

A1 Housing's Performance Management System

1. Policy and Approach

- 1.1. A1 Housing recognises that effective performance management is a critical factor for it to achieve its goal to provide excellent services. We recognise that good performance is not about providing services at the lowest cost but providing good quality services which deliver value for money.
- 1.2. We recognise that successful performance management is based on a culture that:
 - Provides leadership from the top (both managers and members) and clearly communicates messages about priorities
 - Is excited not threatened by change
 - Sees performance management as a continuous ongoing process
 - Undertakes performance management with people rather than doing it to them
 - Taps into people's skills and creativity
 - Gives people responsibility to use their initiative
 - Provides training to develop skills and gives potential for career development
 - Sees the customers as partners with the aim that they are 'delighted' not just 'satisfied' with services.
- 1.3. A1 Housing is putting in place a performance culture where:
 - There is commitment from the top (senior managers and members) to achieve excellence
 - This message is effectively communicated to staff who understand how their role contributes to the achievement of the vision, aims and objectives of the organisation
 - The views and involvement of customers are actively sought and are integral to developing and delivering service improvement priorities.
- 1.4. A1 Housing's performance management system is about delivering good housing management practices, achieving the goals of the organisation and its stakeholders, and providing better services to customers.

- 1.5. It does this through a coherent set of objectives and targets within its Business Plan, Service Plans, Value for money Plan, Diversity Plan, Customer Focus Plan, Inspection Improvement Plan, and Training and Staff Development Plans. The key components of our approach are to:
- Focus on what is important
 - Decide priorities between competing demands
 - Set targets and measuring success against the targets
 - Achieve value for money
 - Achieve customer satisfaction
 - Monitor and review what has (and has not) been achieved and taking appropriate action
 - Motivate staff through being clear what is expected of them and how they contribute to the success of the organisation
 - Disseminate the outcomes to stakeholders, as appropriate to their role and interests.
 - Ensure that resource allocation reflects priorities
- 1.6. A1 Housing sets targets for what it want to achieve during the year. Some targets are set locally and others are determined by government. Our aim is to reach and sustain 'top quartile' performance across all indicators, that is to achieve the level of performance achieved by the best 25% of housing organisations in the previous year.
- 1.7. A1 Housing performance management system is focused on making good the gap between where it is now and where it wants to be. To address this we have developed plans, set targets and we monitor success or failure against our objectives and target. Our improvement planning has focused on:
- Knowing where we are now, against which improvement can be measured.
 - Measuring the rights things in the right way
 - Adopting a timescale for when we want to arrive at our target destinations and setting milestones along the way to chart progress.
 - Identifying and understanding key inputs, outputs and outcomes.

The Performance Management System

1. Objectives & Targets

- 1.1. The performance indicators have been chosen on the basis their relevance to our vision and overall aims & objectives of the service. The performance indicators back up the range of our plans and strategies from corporate plans and strategies though to individual service plans and operational plans.
- 1.2. The reason for developing performance indicators and target performance against them is to provide a baseline against which performance can be judged and monitored. Targets are set so as to sufficiently challenge the organisation to drive improvements
- 1.3. There is a named manager responsible for the delivery of each target, and all individuals involved with the process are aware of their own contribution to meeting the targets.
- 1.4. A matrix, which sets out the relevant objective for each indicator, or standard or improvement action, together with targets, frequency of reporting and stakeholder audience has been included in appendix 1.

a) National Indicators

- BV63 - Energy efficiency of housing stock
- BV64 - Number of private sector dwellings returned into occupation
- BV66a - Rent collection and arrears recovery: rent collected
- BV66b - Rent collection and arrears recovery: 7 weeks arrears
- BV66c - Rent collection and arrears recovery: NSPs
- BV66d - Rent collection and arrears recovery: Evictions
- BV74a -Tenant satisfaction with landlord – all
- BV74b - Tenant satisfaction with landlord – ethnic minority tenants
- BV74c - Tenant satisfaction with landlord - non ethnic minority tenants
- BV75a - Satisfaction with participation opportunities - all
- Bv75b - Satisfaction with participation opportunities - ethnic minority tenants

- Bv75c - Satisfaction with participation opportunities - non ethnic minority tenants
- BV164 - Commission for Racial Equality's code of practice in rented housing
- BV184a - Non-decent local authority dwellings
- BV184b - Non-decent local authority dwellings – change
- BV211a - Delivery of repairs and maintenance service – planned repairs spend as a % of all repairs spend
- BV211b - Delivery of repairs and maintenance service – spend on emergency and urgent repairs as a % of all responsive spend
- BV212 - Average time to re-let local authority housing

b) Local performance indicators

1.5. A1 Housing has adopted a set of local indicators in respect of key local objectives and targets contained within its Business Plan, Service Plans and Inspection Improvement Plan. Residents have been involved in their selection. They are:

- Value of Efficiencies*
- Average Weekly Costs of Management
- Average Weekly Costs of Maintenance
- Delivering the annual training plan % budget
- % Emergency repairs completed in timescale*
- % Urgent repairs completed in timescale*
- % Non-Urgent repairs completed in timescale*
- % of Gas Servicing Undertaken*
- % of Capital Programme Spent
- % of Split between Responsive and Planned
- Average time taken to complete Adaptations (All)*
- Average time taken to complete Adaptations (Minor)
- Average time taken to complete Adaptations (Major)
- Increase in the satisfaction with the Adaptations service
- Estimated Year Rent Roll
- Current Rent Arrears (£)*
- Current Rent Arrears as % rent roll
- Former Tenant Arrears (£)*
- Total Arrears
- Total Arrears as % Rent Roll
- Write offs as % ytd rent roll
- Write offs as % of Estimated Year Rent Roll

- Number of Properties Covered by active Tenant Representative
- % Properties Covered by active Tenant Representative*
- % Applicants on housing list from BME
- % Non active applicants from BME
- % Applicants from BME
- Tenant retention rate (turn over % ytd)
- Total no. of current voids
- No. of complaints received from diversity groups
- No. of Racial Incidents requiring further action
- % of telephone calls answered within 10 seconds
- Average time to process a Right to buy claim
- Right to Buys received (RTB1)
- RTB 2 Cases, - Exceeding Target, - Total Cases (target 28 days)
- RTB, Section 125 Offers, - No. of Cases, Average days exceeded target (target 84 days from receiving RTB1)
- RTB Completions, - Number Sold, Average days to process (target 180 days, A1 internal target only)
- RTB, - Completions Each Year, Target*
- Anti-Social Behaviour (ASB), No of new cases*
- New cases by ASB Category
- Actions taken to resolve ASB
- ASB case status (live, resolved, closed)
- Status by type of ASB
- Resolved cases by last action taken
- Satisfaction with handling of ASB
- Satisfaction with outcome of ASB

* Local indicators tenants have elected to receive

c) Customer Service Standards

- 1.6. Customer service standards are linked to the development of performance indicators and measures - they are not separate from performance management. Customers are involved in all aspects of setting performance standards and monitoring improvement.
- 1.7. Customer service standards are published and readily accessible to customers. They reflect current service levels - what the customer expects today rather than aspirations to improve the service in the future.
- 1.8. A clear and easy to access customer complaints system operates alongside customer service standards. All such complaints are analysed and used as an integral part of an organisation's performance management process.

- 1.9. Customer service standards are monitored, and undergo regular reality checks with the success rate communicated to residents.
- 1.10. They are:
- Customer Services
 - Repairs Service
 - Gas Servicing
 - Adaptations
 - Anti-Social Behaviour
 - Rent Payment & Arrears
 - Tenancy & Estate Management
 - Leaseholder Services
 - Right to Buy
 - Getting a new home
 - Improvements and Modernisation to homes
 - Lettable Standards
 - Complaints

d) Customer Satisfaction Feedback

- 1.11. Gaining feedback from customers is an essential part of performance management. Capturing customers' comments, suggestions and feedback is an integrated and ongoing process – part of the 'day job' and not a one-off exercise.
- 1.12. A1 Housing will demonstrate that Customer feedback is used to guide actions, and inform service development.
- 1.13. Customer satisfaction information is broken down, analysed and reported by ethnicity, disability and location.
- 1.14. A1 Housing utilises a wide variety of methods to collect information on customer satisfaction and gain useful intelligence to guide service improvements, across all aspects of service. Including;
- Repairs customer satisfaction cards
 - Specially commissioned regular surveys of tenants
 - Tenant auditor / mystery customer projects
 - Exit surveys of tenants leaving their tenancies can aid development of policies for reducing tenancy turnover by informing the housing provider of tenants' reasons for leaving.
 - Reasons for refusal of offers of tenancies can guide the development of lettings standards for empty properties.
 - Complaints systems should be used to identify service improvement.

- Customer Satisfaction Surveys on:
 - Day to day repairs
 - Capital Works
 - Gas Servicing
 - Aids and Adaptations
 - Anti-Social Behaviour
 - Complaints
 - Communal Areas for leaseholders
 - Right to buy process

1.15. A1 Housing also undertakes a survey of tenants at least every three years to identify:

- The level of overall satisfaction with the landlord
- Satisfaction with opportunities to participate.

1.16. Survey findings are reported by:

- All tenants (overall results)
- Ethnic minority tenants
- Disabled tenants

e) Long Term Company Aims

1.17 A1 Housing has 5 long terms aims, the delivery of these aims is monitored and reported on quarterly basis, with a report to the Board.

f) Complaints

1.18 Summary reports regarding complaints are reported to tenants via the Joint Housing advisory Group. Also from 2007, Quarterly reports will be presented to the Board.

g) Finance

1.19 Financial monitoring reports are presented on a monthly basis to the Board and Audit and accounts Committee. Financial Monitoring reports include information on both the revenue and capital budgets.

2. Data Collection

- 2.1. There is a quality checking system in place to ensure that information is accurate and robust. Operational staff who collect data have the prime responsibility but 'spot checks' are undertaken to test for validity and accuracy. Directors are responsible for spot-checking their data, this process is co-ordinated by the Policy and Performance Manager.
- 2.2. A1 Housing ensures that data collected is:
 - Timely – reports on the data must be produced regularly so that progress can be measured quickly enough to be useful.
 - Reliable - if there are mistakes in how data is collected, or it does not relate directly to indicators, then it will be of little value
 - Verifiable - there needs to be clear documentation and a clear audit trail underpinning the data, and systems need to be put in place to verify the data collected.

a) Management Information Systems & ICT

- 2.3. A1 Housing is committed to the development of good quality and integrated technology for capturing and reporting performance data. A1 have appointed an Information Technology Manager to manage A1's Information Technology provision, in partnership with Bassetlaw District Council and our main software supplier (Consilium). A Service Level Agreement covers the Service provided by Bassetlaw District Council, this agreement includes the direct working relationship Consilium, rather than working through Bassetlaw District Council's Information Technology Unit. A1's Policy and Performance Manager works closely with A1's Information Technology Manager regarding developing systems to support effective performance management.

3. Monitoring, Evaluation & Dissemination

a) Performance management reporting and dissemination

- 3.2. A1 Housing collates, analyses, acts on (where appropriate), and reports, on the full range of its performance objectives and targets. Reporting arrangements are appropriate for the target audience(s) and will therefore vary in the level of detail and format for dissemination.

- 3.3. Performance information is not collected and collated for its own sake. It is used to monitor successes and failures and to take appropriate action to drive service improvement.
- 3.4. Performance information is collected for a number of purposes:
- To report (both internally and externally) to relevant stakeholders on performance achieved
 - To monitor successes and failures, and to take action in response to failures
 - To review, the relevance of existing targets and milestones
 - To reappraise the costs of services and achievement of value for money.

b) Using reports to improve performance

- 3.5. The central purpose of a performance management system is to take action to improve performance. The responsibility for review and action is clearly allocated to a named member of staff. A1 has determined the appropriate review cycle for reporting on each indicator.
- 3.6. Corrective action can include:
- Varying the quantity of inputs (e.g. more investment or resources may be needed)
 - Varying the nature of the inputs (e.g. using different staff)
 - Making changes to the process or system of delivery
 - Changing the method of provision (e.g. outsourcing a service currently provided in house)
 - Amending inappropriate or unachievable targets
 - Getting rid of targets that create 'perverse incentives'.

c) Recording performance against targets

- 3.7. Performance against targets and performance indicators is challenged when it has not been met. This is done by reviewing of policies, procedures, systems and working practices.
- 3.8. The overall purpose of performance management is not to measure and report but to propose and to take action to drive service improvement. Equally where A1 Housing is claiming achievements, the evidence to demonstrate this will be gathered and provided where

challenged. A1 Housing keeps a 'service improvement log' that can demonstrate a track record of achievement.

d) Disseminating performance information

- 3.9. A1 Housing reports performance to residents through quarterly tenant and resident newsletters, the website, and by displaying information in local offices showing quarterly performance against targets.

e) Comparing performance with others

- 3.10. A1 Housing undertakes regular benchmarking on:
- Performance or output benchmarking – comparing outputs or quantifiable performance data to identify how your performance differs from others
 - Process or input benchmarking – comparing your processes and inputs into delivering services with others to identify differences.
- 3.11. In determining costs for benchmarking purposes, A1 Housing works with other organisations such as Housemark and landlords within other benchmark clubs to identify cost comparisons and quality levels for housing services (EG HouseMark Performance Improvement Club)

f) Learning from others – positive practice.

- 3.12. Benchmarking is only one of the ways that A1 Housing learns from others and improves services. For Example, A1 Housing is also a member of national and regional forums for networking and performance discussion (eg Northern Area Finance Directors Group, Northern Area Chief Executive Group, HouseMark, National Federation of ALMOs. Good practice is also regularly accessed and disseminated to appropriate managers and staff, for example, Audit Commission Reports, National Federations of ALMOs Reports and Housing Quality Network reports.