			

**Appendix C: Full list of quarterly performance indicators collected and reported previously (2015/16)**

Managing Finances			
HC1.1		Budgets – Expenditure - To achieve a balanced budget by the financial year end in HRA  - Compliance with TSA financial viability standards	Housing Revenue Account Overall expenditure against budget
HC1.3	SL	Budgets – Income  To maximise income opportunities and collection	Income - Former tenant arrears as a % of rent due Target = 5%
HC1.4	SL	Budgets – Income  To maximise income opportunities and collection	Income - Rent written off as a % of rent due Target = 0.70%
HC1.5	SL	Budgets – Income  To maximise income opportunities and collection	Income - % of rent lost through dwellings being vacant Target = 2%
HC1.6	SL	Budgets – Income (Housing Rents - Current tenants)  To maximise income opportunities and collection	Estate Management Team Rent arrears owed by current tenants as at end of quarter. Target = £360,000 Corporate Indicator

HC1.7	SL	Budgets – IncomeTo maximise income opportunities and collection	Estate Management TeamRent collected as a % of rent due excluding arrears b/fTarget = 98.3%
HC1.8a	TM	HRA Debt	Housing Debt Total amount of housing debt across all categories, houses, shops, land, etc.
HC1.8b	SL	HRA Debt	Housing Debt Total amount of housing debt across all categories, houses, shops, land, etc.
<b>Satisfaction</b>			
HC2.1a	TM	General – Customer Satisfaction To deliver customer-focused services, achieving high levels of customer satisfaction	All complaints responded to within 20 working days
HC2.1b	SL	General – Customer SatisfactionTo deliver customer-focused services, achieving high levels of customer satisfaction	All complaints responded to within 20 working days
HC2.2	SL	General – Customer Satisfaction To deliver customer-focused services, achieving high levels of customer satisfaction	1a. Housing Services General needs tenants' satisfaction with landlord services overall Target = Top quartile performance status survey (upper quartile is 89% Result from 2015 STAR Survey

HC2.3	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Housing Services Sheltered housing tenants' satisfaction with landlord services overall Target = Top quartile performance status survey = 94% Result from 2015 STAR Survey
HC2.4	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Housing Services % of general needs tenants satisfied that their views are taken into account Target = Top quartile performance status survey - 74% Result from 2013 STAR Survey
HC2.5	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Housing Services % of sheltered housing tenants satisfied that their views are taken into account and acted upon Target = Top quartile performance status survey - 81% Result from 2013 STAR Survey
HC2.6	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Lettings Team % of tenants who have reported anti-social behaviour in the past 12 months, rating the help and advice given as excellent or good Target = 66%
HC2.7	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Lettings Team % of new tenants satisfied with the allocations and letting process Target = 86%

HC2.8	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Lettings Team % of new tenants satisfied with the lettable standard of property Target = 86%
HC2.9	TM	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Repairs & Maintenance % of tenants satisfied with the most recent repair Target = 98%
HC2.10	TM	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Satisfaction of Gas Servicing % of tenants satisfied with the Gas Service procedure Target = 90% Annual Housemark Measure
HC2.11	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Local Authority Major Aids and Adaptions % satisfaction, target 95%.
<b>Decent Homes</b>			
HC3.1	TM	Decent Homes - To comply with Government Standards - To improve energy efficiency of housing stock	Asset Management Average SAP (energy efficiency) rating of housing stock Target = 70 Annual Housemark Indicator
HC3.2	TM	Decent Homes- To comply with Government Standards- To improve energy efficiency of housing stock	Asset Management % of dwellings with a valid gas safety certificate Target = 100%
<b>Staffing</b>			
HC4.1		Wellbeing & sickness management A reduction in absence levels whilst maintaining morale & wellbeing	Theme overall and service unit sickness days. Target = max 8.5 working days lost per FT employee  Long term sickness cases YTD and active

HC4.2	TM	Learning and Development maintain effective performance management of people	100% completion of full Performance Review and Employee Development during the last 12 months
HC4.2	SL	Learning and Development maintain effective performance management of people	100% completion of full Performance Review and Employee Development during the last 12 months
<b>Operational Delivery</b>			
HC5.1	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Lettings Team % of closed ASB cases that were resolved Target = 66%
HC5.2	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Lettings Team Average re-let time (calendar days) Target = 21 days
HC5.3	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Lettings Team % of dwellings that are vacant but unavailable to let (this includes dwellings undergoing or awaiting major works, held for decant, illegally occupied or awaiting demolition) Target = 0.5%
HC5.4	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Lettings Team % of dwellings that are vacant and available to let Target = 0.5%
HC5.5	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Lettings Team % of properties accepted on first offer Target = 75%
HC5.6	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Housing Services % of tenants on whom the landlord holds diversity information Target = 90%

HC5.7	TM	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Repairs & Maintenance Completion of repairs within priority target times: Emergency (within 24 hours) Target =98%
HC5.8	TM	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Repairs & Maintenance Completion of repairs within priority target times: Urgent (within 3 working days) Target =94%
HC5.9	TM	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Repairs & Maintenance Completion of repairs within priority target times: Non Urgent (up to 28 days) Target =85%
HC5.10	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Events supported Number of events/activities put on or supported by the team, broken down by area
HC5.11	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Local Authority Major Aids and Adaptions Number of applications completed, target 55.
HC5.12	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Local Authority Major Aids and Adaptions End to end completion time, target 22 weeks.
HC5.13	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Minor Aids and Adaptions Number of applications completed. Target 350
HC5.16	SL	Sheltered Housing Tenants with a needs assessment and risk assessment and support plan in the last 12 months, target 100%	Percentage of tenants with a needs and risk assessment / support plan in the last year.

HC5.17	SL	Sheltered Housing Tenants with a support plan reviewed within the last 12 months.	Percentage of tenants with a support plan reviewed within the last 12 months, target 95%
HC5.18	SL	Extra Care Customers with a needs and risk assessment and support plan	Percentage of Extra Care Customers with a needs and risk assessment and support plan = target 100%
HC5.19	SL	Extra Care Tenants with a Support Plan reviewed in the last six months.	Percentage of Extra Care Tenants with a Support Plan reviewed in the last six months. Target 100%
HC5.33	TM	Complete 60 Affordable units at Creechbarrow Road, KCI 45	60 Affordable units Dec 2015
HC5.34	TM	Complete Installation of Photo Voltaic Systems to 350 TDBC Properties, KCI 45	350 TDBC Properties By October 2015
HC5.35	TM	Complete installation of External Wall insulation to 40 TDBC Properties, KCI 46	40 Properties by October 2015
HC5.36	TM	Development of 26 affordable units at Weavers Arms, Wellington KCI 47	26 affordable homes delivered during 2017/18