The Highland Council

Finance Housing and Resources Committee - 5 June 2013

Agenda Item	13.b
Report	FHR/
No	77/13

Housing and Property Services Performance Report - 1 April 2012 to 31 March 2013

Report by the Depute Chief Executive/Director of Housing and Property

Summary

This report provides information on how the Housing and Property Service performed in relation to Statutory Performance Indicators during the final quarter of 2012/2013. It also contains recommendations in relation to future reporting of housing performance indicators to meet the requirements of the Scottish Social Housing Charter.

1. Background

- 1.1 The Local Government Act 1992 introduced a requirement on local authorities to publish certain performance information on an annual basis. The information is intended to demonstrate how a particular council is performing in terms of efficiency, economy and effectiveness. The statutory performance indicators are defined each year by the Accounts Commission and must be audited prior to publication.
- 1.2 The following report looks at quarterly performance for Statutory Performance Indicators on Housing and Property up to March 2013, and details performance on the following activities:

Re-letting Empty Homes

- % of rent loss due to voids
- % of properties re-let within 2 to 4 weeks and more than 4 weeks

Repairs

% of repairs that were completed within 24 hours, 3 days and 20 days

Rent Arrears

- % of current tenants with arrears over £250 and more than 13 weeks rent arrears as a % of net rent due
- the proportion of those tenants giving up their tenancy during the year that were in rent arrears
- the average debt owed by tenants leaving in arrears, as a proportion of the average weekly rent
- the proportion of arrears owed by former tenants that was either written off or collected during the year

Homelessness

- The number of households assessed as homeless during the year
- The percentage of decision notifications issued within 28 days of initial presentation.
- The percentage of homeless applicants who are housed

- The percentage of cases reassessed as homeless or potentially homeless within 12 months of previous case being completed.
- The proportion of those provided with permanent accommodation in council stock who maintained their tenancy for at least 12 months.
- 1.3 Progress in relation to the Scottish Housing Quality Standard is also a statutory indicator. Progress is reported annually in September.
- 1.4 In addition to the housing indicators the Service is required to report annually on the following Property indicators.
 - Public Access
 - Properties that are in a satisfactory condition
 - Properties that are suitable for current use.
- **1.5 Staff Absence:** The Service reports on staff absence and actions taken to address attendance issues.

2. Re-Letting Empty Homes

- 2.1 Statutory performance indicators for void management relate to both rent loss due to voids and to the proportion of voids which are re-let within specified time periods.
- 2.2 Table 1 presents details of performance for the percentage of rent loss due to voids and performance on all properties re-let within the time bands.

Table 1: % of Rent Loss due to Voids and Properties re-let within specified timescales (Year to Date)

RE-		2010	/11			201	1/12				2012/	13	
LETTING EMPTY HOMES	Qtr 1	Qtr 2	Qtr 3	Qtr4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Target March 2013
% of rent loss due to voids	1.6	1.8	1.8	1.8	1.8	1.8	1.9	2.1	2.1	2.2	2.1	2.0	1.6
% of properties let within 2 weeks	12.2	19.5	18.0	17.9	15.3	17.9	15.4	13.8	11.1	9.8	11.6	11.8	20
% of properties let within 2/4 weeks	38.4	35.6	36.2	34.2	35.4	36.8	34.0	31.0	29.6	34.0	33.1	32.3	40
% of properties let within 5/8 weeks	39.2	36.0	36.7	37.8	44.9	39.9	37.0	36.7	33.9	37.9	37.6	38.4	35
% of properties let within 9/16 weeks	10.2	8.8	7.7	9.2	3.7	5.0	11.9	15.2	21.1	16.9	15.9	15.9	5
% more than 16 weeks	0.0	0.1	0.2	0.9	0.7	0.4	1.7	3.3	4.3	1.4	1.8	1.6	0
Average time to re-let houses (days)	37.2	29.9	30.9	32.8	30.4	30	35	39	41	39	39	38	28

2.3 Performance on voids is improving although indicators are below the target levels. Relevant staff across the Service are prioritising work to improve performance on void management in order to establish more significant improvements in the current year.

3. Repairs

- 3.1 Statutory performance indicators for repairs relate to the percentage of repairs completed within target timescales.
- 3.2 Table 2 details performance for Repairs Completed within 24 hours, 3 Days and 20 Days:

REPAIRS 2010/11 2011/12 2012/13 % of repairs Qtr Qtr 4 Target March Qtr completed 2013 Emergency (24 97.7 96 96 96.5 96.5 97.4 97.6 96 96 96 96 97.5 96 hours) High Priority (3 86 85 85 85 86 87 89.1 89.5 90.4 91.9 91.8 90.9 88 days)

86.9

88.2

91.1

91.0

90.2

89.8

86

Table 2: Repairs completed within target timescales

3.3 Performance of all 3 repairs categories continues to exceed target.

85

83

3.4 It should be noted that the figures for repairs completed on time had previously included some repairs which had been closed off following non-access, without being physically completed. This has now been rectified and the figures for the year end reflect this.

4. Rent Arrears

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84

Routine (20

days)

- 4.1 The statutory performance indicators for current rent arrears are arrears as a percentage of net rent due and the percentage of current tenants with arrears of over £250 and more than 13 weeks. Information on the extent of former tenancy arrears is also reported.
- 4.2 *Table 3 (below)* presents information on the percentage of current tenants with arrears over £250 and owing more than 13 weeks rent. It also details performance for Arrears as a percentage of Net Rent Due (i.e. the actual amount of rent paid, excluding housing benefit payments).

		201	0/11			2011/12			2012/13				
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Target March 2013
% of Current Tenants with Arrears over £250 and > 13 weeks Rent (Year to Date)	4.89	4.65	4.65	4.58	4.21	4.43	4.47	4.19	3.93	4.13	4.70	4.82	4.3
Arrears as % of Net Rent Due (Year to Date)	6.18	5.98	5.86	5.9	5.81	6.35	5.67	5.54	6.16	6.59	6.16	6.10	6.0

- 4.3 The percentage of tenants in arrears continues to increase. However arrears as a percentage of net rent due has continued to improve.
- 4.4 The actual value of current tenant arrears at the end of quarter 3 was £1,151,678 and this has increased to £1,183,079 at the end of quarter 4.
- 4.5 There are a number of external factors contributing to pressure on rent arrears, and welfare reform changes are likely to present further challenges. Arrangements are in place to increase resources directed at rent arrears management and the service will continue to explore ways in which we can achieve early contact, advice, information and signposting to specialist advice agencies to prevent and minimise arrears.
- 4.5 The following information relates to former tenant arrears.

Table 4: Former Tenant Rent Arrears

		201	0/11			201	1/12		2012/13				
RENT ARREARS	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Target March 2013
The proportion of those tenants giving up their tenancy during the year that were in rent arrears	18.6%	15.6%	15.9%	15.1%	16.4%	20.5%	21.7%	18.9%	25.4%	22.1%	22.7%	23.7%	15.0%
The average debt owed by tenants leaving in arrears, as a proportion of the average weekly rent* (indicator is based on times and not%)	9.45	8.59	9.06	9.58	7.9	7.99	8.76	9.79	8.26	9.27	9.28	9.77	9
The proportion of arrears owed by former tenants that was either written off or collected during the year	19.9%	39.7%	47.7%	57.0%	11.6%	17.1%	37.4	57.1%	10.8%	36.4%	40.6%	59.9%	
The proportion of arrears owed by former tenants that was written off during the period	19.2%	30.6%	35.7%	42.9%	5.41%	7.56%	26.8%	42.3%	5.9%	27.9%	28.8%	46.9%	
The proportion of arrears owed by former tenants that was collected during the period	0.7%	9.1%	12.0%	14.1%	6.19%	9.57%	10.6%	14.8%	4.9%	8.5%	11.8%	13.0%	

4.6 There has been an increase in the proportion of tenants giving up their tenancies in arrears in the last quarter. We have increased resources to follow up on former tenant arrears and are continuing to report relatively high rates of collection for former tenant arrears.

5. Homelessness

Table 5: Homelessness

	2010/11					201	11/12		2012/13				
Homelessness	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Target March 2013
Number of homeless assessments received in period	582	572	365	382	396	283	237	371	284	241	222	185	Reduce
Total No of Households Assessed *	632	1287	1698	2150	382	786	1023	1080	290	532	783	1004	Reduce
% of decision notifications issued within 28 days of date of initial presentation	52%	60%	61%	61%	53%	51%	51%	54%	79%	77%	79%	81%	70%
The % who are housed	51%	68%	68%	70%	99%	93%	97%	89%	22%	20%	14%	20%	25%
Number of applicants with homeless priority waiting to be housed at the end of the period	1215	1433	1136	1088	1035	920	923	849	766	665	694	623	No target
% of cases reassessed within 12 months of completion of duty	7.1%	3.5%	1.7%	4.3%	3.7%	2.1%	2.9%	4.9%	5.0%	2.5%	3.5%	3.2%	4%
The proportion of those provided with permanent accommodation in council stock who maintained their tenancy for at least 12 months	94%	88%	92%	91%	83%	85%	99%	97.5%	98.2%	98%	98%	99%	94%

^{*} Cumulative figure

- 5.1 It should be noted that the figures reported for the total number of homeless households assessed are cumulative.
- 5.2 The total number of homelessness assessments is continuing to reduce as a result of changes to the homelessness policy and the work of the homelessness prevention team.
- 5.3 We are continuing to report high levels of "tenancy sustainment" measured through the percentage of cases reassessed within 12 months, and the percentage of those provided with permanent accommodation who maintained their tenancy for more than 12 months.
- 5.4 As previously reported to Committee there has been a change in the definition used for reporting the percentage of homeless people housed this year, which explains the difference in figures reported for 2012/13.
- 5.5 The Committee considered changes to Homeless legislation in relation to abolishing the priority need test on 28 November 2012. It was agreed to monitor the impact of the "2012 target" and report back to Committee in June 2013. Although the number of homeless approaches can vary from month to month, we are satisfied that there has been no increase in the overall number of homeless approaches in the calendar year to date, and at this stage there is no indication that the changes in legislation are having an impact on the services we provide to homeless people. This position will be kept under review and any changes reported in future monitoring reports.

6. Property Indicators

Table: 6 Property Indicators

Table 6 outlines performance in relation to building use (non-housing). Updates will be provided annually.

	2010/11	2011/12	2012/13	Target 2013/14
Public Access (Properties covered				
by the Disability Discrimination Act				
criteria)	91.1%	92.7%	94.3%	95.6%
% Properties that are in a				
satisfactory condition	55%	60.5%	60.4%	61%
% Properties that are suitable for				
current use	59.8%	61.9%	59.2%	60%

7. Staff Absence

Table 7: Sickness Absence

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Sickness Absence	•														
Average days sicl	kness	absence p	er employe	е											
Housing & Proper	rty by	Section													
Quarter	RAG	Avera	ge FTE		2010	/11			2011	/12			2012	/13	
		2011/12	2012/13	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
H&P APTC	Α	363.0	309.6	2.8	2.3	2.2	2.4	2.8	3.4	2.7	2.0	2.5	2.1	2.7	2.5
Bld Maintenance	R	146.6	144.0	2.9	2.7	1.9	2.0	2.4	3.8	2.9	2.0	2.6	1.9	4.3	4.7
Wardens	G	31.1	29.1	3.0	1.9	0.1	1.4	0.9	0.0	1.7	1.6	1.1	1.5	1.4	0.6
Overall	R	540.7	482.8	2.8	2.4	2.0	2.3	2.6	3.3	2.7	2.0	2.5	2.0	3.1	3.0
Housing & Proper	rty by	Section													
ytd	RAG	Avera	ge FTE		2010	/11			2011	/12			2012	/13	
		2011/12	2012/13	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
H&P APTC	G	363.8	302.4	2.8	5.1	7.3	9.7	2.8	6.2	8.8	10.9	2.5	4.6	7.3	9.8
Bld Maintenance	R	145.0	141.3	2.9	5.5	7.4	9.4	2.4	6.2	9.1	11.2	2.6	4.5	8.9	13.6
Wardens	G	31.1	28.9	3.0	4.9	4.9	6.2	0.9	0.9	2.6	4.2	1.1	2.6	3.9	4.5
Overall	Α	539.9	472.5	2.8	5.2	7.2	9.4	2.6	5.9	8.6	10.6	2.5	4.5	7.6	10.6

- 7.1 There continues to be an increase in the absence rate for Building Maintenance staff in quarter 4 when compared the previous quarter.
- 7.2 Within Building Maintenance there is a higher than normal number of longer term absences, generally not work related. These are being monitored closely by the Maintenance Managers.
- 7.3 Referrals are being made to the Occupational Health provider both in terms of facilitating a return to work and as a preventative measure to staff absence.
- 7.4 Managers are continuing to monitor absence level very closely and work with staff to reduce absence to a minimum.

8 Scottish Housing Charter Performance Indicators

8.1 Section 35 of the Housing (Scotland) Act 2010 requires the Scottish Housing Regulator to issue guidance setting out the indicators through which it will measure the progress of councils and housing associations towards achieving the Scottish Social Housing Charter.

- 8.2 The Scottish Housing Regulator has set out the performance indicators that it will use to form part of its scrutiny of landlords. These contain 37 performance indicators and 32 data requirements on contextual information. These will replace statutory performance indicators for housing from April 2013, with the Council required to make its first Annual Return on the Charter to the Scottish Housing Regulator and annual report to tenants in May 2014.
- 8.3 On 10 April 2013 the Committee agreed that a new format for annual and quarterly performance reporting should be developed in line with the Scottish Housing Charter Performance Indicators. A recommended reporting framework is set out in **Appendix 1**. The following factors were considered in developing this framework:
 - the increased number of indicators compared to former statutory indicators;
 - the resource implications of data collection and reporting;
 - the need to provide a suite of meaningful information to Members and the public;
 - the need to tailor information for strategic and area committees; and
 - the frequency of reporting on each indicator.
- 8.4 Many of the indicators are qualitative, and will require customer feedback through surveys. It is intended to undertake an annual postal survey of all Council house tenants, an annual on-site survey of all residents of the Council's Gypsy / Traveller sites, and also carry out satisfaction surveys of new tenants and people who have used homelessness services.
- 8.5 Indicators have been included in relation to homelessness prevention, although these are not required by the Scottish Housing Regulator.
- 8.6 **Appendix 1** sets out which indicators would be reported to Finance, Housing and Resources Committee and to City/Area Committees and at what frequency. It also sets out the more detailed data at Ward level which will be available for all Members through Ward Reporting.
- 8.7 Most of the indicators required are not directly comparable with the current statutory performance indicators. Unfortunately that means it is not possible to obtain data retrospectively to allow reporting of data trends. Committee is asked to note that it will be necessary to build up trend information over time, with April 2013 being the starting point for data reporting. Future reports will, however, contain narrative comments on historic performance.
- 8.8 Committee is asked to approve the reporting framework for housing performance set out in **Appendix 1** and agree this as the basis of future performance reports to Finance, Housing and Resources Committee and City / Area Committees. Performance targets will be set annually, with suggested targets for 2013/14 reported to Committee in August.

9. Implications

9.1 **Resources:** There are short term resource implications arising from the need to set up new performance monitoring systems relating to Scottish Housing

Charter Performance Indicators. This will be managed within the current HRA budget.

- 9.2 **Legal**: The need to set up new performance monitoring and reporting systems relating to Scottish Housing Charter performance indicators is a legal requirement under the Housing (Scotland) Act 2010.
- 9.3 There are no specific equality, climate change or risk implications arising from this report.

10 Recommendation

- 10.1 Committee is asked to:
 - note the information provided on performance in quarter 3 covering 1 October 2012 to 31 March 2013.
 - approve the reporting framework for housing performance set out in Appendix 1 and agree this as the basis of future housing performance reports to strategic and area committees

Signature:

Designation: Depute Chief Executive/Director of Housing and Property

Date: 28 May 2013

Author: Caroline Campbell, Business Support Manager

Background Papers:

- Audit Scotland Statutory Performance Indicator Guide for 2012/13
- Scottish Housing Regulator: The Scottish Social Housing Charter: Indicators and Context Information

Reporting framework for Housing Performance Indicators

Background

This reporting framework is based on the Scottish Social Housing Charter Indicators published by the Scottish Housing Regulator as required under Section 35 of the Housing (Scotland) Act 2010. Performance Indicators have also be included in relation to homelessness.

The framework sets out data reporting arrangements to Strategic and City/Area Committees, including frequency of reporting.

The data reported will form the basis of the Council's Annual Return on the Charter to the Scottish Housing Regulator and its annual report to tenants.

Reporting Framework

Performance information will be presented as follows:

Quarterly Report to Finance, Housing and Resources Committee

A quarterly report will be provided to the Finance Housing and Resources Committee on the following performance indicators:

Indicator	SHR Indicator Number	Source of Data
Percentage of 1st and 2nd stage complaints, including those related to equalities issues, responded to in full in the last year, that were resolved by the landlord and also the percentage upheld.	4.	Corporate Monitoring on Complaints
Percentage of 1st and 2nd stage complaints responded to in full in the last year, within the Scottish Public Services Ombudsman (SPSO) Model Complaint Handling Procedure (CHP) timescales.	5.	Corporate Monitoring on Complaints
Average length of time taken to complete emergency repairs.	11.	IT System Report
Average length of time taken to complete non- emergency repairs.	12.	IT System Report
Percentage of reactive repairs carried out in the last year completed right first time.	13.	IT System Report
Percentage of repairs appointments kept.	14.	IT System Report
Percentage of properties that require a gas safety record which had a gas safety check and record completed by the anniversary date.	15.	IT System Report
Percentage of tenancy offers refused during the year.	18.	IT System Report
Percentage of anti-social behaviour cases reported in the last year which were resolved within locally agreed targets.	19.	IT System Report
Rent collected as percentage of total rent due in	30.	IT System Report

the reporting year.		
Gross rent arrears (all tenants) as at 31 March	31.	IT System Report
each year as a percentage of rent due for the		
reporting year.		
Percentage of rent due lost through properties	34.	IT System Report
being empty during the last year		
Average length of time taken to re-let properties	35.	IT System Report
in the last year.		
Number of homeless presentations		IT System Report
Average time to discharge homelessness duty		IT System Report
Number of households in temporary		IT System Report
accommodation		
Number of prevention cases and outcomes	_	IT System Report

Annual Report to Finance Housing and Resources Committee

An **annual** report will be provided to the Finance Housing and Resources Committee on the following performance indicators.

Indicator	SHR Indicator Number	Source of Data
Percentage of tenants satisfied with the overall service provided by their landlord.	1.	Survey of Tenants
Ethnic origins and disability details of service users, staff and for RSLs only, governing body members.	2.	Survey of Tenants
Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions.	3.	Survey of Tenants
Percentage of tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes.	6.	Survey of Tenants
Percentage of stock meeting the Scottish Housing Quality Standard (SHQS).	7.	Annual update of Standard Delivery Plan
Percentage of properties at or above the appropriate NHER (National Home Energy Rating) or SAP (Standard Assessment Procedure) ratings specified in element 35 of the SHQS, as at 31 March each year.	8.	Annual update of Standard Delivery Plan
Percentage of tenants satisfied with the standard of their home when moving in.	9.	Survey of Tenants
Percentage of existing tenants satisfied with the quality of their home.	10.	Survey of Tenants
Percentage of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service.	16.	Survey of Tenants
Percentage of tenants satisfied with the management of the neighbourhood they live in.	17.	Survey of Tenants
Percentage of new tenancies sustained for more than a year, by source of let.	20.	IT System Report
Percentage of lettable houses that become vacant in the last year.	21.	IT System Report

Percentage of approved applications for medical adaptations completed during the year	22.	IT System Report
The average time to complete applications for medical adaptations.	23.	IT System Report
Percentage of the court actions initiated which resulted in eviction and the reasons for eviction	24.	IT System Report
Average length of time in temporary or emergency accommodation by type.	25.	IT System Report
Percentage of households requiring temporary or emergency accommodation to whom an offer was made.	26.	IT System Report
Percentage of temporary or emergency accommodation offers refused in the last year by accommodation type.	27.	IT System Report
Of those households homeless in the last 12 months the percentage satisfied with the quality of temporary or emergency accommodation.	28.	Customer survey
Percentage of tenants who feel that the rent for their property represents good value for money	29.	Survey of Tenants
Average annual management fee per factored property.	32.	IT System Report
Percentage of factored owners satisfied with the factoring service they receive.	33.	Customer survey
Gypsies/Travellers – Average weekly rent per pitch	36.	IT System Report
For those who provide sites, percentage of gypsies/travellers satisfied with the landlord's management of the site	37.	Customer survey

Quarterly Report to City/Area Committees

A quarterly report will be provided to City/Area Committees on the following performance indicators:

Indicator	SHR Indicator Number	Source of Data
Percentage of 1st and 2nd stage complaints, including those related to equalities issues, responded to in full in the last year, that were resolved by the landlord and also the percentage upheld.	4.	Corporate Monitoring on Complaints
Percentage of 1st and 2nd stage complaints responded to in full in the last year, within the Scottish Public Services Ombudsman (SPSO) Model Complaint Handling Procedure (CHP) timescales.	5.	Corporate Monitoring on Complaints
Average length of time taken to complete emergency repairs.	11.	IT System Report
Average length of time taken to complete non- emergency repairs.	12.	IT System Report
Percentage of reactive repairs carried out in the last year completed right first time.	13.	IT System Report
Percentage of repairs appointments kept.	14.	IT System Report

Percentage of properties that require a gas safety record which had a gas safety check and record completed by the anniversary date.	15.	IT System Report
Percentage of tenancy offers refused during the year.	18.	IT System Report
Percentage of anti-social behaviour cases reported in the last year which were resolved within locally agreed targets.	19.	IT System Report
Percentage of new tenancies sustained for more than a year, by source of let.	20.	IT System Report
Rent collected as percentage of total rent due in the reporting year.	30.	IT System Report
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.	31.	IT System Report
Percentage of rent due lost through properties being empty during the last year	34.	IT System Report
Average length of time taken to re-let properties in the last year.	35.	IT System Report
Number of homeless presentations		IT System Report
Average time to discharge homelessness duty		IT System Report
Number of households in temporary accommodation		IT System Report
Number of prevention cases and outcomes		IT System Report

Annual Report to City/Area Committees

An annual report will be provided to the City / Area Committees on the following performance indicators.

Indicator	SHR Indicator Number	Source of Data
Percentage of tenants satisfied with the overall service provided by their landlord.	1.	Survey of Tenants
Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions.	3.	Survey of Tenants
Percentage of tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes.	6.	Survey of Tenants
Percentage of tenants satisfied with the standard of their home when moving in.	9.	Survey of Tenants
Percentage of existing tenants satisfied with the quality of their home.	10.	Survey of Tenants
Percentage of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service.	16.	Survey of Tenants
Percentage of tenants satisfied with the management of the neighbourhood they live in.	17.	Survey of Tenants
Average length of time in temporary or emergency accommodation by type.	25.	IT System Report
Of those households homeless in the last 12	28.	Customer survey

1		
	months the percentage satisfied with the quality	
	of temporary or emergency accommodation.	

Ward Reporting

The following data will be available at Ward Level and accessible through the Ward Reporting system.

% of tenancies sustained for more than 1 year
Tenancy turnover
Average Reletting time
% of tenants subject to court action and eviction
% of rent collected
Rent arrears
Average Time to complete repairs
% of repairs carried out at 1 st visit
% of repairs appointments kept

Performance Targets

The annual report will provide details of performance against any specific targets established by the Committee and allow the Committee to agree targets for the following year for both quarterly and annual reporting.