



**Gloucester City Homes
Board**

**Gloucester City Homes
Summary
Performance Report
March 2007**

EXECUTIVE SUMMARY

ASSET MANAGEMENT

Page	Indicator	Mar 06	Jun 06	Sep 06	Dec 06	Mar 07	Trend
Response repairs							
2.	GCH % of emergency repairs completed in target	▲	▲	▲	▲	▲	➔
2.	GCH % of urgent repairs completed in target	●	▲	▲	▲	▲	➔
2.	GCH % of routine repairs completed in target	●	●	●	●	●	➔
2.	GCH average time taken to complete non-urgent repairs	●	●	●	●	●	➔
2.	GCH emergency/urgent repairs as proportion of all repairs	●	No Target set				-
2.	GCH appointments kept as proportion of all made	●	▲	▲	▲	●	➔
-	Overall satisfaction with Response Repairs service	●	Due October 06		●	●	➔
-	GCH Proportion of repairs to planned expenditure	App. C.	Due June 07				-
Decent Homes							
4.	BV184a P'pn LA homes were non decent	●	Due March 07			●	➔
4.	BV184b % change non-decent LA homes	▲				▲	➔
-	GCH spend against repairs budget profile	See App. C.	Figures to be reported June 07				-
-	GCH spend against planned maintenance/decent homes budget profile						-
4.	BVPI63 Average SAP rating of LA dwellings	●	Due March 07			●	➔
Void management							
6.	BV212.05 Average time to re-let	▲	▲	▲	▲	▲	➔
6.	GCH rent loss due to empty properties as % of rent due	●	●	●	●	●	➔
Gas servicing							
8.	GCH % of gas services completed within anniversary	●	▲	▲	▲	▲	➔
8.	GCH Number of gas services missed	●	▲	▲	▲	▲	➔

ACCESS CUSTOMER CARE AND USER FOCUS							
Page	Indicator	Mar 06	Jun 06	Sep 06	Dec 06	Mar 07	Trend
10.	BVPI74 % tenant satisfaction		Report in Dec 06			STATUS survey next due Dec 2009	-
10.	BVPI74b % Black and ethnic – tenant satisfaction						-
10.	BVPI74c % Non black and ethnic – tenant satisfaction						-
9.	GCH increase satisfaction with response to complaint	Report Sep. 06			Due March 2007		
9.	GCH Overall satisfaction with dealing with tenants' problems at point of contact (%)	Report in Dec 06					
9.	GCH % of call resolved at first point of contact						
9.	GCH services provided on line						
9.	GCH % complaints dealt with within target		See Narrative				
EQUALITY AND DIVERSITY							
Customers							
10.	BV164 CRE code – rented housing						
10.	GCH BVPI 2 equality standard for local government						
Staff							
11.	GCH % BME staff employed						
11.	GCH % of female staff/all staff						
11.	GCH % of disabled staff employed – DDA definition						
11.	GCH % top 5% earners who are women						
11.	GCH % top 5% earners who are BME						
11.	GCH % top 5% earners who are disabled						

VALUE FOR MONEY EFFICIENCY AND EFFECTIVENESS

Page	Indicator	Mar 06	Jun 06	Sep 06	Dec 06	Mar 07	Trend
Housing Management							
-	GCH cost per property – housing management	Reported in June 06 Appendix C.		Figures to be reported June 07			-
-	GCH cost per property – maintenance						
-	GCH reduce expenditure on response repairs						
12.	GCH % invoices paid within 30 days						
-	GCH total cashable and non cashable efficiency savings made	Reported in June 06 Appendix C		Figures to be reported June 07			-
-	GCH amount of funding or investment drawn from cost cutting projects						
Staff							
14.	GCH working days lost to sickness per FTE						
14.	GCH % early retirement/staff in post						
14.	GCH % ill health retirement/staff in post						
INCOME MANAGEMENT							
17.	BVPI66a.05 % rent collected/rent owed						
17.	BVPI66b.05 % tenants > 7wks gross arrears						
17.	BVPI66c.05 % possession notices served						
17.	BVPI66d.05 % tenants evicted for arrears						
17.	GCH SPOs obtained			No Target			-
17.	GCH no. new accounts with no debt at 3 months		No Target			-	
17.	GCH current tenant rent arrears as % of rent due						
17.	GCH proportion of rent collected excl arrears b/f						
17.	GCH % tenants satisfied with arrears recovery process	Report in June 06	Status set Oct 06				
17.	GCH former tenant cash collected						
17.	GCH leaseholder service charges collected as % of charges due, including arrears b/f						
17.	GCH leaseholder service charge arrears as % of charges due						
18.	GCH Total Arrears written off	Not previously listed					-

RESIDENT INVOLVEMENT							
Page	Indicator	Mar 06	Jun 06	Sep 06	Dec 06	Mar 07	Trend
21.	BVPI75 satisfaction – participation		Report in Dec 06			STATUS survey next due Dec 2009	
21.	BVPI75(i) Satisfaction – participation BME						
21.	BVPI75(ii) Satisfaction – participation non-BME						
-	GCH % of people who feel they can influence decisions	Report in Dec 06					
-	GCH % of residents satisfied with the local area they live in						
TENANCY AND ESTATE MANAGEMENT							
Antisocial behaviour							
22.	GCH satisfaction – ASB service	Report in June 06.	Status set Oct 06			STATUS survey next due Dec 2009	
22.	GCH % of residents who feel safe – day						
22.	GCH % of residents who feel safe – after dark						
22.	GCH racial incidents						
22.	GCH percentage racist incidents taken further						
22.	GCH % of reported hate crimes resulting in further action						
22.	GCH % of reported domestic abuse resulting in further action						
Tenancy Management							
23.	GCH tenancies ending within six months of start date						
23.	GCH abandonments						
IMPROVING HUMAN RESOURCES							
24.	GCH number of staff voluntarily leaving employment						
24.	GCH % staff satisfied with GCH as an employer						
24.	GCH number of trainees/apprentices						
IMPROVING PERFORMANCE							
25.	GCH attaining Investors in People, yearly target						
25.	GCH attaining ISO 9001						
LEASEHOLDER SERVICES							
26.	GCH % leaseholders satisfied with service						

APPENDIX B

Gloucester City Homes Performance Report March 2007

ASSET MANAGEMENT

RESPONSE REPAIRS

Current position –Morrison's performance is measured on a cumulative basis and poor performance in the first quarter has adversely affected end of year performance.

Morrison exceeded the target for average time taken to complete non-urgent repairs whereby performance remains at 9 days, compared to the target of 11 days, and close to the House-mark top quartile of 8.25 days.

A key area of improvement has been the overall proportion of emergency/urgent jobs to all repairs. This peaked at 61.00% in June 2006 and has reduced to a cumulative 23.50% at the end of March 2007. The consequence of this trend is that a larger proportion of the response repairs budget can be directed at planned maintenance.

A total of five satisfaction surveys have been undertaken throughout 2006/07 and the overall trends compared to the first survey undertaken in April 2006 are as follows:

- Tenants satisfaction with the conduct of the workman, including protecting the home whilst repairs are undertaken, and leaving the home clean and tidy on completion of work remains high at an average of 85%.
- Satisfaction with contact with the call centre has increased from 79% in April and averages at 84% throughout the year.
- The effectiveness of the repair to resolve the problem and the quality of the job completed have increased but remain at an average of 78%.
- The areas of dissatisfaction are the arrangements for undertaking the repair and lack of completion within timescales. Both average at 73%

Morrison will focus on raising satisfaction with the appointment process and quality of finished jobs throughout 2007/08.

Remedial action – Morrison's action plan is reviewed monthly with the Director, to ensure that the continuous improvement is maintained during 2007/2008.

Timescales – Performance continues to improve but Morrison has not achieved all targets at year-end.

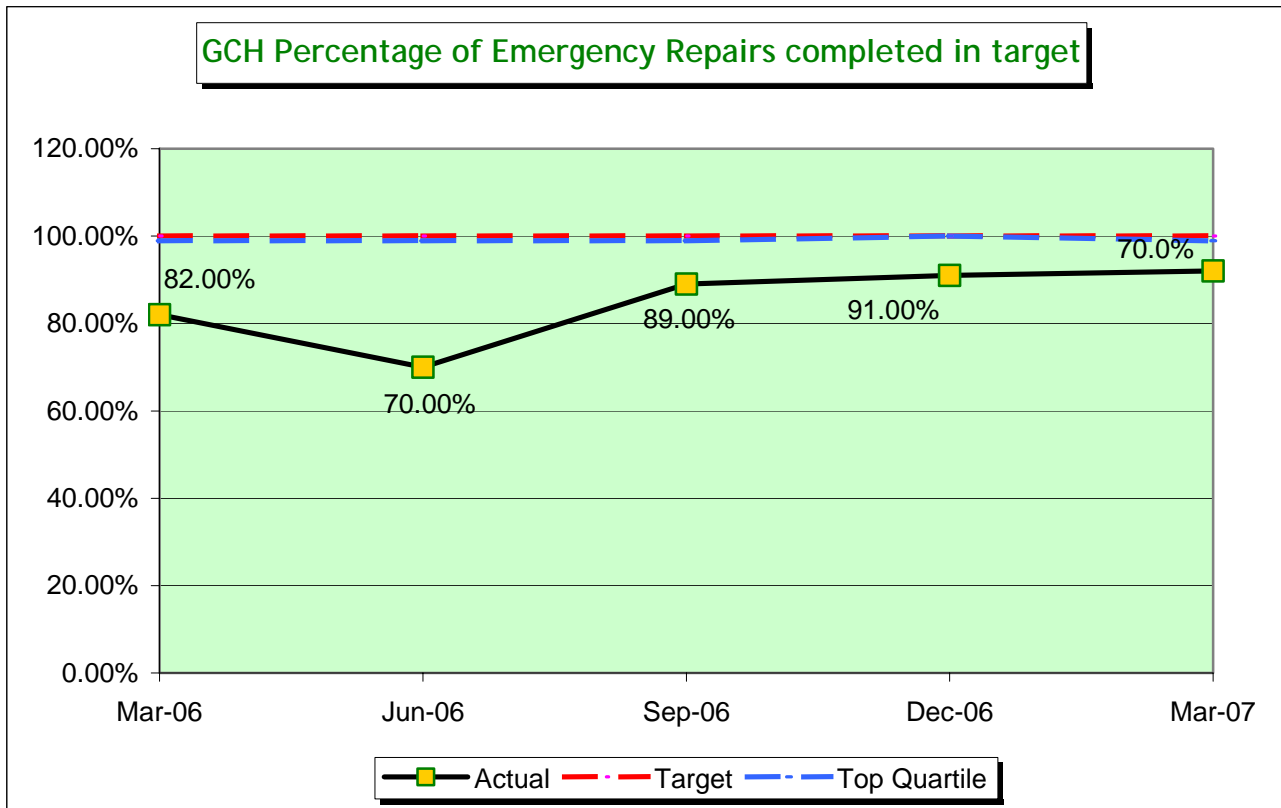
Responsibility – John Mann - Director of Asset Management

Table 1

Indicator	Mar 06	Sep 06	Mar 07	Target	Top Quartile	Status
GCH % of emergency repairs completed in target	82.00%	89.0%	92.0%	98.5%	98.55%	▲
GCH % of urgent repairs completed in target	96.00%	90.0%	93.13%	98.74%	98.64%	▲
GCH % of routine repairs completed in target	96.00%	96.0%	95.60%	96.65%	96.86%	●
GCH average time taken to complete non-urgent repairs	4.8 days	9.0 days	9.0 days	11.0 days	8.25 days	●
GCH emergency/urgent repairs as proportion of all repairs	29.00%	36.50%	23.50%	None	None	-
GCH appointments kept as proportion of all made	96.00%	80.0%	93.00%	96.00%	96.87%	●
Overall Satisfaction with Response Repairs Service (%)	83.80%	-	78.10%	Continuous Improvement		●

Tolerance: 5% of target

Chart 1a



ASSET MANAGEMENT

DECENT HOMES

Current position – The Asset Management structure is now established, with the two Investment Managers recruited in the third quarter and only 4 staff from a total of 11 are on temporary contracts.



The sap rating calculation has been changed for this year. The comparable figure against 2005/6 is an improvement to 70.8. The new rating using the SAP 2005 calculation criteria is 64.64. There are no comparisons or benchmark statistics available for this calculation yet.

Remedial Action – none

Timescales – none

Responsibility – John Mann - Director of Asset Management

Table 2

Indicator	Mar 06	Sep 06	Mar 07	Target	Top Quartile	Status
BV184a Proportion LA homes were non decent at 1 st April	67.68%	Due March 2007	73.50%	-	29.10%	
BV184b % change non-decent LA homes	3.43%		+7.56%	-8.00%	44.35%	
BVPI63 Average SAP rating of LA dwellings	70.30		70.80 64.64	68.00	69.05	-
Recommendation to appoint strategic partners is approved by 9 th Feb, as resolution of the procurement process					Complete	

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ASSET MANAGEMENT

VOID MANAGEMENT

Current position –Performance is measured on a cumulative basis and shows a dramatic decrease in the number of days a property is void from 54 days (Dec 05) under Gloucester City Council to 36 days (March 07) under GCH. There has been a drop of 12 days from March 2006.

Performance for the year is the lowest in four years for the City Council. However, the target has not been achieved and this is due to underperformance in quarter one and two of 2006/07.

In the third quarter GCH gained full control of the voids process and the fourth quarters' performance at 23.13 days demonstrates that GCH has maintained control.

New tenants remain dissatisfied with their experience, although the re-let standard was revised, based on their feedback. GCH working in partnership with Morrison are focusing resources on increasing satisfaction and thus the target for 2007/08 will remain at 23 days.



The percentage of rent loss due to voids at 0.99% has exceeded the target of 1.10% This has a positive impact on the Housing Revenue Account by minimising loss of income.

Remedial Action – GCH continue to project manage on a weekly basis voids performance.

Timescales – none

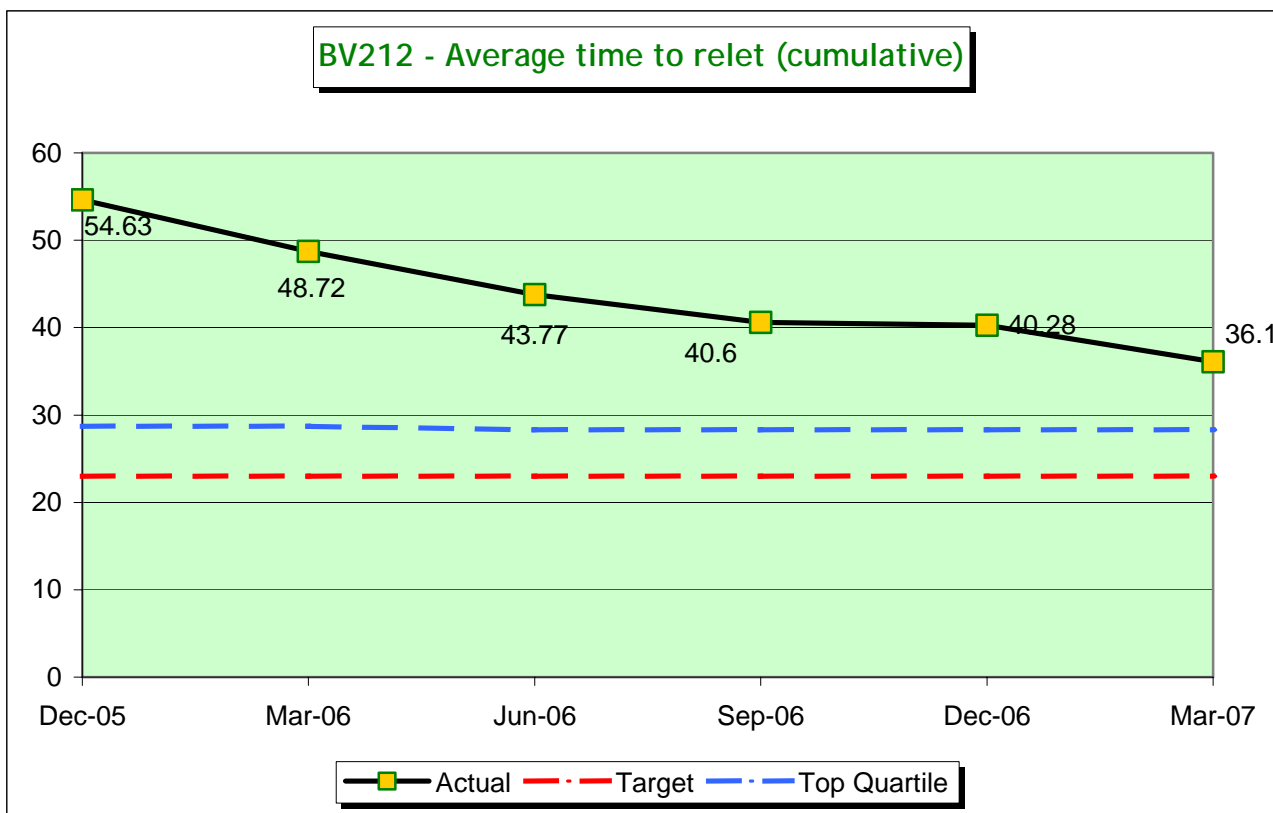
Responsibility – John Mann - Director of Asset Management

Table 3

Indicator	Mar 06	Sep 06	Mar 07	4th Quarter Target	Target	Top Quartile	Status
BV212 Average time to re-let	48.72 days	40.60 (38.07)	36.10	35 days	23 days	28.3 days	
GCH rent loss due to empty properties as % of rent due	1.36%	1.15%	0.99%	-	1.10%	1.10%	

Cumulative figures

Chart 3a



ASSET MANAGEMENT

GAS SERVICING

Current position – . For the whole year of 2006/07 at 31 March 2007, GCH had one gas service outstanding, which was completed within a week of the anniversary.

The improvements implemented in August between Morrison and GCH have been consistently maintained throughout the second half of the year.

A total of 73 anniversaries were missed throughout the year: the majority of those were due in the first and second quarter.

The Audit Commission at Inspection highly commended GCH performance and the processes utilised to ensure gas appliances are serviced. They were particularly impressed with GCH use of non - legal methods to obtain access. Only on two occasions has GCH had to resort to obtaining injunctions in order to gain access.


A customer satisfaction has been introduced on a quarterly basis. The first survey showed that 92% of tenants were satisfied gas servicing in their home.

Remedial Action – The dedicated manager is to continue to closely work with Morrison to ensure performance remains on track.

Timescales –none

Responsibility – John Mann - Director of Asset Management

Table 4

Indicator	Mar 06	Sep 06	Mar 07	Target	Top Quartile	Status
GCH % of gas services completed	99.80	100	99.98	99.60	99.60	

ACCESS, CUSTOMER CARE & USER FOCUS**COMPLAINTS & CUSTOMER SATISFACTION OVERALL**

Current situation –Performance in responding to complaints within target was mixed for the first nine months of the year; however the last quarters' performance exceeds the target.

For the year 2006/2007, Asset Management (30.09%), Neighbourhood Services (20.07%) and Morrison (33.43%) have the greatest number of complaints, whilst Neighbourhood Services have the largest proportion completed outside of target (22.72%).

Complaints are categorised by type and the predominant factor noted as the cause of complaint is 'Failure to provide a service'. This accounts for 159 complaints this year from a total of 329 (48.33%).

Morrison received the majority of complaints for the year: 110, which represents 33.43% of the total complaints received. The main reason was 'Failure to provide a service'. To put this into context, Morrison has completed 28,521 invoiced jobs this year.

Complainants are surveyed by phone monthly to determine their satisfaction with the response they received. This was highlighted as an issue through the Customer services survey and Kirklees Peer Review. Satisfaction is gradually increasing. All those expressing dissatisfaction are escalated to the Service Manager for immediate action.





The lower level of satisfaction with service delivery as a whole by those from BME background is being addressed through the STATUS survey action plan approved by the Board on the 4th April 2007.


Remedial Action – The action plan for the customer services survey is monitored by a cross-organisational working group to ensure implementation

Timescales – Subject to weekly review at the Performance Improvement Group Managers Meeting.

Responsibility – Norman Thomas - Housing Services Manager

Table 5

Indicator	Mar 06	Sep 06	Mar 07	Target	Top Quartile	Status
BVPI74 Satisfaction – tenants overall (%)	63.80	63.80	75	70.00	80.00	-
BVPI74b Satisfaction – BME tenants overall (%)	-	-	69	70.00	75.25	-
BVPI74c Satisfaction – Non-BME tenants overall (%)	-	-	75	70.00	79.58	-
GCH Satisfaction with response to complaint (%)	-	42.00	37.50	To continually improve		
GCH Overall satisfaction with dealing with tenants' problems at point of contact (%)	-	-	76.92			
GCH % of call resolved at first point of contact (%)	90.72	71.92	69.55	80.00	None	
GCH services provided on line (%)	100.0	100.0	100.0	100.0	100.0	

Complaints Breakdown	Jan 07	Feb 07	Mar 07	To Date	Last Year	Target	Status
GCH % complaints dealt with within target	97.37	100.0	100.0	86.32	87.84	95.00	

EQUALITY & DIVERSITY

CUSTOMERS

Current position – Gloucester City Homes has developed an action plan to implement the new CRE code for Housing and currently meets level 1 of the generic Equality Standard.

The suite of customer satisfaction survey demographics are analysed once three surveys have been completed.

GCH identified that people with disabilities are underrepresented in the repairs survey and young people are the least satisfied with service delivery overall. Both issues are being addressed through the STATUS survey action plan, which was approved by the Board on 4th April 2007.



Tenants from a Black / Black mixed race background are over represented consistently in the Income Management survey. GCH, as part of the Income Management project plan, is working with specialist agencies to determine any factors predisposing those tenants falling into serious rent arrears.

Remedial Action – None.

Timescales – Level 2 of the Equality Standard target is to be achieved in September 2007 and Level 3 by March 2008.

Responsibility – Laura King - Performance and Business Development Manager

Table 6

Indicator	Mar 06	Sep 06	Mar 07	Target	Top Quartile	Status
BV164 CRE code – rented housing	YES	YES	YES	YES	YES	
GCH BVPI 2 equality standard for local government	1	1	1	2	2	

EQUALITY & DIVERSITY

STAFF

Current position – Gloucester City Homes is exceeding top quartile performance in the employment of BME, female and disabled staff as detailed in table 7.

The top 5% of earners refers to the Chief Executive, the Director of Housing, the Director of Asset Management and the Finance Manager positions.

Remedial Action – Gloucester City Homes is developing a range of opportunities for staff to develop and progress within the organisation. Specifically we are developing management training and development programmes for staff to encourage and support underrepresented staff in senior management posts.

Timescales – The management development programme will be fully implemented by July 2007.

Responsibility – Anita Pope - Human Resources Manager

Table 7

Indicator	Mar 06	Sep 06	Mar 07	Target	Top Quartile	Status
GCH % BME staff employed	8.11%	8.11%	6.98%	4.60%	4.60%	
GCH % of female staff/all staff	78.4%	78.4%	4	67.00	None	★ ★
GCH % of disabled staff employed – DDA definition	6.40%	6.40%	9.30%	3.73%	3.73%	★
GCH % top 5% earners who are women	33.00	33.00	25.00	40.23	40.23	★
GCH % top 5% earners who are BME	0.00%	0.00%	0.00%	3.48%	3.48%	▲
GCH % top 5% earners who are disabled	0.00%	0.00%	50.0%	None	None	★

VALUE FOR MONEY, EFFICIENCY & EFFECTIVENESS

INVOICES

Current situation – Performance is measured on a cumulative basis and is adversely affected by underperformance in the first and third quarter. Thus the target has not been achieved.

There were 2 main reasons for this:

- A new member of staff has been employed. This officer had to be trained and this has had an impact on the team workload. This new officer was not fully aware of the entire procedure and so some invoices that are recorded as late should have been put into a 'disputed' status.
- Secondly, invoices from agencies for temporary staff need specific detailed checks involving several layers of management, which can lead to delays.

Although the issues surrounding the addressing of invoices (as previously reported) has now been resolved, poor performance earlier in the year means that top quartile performance was not achieved overall for the financial year.


This indicator for 2006/07 has a nil tolerance for variance to target. To bring this in line with other indicators a 5% tolerance will be applied in 2007/08.

Remedial Action – The process of certification of invoices has been reviewed and a new procedure commenced on Monday 29th January 2007.

Timescales – The new procedure would not be effective for several weeks and so performance is unlikely to improve short term. Performance cannot reach top quartile until the first quarter of 2007/08.

Responsibility – Robert Wharton - Finance Director

Table 8

Indicator	Mar 06	Sep 06	Mar 07	Target	Top Quartile	Status
GCH % invoices paid within 30 days	92.19	91.69	85.80	95.97	95.97	

VALUE FOR MONEY, EFFICIENCY & EFFECTIVENESS

STAFF

Current Position – All revised processes and procedures are in place and embedded in the organisation. All external agencies commissioned to assist with absence management have been streamlined and are working efficiently with the company.

GCH has sought expert advice from other three-star ALMOs for best practice in this service area and they confirm that the current trend in sickness is quite normal for an organisation undergoing significant change. The most frequently occurring reasons for sickness are stress related, which is to be expected.

Remedial Action – To continue to ensure the support mechanisms are in place for those employees suffering stress related illness and that all sickness continues to be monitored closely.

Timescales – The end of year target for working days lost to sickness will not be achieved.

Responsibility – Anita Pope - Human Resources Manager

Table 9




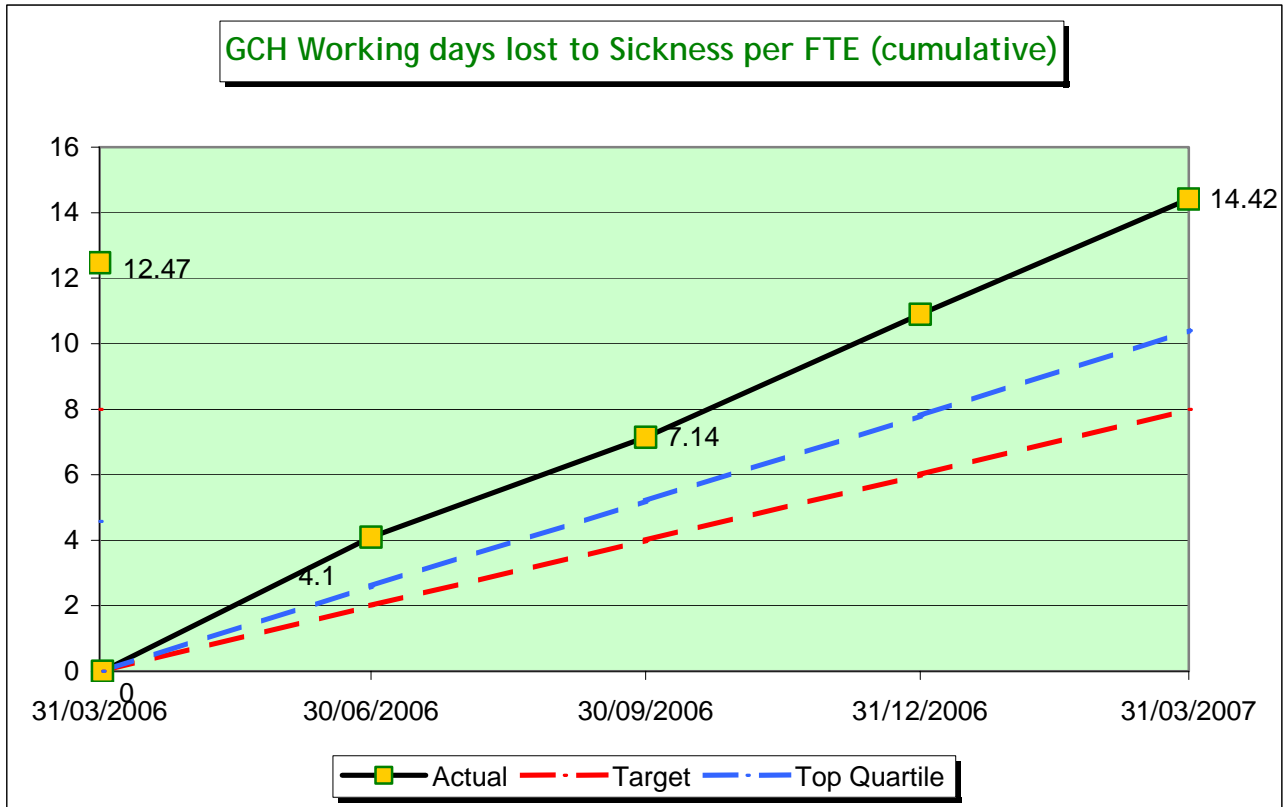
Indicator	Mar 06	Sep 06	Mar 07	Target	Top Quartile	Status
GCH working days lost to sickness per FTE	12.47 days	7.14 days	14.42 days	8.00 days	10.4 days	
GCH working days lost to short term sickness per FTE	na	na	5.77 days			
GCH working days lost to long term sickness per FTE	na	na	8.65 days			
GCH % early retirement/staff in post	0	0	3.64%	None	None	
GCH % ill health retirement/staff in post	0	0	0.00	None	None	

Chart 9a



INCOME MANAGEMENT

Current Situation – Performance throughout the year has dramatically improved and several precedents have been set as follows:

- In February for the first time the arrears rose only marginally following the previous month which had a rent free week.
- The arrears figure for the first time in four years reduced in March 2007. This reversed the trend of arrears increasing at the end of the year.

At year-end, the total arrears owed was **£270,759**, which is the **lowest figure in 4 years** for the same period.

The reduction over the year has been £89,262, which is the **greatest reduction since 2003-2004**.

The original target of £244,000 was not met but the revised target of £285,000 was exceeded.

In relation to the Housemark benchmark indicators for income management, GCH end of year performance for “current tenant rent arrears as a percentage of rent due” is 1.94%. This compares to top quartile performance for ALMOs, which stands at 2.01% for the 2005-2006 financial year.

Similarly, GCH has performed well on the “proportion of rent collected excluding arrears brought forward” with 100.18% compared to top quartile for ALMOs at 100.48%.

BVPI 66a: The percentage of rent collected from rent due in 2006/7 is 97.84%. This compares less favourably with top quartile performance for ALMOs and District Councils

The Former Tenants cash collected continued to rise, with an increase of £5500 over the year. The target for March 2007 was not quite achieved, falling £ 800 short. However performance was within the tolerance level of 5%.

Performance in relation to Former Tenant Arrears as a percentage of the rent roll increased slightly in 2006/07 from 1.12% in March 2006, to 1.17% in March 2007. This compares favourably to ALMO top quartile in 2005/-6 of 1.38%.

Satisfaction with the income management service:

Three satisfaction surveys have been undertaken with tenants owing over £250. Overall satisfaction with the service has risen to 89%. In the light of consistent high levels of satisfaction the survey frequency will reduce from quarterly to six monthly. As a result of feedback from tenants GCH will be piloting extended opening hours on a Saturday morning.

Tenants continue to be very satisfied with the range of payment options (95%) and the format of the rent statements (87%)

Leaseholder service charges debt continues to exceed the target at year-end.

Remedial Action – The whole organisation will continue supporting the arrears team and holding monthly arrears blitzes which have proven successful in targeting collectable large debt.

Timescales – The revised target of £285,000 was exceeded.

Responsibility – **Sam Chambers - Interim Income Management Manager**

Table 10












Indicator	Mar 06	Dec 06	Mar 07	Target	Top Quartile	Status
BVPI66a.05 % rent collected/rent owed	97.87%	96.02%	97.84%	98.42%	98.42%	
BVPI66b.05 % tenants > 7wks gross arrears	5.28%	5.03%	4.63%	4.62%	4.31%	
BVPI66c.05 % possession notices served	51.31%	11.95%	17.27% (232/1343)	10.23%	20.40%	
BVPI66d.05 % tenants evicted for arrears	0.54%	0.35%	0.40% (18)	0.08%	0.26%	
GCH SPO's obtained Measure changed to % of those in arrears year to date	96	2.66%	4.91% (66/1343)	No Target		-
GCH no. new accounts with no debt at 3 months	59	161/338 (47.63%)	230/492 (46.75%)	No Target		-
GCH current tenant rent arrears as % of rent due	2.36%	2.42%	1.94%	1.90%	2.01%	
GCH proportion of rent collected excl. arrears brought forward	99.84%	99.09%	100.18%	100.1%	100.48%	
GCH % tenants satisfied with arrears recovery process	£43661	77.00%	89.00%	Improve on previous figure		- 
GCH former tenant cash collected	84.00%	£34,263	£49,179	£50,000	None	
GCH leaseholder service charges collected as % of charges due, including arrears brought forward	88.15%	80.20%	92.75%	92.0%	None	
GCH leaseholder service charge arrears as % of charges due	-	2.25%	1.90%	10.0%	None	
Total arrears written off	£113,295	£37,380	£94,704	£95,000	None	

Table 10a: Current Rent Arrears by month

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2005/06	295,324	248,444	270,659	285,917	270,065	288,671	269,910	307,458	355,207	316,446	321,673	328,374
	357,069	310,066	335,495	303,949	321,676	318,644	308,258	304,878	337,604	282,111	285,899	270,759
Target 2006/07	325,278	317,889	310,500	303,111	295,722	288,333	280,944	273,556	266,167	258,778	251,389	244,000

Chart 10a

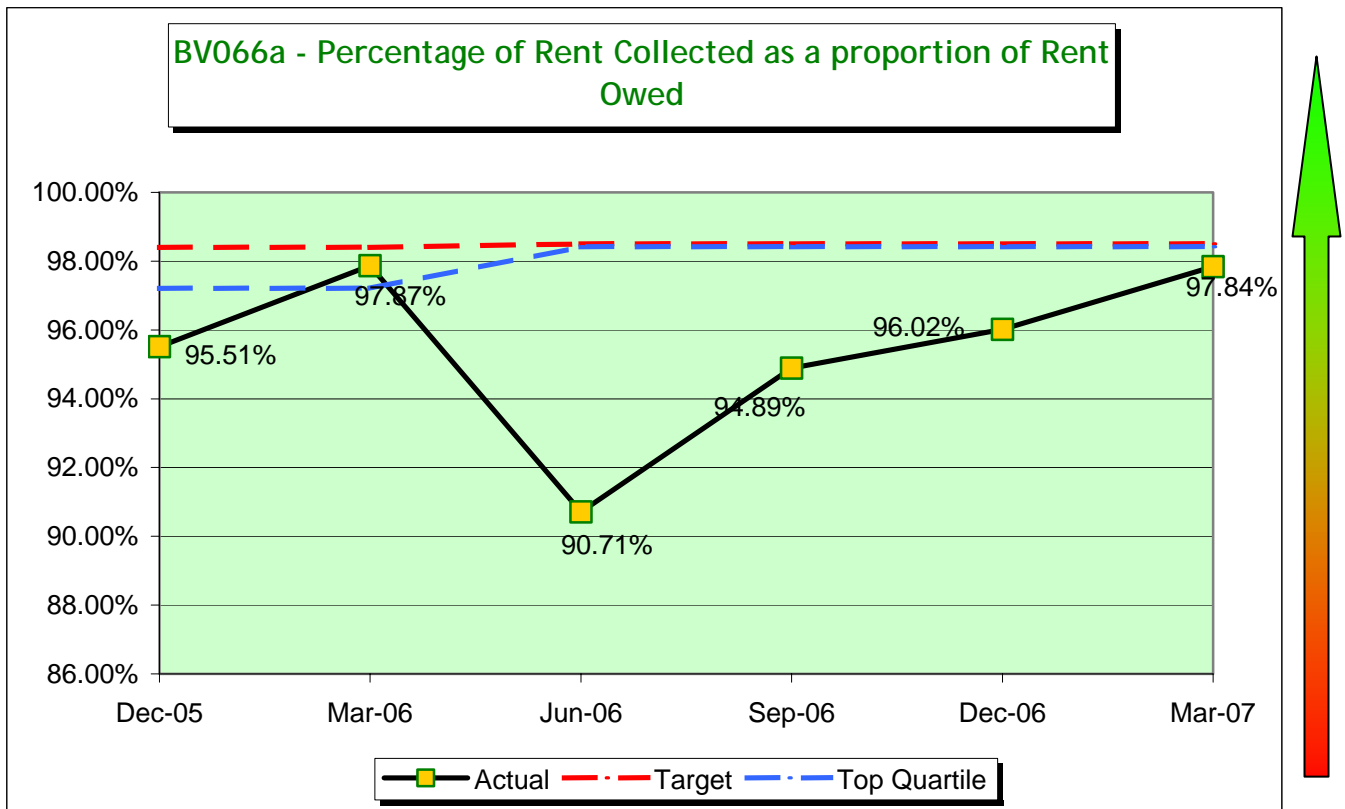


Chart 10b

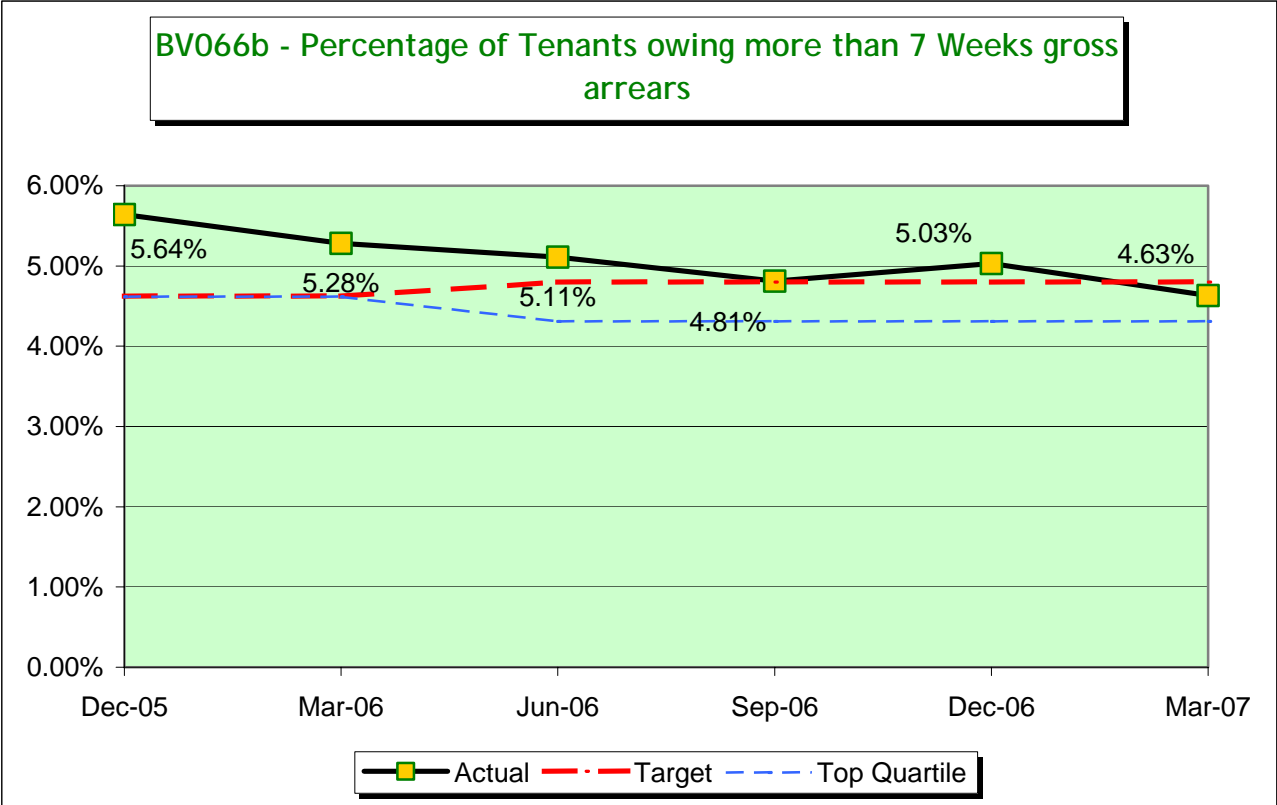


Chart 10c

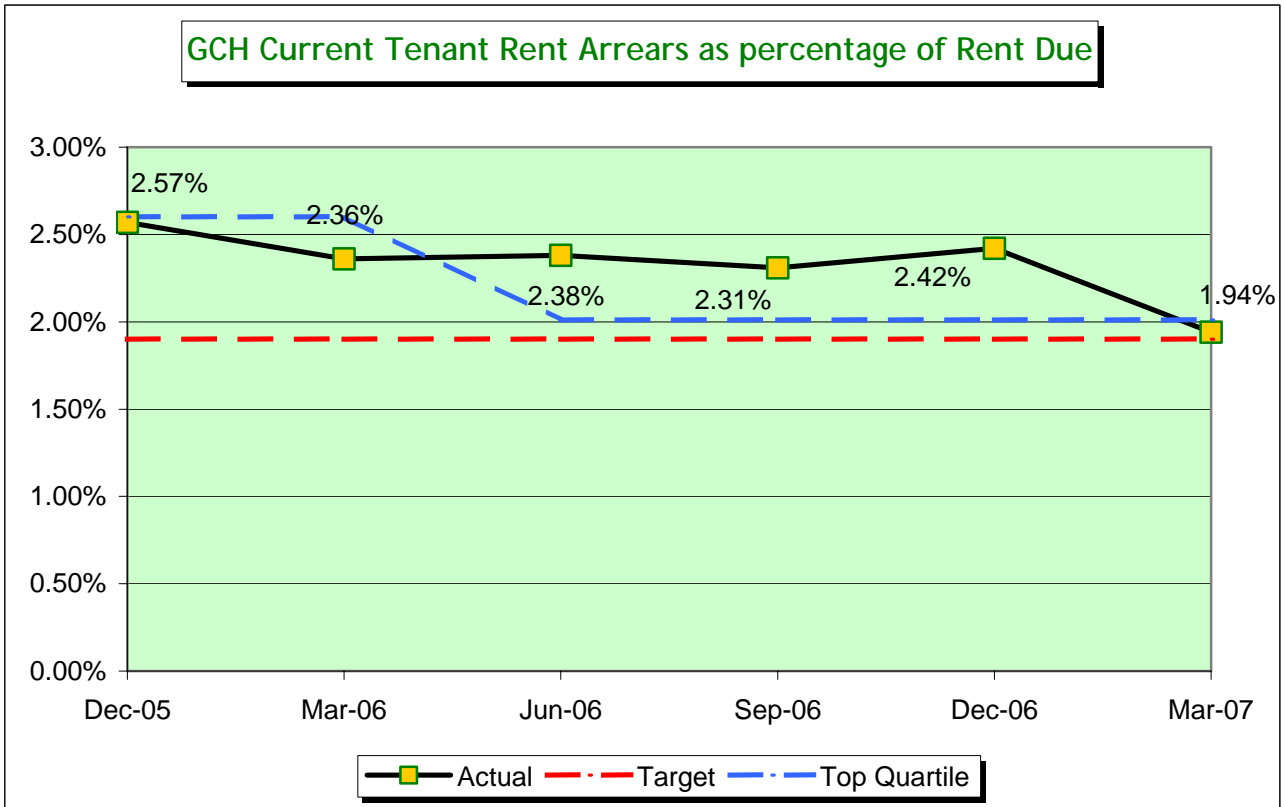


Chart 10d

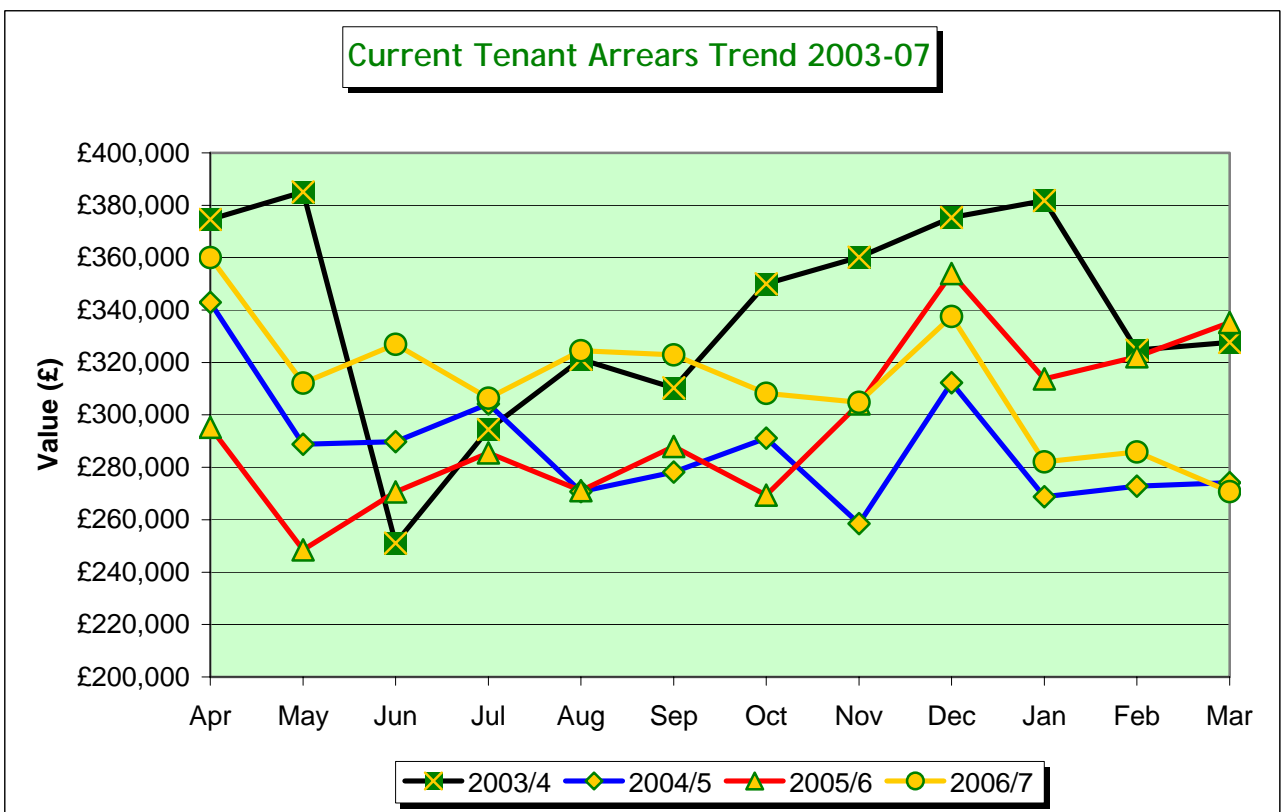


Chart 10e

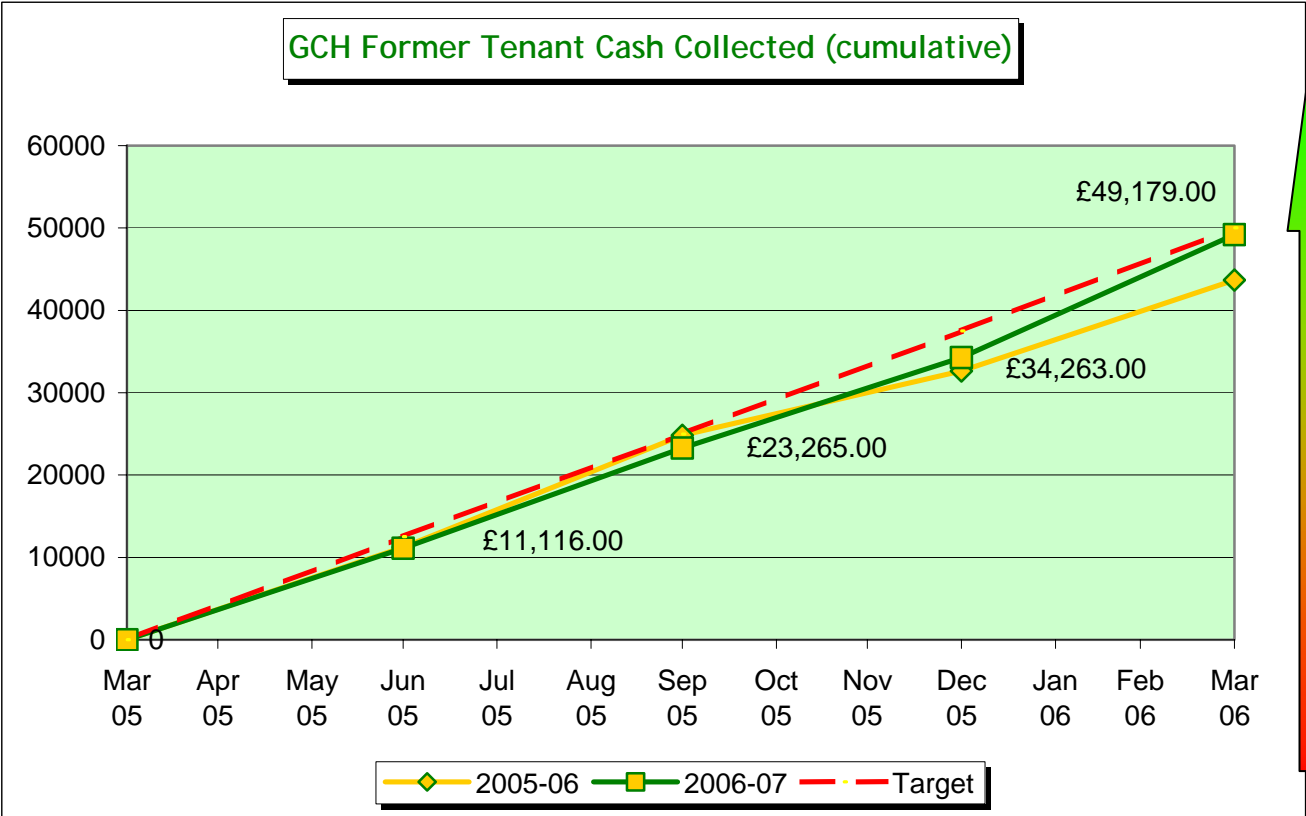
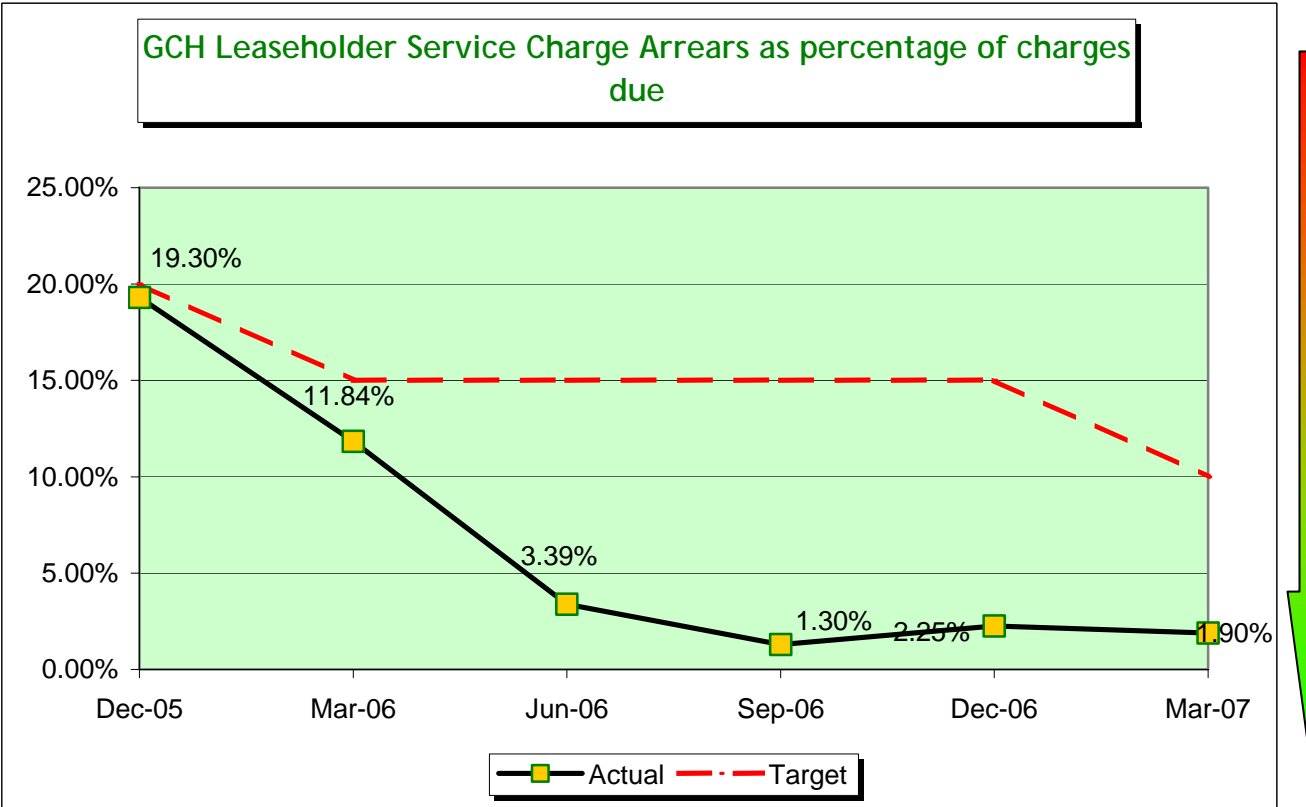


Chart 10f



RESIDENT INVOLVEMENT

Current Situation –In the first year of operations for GCH the STATUS survey was undertaken. The survey was sent to all tenants and the following questions were asked:

<ul style="list-style-type: none"> 85% of respondents consider their views are taken into account when GCH is making decisions 	<ul style="list-style-type: none"> 82% of respondents consider GCH good at keeping them informed of things that may affect them as a tenant
<ul style="list-style-type: none"> 57% had heard of the Tenant Participation Compacts 	<ul style="list-style-type: none"> 77% are satisfied with the locally agreed Tenant Participation Compact.

All staff are responsible for encouraging resident involvement, however a dedicated team has been established. The team has expanded from one officer under GCC to three officers under GCH. This has resulted in the following developments with Gloucester:

- Establishment of two Partnerships in Matson and Barnwood
- Repairs & Maintenance Customer Panel
- Establishment of a series of focus groups related to service delivery
- Establishment of a Customer Forum whose role is to scrutinise GCH operations.

The range of methods available to tenants to participate has quadrupled since inception of the ALMO with tenants working with staff to design service standards, contract specifications and feeding into the service improvement process via customer satisfaction surveys and complaints process.

The ALMO was completely restructured to enable staff to focus on the three tenants' priorities of quality repairs service, staff visibility on estates and dealing with ASB. The tenants three priorities derived from the 2006 STATUS survey are now :




- Quality home
- Quality repairs service
- Tackling ASB

Remedial Action –An action plan to address under representation has been approved by the Board as the STATUS survey action plan on the 4/4/07.

Timescales none

Responsibility – Laura King - Performance and Business Development Manager

Table 11

Indicator	Mar 06	Sep 06	Mar 07	Target	Top Quartile	Status
BVPI75a Satisfaction – participation	63.20	Due Dec 06	67	65.00	70.03	
BVPI75b Satisfaction – participation BME	68.00		55	65.00	76.00	
BVPI75c Satisfaction – participation non-BME	62.40		68	65.00	80.50	

TENANCY & ESTATE MANAGEMENT

ANTISOCIAL BEHAVIOUR

Current Position –The further action performance has not met target. Several victims have chosen to report incidents but do not wish GCH to act further on the information.

GCH focuses more on building relationships with partner agencies and to do more preventative work within communities. GCH aims to act swiftly to tailor support to those people experiencing ASB.

Building relationships:

Agreements and partnership working with:

- Mental Health Services
- Adult Protection Team
- Gloucestershire Domestic Violence Support and Advocacy Project

Preventative actions include:

- 'Face the People' event in Matson
- Joint street 'surgeries' on a regular basis in partnership with the Police in Coney Hill
- Work with other agencies and young people in Matson to divert energy away from ASB to more productive activity
- Preventative and first stage intervention work with the Police, particularly in Coney Hill








GCH are unable to benchmark satisfaction with the ASB service and will strive for continuous improvement.

Remedial Action – To continue to develop the relationships with our multi-agency partners.

Timescales –

Responsibility – Norman Thomas - Housing Services Manager

Table 12

Indicator	Mar 06	Sep 06	Mar 07	Target	Top Quartile	Status
GCH satisfaction – ASB service	-	87.0%	51%	-		
GCH % of residents who feel safe – day	-	Due October 2006	78%	75.0%	Continually Improve	
GCH % of residents who feel safe – after dark	-		54%	32.0%		
GCH racial incidents	1	3	4	No target	None	
GCH percentage racist incidents taken further	0	100%	75.0%	100%	None	
GCH % of reported hate crimes resulting in further action	0	100%	60.0%	100%	None	
GCH % of reported domestic abuse resulting in further action	0	60.0%	61.54%	100%	None	

TENANCY & ESTATE MANAGEMENT

TENANCY MANAGEMENT

Current Situation – Both indicators are reported on a cumulative basis.



On analysis of the tenancies ending within 6 months, there are a wide range of reasons, with the predominant one being a change in the tenants family circumstances. These reasons are regularly reviewed jointly with the Housing Needs team of the City Council in order to track tenants who may be vulnerable and thus have difficulties in sustaining a tenancy. All tenancies ending for year to date are distributed across the City.

Remedial Action – continue to monitor reasons for ending of tenancies.

Timescales – The trend in increase of tenancies ending within six months will reduce

Responsibility – Norman Thomas - Housing Services Manager

Table 13

Indicator	Mar 06	Sep 06	Mar 07	Target	Top Quartile	Status
GCH tenancies ending within six months of start date	45	11	33 (6.71%)	None	None	
GCH abandonments	0.87%	1.43%	8 (2.02%)	None	None	

Tenancies ending within six months is based upon all tenancies ending within the quarter, which have tenancy start dates within six months.

Figures are shown both numerically and proportionately at the request of the Client.

IMPROVING HUMAN RESOURCES




Current Position – The staff survey findings and action plan was approved by the Board in July 2006, and a follow up survey was carried out at the Staff Conference in October 2006. The key findings were around performance management which have been addressed through the implementation of the performance management framework. This has been validated by the IIP audit.

Remedial Action – The staff survey action plan is being implemented.

Timescales – A further staff survey will be undertaken in May / June 2007 and a comparison with the first survey, in terms of addressing weaknesses and effectiveness of the action plan, will be reported in July 2007.

Responsibility – Anita Pope - Human Resources Manager

Table 14

Indicator	Mar 06	Sep 06	Mar 07	Target	Top Quartile	Status
GCH number of staff voluntarily leaving employment	4	3	4	No data	No data	
GCH % staff satisfied with GCH as an employer	-	79.0%	79.0%	No data	No data	
GCH number of trainees/apprentices	1	2	2	6	No data	

Cumulative figures.

IMPROVING PERFORMANCE



Current Position – GCH was inspected for IIP in November 2006 and for ISO9001 in December 2006 and achieved accreditation for both.

Remedial Action – An action plan has been produced to address the inspectors' recommendations and is currently being implemented.

Timescales – A further ISO 9001 inspection will take place in June 2007

Responsibility – Anita Pope - Human Resources Manager; Laura King - Performance and Business Development Manager

Table 15

Indicator	Mar 06	Sep 06	Mar 07	Target	Top Quartile	Status
GCH attaining Investors in People, yearly target	YES	YES	YES	YES	YES	
GCH attaining ISO 9001	YES	YES	YES	YES	YES	

LEASEHOLDER SERVICES

Current Position – The annual leaseholder survey was been completed, with a disappointing satisfaction level of 69%. A focus group was held in June with leaseholders to explore how we can improve the service. This event was well attended and participants were very clear that they felt the service was well run and could not be improved.

A further satisfaction survey was conducted in March 2007 and satisfaction levels have improved to 80.00%

Remedial Action – none

Timescales – The next round of satisfaction surveys will be undertaken in May 2007.

Table 16

Indicator	Mar 06	Sep 06	Mar 07	Target	Top Quartile	Status
GCH leaseholders satisfied with service	80.00	69.00	80.00	80.00	No data	