



Board

Performance Monitoring Report for April to December 2008 (Quarter Three)

24 February 2009

Report by Assistant Chief Executive and Director of Business

For Discussion	Area Implications	All
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<p>Executive Summary</p>	<p>In Quarter Three we have met or exceeded targets including:</p> <ul style="list-style-type: none"> • The reduction in net rent arrears. • Reducing the average relet time. • Number of homes made decent. • Satisfaction with the adaptations service. • Maintaining successful INLINE tenancies for 12 months • Complaints replied to within 10 working days • Increasing the number of women in the top 5% of staff. • The installation of child safety equipment packages. • Gained external accreditation on three in house training courses. <p>We have made progress with:</p> <ul style="list-style-type: none"> • The number of service plan actions carried out. • Collecting customer demographic data. • Making a difference volunteers, to be representative of the tenant and leaseholder population. • Achieving 97% attendance at training courses during 2008/09 <p>We need to improve in some areas including:</p> <ul style="list-style-type: none"> • Satisfaction with the Investment Programme • Reducing the number of sickness days per Full Time Equivalent employee. • Achieving Level 3 of the revised local government equality standard. • Satisfaction with the overall housing service • Satisfaction with opportunities for participation in management and decision making.
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Recommendations	Board is asked to receive the report and approve the actions being taken to improve performance.
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Business Implications	
YHN Mission and Strategic Objectives	This report specifically deals with performance measures against all of our strategic objectives.
Value for Money/Efficiencies	A range of targets relate directly to value for money, 3% efficiency saving has been achieved this quarter. Sickness performance improved in quarter one but has shown a steady decline in performance throughout quarter two and three.
Resources (financial, property, technological or human)	Improving performance on voids is increasing available revenue. There are adverse financial implications relating to sickness. Failure to hit decency targets would have a negative impact on stock condition.
Impact on Services/Performance	Integral to each part of the report
Outcomes for tenants/leaseholders	Monitoring performance and taking action to improve will help to ensure increased satisfaction and better use of resources for tenant priorities.
Risk (reputation, relationship)	Failure to monitor performance could place YHN at risk of failing in any of our strategic objectives. This, in turn, risks our reputation and our status as a 3 star organisation
Environmental	None
Legal Implications	None
Equality and Diversity	We have exceeded our target for increasing the number of women within the top 5% of staff. We are working towards achieving the number of YHN staff from an ethnic minority within the top 5% of staff and the number of YHN staff who have a disability within the top 5% of staff. However levels are not representative of the Community.
Stakeholder Involvement/Consultation (planned or already carried out)	2008/09 performance will be reported to the City Council Creating and Sustaining Quality Places Overview and Scrutiny Panel and Newcastle's Tenants Federation. Progress is monitored by both on a quarterly basis.

Background papers	Delivery Plan 2008/09
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Contact officers	Keith McDonald and Claire Collard, Business Strategy Team (0191) 278 8732
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Performance Monitoring Report April to December 2008 (Quarter Three)

1. Introduction

1.1 This performance report covers the period from the 01/04/2008 to the 31/12/2008. There are 38 performance indicators included, 30 indicators are from the current 08/09 balanced scorecard, 2 are statutory indicators and 6 are local targets.

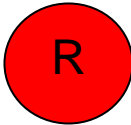

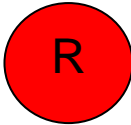

2. Background

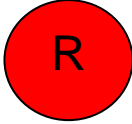

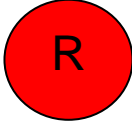

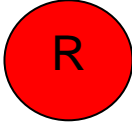
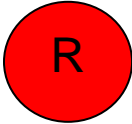

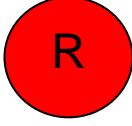

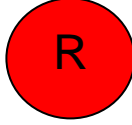

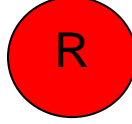

2.1 The performance monitoring report includes the following:

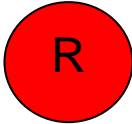

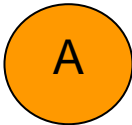
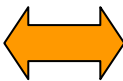
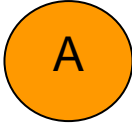
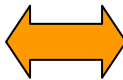
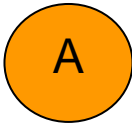

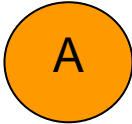

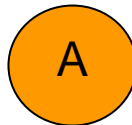

- A status report against the balanced scorecard targets (Appendix 1).
- A detailed analysis of those balanced scorecard indicators not achieving the targets set. This includes a graph showing trend data, performance against the Housemark benchmarking club and a direction of travel. A narrative is provided to show action being taken to address poor performance (Appendix 2).
- A performance summary report showing performance trends against the 2008/09 target.

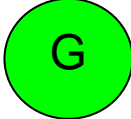

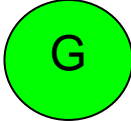

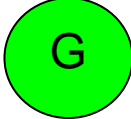

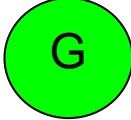
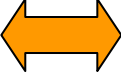
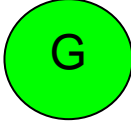
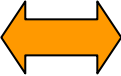
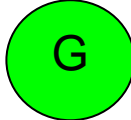
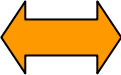
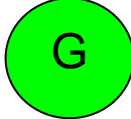

3. Performance Summary Report

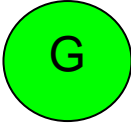
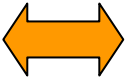
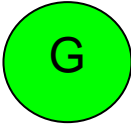
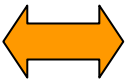
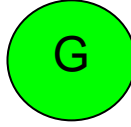
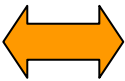
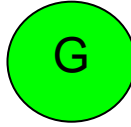
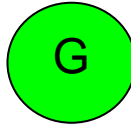

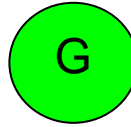

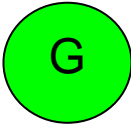

3.1 The table below details 2008/09 performance for 38 indicators that are reported to Board. 10 indicators are not on target, 5 are close to achieving the target, 23 indicators are on target.




Description	Year End Target 31/03/09	Performance 31/12/08 (Q3) (Cumulative)	Performance Against Year End Target	Trend from 30/09/08 (Q2)
Reduce the number of sickness days per FTE employee to 10.20 days by 31/3/09.	10.20	11.42		
Achieve 81% BME satisfaction with the overall housing service by 31/03/09	81%	67.84%		Annual target Trend from 2007/08 

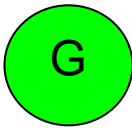

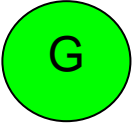

Description	Year End Target 31/03/09	Performance 31/12/08 (Q3) (Cumulative)	Performance Against Year End Target	Trend from 30/09/08 (Q2)
Achieve 81% satisfaction with the overall housing service by 31/03/09	81%	73.05%		Annual target Trend from 2007/08 
Achieve 70% satisfaction with opportunities for participation in management and decision making by 31/03/09	70%	58.38%		Annual target Trend from 2007/08 
92% of YHN Programme actions to be completed during 2008/09	92%	58%		Data unavailable in Quarter two. Programme commenced September 2008
92% of service plan actions to be completed within target timescales during 2008/09	92%	61%		
Achieve 90% satisfaction with the investment programme by 31/03/09.	90%	87%		
Achieve Level 3 of the revised local government equality standard by 31/12/08	Level 3 By 31/12/08	See Appendix 2		
Achieve attendance at training courses of 97% during 2008/09	97%	93.5%		

Description	Year End Target 31/03/09	Performance 31/12/08 (Q3) (Cumulative)	Performance Against Year End Target	Trend from 30/09/08 (Q2)
Achieve targets for collecting customer demographic data for ethnicity (95%), and religion and faith (40%), during 2008/09	95% /40%	76% / 39%		
4% of top 5% of staff who have a disability.	4% (2)	2.4% (1)		
4% of top 5% of staff who are from an ethnic minority	2% (1)	2.4% (1)		
Make a difference involvement volunteers to be representative of the tenant and leaseholder population in terms of age, gender, ethnicity and disability by 31/03/09	Representative	Main gap: Age 25-44		
Local authority rent collection and arrears: proportion of rent collected	98.70%	98.15%		
Percentage of non-decent council homes in 2008/09	48.80%	56.00%		

Description	Year End Target 31/03/09	Performance 31/12/08 (Q3) (Cumulative)	Performance Against Year End Target	Trend from 30/09/08 (Q2)
55% satisfaction with the way anti-social behaviour complaints were dealt with by HASBET during 2008/09	55%	78.1%		
Achieve 91% satisfaction with the adaptations service by 31/03/09	91%	95.4%		
95% of complaints to be given a full written response within 10 working days during 2008/09.	95%	95%		
41% of top 5% of staff who are women	41%	41%		
Achieve 92% satisfaction with the repairs and maintenance service by 31/3/09.	92%	95%		
The percentage of urgent repairs that are completed within government timescales.	97%	100%		
Achieve a 3% efficiency saving on 2007/08 baseline budget by 31/03/09	3%	On Target		

Description	Year End Target 31/03/09	Performance 31/12/08 (Q3) (Cumulative)	Performance Against Year End Target	Trend from 30/09/08 (Q2)
Develop two scheme proposals for new build housing during 2008/09	2	2		
90% of vulnerable young people who have support from INLINE to maintain a successful tenancy for 12 months during 2008/09	90%	98%		
Repairs completed at first visit	98%	99%		
97% of Modern Homes Programme spend to come within budget during 2008/09	97%	99%		No data available in Quarter two
5,447 homes to be made decent in 2008/09	5447	4093		
Achieve a 28.55% change in the proportion of non-decent homes by 31/3/09.	28.55%	24.52%		
Percentage of repairs for which an appointment has been made and kept by City Build.	97%	98%		

Description	Year End Target 31/03/09	Performance 31/12/08 (Q3) (Cumulative)	Performance Against Year End Target	Trend from 30/09/08 (Q2)
Reduce lettable voids across the city to 1% of available stock by 31/03/09	298	285 (0.96%)		
Energy Efficiency - the average SAP rating of local authority owned dwellings	65	66.8		
Implement an action plan by 31/03/09 to retain Investors in People accreditation	Action Plan	Report & Action Plan produced		
Gain external accreditation on three in house courses during 2008/09	3	External accreditation achieved.		
Complete a support plan for all sheltered housing clients during 2008/09	100%	100%		
Install 1,500 child safety equipment packages by 31/03/09	1,500	1,599		
Reduce the average voids re-let time to 50 days by 31/3/09.	50 days	38 days		

Description	Year End Target 31/03/09	Performance 31/12/08 (Q3) (Cumulative)	Performance Against Year End Target	Trend from 30/09/08 (Q2)
Average number of days to complete non-urgent repairs	10 days	6.37 days		
Reduce net rent arrears from £3,130,729 to £2,800,000 by 31/03/09	£2,800,000	£2,804,868.84		

3.2 Analysis identifying the reasons for failure and corrective action being taken for each of the red and amber balanced scorecard indicators is provided in appendix 2.

4. The Service Improvement Programme

4.1 The Service Improvement Programme for 2008/09 has been embedded in quarter three.

4.2 A Programme Quality Assurance Advisor has been appointed in order to ensure Programme activity is aligned with the overall objectives of the Programme and the Strategic Aims and Objectives of the organisation. The role will also provide an external challenge to the programme and ensure that completed products are 'fit for purpose'.

5.0 Project Updates

5.1 The Project Boards met twice during quarter three to discuss progress made against Audit Commission recommendations and weaknesses and to review products due for completion. In quarter three 24 products were due to be complete by 31st December 2008. At the end of quarter three, 14 out of these 24 have been reported as complete.

5.2 A summary of the completed products are provided in the table below.

Project and Workstream	Audit Commission Recommendation / Product	Outcomes achieved
3* Excellent Services Leasehold	Concerns raised by leaseholders in relation to value for money impacts of the programming of modern homes and follow on works.	Process information was included in latest Newsletter to leaseholders.
Customer Service Customer Insight	Using Customer Information to monitor service take up	Process has been agreed. Services now being monitored by age, gender, ethnic origin, disability, religion and faith. Governance Committee to receive first report in March
Customer Service Customer Insight	Customer Readers Panel	Set up. First document to be printed with "Tenant Approved" logo.
Customer Service Customer Insight	Using Customer Insight for Policies and Strategies	Met in terms of using customer information to influence policy, strategy and service developments as outlined in the Customer Service Excellence Standard.
Equality & Diversity Policies	Establish a system to train ambassadors in assisting managers to complete EINA's	Training system established and ambassadors trained.
Equality & Diversity Policies	YHN does not have it's own equality scheme	YHN Equality Scheme is published and available on Your Homes Newcastle Website and a publicity campaign has been initiated.

Project and Workstream	Audit Commission Recommendation / Product	Outcomes achieved
Equality & Diversity Local Government Equality Standard	Gap analysis of self assessment document for achieving level 3 of Local Government Equality Standard.	Gaps identified and collection of evidence underway.
Refurbishing & Building Homes Asset Management	Ensure information on adaptations, asbestos, void repairs and responsive repairs is fed into stock condition database.	Stock condition database not correct repository for all data. Linked and complimentary system implemented to ensure correct storage and use of this information.
Refurbishing & Building Homes Asset Management	Housing Health and Safety Rating System (HHSRS)	Process developed for Modern Homes Programme. Technical staff trained across the sections.
Refurbishing & Building Homes District & Group Heating	Heating charge increase	Price increase agreed for District & Group Heating
Refurbishing & Building Homes District & Group Heating	Cost analysis of replacing district and group heating schemes with individual property boilers.	Cost analysis completed. Cost and environmental impact too great to consider replacing with individual boilers

Project and Workstream	Audit Commission Recommendation / Product	Outcomes achieved
Refurbishing & Building Homes District & Group Heating	District and Group Heating level of deficit now and in future.	Current deficit and deficit / surplus on individual schemes reported to Time Limited Committee. Report to Time Limited Committee on 14th October 2008 on proposed new charges and forecasted deficit with new gas prices.
Refurbishing & Building Homes District & Group Heating	Technical assessment of Byker scheme	Byker contractor to continue with Modern Homes Programme but to allow for retrofit later when type and approach agreed.
Refurbishing & Building Homes District & Group Heating	Way forward for District and Group Heating	Report to Board on 25 th November 2008 detailing the proposed cost of meters. Recommended the appointment of a Consultant to assess all schemes and needs and to select approach.

- 5.3 The above products have not yet been signed off by Review Board. This will take place in March 2009 to ensure Products are 'fit for purpose'.
- 5.4 However, 10 out of 24 products due to be complete within the quarter have not progressed as planned and have fallen behind the deadline.
- 5.5 An exceptions report is provided below with corrective action taken to improve performance.

Project and Workstream	Audit Commission Recommendation / Product	Corrective action
Support & Care Business Planning	There is a weakness in outcome monitoring of young people's services.	Northgate module designed by development group. Capacity and shortage of staff resources has delayed implementation until July 2009.
3* Excellent Services Allocations and Lettings	The approach to housing options is currently under-developed	Project Plan to be agreed with Newcastle City Council before product can be taken forward.
3* Excellent Services Leasehold	YHN cannot gauge or enforce gas servicing requirements for leaseholders. There are no opportunities for leaseholders to opt into gas servicing arrangements.	Gas servicing was due to be offered to leaseholders in December 2008. However, due to capacity issues with Citybuild the process has been delayed until March 2009.
A Quality Workforce H.R Strategy	HR Strategy	Initial draft to be discussed with Equalities and Diversity Officer. Impact of Human Resources and Organisational Development review to be considered.
A Quality Workforce H.R Strategy	BME Communities and disabled people are under-represented in the workforce and not all targets are being met.	Work ongoing to access BME Communities and to promote YHN jobs within Disability Groups. Maintain the 'Two Tick' Disability Symbol for commitment to good employment practice.

Project and Workstream	Audit Commission Recommendation / Product	Corrective action
Refurbishing & Building Homes Asset Management	Existing Asset Management Strategy is limited	Draft being taken forward by the Business Strategy team to be completed by March 2009
Equality & Diversity Local Government Equality Standard	To achieve level 3 of the revised local government equality standard	To be completed by 31 st March 2009.
Equality & Diversity Local Government Equality Standard	Self Assessment Framework drafted	Stage one of framework drafted. Stage two to be completed by mid February 2009
Equality & Diversity Local Government Equality Standard	Mock Inspection completed	Mock Inspection has been arranged for 26 th February 2009
Equality & Diversity Local Government Equality Standard	Inspection against standard	External Inspection to be arranged for March 2009

6 Recommendations

- 6.1 Board is asked to review the performance monitoring report and approve the actions being taken to address poor performance.

7 Next Steps

- 7.1 Performance will continue to be monitored and reported on a quarterly basis to this board.

**Your Homes Newcastle
Balanced Scorecard**

2008 -2009

01/04/08 – 31/12/08

Three star excellent services

1. Achieve 81% satisfaction with the overall housing service by 31/3/09.
2. Achieve 70% satisfaction with opportunities for participation in management and decision making by 31/3/09.
3. 95% of complaints to be given a full written response within 10 working days during 2008/09.
4. 92% of Service Plan actions to be completed within target timescales during 2008/09.
5. 92% of YHN Programme actions to be completed during 2008/09.
6. Reduce net rent arrears to £2,800,000 by 31/3/09.
7. Achieve 3% efficiency saving on 2007/08 baseline budget by 31/3/09.
8. Achieve Level 3 of the revised local government equality standard by 31/12/2008.

Refurbishing and building homes

1. Reduce the average voids re-let time to 50 days by 31/3/09.
2. Achieve a 28.55% change in the proportion of non-decent homes by 31/3/09.
3. 5,447 homes to be made decent in 2008/09.
4. Develop two scheme proposals for new build housing during 2008/09.
5. Achieve 90% satisfaction with the investment programme by 31/03/09.
6. 97% of Modern Homes Programme spend to come within budget during 2008/09.
7. Achieve 91% satisfaction with the adaptations service by 31/03/09.
8. Achieve 92% satisfaction with the repairs and maintenance service by 31/3/09.

Your Homes Newcastle intends to be the best housing provider in the North East. We will achieve this by investing in our four strategic objectives:

- **Support and care to communities**
- **Three star excellent services**
- **A quality workforce**
- **Refurbishing and building homes**

Support and care to communities

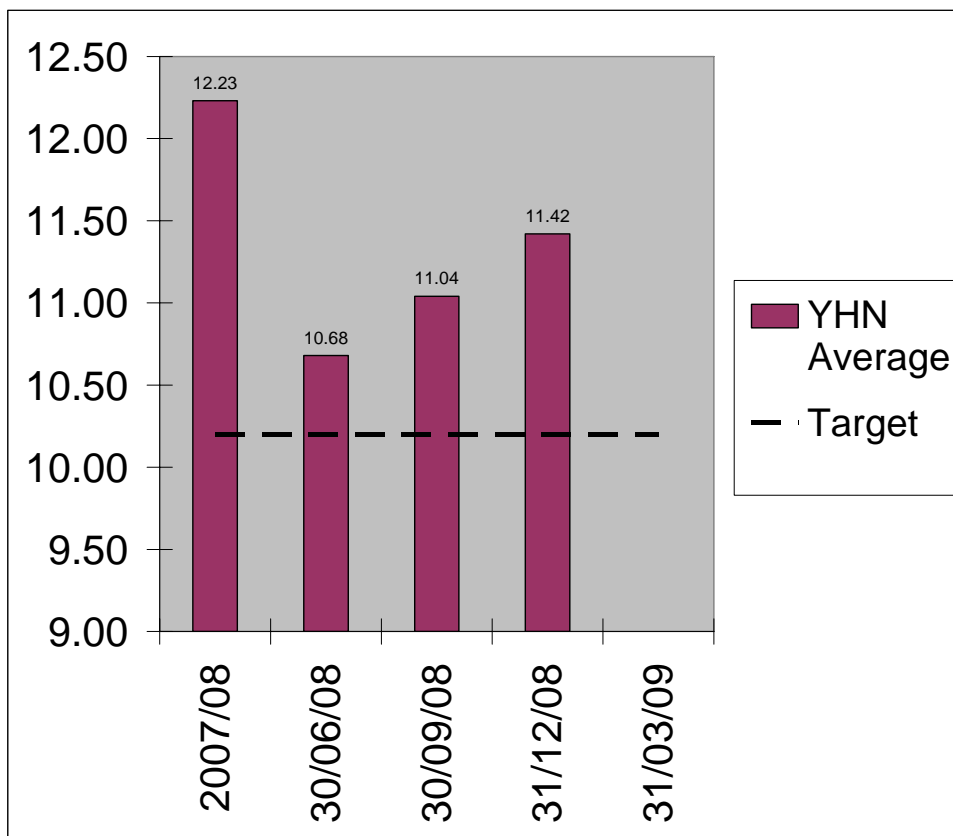
1. Achieve 81% BME satisfaction with the overall housing service by 31/3/09.
2. Make a difference' involvement volunteers to be representative of the tenant and leaseholder population in terms of age, gender, ethnicity and disability by 31/3/09.
3. 55% satisfaction with the way anti-social behaviour complaints were dealt with by HASBET during 2008/09.
4. Install 1,500 child safety equipment packages by 31/03/09.
5. 90% of vulnerable young people who have support from INLINE to maintain a successful tenancy for 12 months during 2008/09.
6. Complete a support plan for all sheltered housing clients during 2008/09.
7. Achieve targets for collecting customer demographic data for ethnicity (95%), and religion and faith (40%), during 2008/09.

A quality workforce

1. Reduce the number of sickness days per FTE employee to 10.20 days by 31/3/09.
2. 4% of top 5% of staff who have a disability.
3. 4% of top 5% of staff who are from an ethnic minority.
4. 41% of top 5% of staff who are women.
5. Implement an action plan by 31/03/09 to retain Investors in People accreditation.
6. Gain external accreditation on three in house courses during 2008/09.
7. Achieve attendance at training courses of 97% during 2008/09.

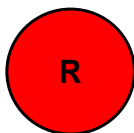
Reduce the number of sickness days per FTE

Good performance is below the target line of 10.20 days



Performance Comparisons

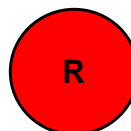
2007/08 performance against target 10.20 days



31/12/08 performance against benchmark (ALMO's)



31/12/08 performance against target



From 30/09/08 to 31/12/08 direction of travel



Performance Indicator Information

Balanced Scorecard Target. To reduce the number of sickness days per FTE to 10.20 days by 31/03/09.

Performance Report for 2007/08

During 2007/8 the target of 10.20 days was not achieved. The target remains the same for 2008/09.

Direction of travel

The projected number of sickness days per FTE in quarter three has reached 11.42 days, this is an increase from quarter two and is again, moving away from the target of 10.20 days.

Quarter two performance had dipped slightly with the number of sickness days per full time employee reaching 11.04 days. This had moved away from the target of 10.20 days.

Corrective Action Taken to Improve Performance

Human Resources staff have introduced monthly sickness absence surgeries to support managers. Greater analysis of absence by directorate and section has been undertaken. This data has been broken down by long term and short term absence. Closer scrutiny of the number of managers logging onto the DHS System and using the available information to manage staff absence.

Financial Implications

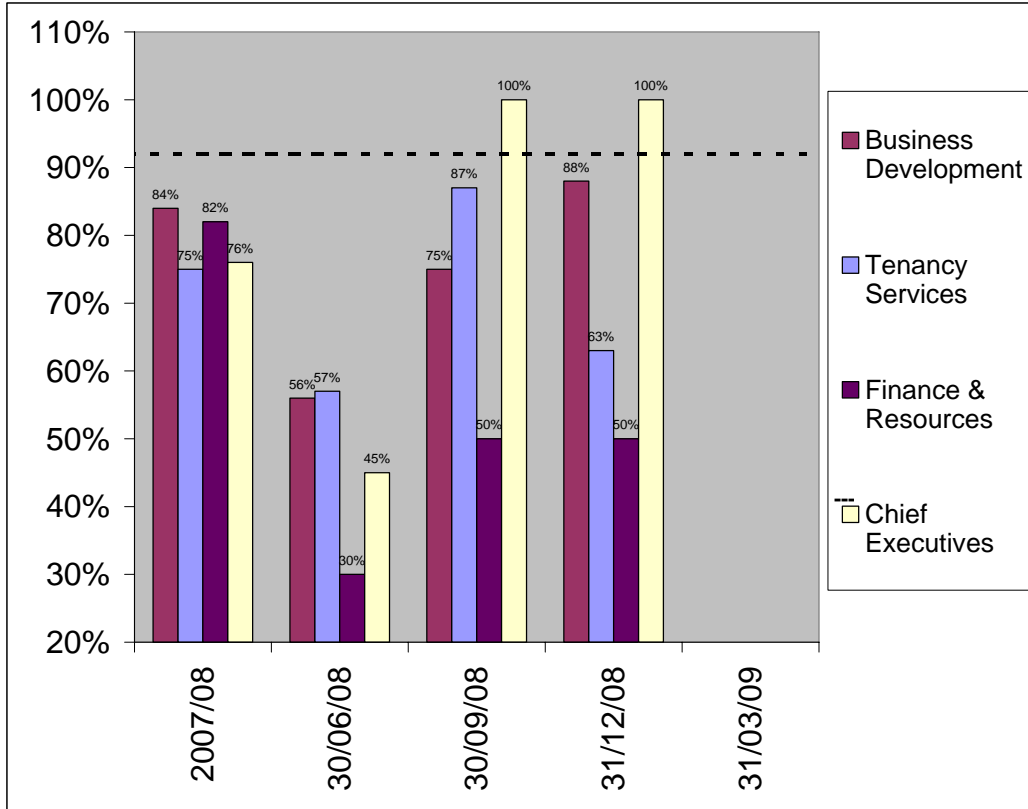
There are costs involved in paying overtime or employing temporary staff to cover posts. This also makes it more difficult to quantify cost of reduced quality of service.

Responsible Officer

Ross Atkinson - Director of Finance and Resources

Service Plan

Good performance is above the target line 92%



Performance Comparisons

<p>2007/08 performance against target</p>	<p>31/12/08 performance against benchmark (ALMO's)</p>	<p>31/12/08 performance against target</p>	<p>From 30/09/08 to 31/12/08 direction of travel</p>
	<p>Not Applicable, this is a local performance indicator</p>		

Performance Indicators Information

Balanced Scorecard Target. 92% of Service Plan actions to be completed within target timescales during 2008/09.

Performance Report for 2007/08

During 2007/8 the target of 92% of Service Plan actions was not achieved, the target remains the same for 2008/09.

Direction of travel

In quarter three, there was a total of 33 targets due for completion. Out of this, 22 have been completed which amounts to 67%. Out of the four divisions, Business Development have completed 7 out of 8 actions, Tenancy Services stand at 10 out of 16 actions complete, Finance & Resources have completed 4 out of 8 actions and Chief Executive's division have achieved 1 target which was all to be achieved in quarter three. From April to December 2008, we have achieved in total 80 targets out of 131, which gives a cumulative total of 61%. Again this has not achieved the set target of 92%

34 Service Plan actions were completed in quarter two out of 44, this amounts to 77%. However, from April to September only 58 actions out of 98 had been completed in total, bringing the cumulative total to 59%.

During quarter two the Chief Executive's division had achieved 100% with 5 service plan actions completed in the period. Business Development achieved 75%, Tenancy Services, 87% and the Finance & Resources division completing 6 actions out of 12, which totals 50%.

Corrective Action Taken to Improve Performance

Performance is reported to each Senior Management Team who are responsible for recovery actions.

Results in quarter four will include 2008/09 targets that are not due to be complete until year end.

Financial Implications

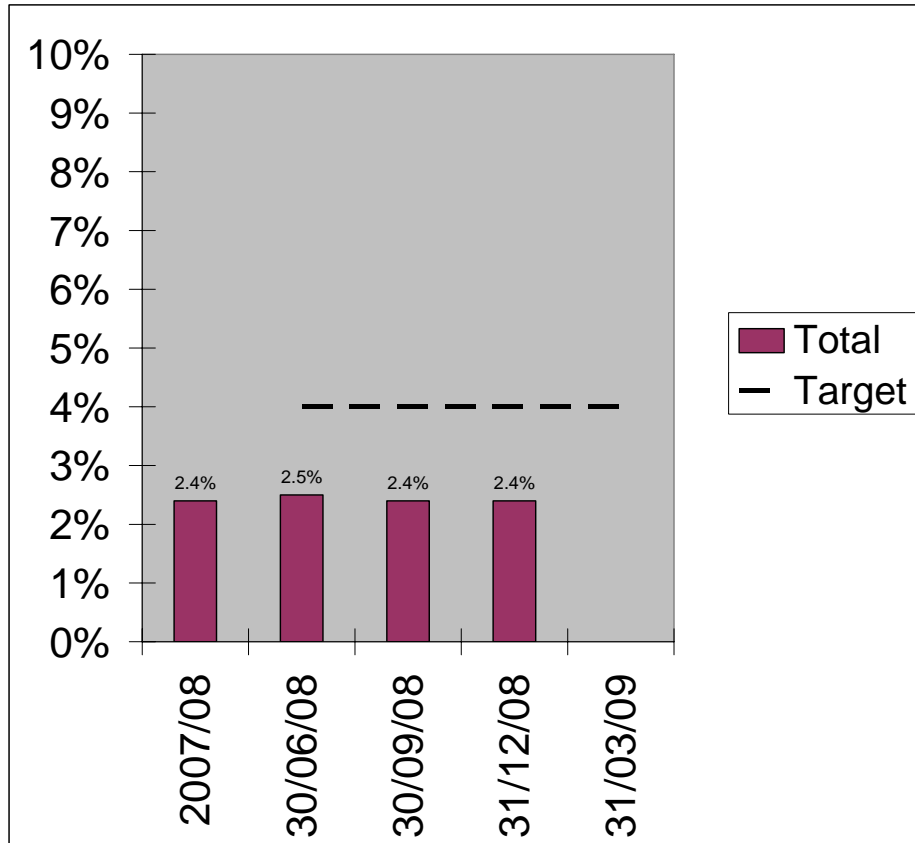
There are nearly 700 service plan targets, some of which have financial implications.

Responsible Officer

Sheila Breslin - Assistant Chief Executive and Director of Business

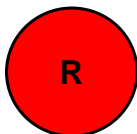
Top 5% of staff with a disability

Good performance is above the target line of 4%



Performance Comparisons

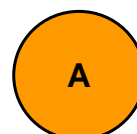
2007/08 performance against target



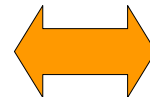
31/12/08 performance against benchmark (ALMO's)

Not Applicable, this is a local performance indicator

31/12/08 performance against target



From 30/09/08 to 31/12/08 direction of travel



Performance Indicator Information

Balanced Scorecard Target. 4% of the top 5% of staff who have a disability.

Performance Report for 2007/08

At the end of 2007/08, 2.4% of the top 5% of staff had a disability. This was below the target set of 4%. In 2007/08 this related to 41 employees in the top 5%.

Direction of travel

Performance has remained the same for quarter three of 2008/09, with 2.4% (1) employee of the top 5% of staff with a disability. This has not achieved the set target of 4% (2) of the top 5% of staff who have a disability. In quarter three this related to 42 employees.

In quarter two, 2.4% (1) employee of the top 5% of staff have a disability. This was below the target. This related to 42 employees.

Corrective Action Taken to Improve Performance

Maintain the 'Two Tick' Disability Symbol status for commitment to good employment practice towards people with disabilities.

Discuss with Jobcentre Plus ways in which we can raise YHN profile within the Disability network.

Encouragement of existing staff to register disabilities to enable us to report accurately.

Financial Implications

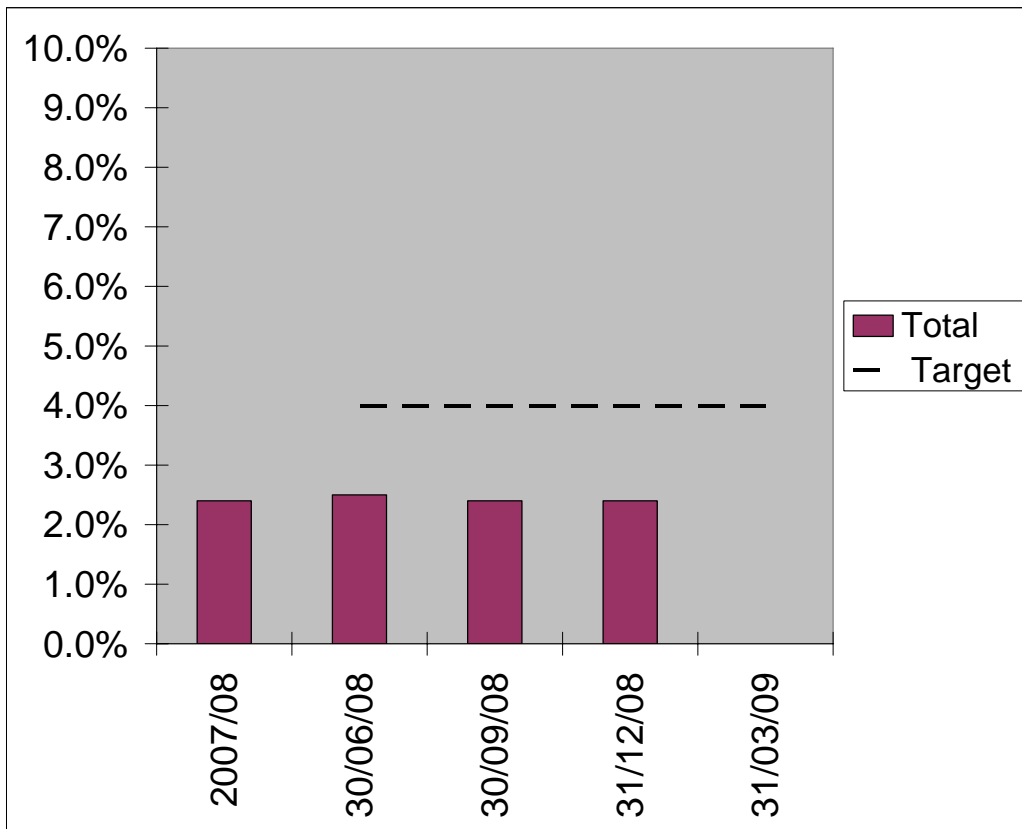
There are no financial implications if this target is not achieved.

Responsible Officer

Ross Atkinson - Director of Finance and Resources

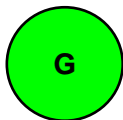
Top 5% of staff who are BME

Good performance is above the target line of 4%



Performance Comparisons

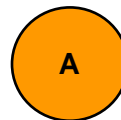
2007/08 performance against target



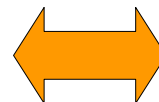
31/12/08 performance against benchmark (ALMO's)

Not Applicable, this is a local performance indicator

31/12/08 performance against target



From 30/09/08 to 31/12/08 direction of travel



Performance Indicator Information

Balanced Scorecard Target. 4% of the top 5% of staff who are from an ethnic minority

Performance Report for 2007 / 08

At the end of 2007/08, 2.4% of the top 5% of staff were from an ethnic minority. This reached the target set of 2%. In 2007/08 this related to 41 employees in the top 5%.

Direction of travel

This indicator has remained the same again for quarter three of 2008/09, with 2.4%(1) employee of the top 5% of staff from an ethnic minority. In quarter three this related to 42 employees.

In quarter two 2.4% (1) employee of the top 5% of staff was from an ethnic minority. Based on 42 employees.

Corrective Action Taken to Improve Performance

Attending local networking opportunity to forge links with the BME Community in order to raise the profile of YHN.

Meetings to be held with new board members to draw on their experiences from other organisations and any expertise in this field.

Posts are being advertised externally and forwarded to BME Community Groups. Where employment agencies are used in recruitment exercises, the importance of our equality of opportunity requirements are stressed to them.

Financial Implications

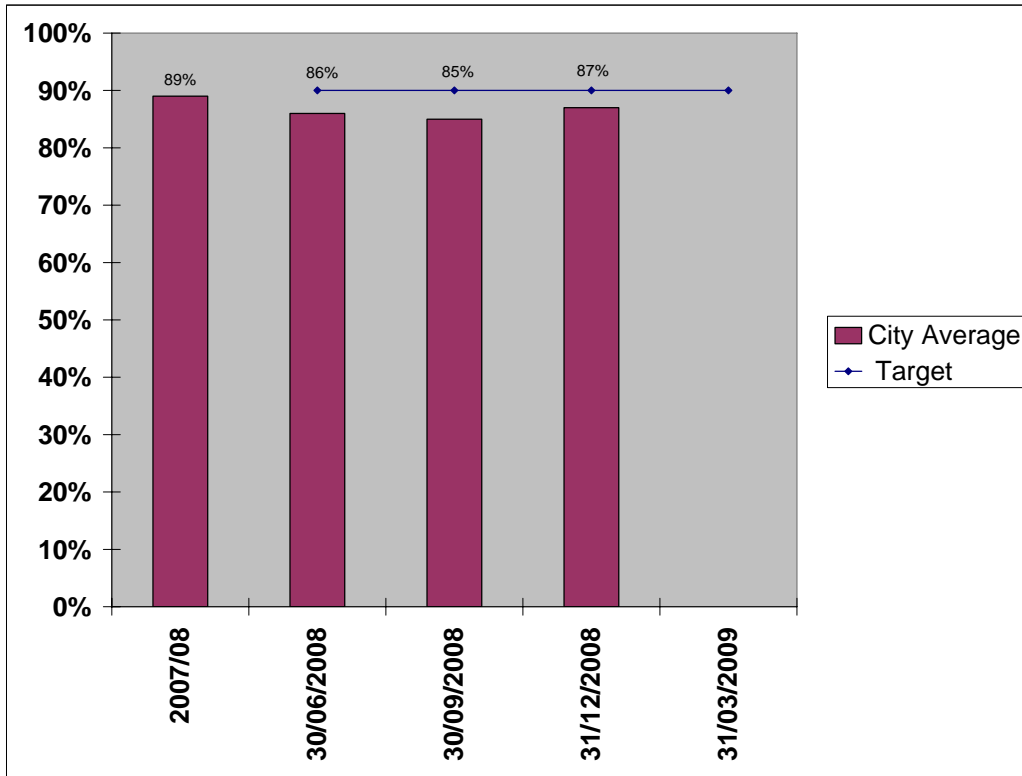
There are no financial implications if this target is not achieved.

Responsible Officer

Ross Atkinson - Director of Finance and Resources

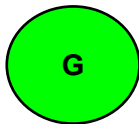
Satisfaction with Investment Programme

Good performance is above the target line 90% satisfied



Performance Comparisons

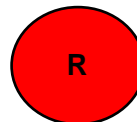
2007/08 performance against target



31/12/08 performance against benchmark (ALMO's)

This is a local Performance Indicator

31/12/08 performance against target



From 30/09/08 to 31/12/08 direction of travel



Performance Indicator Information

Balanced Scorecard Target. Achieve 90% Satisfaction with the Investment Programme by 31/03/09.

Performance Report for 2007/08

During 2007/08 89% of tenants were satisfied with the Investment Programme. This reached the target.

Direction of travel

Quarter three performance improved slightly, with 87% of tenants satisfied with the Investment Programme. From April 2008, 1420 tenants have been satisfied with the Investment Programme, with only 212 tenants stating that they were dissatisfied. The target of 90% has not been achieved as yet.

Performance in quarter two fell to 85% satisfaction with the Investment Programme. This was moving away from the target of 90%.

Corrective Action Taken to Improve Performance

Continue to carry out post project reviews with construction partners and where possible include tenant representatives after the completion of the schemes. These reviews will ensure that we are continuously improving our processes whilst delivering the Investment Programme in 2010/11.

Detailed discussions have been held with Constructors who have scored low satisfaction, action plans have been put in place to address this under-performance and improve their rating. Allocations have also been withheld from one Constructor until their data quality improves.

Financial Implications

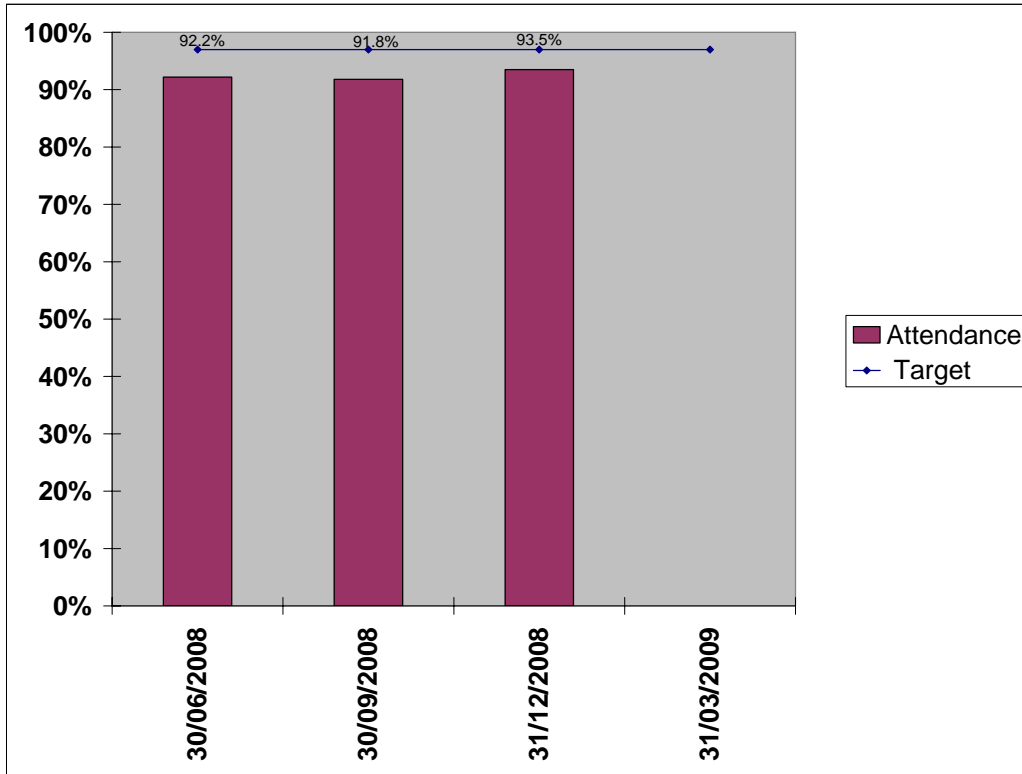
Improving satisfaction will require further work with Construction Partners to identify the issues being raised and how improvements can be made. This will impact on the time of the Investment Delivery Team. Resolving issues with residents who are unhappy about the service also involves time and may also result in financial implications.

Responsible Officer

Jen Vinton - Investment Delivery Manager

Attendance at Training Courses

Good performance is above the target line 97%



Performance Comparisons

2007/08
performance
against
target

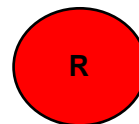
31/12/08
performance
against benchmark
(ALMO's)

31/12/08
performance
against target

From 30/09/08 to
31/12/08
direction of
travel

New Target for
2008/09

This is a local
Performance
Indicator



Performance Indicator Information

Balanced Scorecard Target. Achieve attendance at training courses of 97% during 2008/09.

Performance Report for 2007/08

This is a new target for 2008/09.

Direction of travel

During quarter three, attendance at training courses moved towards the target of 97%, with a total of 153 drop outs from training courses between April and December. The cumulative attendance at training courses has reached 93.5%. However, this has not achieved the target.

Performance in quarter two had not achieved the target of 97% attendance at training courses during 2008/09, with a total of 69 course drop outs from April 2008. This brought the cumulative attendance at training courses to 91.8%.

Corrective Action Taken to Improve Performance

Continue to monitor drop out rates on a monthly basis. Course drop out rate at the end of quarter three is 6.5%. A large percentage of drop outs were from the Tenancy Services division with 131 drop outs. The main reasons have been identified as due to staff absence and service delivery problems.

Reminder to be sent to all Tenancy Services Managers regarding the importance of staff attendance at training courses and to identify training for staff when there are no capacity issues within the team. Rigorous monitoring in place with monthly updates to directors detailing drop outs.

Further work to be undertaken on specific instances of non attendance when no reason has been given.

Financial Implications

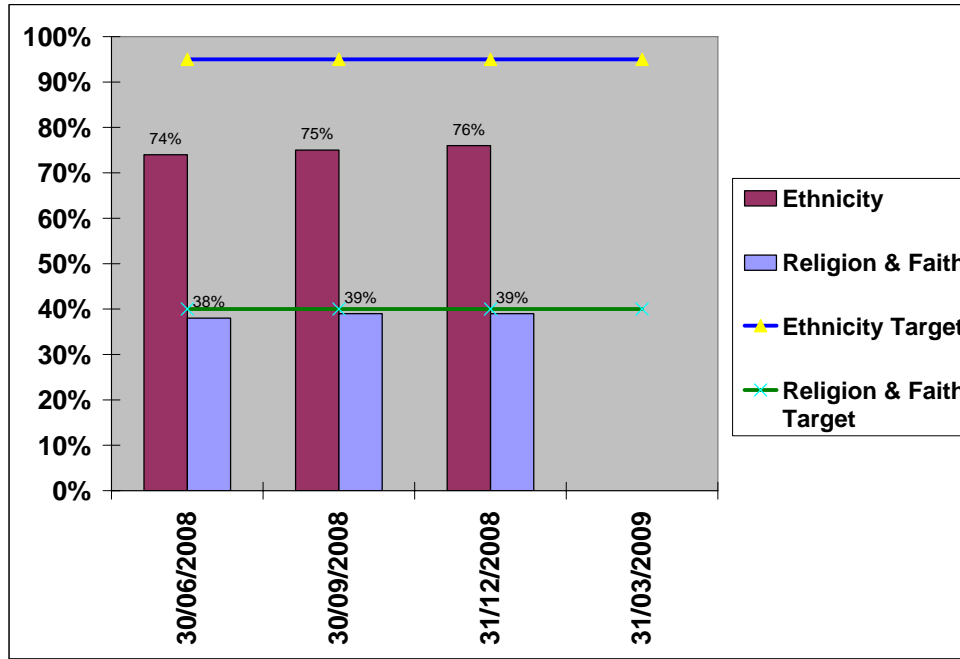
If additional courses have to be run there will be costs for trainers, venues, refreshments and resources.

Responsible Officer

Sheila Breslin - Assistant Chief Executive and Director of Business

Collecting Customer Demographic Data

Good performance is above the target lines 95% & 40%



Performance Comparisons

2007/08 performance against target

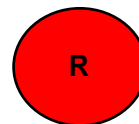
31/12/08 performance against benchmark (ALMO's)

31/12/08 performance against target

From 30/09/08 to 31/12/08 direction of travel

New Target for 2008/09

This is a local Performance Indicator



Performance Indicator Information

Balanced Scorecard Target. Achieve targets for collecting customer demographic data for ethnicity (95%) and religion and faith (40%), during 2008/09.

Performance Report for 2007/08

This is a new target for 2008/09.

Direction of travel

Customer demographic data collected has increased slightly in quarter three, with 76% collected relating to ethnicity, this is still significantly below the 95% target. Data for Religion and Faith remained the same with 39%.

Performance had improved in quarter two with 75% of customer demographic data collected for ethnicity and 39% with regards to Religion and Faith. The data for Religion and Faith was very near to the target of 40%, however demographic data for ethnicity was still below the target of 95%.

Corrective Action Taken to Improve Performance

Business Strategy team to conduct briefing sessions with CHO staff regarding the 'getting to know our customer' procedure.

Data collection exercise currently being undertaken. Staff working out of hours to contact customers who have not responded to previous attempts to collect this data.

At present over 2000 visits to tenants have been made. Data collected will be input into the Northgate system by 31st March 2009. This will ensure the target is met and also allow us to deliver appropriate services to meet the needs of the customer.

Financial Implications

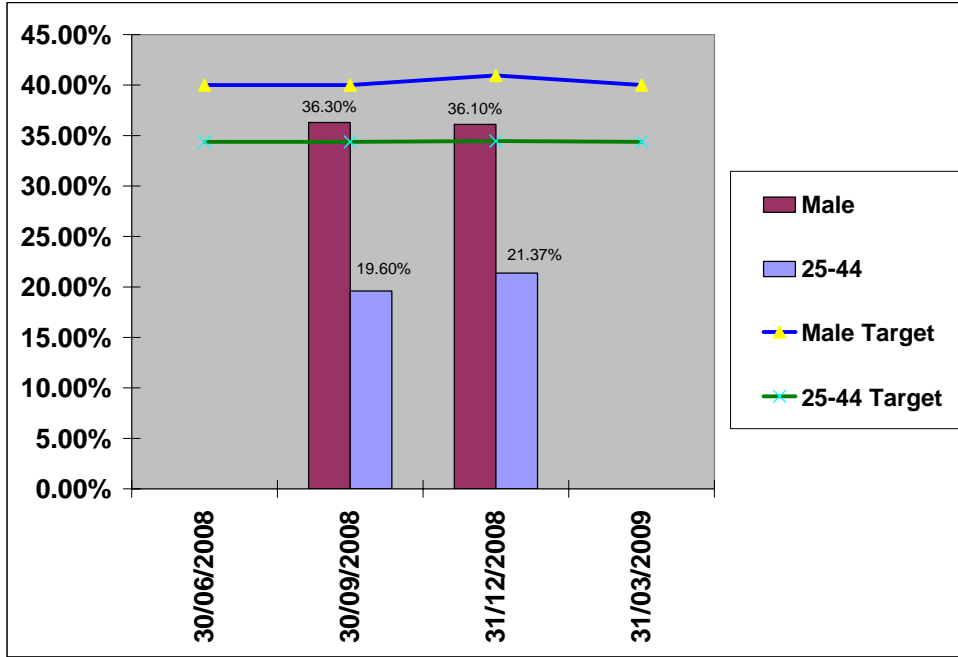
Not having this information may result in resources not being correctly targeted.

Responsible Officer

Sheila Breslin - Assistant Chief Executive and Director of Business

Making a Difference Volunteers

Good performance is above the target lines 40.95% & 34.45%



Performance Comparisons

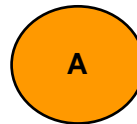
2007/08 performance against target

New Target for 2008/09

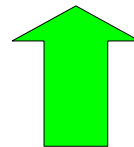
31/12/08 performance against benchmark (ALMO's)

This is a local Performance Indicator

31/12/08 performance against target



From 30/09/08 to 31/12/08 direction of travel



Performance Indicator Information

Balanced Scorecard Target. Make a difference involvement volunteers to be representative of the tenant and leaseholder population in terms of age, gender, ethnicity and disability by 31/03/09.

Performance Report for 2007/08

This is a new target for 2008/09.

Direction of travel

Again in quarter three the two main gaps remain the same. The Male 'Making a Difference Volunteers' have decreased slightly but are still within the 5% tolerance set and have therefore hit the target and are representative of the tenant and leaseholder population.

The aged 25-44 group of volunteers has increased since quarter two but has not yet achieved the target set.

It is important to note that the target is constantly changing due to the natural fluctuation in population.

Corrective Action Taken to Improve Performance

The tenant involvement team have been researching best practice for engaging with the under represented groups and expect to reach the target by year end.

The information from this research has been used to develop some targeted projects to increase the proportion of volunteers from these groups.

A promotional campaign targeted at the 25-44 age group is to be sent to all customers within this group in the form of a flyer to promote different ways to get involved that are quick and easy for tenants with little spare time and/or work constraints. All methods of involvement are being promoted with an emphasis on the 'Readers Panel' and 'Anti-social Behaviour Sounding Board'.

More detailed analysis of tenants and leaseholders attending events to compare with involvement volunteers data and identify any trends. Target under represented groups when carrying out training for mystery shoppers.

Financial Implications

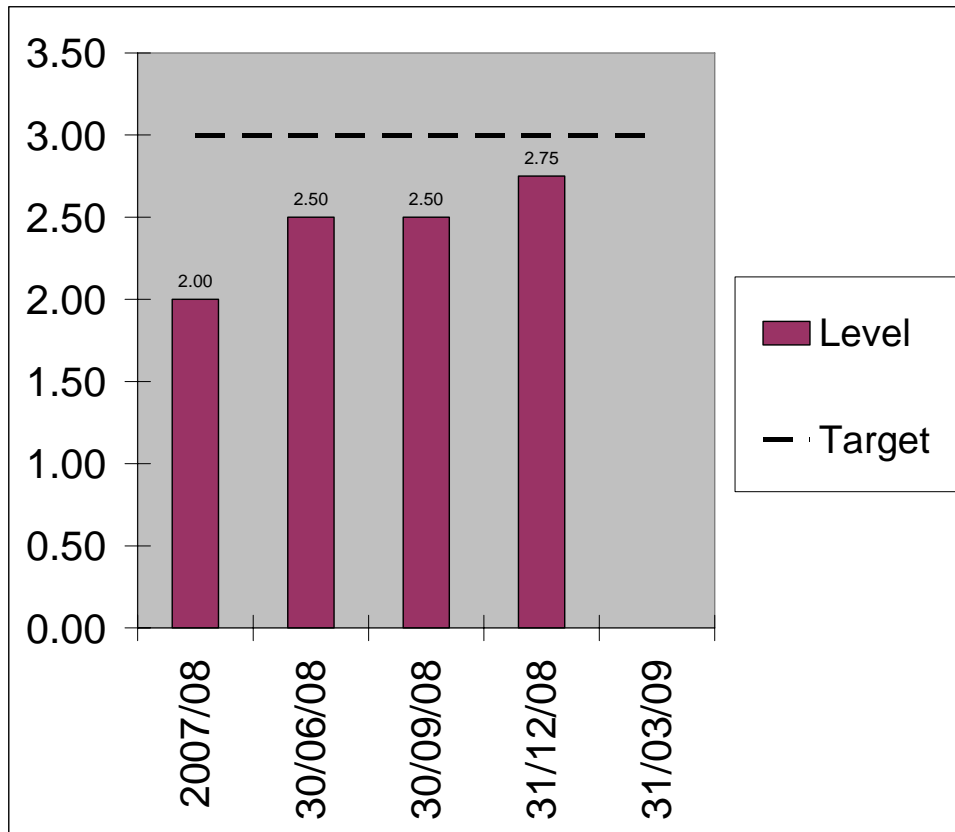
Not achieving this target would require a dedicated resource to carry out further work to ensure volunteers were representative.

Responsible Officer

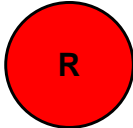

Sheila Breslin - Assistant Chief Executive and Director of Business

Level 3 Local Government Equality Standard

Good performance is above the target line of Level 3



Performance Comparisons

<p>2007/08 performance against target</p>	<p>31/12/08 performance against benchmark (ALMO's)</p>	<p>31/12/08 performance against target</p>	<p>From 30/09/08 to 31/12/08 direction of travel</p>
<p>New Target for 2008/09</p>	<p>This is a local Performance Indicator</p>		

Performance Indicator Information

Balanced Scorecard Target. Achieve Level 3 of the revised local government equality standard by 31/12/2008.

Performance Report for 2007/08

This is a new target for 2008/09.

Direction of travel

In quarter three, some progress has been made to achieving the target, although it has not been achieved by the set deadline of 31/12/2008.

Level 1 and 2 achieved as evidenced in progress report by 'DIALOG' consultant. Working towards level 3. Progress was slow in quarter two and below the target of achieving level 3 of the local government equality standard by 31/12/2008.

Corrective Action Taken to Improve Performance

Draft Self Assessment statement completed.

Renewed emphasis in completing identified gaps and gathering evidence.

Peer Assessment has been organised with Gateshead Housing Company and will take place in February 2009.

Results from the assessment to determine the way forward. Formal, external assessment to be arranged for March 2009.

Financial Implications

Peer Assessment and External Assessment may incur financial costs. To be determined.

Responsible Officer

Simone Doyle - Diversity Manager

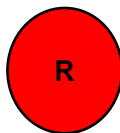
Tenant Satisfaction with opportunities for participation in management and decision making

Good performance is above the target line of 70%



Performance Comparisons

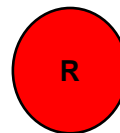
2007/08 performance against target



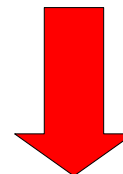
31/12/08 performance against benchmark (ALMO's)

Benchmarking Data unavailable until Q4

31/12/08 performance against target



From 2007/08 to 2008/09 direction of travel



Performance Indicator Information

Balanced Scorecard Target - Achieve 70% satisfaction with opportunities for participation in management and decision making by 31/03/09.

Performance Report for 2007/08

During 2007/08 the target was not achieved with 63.80% of tenants satisfied with opportunities for participation in management and decision making.

Direction of travel

This indicator is calculated from an annual tenant satisfaction survey using the STATUS methodology. In 2008/09 58.38% of tenants were satisfied with opportunities for participation in management and decision making. This is below the target of 70% and has shown a reduction in satisfaction compared to 2007/08. However, tenants who indicated levels of dissatisfaction remain low at 6.26%.

Corrective Action Taken to Improve Performance

Detailed analysis of the survey is being undertaken to identify factors which may contribute to the decrease in satisfaction. A report will be going to board once this analysis has been completed.

A specific Tenant Involvement customer survey is currently being carried out to provide further data to enable us to get a better understanding of the issues that underpin customer satisfaction with this service area.

As this indicator is based on an annual survey it will remain red for the year.

Financial Implications

Not applicable

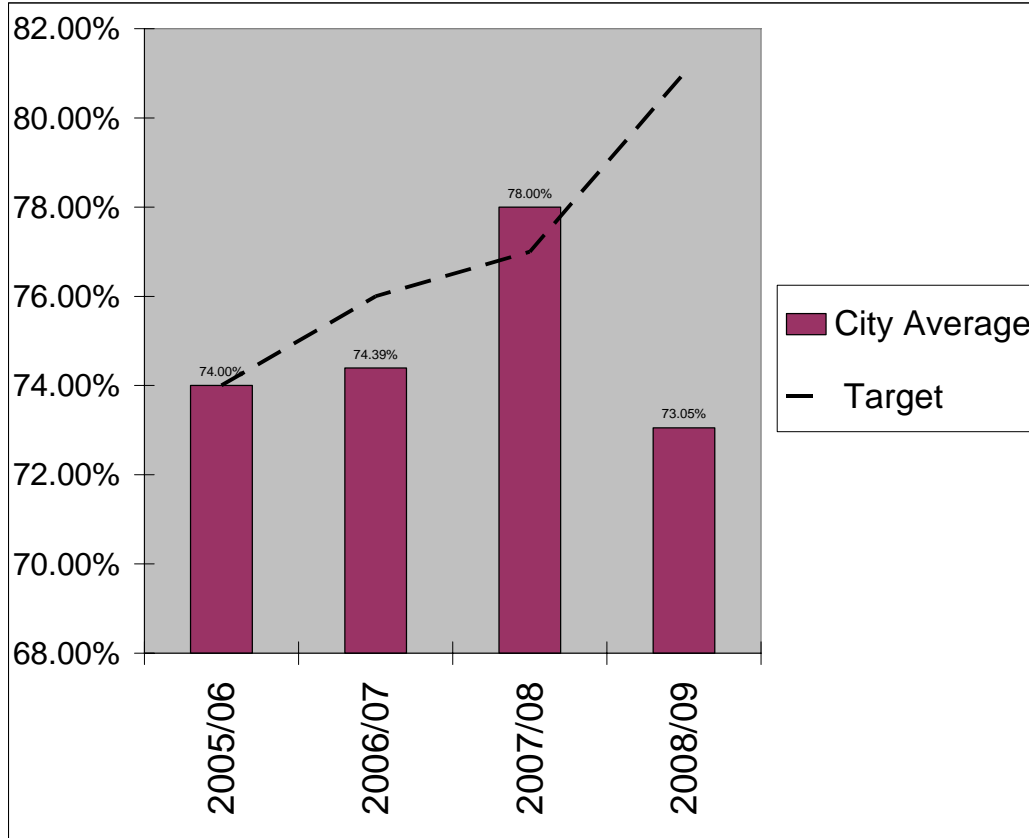
Responsible Officers

Sheila Breslin - Assistant Chief Executive and Director of Business

Neil Scott - Director of Tenancy Services

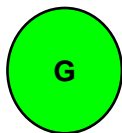
Tenant Satisfaction with the overall housing service

Good performance is above the target line of 81%



Performance Comparisons

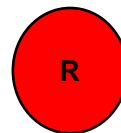
2007/08 performance against target



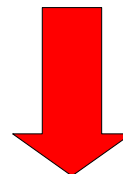
31/12/08 performance against benchmark (ALMO's)

Benchmarking Data unavailable until Q4

31/12/08 performance against target



From 2007/08 to 2008/09 direction of travel



Performance Indicator Information

National Indicator NI160. Balanced Scorecard target. Achieve 81% satisfaction with the overall housing service by 31/03/09.

Performance Report for 2007/08

During 2007/08 the target was achieved as 78.0% of tenants were satisfied with the overall housing service.

Direction of travel

This indicator is calculated from an annual tenant satisfaction survey using the STATUS methodology. In 2008/09 73.05% of tenants were satisfied with the overall housing service. This is below the target of 81% and has shown a reduction in satisfaction compared to 2007/08.

Corrective Action Taken to Improve Performance

Detailed analysis of the survey and benchmarking is being undertaken to identify factors which may contribute to the decrease in satisfaction. A report will be going to board once this analysis has been completed.

As this indicator is based on an annual survey it will remain red for the year.

Financial Implications

Not applicable

Responsible Officers

Sheila Breslin - Assistant Chief Executive and Director of Business

Neil Scott - Director of Tenancy Services

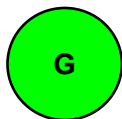
BME Satisfaction with the overall housing service

Good performance is above the target line of 81%



Performance Comparisons

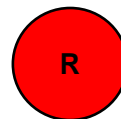
2007/08
performance
against target



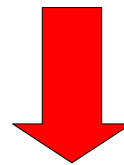
31/12/08
performance
against benchmark
(ALMO's)

Benchmarking Data
unavailable until
Q4

31/12/08
performance
against target



From 2007/08 to
2008/09
direction of
travel



Performance Indicator Information

Balanced Scorecard Target - Achieve 81% BME satisfaction with the overall housing service by 31/03/09.

Performance Report for 2007/08

During 2007/08 the target was achieved as 78.4% of BME tenants were satisfied with the overall housing service.

Direction of travel

This indicator is calculated from an annual tenant satisfaction survey using the STATUS methodology. In 2008/09 67.84% of BME tenants were satisfied with the overall housing service. This is below the target of 81%.

Corrective Action Taken to Improve Performance

Detailed analysis of the survey and benchmarking is being undertaken to identify factors which may contribute to the decrease in satisfaction. A report will be going to board once this analysis has been completed.

As this indicator is based on an annual survey it will remain red for the year.

Financial Implications

Not applicable

Responsible Officer

Sheila Breslin - Assistant Chief Executive and Director of Business

Neil Scott - Director of Tenancy Services