



Report to:

Northwards Housing Board

Date of meeting 13th March 2007

Item No:

8c

Title:	Performance Management Framework		
Date:	5 th March 2007		
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Confidential:	No		
For: (Please tick action required)	NOTING	DISCUSSION	APPROVAL √

PURPOSE OF REPORT

To propose a new and improved Performance Management Framework for 2007/8. Following consultation, research and review of best practice, a revised set of strategic performance indicators that relate more closely to the aims and objectives of Northwards have been compiled.

RECOMMENDATION

The Board are asked to approve the introduction of new performance reporting for 2007/8 and to delegate responsibility for setting targets to the relevant Sub Committees.

IMPLICATIONS

Equality & Diversity:	The new framework improves monitoring in this area.
Financial:	The framework includes a number of financial indicators.
Staffing:	HR and organisational health indicators are included.
Decency Target:	The new framework improves monitoring in this area.
Governance:	The new indicators will enable the Board to focus on the business critical indicators that present the highest risk to the business.
Risk Assessment:	The new framework improves the management of risk.

Equality & Diversity Implications (Please tick where relevant):

BME	<input checked="" type="checkbox"/>	Lesbian/Gay/Bisexual/Transgender	<input checked="" type="checkbox"/>
Elderly	<input checked="" type="checkbox"/>	Single Parents	<input type="checkbox"/>
Young	<input checked="" type="checkbox"/>	Domestic Violence	<input checked="" type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	Alcohol / Drug Mis-users	<input type="checkbox"/>

Consultation/Consideration:

	Yes, No or N/A:	Name:	Date:
Sub-Committee:	No		
Area Panel:	No		
Task Groups	Yes	A group of tenants have been consulted on their priorities for performance monitoring	9.11.06 and 16.11.06
Ward Councillors:	No		

1. During the last few months a review of the performance management framework has been carried out to identify weaknesses in the current reporting methods, but more importantly how we might develop a more effective performance management framework across Northwards. This report is a summary of the work that has been undertaken and includes a proposal to introduce a new set of indicators for 2007/8.
2. The existing set of Performance Indicators (PI's) originated from discussions once Northwards was established and were agreed with Manchester City Council to meet the requirements of the Delivery Plan. Over the last 12 months we have been able to review whether the current performance management framework meets the needs of the organisation as a whole and whether it is helping to drive improvement.
3. Whilst the existing framework is strong enough to ensure good services are delivered it is less clear when it comes to driving improvement across the organisation and embedding a performance management culture. A critical analysis has been undertaken of the existing system and comparisons have been made with other high performing organisations along with reference to best practice.
4. The weaknesses identified in are current reporting can be summarised as follows:
 - 4.1 The inability to produce timely reports that allow managers to act of findings and meaningful information within a reasonable timescale.
 - 4.2 The limited ownership by front line staff of a significant number of performance indicators (PI's) which are seen as high level and less relevant to day-to-day operations.
 - 4.3 The inconsistencies reporting some PI's only monthly and others only quarterly.
 - 4.4 The reporting of some performance indicators based on percentages rather than numbers, resulting in unintentional and potentially misleading figures.
 - 4.5 The need to develop a more robust audit trail and gathering of data.
 - 4.6 A number of the PI's, especially around activity measures, were considered to have little value in helping to improve performance.
 - 4.7 A number of targets whilst challenging, are unrealistic which results in reports highlighting a repeated failure to meet the target, despite the fact that performance in a significant number of cases was still comparatively high when benchmarked against other organisations.
5. To address these weaknesses research was undertaken on best practice in the social housing sector and consultation on the development of a new set of performance management reporting was undertaken. Staff at all levels across

Northwards have had the opportunity to input into this review. In addition tenants have had the opportunity to be involved and in November 2006 a group of tenants met to discuss what issues they felt were important to them. Further information was fed back from tenants attending the recent Business Plan Development Day on 10th February 2007. As a result of this work we now have a set of Performance Indicators at all levels across the organisation.

6. The advantage to this new approach is to focus on what the organisation needs to meet its objectives, rather than reporting mainly on a range of statutory performance indicators to Manchester City Council. That said, it is important that Northwards continues to report on a range of Best Value Performance Indicators, particularly those that contribute to the Council's Comprehensive Performance Assessment (CPA).
7. Below is a list of 66 separate corporate indicators (21 annual and 44 quarterly) proposed for 2007/8. These are high level strategic indicators that are business critical and more appropriate for monitoring by the Board and the Executive Management Team. Behind these however, will sit a range of more detailed directorate and team performance indicators that will have more relevance to front line managers and staff and assist in motivating and driving performance improvement across the organisation. This is the key to a successful organisation and will drive the agenda for continuous improvement.
8. The proposed framework includes the ability to report by Area Panel and it is envisaged that there will be a number of more detailed monthly reporting available as and when required to each of the Sub Committees. A number of these developments are closely linked to the introduction and effectiveness of the new IT system.
9. The format of the new corporate report is being developed, but is likely to include clear visual indicators, as per the existing traffic light system, with the ability to assess trend and performance within a specific range.
10. There will be further discussions with Manchester City Council to agree the performance reporting measures for next year, but this does not prevent the Board from agreeing its own set of PIs, providing of course Northwards continues to provide the Council with the information they need and these have been incorporated into the enclosed list of PIs.

Recommendation

11. The Board are asked to approve the introduction of new performance reporting for 2007/8 as part of a more robust performance management framework and to delegate responsibility for setting targets to the relevant Sub Committees.

List of Corporate Performance Indicators for 2007/8 (in no particular order of priority)

No	Performance Indicator	Frequency	BV Indicator	CPA Indicator
Customer Service / Satisfaction				
1	% satisfaction of all tenants with the overall service provided by their landlord	Annual Survey	BV74a	✓
2	% satisfaction of BME tenants with the overall service provided by their landlord	Annual Survey	BV74b	
3	% satisfaction of Non-Black and minority ethnic tenants with the overall service provided by their landlord	Annual Survey	BV74c	
4	% of tenants satisfied overall with the community as a place to live	Annual Survey		
5	% satisfaction of all tenants with opportunities for participation in management and decision making in relation to housing services provided by their landlord	Annual Survey	BV75a	✓
6	% satisfaction of Black and Minority Ethnic tenants with opportunities for participation and decision making in relation to housing services provided by their landlord	Annual Survey	BV75b	
7	% satisfaction of Non-Black and Minority Ethnic tenants with opportunities for participation and decision making in relation to housing services provided by their landlord	Annual Survey	BV75c	
8	Does Northwards Housing follow the CRE code of practice in rented housing and follow good practice?	Annual	BV164	✓
9	The level of equality 'standard for Local Government' to which Northwards Housing conforms	Annual	BV2a	
10	% of Northwards buildings open to the public in which all public areas are suitable for and accessible to disabled people	Annual	BV156	
11	% tenant satisfaction with On Call customer service	Annual		
12	% of complaints answered within 10 working days	Quarterly		
Repairs				
13	% of repair satisfaction letters where tenants were satisfied with	Quarterly		

No	Performance Indicator	Frequency	BV Indicator	CPA Indicator
	the service			
14	Expenditure on planned repairs and maintenance compared to expenditure on responsive repairs	Quarterly	BV211a	✓
15	% of urgent repairs completed within government 'right to repair' time limits	Quarterly		✓
16	Average time taken in days to complete non-urgent responsive repairs	Quarterly		✓
17	% spend against budget	Quarterly		
18	% of properties where gas servicing has been carried out within 12 months	Quarterly		
19	Number of properties not serviced over a 16 month period (i.e. overdue by four months)	Quarterly		
Empty Homes				
20	Average relet time in days	Quarterly	BV212	✓
21	Average relet time in days for adapted properties	Quarterly		
22	% of rent lost through dwellings becoming vacant	Quarterly		
23	% of properties empty as a % of the total stock	Quarterly		
24	% of properties relet within the target amount of days of becoming empty (excluding adaptations)	Quarterly		
Rehousing				
25	Total number of rehousing registrations	Quarterly		
26	Total number of rehousing offers	Quarterly		
27	Total number of lettings	Quarterly		
28	Number of offers accepted first time	Quarterly		
29	% number of lets to BME applicants	Quarterly		
30	% number of lets to BME applicants by Area Panel	Quarterly		
Anti Social Behaviour and Tenancy Management				
31	ASB customer satisfaction with the way Northwards' handled the case	Annual Survey		
32	ASB customer satisfaction with the outcome of the case	Annual Survey		
33	ASB BME customer satisfaction	Annual Survey		

No	Performance Indicator	Frequency	BV Indicator	CPA Indicator
	with the way Northwards' handled the case			
34	ASB BME customer satisfaction with the outcome of the case	Annual Survey		
35	Number of racial incidents resulting in further action	Quarterly	BV175	✓
36	% of tenants satisfied with the immediate / local environment in multi storey blocks and sheltered schemes	Annual Survey		
37	Overall satisfaction levels with the Caretaking/Sheltered Warden service	Annual Survey		
38	Overall satisfaction levels with the Neighbourhood Warden service	Annual Survey		
39	% of customers satisfied with the management of the local environment	Quarterly		
Rent Collection				
40	Rent collected (including arrears)	Quarterly	BV66a	✓
41	Rent collected (excluding arrears)	Quarterly		
42	% of tenants owing more than 7 weeks rent	Quarterly	BV66b	
43	Total number of evictions for rent arrears	Quarterly	BV66d	
Finance				
44	The average weekly costs per property for special services	Quarterly		
45	The average weekly costs per property for general management	Quarterly		✓
46	The average weekly costs per property for repairs	Quarterly		
47	% achievement of efficiency targets as stated in the annual efficiency statement	Quarterly		
Decent Homes				
48	Overall level of customer satisfaction with the Decent Homes programme	Quarterly		
49	Number of properties made decent	Quarterly		
50	Number of properties that have benefited from improvements each quarter as a % of the total stock	Quarterly		
51	% spend on home improvements as a proportion of the capital programme	Quarterly		

No	Performance Indicator	Frequency	BV Indicator	CPA Indicator
52	Average SAP rating	Quarterly	BV163	✓
53	% proportion of non decent homes	Annual	BV184a	✓
54	% change in decent homes	Annual	BV184b	✓
Human Resources and Organisational Health				
55	% of staff satisfied overall as per employee survey	Annual Survey		
56	Top 5% of earners that are women	Quarterly	BV11a	
57	Top 5% of earners that are black and minority ethnic communities	Quarterly	BV11b	
58	Top 5% of earners that are disabled	Quarterly	BV11c	
59	Average number of working days/shifts lost due to sickness	Quarterly	BV12	
60	Employees retiring on grounds of ill health as a % of the total workforce	Quarterly	BV15	
61	Employees retiring early (excluding ill health retirements) as a % of the total workforce	Quarterly	BV14	
62	% of disabled employees in the workforce	Quarterly	BV16	
63	% of BME employees in the workforce	Quarterly	BV17	
64	% of staff turnover	Quarterly		
65*	% of LGB employees *	Quarterly		

65* – it is envisaged that the number of lesbian, gay and bisexual employees can be reported later on during 2007 in line with Manchester City Council's current monitoring policy and subject to consultation with Northwards staff. This reporting not only demonstrates the organisations ongoing commitment to equality and diversity, but also meets the requirements of the Equality Standards and contributes to the implementation of the Audit Commission's updated Diversity KLOE.