



## Report to:

Northwards Housing Board  
12<sup>th</sup> September 2006

## Item No:

# 13a

<b>Title:</b>	1 <sup>st</sup> Quarter Performance Management Report and Trend Analysis		
<b>Date:</b>	4 <sup>th</sup> September 2006		
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<b>Confidential:</b>	No		
<b>For:</b> (Please tick action required)	<b>NOTING</b> √	<b>DISCUSSION</b> √	<b>APPROVAL</b>

### PURPOSE OF REPORT

To update the Board on the company's performance against performance indicators for the first quarter of (April to June) of 2006.

### RECOMMENDATION

The Board are asked to note the contents of the report and delegate more detailed analysis of the results to the Performance and Quality Services Sub Committee.

### IMPLICATIONS

<b>Equality &amp; Diversity:</b>	No significant implications
<b>Financial:</b>	None
<b>Staffing:</b>	None
<b>Decency Target:</b>	None
<b>Governance:</b>	None
<b>Risk Assessment:</b>	Measures are already in place to address poor performance

### Equality & Diversity Implications (Please tick where relevant):

BME	<input type="checkbox"/>	Lesbian/Gay/Bisexual/Transgender	<input type="checkbox"/>
Elderly	<input type="checkbox"/>	Single Parents	<input type="checkbox"/>
Young	<input type="checkbox"/>	Domestic Violence	<input type="checkbox"/>
Disability	<input type="checkbox"/>	Alcohol / Drug Mis-users	<input type="checkbox"/>

**Consultation/Consideration:**

	<b>Yes, No or N/A:</b>	<b>Name:</b>	<b>Date:</b>
<b>Sub-Committee:</b>	No		
<b>Area Panel:</b>	No		
<b>Ward Councillors:</b>	No		



Monthly Performance Management Report  
Quarter 1 2006/07  
(April 2006 to June 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 progress, 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 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.**

**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 that were previously reported quarterly.**

<b>Northwards Housing Performance Report Key</b>					
BV	National Best Value Performance Indicator				
MHL	Manchester City Council Local Performance Indicator				
NHL	New Northwards Housing Local Performance Indicator				
↑	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				
<table border="1"> <tbody> <tr> <td></td> <td>Hit Target</td> </tr> <tr> <td></td> <td>Not Hit Target</td> </tr> </tbody> </table>			Hit Target		Not Hit Target
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## Customer Satisfaction Performance (1)

				Annual result 04/05	Annual result 05/06	MCC Target 05/06	MCC Target 06/07	Upper Quartile ALMOs 05/06	Upper Quartile Mets 04/05
↑	A	<b>BV 74a</b>	Satisfaction of all tenants of council housing with the overall service provided by their landlord.	75.00%	Available January 2007	Next survey 06/07	80%	79.00%	n/a
↔	A	<b>BV 74b</b>	Satisfaction of Black and Minority Ethnic tenants of council housing with the overall service provided by their landlord.	70.00%	Available January 2007	Next survey 06/07	Pending	75.75%	n/a
↑	A	<b>BV 74c</b>	Satisfaction of Non-Black and Minority Ethnic tenants of council housing with the overall service provided by their landlord.	76.00%	Available January 2007	Next survey 06/07	Pending	78.73%	n/a
↑	A	<b>BV 75a</b>	Satisfaction of all tenants with opportunities for participation in management and decision making in relation to housing services provided by their landlord.	62.00%	Available January 2007	Next survey 06/07	65%	70.00%	n/a
↑	A	<b>BV 75b</b>	Satisfaction of Black and Minority Ethnic tenants with opportunities for participation and decision making in relation to housing services provided by their landlord.	58.00%	Available January 2007	Next survey 06/07	Pending	n/a	n/a
↑	A	<b>BV 75c</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.	62.00%	Available January 2007	Next survey 06/07	Pending	n/a	n/a
↑	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.	50.00%	Collected annually; year end projection due January 2007; actual year end result due April 2007	55.00%	80%	n/a	n/a
↑	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.	91.00%	Available January 2007	100.00%	100%	n/a	n/a

NB The results of Northwards own Customer Satisfaction Survey (issued 1st June 2006) will be published in September 2006

## Customer Satisfaction Performance (2)

				4th Quarter 05/06	1st Quarter 06/07	Target 06/07	Upper Quartile ALMOs 05/06	Upper Quartile Mets 04/05
↑	M	MHL017	Phone calls at On Call answered within 15 seconds (8 rings)	77.09%	83.21%	90%	n/a	n/a
↓	M	MHL018	Letters answered within 10 working days	98.72%	84.14%	95.00%	n/a	n/a
↑	Q	MHL020	Staff complying with dress & appearance standard	98.50%	99.65% *	100.00%	n/a	n/a
↑	Q	MHL021	Staff wearing name badges	98.50%	98.96% **	100.00%	n/a	n/a
↓	M	MHL022	Complaints answered within 15 working days (MCC Standard)	90.14%	86.36% ***	92.00%	n/a	n/a

\* 1 member of staff did not comply with the dress code; \*\* 3 members of staff did not wear name badges; \*\*\* 10 out of 88 complaints were not responded to within 15 days

## Tenant Satisfaction with Decent Homes Work

				4th Quarter 05/06	1st Quarter 06/07	Target 06/07	Upper Quartile ALMOs 05/06	Upper Quartile Mets 04/05
	M	MHL033	% of customers satisfied with the overall service.	n/a	98.90%	94%	n/a	n/a
↑	Q	MHL034	Planned schemes to council stock completed on time.	40.00%	83.00%	84%	n/a	n/a

## Rehousing Performance

				4th Quarter 05/06	1st Quarter 06/07	Target 06/07	Upper Quartile ALMOs 05/06	Upper Quartile Mets 04/05
↓	M	MHL 001	Applicants who receive an appointment to register for rehousing within 10 days of initial request.	99.00%	72.73%	98.0%	n/a	n/a
<b>Rehousing Activity</b>				4th Quarter 05/06	1st Quarter 06/07	Target 06/07	Upper Quartile ALMOs 05/06	Upper Quartile Mets 04/05
n/a	Q	NHL 104	Percentage of lets to BME applicants in Charlestown	12.00%	19.00%	pending	n/a	n/a
n/a	Q	NHL 105	Percentage of lets to BME applicants in Cheetham	33.00%	73.00%	pending	n/a	n/a
n/a	Q	NHL 106	Percentage of lets to BME applicants in Crumpsall	0.00%	67.00%	pending	n/a	n/a
n/a	Q	NHL 107	Percentage of lets to BME applicants in Harpurhey	11.00%	18.00%	pending	n/a	n/a
n/a	Q	NHL 108	Percentage of lets to BME applicants in Higher Blackley	9.00%	35.00%	pending	n/a	n/a
n/a	Q	NHL 109	Percentage of lets to BME applicants in Miles Platting & Newton Heath	18.00%	12.00%	pending	n/a	n/a
n/a	Q	NHL 110	Percentage of lets to BME applicants in Moston	4.00%	13.00%	pending	n/a	n/a
n/a	Q	NHL 111	Percentage of lets to BME applicants in Ancoats & Clayton	0.00%	0.00%	pending	n/a	n/a

## Organisational Health

				4th Quarter 05/06	1st Quarter 06/07	Target 06/07	Upper Quartile ALMOs 05/06	Upper Quartile Mets 04/05
↔	Q	BV 11a	Top 5% of earners that are women (PO6 and above).	33.00%	33.00%	42%	n/a	n/a
↔	Q	BV 11b	Top 5% of earners from black and minority ethnic communities (PO6 and above).	0.00%	0.00%	6.0%	n/a	n/a
↔	Q	BV 11c	Top 5% of earners that are disabled (PO6 and above).	0.00%	0.00%	6.0%	n/a	n/a
↑	Q	BV 12	Number of working days/shifts lost due to sickness absence.	4.2 days	2.9 days	10 days	10.43 days	n/a
↔	Q	BV 14	Employees retiring early (excluding ill-health retirements) as a percentage of the total workforce.	0.00%	0.00%	0.40%	n/a	n/a
↔	Q	BV 15	Employees retiring on grounds of ill-health as a percentage of total workforce.	0.00%	0.00%	0.36%	n/a	n/a
↔	Q	BV 16	Disabled employees in the Northwards Housing workforce.	3.15%	3.15%	3.57%	n/a	n/a
↑	Q	BV 17	BME employees in the Northwards Housing workforce.	4.73%	7.80%	11.43%	n/a	n/a

## Repairs Performance

				4th Quarter 05/06	1st Quarter 06/07	Target 06/07	Upper Quartile ALMOs 05/06	Upper Quartile Mets 04/05
↑	Q	BV211a	Expenditure on planned repairs/maintenance compared to expenditure on responsive repairs.	70.00%	69.00%	70.00%	86.54%	n/a
↑	M	BV211b	Expenditure on emergency/urgent repairs compared to expenditure on non-urgent repairs.	23.39%	16.92%	18.00%	9.70%	n/a
↔	M	MHL003	Repairs where an appointment was made immediately.	98.70%	98.70%	99.10%	n/a	n/a
↑	M	MHL005	Repairs where an appointment was made and kept.	95.40%	96.10%	98.50%	97.55%	n/a
↓	M	MHL006	All repairs completed on time.	95.20%	94.90%	96.50%	n/a	n/a
↓	M	MHL009	Jobs completed on first visit (based on tenant reply returns).	84.80%	82.00%	86.00%	n/a	n/a
↓	M	MHL012	Repairs satisfaction letters where tenants were satisfied with the service.	84.30%	83.70%	89.00%	n/a	n/a
↓	M	MHL014	Cases where tenants were satisfied following an investigation and rectification.	95.60%	95.20%	99.00%	n/a	n/a
↔	M	MHL039	Urgent repairs completed within government time limits.	96.40%	96.40%	97.20%	98.60%	n/a
↓	M	MHL040	Average time taken to complete non-urgent responsive repairs.	5.6 days	6.8 days	5.5 days	8.5 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%	86.30%	88.50%	n/a	n/a

## Decent Homes Performance

				4th Quarter 05/06	1st Quarter 06/07	Target 06/07	Upper Quartile ALMOs 05/06	Upper Quartile Mets 04/05
↑	Q	BV184a	Proportion of LA homes which were non-decent at 1 April 2005.	44.20%	45.00%	45.00%	29.47%	43.00%
↔	Q	BV184b	Percentage change in proportion of non-decent homes between 1 April 2006 and 1 April 2007.	1.00%	1.00%	4.00%	38.40%	11.30%

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

## Energy Efficiency Rating

				4th Quarter 05/06	1st Quarter 06/07	Target 06/07	Upper Quartile ALMOs 05/06	Upper Quartile Mets 04/05
↑	Q	BV 63	The average SAP rating of LA owned dwellings.	69.70%	69.90%	71.00%	69.00%	64.00%

## Voids Performance

				4th Quarter 05/06	1st Quarter 06/07	Target 06/07	Upper Quartile ALMOs 05/06	Upper Quartile Mets 04/05
	M	BV 212	Average relet times for LA dwellings let in the financial year.	n/a	77 days	50 days	28.9 days	new indicator
↓	M	MHLO45	Rent lost through LA dwellings becoming vacant.	3.00%	3.10%	2.50%	1.10%	n/a

## Rents Performance

				4th Quarter 05/06	1st Quarter 06/07	Target 06/07	Upper Quartile ALMOs 05/06	Upper Quartile Mets 04/05
↓	M	BV 66a	Rent collected (including arrears).	95.38%	94.96%	97.00%	98.32%	97.69%
↔	M	BV 66b	Tenants with more than seven weeks' rent arrears.	8.44%	8.44%	7.70%	4.30%	new indicator
↓	M	BV 66c	Tenants in arrears who have had Notices of Intent to Seek Possession served.	38.02%	38.72%	30.00%	20.81%	new indicator
↑	M	BV 66d	Tenants evicted for rent arrears.	0.66%	0.46%	0.50%	0.26%	new indicator
↑	M	MHL 035	Rent collected, (excluding arrears).	98.70%	99.70%	99.50%	100.48%	n/a
↓	M	MHL 037	Rent arrears of current tenants as a proportion of rent roll.	4.00%	4.30%	3.30%	n/a	n/a

## Finance Performance

				4th Quarter 05/06	1st Quarter 06/07	Target 06/07	Upper Quartile ALMOs 05/06	Upper Quartile Mets 04/05
	M	BV 8	Invoices for commercial goods and services that were paid by Northwards Housing within 30 days of such invoices being received.	n/a	95.26%	100%	n/a	n/a
	Q	MHL041	The average weekly costs per local authority dwelling for special services.	n/a	£1.16	£1.50	n/a	n/a
	Q	MHL042	The average weekly costs per local authority dwelling for general management.*	n/a	£15.41	£8.95	n/a	n/a
	Q	MHL043	The average weekly costs per local authority dwelling for repairs.	n/a	£15.26	£19.41	n/a	n/a

## Equality Performance

				4th Quarter 05/06	1st Quarter 06/07	Target 06/07	Upper Quartile ALMOs 05/06	Upper Quartile Mets 04/05
↔	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	n/a
	Q	<b>BV 174</b>	The number of racial incidents recorded by Northwards Housing.	4	10	80	n/a	n/a
↔	Q	<b>BV 175</b>	Racial incidents that resulted in further action.	100.00%	100.00%	100%	n/a	n/a
↔	A	<b>BV 2a</b>	The level of the Equality 'Standard for Local Government' to which Northwards Housing conforms.	Level 2	Level 2	Level 3	n/a	new indicator
	A	<b>BV 2b</b>	The duty to promote race equality.	n/a	89.50%	68%	n/a	new indicator

**NARRATIVE 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:**

Please see Resident Involvement Action Plan & Access and Customer Care Action Plan (Appendices 1 & 2).

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

Please see attached Equality & Diversity Action Plan.

- Three meetings have been held with the BME Focus Group,
- 'Disabled Living' voluntary organisation and BME Community members took part in mystery shopping exercises to assess access to services,
- Disabled Focus Group carried out.

**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:**

- Conduct Option Appraisals in conjunction with partners where required (e.g. Victoria Avenue).
- Contribution to Master Planning and Local Plans developed by North Manchester Regen Team and Private Sector Housing.
- Miscellaneous Stock Strategy to be developed that compliments MCC Corporate Housing Strategy and North Manchester Strategic Regeneration Framework.
- Partnership working with Private Sector Housing around Intensive Management Areas in Harpurhey
- Regen Project Group set up with partners to monitor progress against the Northwards Housing Investment Strategy Improvement Plan which was developed in consultation with partners.

**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)**

- LPSA 6 – Working in partnership with Private Sector Housing in all areas. Looking at options for some Northwards Housing stock in Harpurhey in order to maximise impact of new developments.
- LPSA 7 – Approx £20m of the 5yr Capital Programme to be spent on the environment. Tenants and residents can influence how some of this money can be spent through the Area Panels.
- LPSA 9 – New uPVC windows and doors installed through Capital Programme meet Secure by Design and PAS 23 & 24 security criteria. Security Lighting is fitted to properties when re-wires are completed.
- LPSA 12 & 13 – Please see attached Resident Involvement Action Plan & Access and Customer Care Action Plan.

**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.**

Liaison meeting between Mike Stevens and Joanne Dalton: liaison/contact arrangements agreed. Updated guidance issued to staff. Refresher training organised for August (to include Domestic Violence). Liaison at the appropriate level in relation to individual cases.

### **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.**

Review of nuisance/ASB actions – see EMT/DMT minutes. Refresher training and updated guidance for Local Services Staff. Review of Local Services/ASBAT liaison – new arrangements agreed. Respect Agenda – officer meeting arranged for early July, followed by an event for Area Panel and Board members. Continued active participation in all the relevant multi-agency forums, including chairing 3 of the 4 ACPs in North Manchester. Liaison and monitoring meetings with Mediation – referrals increasing following staff briefings.

## Activity relating to vulnerable or socially excluded residents

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

Liaison and joint working on individual cases as required. No major issues or problems within this period.

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

1. Mediation – We have made 16 referrals in the first quarter to the mediation services to enable to us to resolve low level ASB cases and neighbour disputes.
2. The resettlement workers have a growing caseload and have supported 17 people into their new homes between their start in May and the end of the quarter. We are expecting numbers to be higher in the next quarter for take up of this service.
3. We continue to use Housing Support Services and the specialist services that they provide to enable people to live in their own homes and resettlement workers will refer on to these services where necessary.
4. Area Casework Panels continue to have a high number of referrals and the 4 ACP's that run across North Manchester are currently working across partners to resolve ASB issues and to support families to stop legal actions and possible loss of accommodation and homelessness.
5. The Debt Advice officer started with Northwards in June 2006 and will be working with tenants to ensure that benefit take up is maximised and to ensure that tenants are not threatened with homelessness due to rent arrears or multiple debts.

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

1<sup>st</sup> Feedback data due on 1<sup>st</sup> September 2006 from Social Services adaptations Team and quarterly after this, as agreed at first meeting held with their managers in June 2006.

### Activity relating to the environment

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

Improved liaison with Contracting Services (CS) re Grounds Maintenance and Street Cleansing: meetings and joint inspections. CS to attend Area Panels in August. Liaison meeting with Rachel Christie and Martin Lee to discuss enforcement and wider environmental issues – further joint working agreed on a number of issues including Fixed Penalty Notices and links between SEMs, EOs and Wardens. Consultation with Area Panels about a new Managing Your Neighbourhood standard – to be published August/September 2006. Consultation with Area Panels about 06/07 capital programme (environmental elements).

### Activity relating to BME issues

#### **Outline of information provided for and contribution to Equality Strategy**

- Policies and procedures (Comprehensive Equality Policy, Hate Incident policy/procedure and new performance standards, Domestic Violence, Race Equality Scheme)
- Engagement with diverse tenants using new ways to get involved (i.e. Tenant Inspectorate Scheme)
- 97% staff received training on Equality & Diversity and completed a test
- The Board received training in Equality & Diversity and the composition of the Board is monitored to reflect North Manchester diverse communities
- New webpage on Equality & Diversity on Northwards Housing internet and staff intranet
- New resource library with translated information
- Equality & Diversity Action Plan with specific actions relating to race.
- SLA with Language Line
- Race Equality Scheme in place
- New toolkit being piloted on Equality Impact Assessments
- Involved with the BME Resident Partnership Network
- BME Staff at Northwards can attend Black Officers Association to gain support

- Three meetings with BME Focus Group
- Review carried out on the revised Code of Practice for Racial Equality and actions planned.

**Outline of working arrangements with Asylum Seekers Service and contributions to joint working with organisations on ex asylum seekers**

Liaison meeting between Mike Stevens, Olivia Stokes, Colin Elliot and Pauline Richardson regarding joint-working with Asylum Seekers services. Refresher training organised for Sept 06. Nicola Jones allocated the role of 'Liaison Officer' role for Asylum Seekers Partnership working.

**Signed**

On behalf of Northwards Housing

**Signature**

**Name**

**Position**

**Received**

On behalf of Manchester City Council

**Signature**

**Name**

**Position**