



HOW'S YOUR COUNCIL PERFORMING?

Targets vs Key Performance Indicators

Ease of access for tenants.

December 2014

CONTENTS:

Section:	Page:
1. Acknowledgements	3
2. Executive Summary	3
3. Report:	
a. Choice of Topic	4
b. Aims of the Exercise	4
c. Conclusion	4
d. Recommendations	5
e. Benefits	5
Appendices: Appendix 1 – Tenants Top Ten, North West Leicestershire District Council Appendix 2 – ‘How’s your council performing?’ Template Available upon request: Appendix A – Performance Information, Charnwood Borough Council Appendix B - Performance Information, Hinckley and Bosworth Borough Council Appendix C - Performance Information, South Derbyshire District Council Appendix D - Performance Information, A1 Housing Appendix E - Performance Information, Mid Wales Housing Association	

1. Acknowledgements

The Tenant Scrutiny Panel (TSP) would like to thank the members of staff with North West Leicestershire District Council (NWLDC) for assisting us in pulling together the key documents and information for this report.

2. Executive Summary

The TSP decided to look at how Key Performance Indicators (KPI) are communicated and how easily accessible this information is to tenants

3. Report

a. Choice of Topic

The choice of topic for this inspection is the presentation of KPI's and the availability to tenants.

Firstly, the TSP aimed to compare information from different housing organisations and councils on how they provide information on targets/KPI's to their tenants. The TSP found this information was not publicly available since the demise of the Audit Commission in 2011.

The TSP was only able to find a limited amount of performance indicator documents on the websites of neighbouring Councils including Charnwood Borough Council, Hinckley and Bosworth Borough Council and South Derbyshire District Council. In addition information from Housing Associations has also been reviewed including A1 Housing, Mid Wales Housing Association, and Nottingham Community Housing Association. These findings reinforced the TSP's decision to scrutinise this topic.

The TSP took the view that combining elements of each comparable organisation would give NWLDC tenants a simplified and easily understood format showing results as smiley faces, a feature already implemented via the Tenant's Top Ten. Smiley faces are a universally recognised symbol which, combined with the Red, Amber and Green traffic light system, gives immediate visual recognition of how the council is performing. The format was chosen to also help those tenants with language barriers and whose level of literacy may be lower than the average, to understand the information presented.

Currently, KPI's are provided by the Council to the TSP and in fact all tenants only on request and in a formal format. Tenant members of the Performance and Finance working group annually set and quarterly monitor the Tenant's Top Ten. This Tenants Top Ten is also reported within the organisations Annual Report which is for public distribution.

NWLDC currently has an extensive internal system for recording KPI's regularly. However, this system is not accessible to its tenants or residents. The TSP has designed a more tenant friendly example template (Appendix 2) for the Performance and Finance working group to consider incorporating with the Tenant's Top Ten. This can then be displayed in public areas (eg council offices reception areas), on the

NWLDC website and featured in 'In Touch' (the quarterly tenants magazine) or included with quarterly rent statements whilst this practice continues. It is to be noted that the performance indicators shown in Appendix 2 are for illustrative purposes only. The set of performance indicators chosen should be representative of all business areas of the Housing and agreed by the Performance and Finance Working Group.

The TSP are aware that the Performance and Finance Working Group annually set and quarterly review the Tenant's Top Ten (Appendix 1). The panel would like to build on this information to further strengthen the work that the working group undertake. The panel also recommend that the Performance and Finance working group continue to monitor performance and challenge poor performance by requesting attendance of the appropriate Team Manager, Head of Housing or Director of Housing at a working group meeting to explain the reasons for the performance issue and outline an improvement plan. Where necessary the Performance and Finance Working Group will escalate matters of continuous poor performance to the Tenants and Leaseholders Consultation Forum, or the Tenant Scrutiny Panel as appropriate.

b. Aims of the Exercise

The aims and objectives of the Panel for this particular project included:

- ❖ Simplify information to improve tenants understanding and presentation of KPI's, targets and results in a transparent form.
- ❖ Educate tenants on their landlord's performance.
- ❖ Encourage tenant interest in council activities.
- ❖ Raise the profile of NWLDC amongst its tenants and the communities in which it works.

c. Conclusions

From the research conducted the by the Panel it became apparent that details of performance do not appear to have been reported to the public by most councils since the decommission of the Audit Commission, the most recent results found were for 2011/2012.

The NWLDC website does not include any reference or information on how the organisation is performing against its own KPI's other than the the last Annual Report available for 2013/2014). This is remiss as in most areas NWLDC has either achieved its targets or come very close to doing so, which provides the perfect opportunity for positive portrayal of the Council's work and to report on both its successes and shortfalls.

The NWLDC is very keen to involve tenants in making decisions etc. with regards to the services provided to them. By providing information on its performance it may increase the level of interest in participating in the various working groups by tenants. Most importantly the TSP believes this will raise the profile of NWLDC,

showcase its work and achievements across the whole of North West Leicestershire area and help change perceptions in the community.

d. Recommendations

The TSP has identified some areas where small changes to procedures could bring significant benefits for both tenants and NWLDC:

Recommendation 1: The TSP is aware that information on performance is compiled by the Performance & Finance Working Group and reviewed on a quarterly basis as the Tenant's Top Ten. Whilst this information is extremely useful, it is not in a format that is representative of the entire Housing Service and is not shared with tenants publicly. It is therefore proposed that the Performance & Finance Working group consider the implementation of the format as in Appendix 2, with the performance indicators chosen to be representative of all business areas and that this is shared via a regular feature in In Touch called 'How's your Landlord is performing'. The initial In Touch feature should be approved by the Tenant Scrutiny Panel.

Recommendation 2: That the Performance and Finance working group continue to monitor performance and challenge poor performance by requesting to meet the Management team to understand and scrutinise recovery actions.

Recommendation 3: NWLDC ensures its website is updated with this information every quarter to reinforce the fact that they are totally transparent in sharing this information with interested parties.

Recommendation 4: To publish this tenant friendly information in whatever medium is available in public areas of the Council offices.










Recommendation 5: That the Resident Involvement Team act as leads for the provision and facilitation of sharing of all information as described above.

e. Benefits:

- ❖ This initiative would provide NWLDC with the perfect opportunity to present information to the public via a method they currently use.
- ❖ Publishing this information quarterly via In Touch will assist the Tenant Scrutiny Panel in their role of scrutinising the Landlord's performance
- ❖ The Council's profile as a social housing landlord would be raised by way of communicating about its performance with stakeholders.
- ❖ Information is provided in a tenant friendly format.
- ❖ Tenants will be able to better understand the council's performance targets and therefore understand the level at which service should be maintained and therefore able to hold the council accountable in relation to areas of poor performance.

Janet Higgins, Chair, On behalf of the Tenant Scrutiny Panel

Appendix 1
Tenants Top Ten
North West Leicestershire District Council







Service Area	Performance Indicator	Q1 Target	Q1 Actual	
Housing Management	Average relet times (Days)	37	62	
Housing Management	% Rent arrears of current tenants - % (exc Direct Debit as a Method Of Payment)	2.04%	2.18%	
Housing Management	% of new tenants satisfied with the allocation and letting process	86%	90%	
Housing Repairs	Percentage of Emergency repairs completed within 24 hr	99.75%	98.92%	
Housing Repairs	% total responsive repairs completed within target satisfaction	90%	94%	
Housing Repairs	% total repairs completed within target	92.4%	95.32%	
Business Support	Percentage of tenants satisfied with the handling of their rent enquiry	95%	NA	
Housing Choices	Gross quarterly Bed & Breakfast expenditure	£9,000	£3,005	
Housing Choices	Number of cases where homelessness is prevented in the quarter	25	31	
Older Persons Service	All new customers to have a support plan within 6 weeks of tenancy start date	100%	100%	

Appendix 2

‘How’s your council performing?’
Template

HOW'S YOUR COUNCIL PERFORMING?

April – June 2014

	Target	Actual	How are we doing?
 Communities			
Notices served for breach of tenancy	0	4	☹
Eviction notices served	0	0	☺
Walkabouts-issues raised			
Walkabouts-issues raised			
 Repairs			
Number of repairs appointments made			
Number of repairs appointments kept			
Number of urgent repair completed on time			
Number of gas services outstanding			
 Rents			
Amount of rent paid			
Tenants taken to court for non-payment			
New front doors that could be provided if all arrears were paid			
 Empty Homes			
Average days to re let empty properties			
Empty properties having major works			
Empty properties ready to let			
 Lettings			
Average bids per property			
% satisfied with property standard at re-let			
 Customer Promise			
Number of complains received			
Number of complaints resolved first time			