 Northwards Housing North Manchester's Council Homes		Report to: Northwards Housing Board 13 th May 2008		Item No: <h1>10b</h1>	
Title:		Performance Management Framework 2008-09			
Date:		1 st May 2008			
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Confidential:		No			
For: (Please tick action required)		NOTING	DISCUSSION	APPROVAL ✓	
PURPOSE OF REPORT					
To advise the Board of the changes in performance reporting.					
RECOMMENDATION					
The Board are asked to consider and approve the performance management framework for 2008-09 and that our Business and Delivery Plan is updated to reflect these changes.					
IMPLICATIONS					
Equality & Diversity:		The new framework includes updated monitoring to reflect changes in legislation and good practice.			
Financial:		No change.			
Staffing:		No change.			
Decency Target:		No change.			
Governance:		The new framework will enable the Board to focus strategically on areas of risk.			
Risk Assessment:		The new framework improves risk monitoring.			

Equality & Diversity Implications (Please tick where relevant):

BME	<input checked="" type="checkbox"/>	Lesbian/Gay/Bisexual/Transgender	<input checked="" type="checkbox"/>
Gender	<input checked="" type="checkbox"/>	Single Parents	<input type="checkbox"/>
Age	<input checked="" type="checkbox"/>	Domestic Violence	<input 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:	No		
Ward Councillors:	No		

Reporting during 2007-08

1. In March 2007 the Board approved the reporting of performance for the next 12 months by agreeing to 68 corporate performance indicators (PI's); of these 26 were former Best Value indicators and 13 contributed directly to the Council's Comprehensive Performance Assessment (CPA). In addition there were a number of operational indicators reported in more detail via each of the Sub-Committees.
2. During the year several changes were made i.e. the caretaking service was separated from the reporting on satisfaction with retirement housing (now subject of a separate tenant survey). The employee survey was delayed because of job evaluation, but plans are in place for this to be carried out shortly. We will provide an update to the Board on employee satisfaction in the next few months, once the survey has been completed and the results have been analysed.
3. The Board is already aware that extracting some data during the implementation of our new ICT system proved particularly challenging, but since the development of the data warehouse and with further planned enhancements to the Civica system this financial year, we aim to be able to access even more detailed data as required in the longer term. We are also about to launch or new web based performance management reporting system (see below)

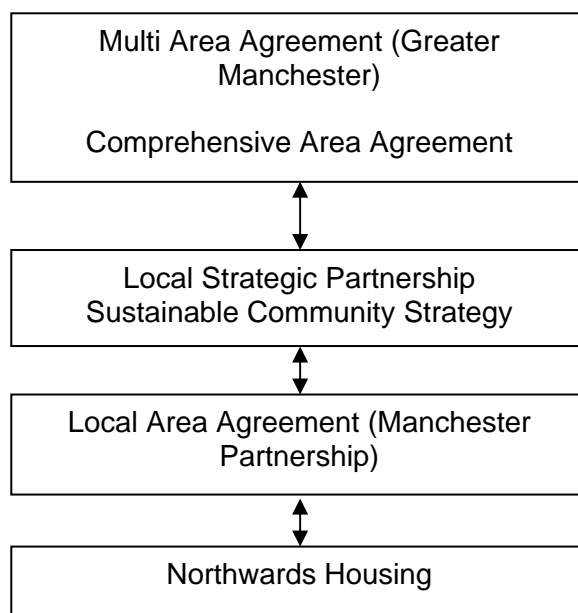
Changes since March 2007

4. Across the social housing sector there are a number of local variations when deciding what needs to be measured and reported on, including the number of indicators that are used to measure performance. The move to risk based regulation and inspection, along with efforts to ease the administrative burden on social landlords, has prompted some organisations to start reviewing their performance reporting and to reconsider the value of many existing PI's.
5. Since 2007 the Housing Corporation has been using more focused PI's (12 in total) on efficiency and customer satisfaction. This doesn't give the full picture however, because there is still a range of regulatory data required, including the Continuous Recording System (CORE) lettings data that RSL's, ALMO's and local authorities are required to report on.
6. What is becoming much clearer is that the sector is moving, and being encouraged by for example the Audit Commission, towards the measurement of more 'outcome' based reporting, rather than the activity and processes that sit behind clear measurable outcomes for customers.
7. Local authority reporting is also changing via the new Local Area Agreements (LAA's) with the change from CPA to Comprehensive Area Assessment (CAA). In 2008 a new

national set of PI's has been introduced to reflect national government policy. These replace all Best Value Performance Indicators (BVPI's) and Public Service Agreement indicators. The new national performance indicator set also reduces the number of PI's from around 1,200 to 198 indicators representing all services. The majority of Local Area Agreements will have up to 35 proposed indicators (in addition to 18 statutory education and early years targets) and will be based around four blocks:

- Children and young people
- Safer and stronger communities
- Healthier communities and older people
- Economic development and enterprise

The new agreements should be in place by June 2008. The diagram below shows how Northwards will contribute to this new agenda focusing on outcomes for people in areas and neighbourhoods with less emphasis on customer satisfaction and more emphasis on quality of life.



8. A new 'Place Survey' to be administered by local authorities is due to replace the old best value status survey. These surveys will be used to collect 19 of the 25 indicators within the new indicator set that are to be determined by measuring citizens' views and perspectives. It is planned that Northwards will continue to issue its annual customer satisfaction survey around early summer each year, and we will be monitoring closely further developments with the Place Survey.
9. There are two housing related PI's in the new national indicator set: Tenants' satisfaction with landlord services and % of non-decent council homes. A number of national PI's, measuring customer satisfaction, are also appropriate e.g. service transformation (National Indicator 14) around avoidable contact with customers to make sure services are right first time.
10. There is currently no agreement across the sector on future benchmarking of PI's and as a result most organisations appear to be continuing with the existing measures for the moment. In addition MCC are expecting Northwards to report on a number of the former BVPI's for this year as they are still required for statutory returns.

11. In January 2008 our internal auditors reported that the level of indicators used by Northwards may be too high to allow effective evaluation and monitoring and recommended reducing the number of corporate performance indicators to around 20. Although it appears many organisations actually collect similar amounts of data to Northwards, their publication is varied, especially externally.

PI's for 2008-09

12. Given the current transition to the LAA's it is proposed that the collection of data for all our existing PI's continues relatively unchanged for the next 12 months to allow time for the new changes and wider performance measures to bed in. It is anticipated a clearer picture will emerge across the sector and within MCC this year on the range of local PI's being adopted for benchmarking purposes.

13. The intention therefore is in the main to retain the existing PI's for the moment with familiar labels where appropriate e.g. BVPI. This keeps it simple and allows for easy trend analysis on previous years. There are several new annual corporate PI's proposed to measure perception regarding anti social behaviour and community cohesion.

14. Some of the current PI's will need to be changed to reflect the new equality strands consistent with the new Human Rights and Equality Commission. It is recommended that indicator NHL202 (formerly BV164) "Does Northwards follow the CRE code of practice?" be dropped. This is a 'yes' or 'no' indicator at present and does not offer any real monitoring value in the current reporting system. In future, equality strands for BME, age, disability and gender will be monitored for all our PI's where this is available and appropriate. The new performance management system will also allow monitoring on progression to level 3 of the Equality Standard as well as compliance with various codes of practice.

15. Other PI's that relate to BME will in future routinely include the capture of data for analysis on disability and gender where this is appropriate.

Performance reporting for 2008-09

16. In re-inspection year it is also recommended that we continue to focus our resources on the continued collection of our current PI's, including any improvements in data quality that may be required. This will enable us to benchmark and report on trend information, rather than focusing our efforts on something completely new.

17. It is recommended however, that we move to a smarter more efficient way of reporting that will reduce the overall number of PI's that we routinely publish by introducing the following changes:

- i. Introduce greater clarity between PI's that have targets and those which are data only. The latter would not be routinely reported on as many relate to activity and are used to assist our understanding of the business; some do not require targets. This data would however be available to the Board if requested and may be accessed by the Sub-Committees for detailed consideration and analysis.
- ii. Introduction of a quarterly corporate scorecard. The scorecard will provide a strategic overview for the Board on how all our PI's, actions, improvement plans and risks impact on our overall objectives. For each element we will report on whether we are meeting our 7 key objectives.

- iii. To supplement the scorecard it is recommended that a further 20 corporate PI's (12 annual and 8 quarterly) are reported to the Board each quarter. These PI's (see below) will reflect current concerns and priorities and the focus will be on exception with brief commentary on the reasons performance might be below target, including details of remedial action.

Proposed corporate PI's for 2008-09 to supplement the new scorecard:

- % satisfaction of all tenants with the overall service provided by their landlord (available by gender, BME and disability).
 - % tenant satisfaction with the On Call customer service
 - % of all tenants satisfied with opportunities for participation in management and decision making
 - Overall customer satisfaction with the decent homes programme
 - Total number of properties made decent
 - % of staff satisfied overall as per employee survey
 - Average number of working days/shifts lost due to sickness
 - % of rent collected (including arrears)
 - Expenditure on planned repairs and maintenance as a % of all maintenance expenditure.
 - % satisfaction with the repairs service.
 - Average relet time in days.
 - % void rent lost through dwellings becoming vacant.
 - % routine repairs completed on time
 - Public confidence in local agencies involved in tackling crime and ASB
 - % of people perceiving ASB a problem
 - % of people agreeing that their neighbourhood is a place where people from different backgrounds get on well together.
- iv. The Sub-Committees would receive a more detailed quarterly report on all the remaining PI's but with a focus on exception and trend information.
 - v. It is further proposed to produce the 20 core PI's for each of the Area Panels and subject to consultation with them, regular area based reports that will allow the panels to compare performance in their area with neighbouring areas.

New performance management reporting system

20. The focus on the quarterly publication of reports does not prevent the monitoring of monthly performance which will still be available via the new performance management reporting system (Covalent) or for example ad-hoc reports which can be produced on demand for the Sub-Committees.
21. The new performance management system will also be made available to Board members in the next few months via the internet allowing members the freedom and flexibility to view the status of all Northwards PI's, risks and improvement actions at any time, particularly if they wish to follow more closely the progress in particular areas of performance.
22. The new reporting system also allows for more electronic reporting in the future as well as offering senior managers a simple, more efficient way of tracking and reporting on performance.

23. It is proposed that work continues raising the profile of performance across the organisation during the next year, with ongoing development of the Performance Improvement Group with front facing staff, including exploration and piloting of digital signage to motivate and focus staff on improving performance, as well as making further information available to customers.