



Performance Management Report  
4<sup>th</sup> Quarter January – March 2006

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## Northwards Housing Performance

Northwards Housing is a newly established Arms Length Management Organisation (ALMO) that looks after council homes in North Manchester. We collect a diverse range of information in order to monitor and evaluate our performance, identify areas that need to be improved and set targets to improve our overall service.

We use a range of weekly, monthly, quarterly and annual performance indicators to monitor how well we are doing.

A number of these are national Best Value performance indicators which **all** local authority housing providers need to collect. We also monitor how we compare to other ALMOs – we compare ourselves to the top 25% of ALMOs across the country to see how we are performing.

The other targets are local performance indicators, where we have agreed with Manchester City Council targets for those areas of performance which are considered to be a local priority.

In order to monitor performance more closely and offer a better service to our tenants, Northwards Housing is monitoring a number of indicators on a monthly basis from April 2006 that were previously reported quarterly.



## Northwards Housing Performance Report Key

BV	National Best Value Performance Indicator
MHL	Manchester City Council Local Performance Indicator

### Frequency

M	shows Performance Indicator is updated Monthly and Quarterly
Q	shows Performance Indicator is updated Quarterly
A	shows Performance Indicator is updated Annually

↑	shows improved performance compared to previous period
↓	shows performance has declined compared to previous period
↔	shows performance has remained the same compared to the previous period
↔	shows figure has remained static for the year

	Hit Target
	Not Hit Target

## Customer Satisfaction Performance (1)

					4th Quarter 05/06	Target 03/04	Annual result 04/05	Citywide Target 05/06	Upper Quartile ALMOs 04/05	Upper Quartile Mets
	↑	A	<b>BV 74</b>	Satisfaction of all tenants of council housing with the overall service provided by their landlord. ■	n/a	70%	75%	next survey 06/07	83%	76%
	↔	A	<b>BV 74 (i)</b>	Satisfaction of Black and Minority Ethnic tenants of council housing with the overall service provided by their landlord.	n/a	70%	70%	next survey 06/07	76%	75%
	↑	A	<b>BV 74 (ii)</b>	Satisfaction of Non-Black and Minority Ethnic tenants of council housing with the overall service provided by their landlord.	n/a	70%	76%	next survey 06/07	83.10%	76.00%
	↑	A	<b>BV 75</b>	Satisfaction of all tenants with opportunities for participation in management and decision making in relation to housing services provided by their landlord.	n/a	50%	62%	next survey 06/07	68.58%	63.00%
	↑	A	<b>BV 75 (i)</b>	Satisfaction of Black and Minority Ethnic tenants with opportunities for participation and decision making in relation to housing services provided by their landlord.	n/a	50%	58%	next survey 06/07	n/a	60%
	↑	A	<b>BV 75 (ii)</b>	Satisfaction of Non Black and Minority Ethnic tenants with opportunities for participation and decision making in relation to housing services provided by their landlord.	n/a	50%	62%	next survey 06/07	n/a	63%
	↑	A	<b>BV 156</b>	Northwards Housing buildings open to the public in which all public areas are suitable for and accessible to disabled people.	n/a	32%	50%	55%	n/a	43%
	↑	A	<b>BV 157</b>	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery.	n/a	68%	91%	100%	n/a	75%

■ Based on former MCC Status Survey. Northwards' own customer survey in June 2006 and further Status Survey to be conducted in late 2006

## Customer Satisfaction Performance (2)

					4th Quarter 05/06	Year to Date	Citywide Target 05/06	Upper Quartile ALMOs 04/05	Upper Quartile Mets
↓		M	<b>MHL017</b>	Phone calls at On Call answered within 15 seconds (8 rings).	77.09%	85.71%	93%	n/a	n/a

					4th Quarter 05/06	Year to Date (from 12/12/05)	Target 05/06	Upper Quartile ALMOs 04/05	Upper Quartile Mets
		M	<b>MHL018</b>	Letters answered within 10 working days.	98.72%	98.72%	93.00%	n/a	n/a
		Q	<b>MHL020</b>	Staff complying with dress & appearance standard.*	98.50%	98.50%	100.00%	n/a	n/a
		Q	<b>MHL021</b>	Staff wearing name badges.*	98.50%	98.50%	100.00%	n/a	n/a
		M	<b>MHL022</b>	Complaints answered within 15 working days.*	90.14%	90.14%	96.00%	n/a	n/a

\* 4 members of staff did not comply with dress and appearance standard; 4 members of staff did not wear name badges; 7 out of 72 complaints were not answered within 15 working days.

## Tenant Satisfaction with Decent Homes WORK

					4th Quarter 05/06	ALMO Year to Date	Citywide Target 05/06	Upper Quartile ALMOs 04/05	Upper Quartile Mets 04/05
		Q	<b>MHL034</b>	Planned schemes to council stock completed on time.	40%	42% **	84%*	n/a	n/a
		M	<b>MHL033</b>	% of customers satisfied with the overall service.	n/a	99%	84%	n/a	n/a

MHL 033 is based on feedback direct from customers

\* the 84% target is a citywide target. Northwards will create its own target from April 2006

\*\* this figure represents current contractor performance. This indicator is to be reviewed and negotiated with new partners including JVC.

## Rehousing Performance

					4th Quarter 05/06	Year to Date	Citywide Target 05/06	Upper Quartile ALMOs 04/05	Upper Quartile Mets
↑		M	MHL 001	Applicants who receive an appointment to register for rehousing within 10 days of initial request.	99.00%	95.26%	97.8%	n/a	n/a

## Organisational Health\*

					4th Quarter 05/06	Year to Date (from 12/12/05)	Target 05/06	Upper Quartile ALMOs 04/05	Upper Quartile Mets
		Q	BV 11a	Top 5% of earners that are women (PO6 and above).	33%	33%	46%	n/a	n/a
		Q	BV 11b	Top 5% of earners from black and minority ethnic communities (PO6 and above).	0%	0%	4.3%	n/a	n/a
	n/a	Q	BV 11c	Top 5% of earners that are disabled (PO6 and above).	0%	0%	~	n/a	n/a
		Q	BV 12	Number of working days/shifts lost due to sickness absence.	4.2 days	4.2 days	10.3 days	10.34 days	n/a
		Q	BV 14	Employees retiring early (excluding ill-health retirements) as a percentage of the total workforce.	0%	0%	0.25%	n/a	n/a
		Q	BV 15	Employees retiring on grounds of ill-health as a percentage of total workforce.	0%	0%	0.40%	n/a	n/a
		Q	BV 16	Disabled employees in the Northwards Housing workforce.	3.15%	3.15%	2.81%	n/a	n/a
		Q	BV 17	BME employees in the Northwards Housing workforce.	4.73%	4.73%	12.54%	n/a	n/a

\* Northwards Housing will set it's own targets for 06/07. Above is the position following TUPE transfer of staff in December 2005.

## Repairs Performance

					4th Quarter 05/06	Year to Date	Citywide Target 05/06	Upper Quartile ALMOs 04/05	Upper Quartile Mets
		Q	BV211a	Expenditure on planned repairs/maintenance compared to expenditure on responsive repairs.	~	72.14%	71.00%	73.75%	new indicator
		M	BV211b	Expenditure on emergency/urgent repairs compared to expenditure on non-urgent repairs.	~	25.18%	18.00%	9.35%	new indicator
↑		M	MHL003	Repairs where an appointment was made immediately.	98.70%	98.60%	99.00%	n/a	n/a
↓		M	MHL005	Repairs where an appointment was made and kept.	95.40%	95.60%	98.50%	96.58%	n/a
↓		M	MHL006	All repairs completed on time.	95.20%	95.50%	95.50%	97.75%	n/a
↔		M	MHL009	Jobs completed on first visit (based on tenant reply returns).	84.80%	84.80%	85.00%	n/a	n/a
↔		M	MHL012	Repairs satisfaction letters where tenants were satisfied with the service.	84.30%	84.30%	89.00%	n/a	n/a
↔		M	MHL014	Cases where tenants were satisfied following an investigation and rectification.	95.60%	95.60%	98.30%	n/a	n/a
↓		M	MHL039	Urgent repairs completed within government time limits.	96.40%	96.60%	98.20%	98.80%	n/a
↓		M	MHL040	Average time taken to complete non-urgent responsive repairs.	5.6 days	5.1 days	9.1 days	9.65 days	n/a
↓		M	MHL 048	Responsive (but not emergency) repairs during 2005/06, for which Northwards Housing both made and kept an appointment.	87.30%	87.70%	88.20%	n/a	75%

## Decent Homes Performance

					4th Quarter 05/06	ALMO Year to Date	Citywide Target 05/06	Upper Quartile ALMOs 04/05	Upper Quartile Mets
		Q	BV184a	Proportion of LA homes which were non-decent at 1 April 2005.	n/a	44.20%	54.00%	37.79%	43.00%
		Q	BV184b	Percentage change in proportion of non-decent homes between 1 April 2005 and 1 April 2006.	n/a	1.00%	-8.00%	25.00%	11.30%

The above reflects the current position prior to commencement of proposed Decent Homes investment work.

## Energy Efficiency Rating

					4th Quarter 05/06	Year to Date	Target 05/06	Upper Quartile ALMOs 04/05	Upper Quartile Mets
		Q	BV 63	The average SAP rating of LA owned dwellings.	69.7	67.8	69	66.65	64

## Voids Performance

					4th Quarter 05/06	Year to Date	Target 05/06	Upper Quartile ALMOs 04/05	Upper Quartile Mets
		M	BV 212	Average relet times for LA dwellings let in the financial year.	n/a	70.4 days	new indicator	28.68 days	new indicator
		M	MHLO45	Rent lost through LA dwellings becoming vacant.	3.00%	~	3.00%	1.23%	n/a

## Rents Performance

					4th Quarter 05/06	Year to Date (from 12/12/05)	Citywide Target 05/06	Upper Quartile ALMOs 04/05	Upper Quartile Mets
		M	<a href="#">BV 66a</a>	Rent collected (including arrears).	95.38%	95.38%	99.60%	97.99%	97.69%
		M	<a href="#">BV 66b</a>	Tenants with more than seven weeks' rent arrears.	8.44%	8.44%	8.20%	6.15%	new indicator
		M	<a href="#">BV 66c</a>	Tenants in arrears who have had Notices of Intent to Seek Possession served.	38.02%	38.02%	50.00%	10.80%	new indicator
		M	<a href="#">BV 66d</a>	Tenants evicted for rent arrears.	0.66%	0.66%	0.50%	0.32%	new indicator
		M	<a href="#">MHL 037</a>	Rent arrears of current tenants as a proportion of rent roll.	4.00%	4.00%	3.30%	2.26%	n/a
	↓	M	<a href="#">MHL 035</a>	Rent collected, (excluding arrears).	98.70%	98.80%	99.40%	100.61%	n/a

## Finance Performance

					4th Quarter 05/06	Year to Date	Citywide Target 05/06	Upper Quartile ALMOs 04/05	Upper Quartile Mets
		M	<a href="#">BV 8</a>	Invoices for commercial goods and services that were paid by Northwards Housing within 30 days of such invoices being received.	n/a	n/a	100%	n/a	n/a

		Q	<a href="#">MHL041</a>	The average weekly costs per local authority dwelling for special services.	n/a	£2.19	£1.50	n/a	n/a
		Q	<a href="#">MHL042</a>	The average weekly costs per local authority dwelling for general management.*	n/a	£9.03	£8.95	n/a	n/a
		Q	<a href="#">MHL043</a>	The average weekly costs per local authority dwelling for repairs.	n/a	£19.83	£19.41	n/a	n/a

The next quarterly report will consist of Northwards data.

## Equality Performance

					4th Quarter 05/06	Year to Date	Target 05/06	Upper Quartile ALMOs 04/05	Upper Quartile Mets
		A	<b>BV 164</b>	Does Northwards Housing follow the Commission for Racial Equality's code of practice in rented housing and follow the Good Practice Standards for social landlords on tackling harassment?	Yes	Yes	Yes	n/a	Yes
		Q	<b>BV 174</b>	The number of racial incidents recorded by Northwards Housing.	4	69	n/a	n/a	n/a
↔		Q	<b>BV 175</b>	Racial incidents that resulted in further action.	100%	100%	100%	n/a	100%
		A	<b>BV 2a</b>	The level of the Equality 'Standard for Local Government' to which Northwards Housing conforms.	n/a	Level 2	Level 2	n/a	new indicator
		A	<b>BV 2b</b>	The duty to promote race equality.	n/a	89%	55%	n/a	new indicator

**Template for Quarterly monitoring**  
**Supplement to quarterly monitoring of Best Value and Local Performance Indicators**

**Activity relating to information and accessibility of services for tenants and service users**

**Actions taken and planned to encourage tenant participation and to consult with service users, including BME service users and hard to reach groups:**

The current position in respect of tenant involvement is summarised in Section 2 (KLOE 5) of the Self-Assessment Pro-Forma submitted to the Audit Commission on 21 April 2006. Key areas for improvement are reflected in the Northwards Service Improvement Plan (SIP), and will also be reflected in the Team Improvement Plans and Resident Involvement Strategy and Action Plan currently being developed.

**Actions taken and planned to ensure access to services to all groups to address equality and diversity issues:**

Summarised in Section 2 (KLOE 30 and 31) of the Self-Assessment Pro-Form. Progress report against the Equality and Diversity Action Plan will be provided to MCC at the end of the first quarter (July 2006).

## Activity relating to commitment and contribution to strategic work within MCC

### **Summary of actions taken and planned that contribute to cross tenure working on area based initiatives, in conjunction with Private Sector or Area Renewal services:**

- Consultation with North Manchester Regeneration re: maximising impact of Northwards Housing capital environmental improvements
- Working with partners on Building Schools for the Future projects
- Established Regeneration Project Group which works with Private Sector Housing, North Manchester Regeneration and New East Manchester to identify priority regeneration areas in North Manchester
- Part of Cheetham Strategy Group which is in the process of developing an overall Strategy for Cheetham Ward.
- Liaison with Private Sector Housing regarding future of miscellaneous stock
- Consultation with partner organisations regarding Northwards Housings' Options Appraisal guidance
- Meeting planned with Private Sector Housing re: intensive management areas
- Working with North Manchester Regeneration in Ward Plans.

**Contribution to any appropriate LPSA targets. This summary should be quarterly and/or annually dependent on the nature of the target. (not applicable 2005/6)**

**(not applicable 2005/6)**

**Summary of actions taken and planned to ensure issues of child protection are given priority in service delivery, including plans for robust record keeping and other requirements from the Local Safeguarding Board. This report to include any involvement with Part 8 reviews, Case Conferences etc.**

Northwards staff work closely with partner agencies to ensure effective, joined-up action in cases where child welfare or protection issues are identified. Key staff underwent training before Northwards was established, and this is to be reviewed in May 2006 with a view to update/refresher/new starter training being arranged.

Northwards staff play a key role in a number of multi-agency forums; including Area Casework Panels, 3 of which are chaired by Northwards staff.

A review meeting due to take place in May 2006 will establish if there are any areas where further action is required.

## Activity relating to tackling Crime and Disorder

**Summary of actions taken and planned to tackle Crime and Disorder, including attendance at, eg, LAPs, ACPs, LTMs or other multi-agency forums.**

Summarised in Section 2 (KLOE 6) of the Self-Assessment Pro-Forma and also Northwards SIP.

## Activity relating to vulnerable or socially excluded residents

### Summary of co-operation with management of tenancies via ASB panel and SO procedures.

Summarised in Section 2 (KLOE 6) of the Self-Assessment Pro-Forma and also Northwards SIP.

**Summary of actions taken to promote homelessness prevention and tenancy sustainment, including engagement with and referrals to support services.**

Summarised in Section 2 (KLOEs 6, 7, 8, 11) of the Self-Assessment Pro-Forma. Initial monitoring meeting held in April 2006 – further meeting in May 2006 will review referral numbers in more detail.

**Summary of engagement with Equipment and Adaptations service – number of referrals made, numbers of properties passed for allocations, numbers of repairs and replacements conducted**

At present Northwards data cannot be extracted from MCC records which are city-wide. This is being addressed to enable separate reporting.

## Activity relating to the environment

### Actions taken and planned to address environmental issues.

See Section 2 (KLOE 6) of Self-Assessment Pro-Forma. Consultation currently taking place on priorities for environmental works element of capital investment programme.

## Activity relating to BME issues

<b>Outline of information provided for and contribution to Equality Strategy</b>
Please refer to Northwards Housing's Equality and Diversity Action Plan and the Northwards (1) Review of Revised Code of Practice for Racial Equality. Linked to this is the Race Equality Scheme and impact assessments undertaken by Manchester City Council before Northwards Housing went live.
<b>Outline of working arrangements with Asylum Seekers Service and contributions to joint working with organisations on ex asylum seekers</b>
See minutes of initial monitoring meeting held April 2006.

**Signed**

On behalf of Northwards Housing

Signature

Name

Position

**Received**

On behalf of Manchester City Council

Signature

Name

Position