



Report to:

Northwards Housing Board
19th July 2007

Item No:

8b

Title:	Performance Management Quarter 4 2006-07		
Date:	29 th June 2007		
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Confidential:	No		
For: (Please tick action required)	NOTING ✓	DISCUSSION	APPROVAL

PURPOSE OF REPORT

To update the Board on the organisation's performance against performance indicators for the fourth quarter (January to March) of 2006-07.

RECOMMENDATION

The Board are asked to note the contents of the report and ask relevant Sub-Committee's to focus their attention on particular areas where appropriate.

IMPLICATIONS

Equality & Diversity:	The performance framework improves monitoring in this area.
Financial:	The framework includes a number of financial indicators.
Staffing:	HR and organisational health indicators are included.
Decency Target:	The framework is part of the monitoring in this area.
Governance:	The indicators enable the Board to focus on the business critical indicators that present the highest risk to the business.
Risk Assessment:	The framework contributes towards the management of risk.

Equality & Diversity Implications (Please tick where relevant):

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

Consultation/Consideration:

	Yes, No or N/A:	Name:	Date:
Sub-Committee:	Yes (for Data Warehouse)	Resource & Audit	26 th June 2007
Area Panel:	No		
Task Groups	No		
Ward Councillors:	N/A		

1. The accompanying report shows the Performance Information for the twelve months ended 31st March 2007.
2. The outturn performance for the year shows a mixed picture with some targets achieved but in the main, most targets were not achieved although in a number of cases there has been improvement compared with the previous year.
3. As the Board is aware, there have been issues in obtaining the year-end performance data from the new Civica computer system. However, the majority of information is now available and therefore the report has been published. Certain information, like the rehousing data is still unavailable.
4. In order to improve the collation of Performance Information in the future with the new system the Business Support and ICT Teams have been working on a Data Warehouse solution to ensure that Northwards has the performance information it needs on a timely basis.
5. Proposals about this Data Warehouse solution were presented to Resource & Audit Sub-Committee on 26th June (and shared with Procurement & Property Sub-Committee) and are reflected in the Sub-Committee minutes.
6. It is hoped therefore that work can begin shortly on getting the flow of Performance Information back to where it needs to be for Board, Sub-Committees and Area Panels with a clear objective of improving it through the year.



Quarterly Performance Management Report
Quarter 4 2006/07
(April 2006 to March 2007)

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Northwards Housing Performance

Northwards Housing is an 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.

Northwards Housing Performance Report Key					
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				
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Customer Satisfaction Performance (1)

				Annual result 04/05	Annual result 05/06	MCC Target 06/07	Upper Quartile ALMOs 05/06	Upper Quartile Mets 04/05
↔	A	BV 74a	Satisfaction of all tenants of council housing with the overall service provided by their landlord.	75.00%	80.90%	80%	79.00%	n/a
↔	A	BV 74b	Satisfaction of Black and Minority Ethnic tenants of council housing with the overall service provided by their landlord.	70.00%	81.30%	80%	75.75%	n/a
↔	A	BV 74c	Satisfaction of Non-Black and Minority Ethnic tenants of council housing with the overall service provided by their landlord.	76.00%	82.00%	80%	78.73%	n/a
↔	A	BV 75a	Satisfaction of all tenants with opportunities for participation in management and decision making in relation to housing services provided by their landlord.	62.00%	71.60%	67%	70.00%	n/a
↔	A	BV 75b	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%	65.40%	67%	n/a	n/a
↔	A	BV 75c	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%	73.00%	67%	n/a	n/a
↔	A	BV 156	Northwards Housing buildings open to the public in which all public areas are suitable for and accessible to disabled people.	50.00%	75.00%	80%	n/a	n/a

Customer Satisfaction Performance (2)				1st Quarter 06/07	2nd Quarter 06/07	3rd Quarter 06/07	4th 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)	83.21%	84.00%	85.50%	83.88%	90%	n/a	n/a
↑	M	MHL018	Letters answered within 10 working days	84.14%	84.00%	81.40%	86.40%	95.00%	n/a	n/a
↑	Q	MHL020	Staff complying with dress & appearance standard	99.65%	99.80%	99.90%	99.91%	100.00%	n/a	n/a
↑	Q	MHL021	Staff wearing name badges	98.96%	99.00%	99.30%	99.49%	100.00%	n/a	n/a
↓	M	NHL117	Complaints answered within 10 working days (NH Standard)	n/a	82.83%	77.22%	77.10%	92.00%	n/a	n/a
Tenant Satisfaction with Decent Homes Work				1st Quarter 06/07	2nd Quarter 06/07	3rd Quarter 06/07	4th 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.	98.90%	100.00%	97.00%	98.00%	94%	n/a	n/a
↑	Q	MHL034	Planned schemes to council stock completed on time.	83.00%	75.00%	76.00%	80.00%	84%	n/a	n/a

Rehousing Performance				1st Quarter 06/07	2nd Quarter 06/07	3rd Quarter 06/07	4th 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.	92.40%	90.00%	85.60%	Pending	98.0%	n/a	n/a
Rehousing Activity				1st Quarter 06/07	2nd Quarter 06/07	3rd Quarter 06/07	4th 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	19.00%	15.00%	14.00%	Pending	pending	n/a	n/a
n/a	Q	NHL 105	Percentage of lets to BME applicants in Cheetham	73.00%	71.00%	53.00%	Pending	pending	n/a	n/a
n/a	Q	NHL 106	Percentage of lets to BME applicants in Crumpsall	67.00%	75.00%	44.00%	Pending	pending	n/a	n/a
n/a	Q	NHL 107	Percentage of lets to BME applicants in Harpurhey	18.00%	16.00%	21.00%	Pending	pending	n/a	n/a
n/a	Q	NHL 108	Percentage of lets to BME applicants in Higher Blackley	35.00%	24.00%	16.00%	Pending	pending	n/a	n/a
n/a	Q	NHL 109	Percentage of lets to BME applicants in Miles Platting & Newton Heath	12.00%	15.00%	16.00%	Pending	pending	n/a	n/a
n/a	Q	NHL 110	Percentage of lets to BME applicants in Moston	13.00%	26.00%	24.00%	Pending	pending	n/a	n/a
n/a	Q	NHL 111	Percentage of lets to BME applicants in Ancoats & Clayton	0.00%	9.00%	6.00%	Pending	pending	n/a	n/a

Organisational Health				1st Quarter 06/07	2nd Quarter 06/07	3rd Quarter 06/07	4th 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%	46.00%	46.00%	46.00%	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%	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%	0.00%	0.00%	6.0%	n/a	n/a
↓	Q	BV 12	Number of working days/shifts lost due to sickness absence.	2.9 days	4.2 days	6.8 days	10.45 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%	0.00%	0.33%	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%	0.00%	0.33%	0.36%	n/a	n/a
↑	Q	BV 16	Disabled employees in the Northwards Housing workforce.	3.15%	3.15%	2.70%	6.60%	3.57%	n/a	n/a
↑	Q	BV 17	BME employees in the Northwards Housing workforce.	7.80%	8.40%	9.40%	9.40%	11.43%	n/a	n/a

Repairs Performance

				1st Quarter 06/07	2nd Quarter 06/07	3rd Quarter 06/07	4th 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.	69.00%	66.74%	64.38%	76.09%	70.00%	86.54%	new indicator
↓	M	BV211b	Expenditure on emergency/urgent repairs compared to expenditure on non-urgent repairs.	16.92%	16.73%	18.47%	19.66%	18.00%	9.70%	new indicator
↓	M	MHL003	Repairs where an appointment was made immediately.	98.70%	98.40%	98.20%	98.10%	99.10%	n/a	n/a
↑	M	MHL005	Repairs where an appointment was made and kept.	96.10%	96.20%	96.30%	96.40%	98.50%	97.55%	n/a
↑	M	MHL006	All repairs completed on time.	94.90%	95.40%	95.60%	95.70%	96.50%	n/a	n/a
↑	M	MHL009	Jobs completed on first visit (based on tenant reply returns).	82.00%	83.50%	83.60%	83.80%	86.00%	n/a	n/a
↓	M	MHL012	Repairs satisfaction letters where tenants were satisfied with the service.	83.70%	84.70%	84.90%	84.60%	89.00%	n/a	n/a
↓	M	MHL014	Cases where tenants were satisfied following an investigation and rectification.	95.20%	95.60%	96.00%	92.40%	99.00%	n/a	n/a
↔	M	MHL039	Urgent repairs completed within government time limits.	96.40%	96.80%	97.10%	97.10%	97.20%	98.60%	n/a
↓	M	MHL040	Average time taken to complete non-urgent responsive repairs.	6.8 days	6.2 days	5.9 days	6.1 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.	86.30%	85.90%	86.00%	86.10%	88.50%	n/a	n/a

				1st Quarter 06/07	2nd Quarter 06/07	3rd Quarter 06/07	4th Quarter 06/07	Target 06/07	Upper Quartile ALMOs 05/06	Upper Quartile Mets 04/05
Decent Homes Performance										
↔	Q	BV184a	Proportion of LA homes which were non-decent at 1 April 2006.	45.00%	45.00%	45.00%	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%*	0%*	0%*	3%	Reduction of 4%	38.40%	11.30%
Energy Efficiency Rating										
↑	Q	BV 63	The average SAP rating of LA owned dwellings.	69.90%	69.90%	70.20%	70.50%	SAP 71	69.00%	64.00%
Voids Performance										
↑	M	BV 212	Average relet times for LA dwellings let in the financial year.	79.4 days	77.6 days	74.1 days	71.6 days	50 days	28.9 days	new indicator
↑	M	MHLO45	Rent lost through LA dwellings becoming vacant.	3.10%	3.30%	3.10%	2.90%	2.50%	1.10%	n/a

Rents Performance

				1st Quarter 06/07	2nd Quarter 06/07	3rd Quarter 06/07	4th Quarter 06/07	Target 06/07	Upper Quartile ALMOs 05/06	Upper Quartile Mets 04/05
↓	M	BV 66a	Rent collected (including arrears).	94.96%	94.70%	94.91%	94.52%	97.00%	n/a	97.69%
↓	M	BV 66b	Tenants with more than seven weeks' rent arrears.	8.44%	8.95%	9.24%	9.43%	7.70%	4.30%	new indicator
↑	M	BV 66c	Tenants in arrears who have had Notices of Intent to Seek Possession served.	38.72%	41.10%	38.36%	32.52%	30.00%	20.81%	new indicator
↑	M	BV 66d	Tenants evicted for rent arrears.	0.46%	0.49%	0.44%	0.38%	0.50%	0.26%	new indicator
↓	M	MHL 035	Rent collected, (excluding arrears).	99.70%	98.60%	99.00%	98.60%	99.50%	100.48%	n/a
↓	Q	MHL 037	Rent arrears of current tenants as a proportion of rent roll.	4.30%	4.40%	4.30%	4.70%	3.30%	n/a	n/a

Finance Performance

				1st Quarter 06/07	2nd Quarter 06/07	3rd Quarter 06/07	4th 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.	95.26%	99.70%	98.40%	99.09%	100%	n/a	n/a
↑	Q	MHLO41	The average weekly costs per local authority dwelling for special services.	£1.16	£1.19	£1.16	£1.08	£1.19	n/a	n/a
↓	Q	MHLO42	The average weekly costs per local authority dwelling for general management.	£15.41	£15.23	£15.99	£16.90	£15.31	n/a	n/a
↑	Q	MHLO43	The average weekly costs per local authority dwelling for repairs.	£15.26	£17.00	£15.94	£14.32	£15.70	n/a	n/a

Equality Performance

				1st Quarter 06/07	2nd Quarter 06/07	3rd Quarter 06/07	4th Quarter 06/07	Target 06/07	Upper Quartile ALMOs 05/06	Upper Quartile Mets 04/05
↔	A	BV 164	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	Yes	Yes	n/a	n/a
↑	Q	BV 174	The number of racial incidents recorded by Northwards Housing.	10	17	23	28	80	n/a	n/a
↔	Q	BV 175	Racial incidents that resulted in further action.	100.00%	100.00%	100.00%	100.00%	100%	n/a	n/a
↔	Q	BV 2a	The level of the Equality 'Standard for Local Government' to which Northwards Housing conforms.	Level 2	Level 2	Level 2	Level 2	Level 3	n/a	new indicator
↔	Q	BV 2b	The duty to promote race equality.	89.50%	89.50%	89.50%	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:

Resident Involvement Action Plan and Access and Customer Care Action Plan being implemented: regular updates to Neighbourhood and Quality Services Sub-Committee.

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

- DDA Physical works, as stipulated in Design For Access 2 (DFA2), have been carried out and completed on Northwards Housing Public Properties.
- BME and Disability Focus groups have had several meetings in 2007 and have been consulted on accessibility issues, the Disability Equality Duty and the new BME Compact.
- Consultation has begun with MCC to implement a Disability Equality Scheme in accordance with the new Disability Equality Duty and meetings are scheduled to discuss the new Gender Equality Duty.
- Tenant Inspectors made up from the diverse community assessed accessibility of Multi-storey block of flats.
- 3 Equality Impact Assessments have been completed and a timetable has been drawn for forthcoming EIA's in 2007.
- The Equality & Diversity Action Plan for 2007 has been submitted to the HR & Equality Sub Committee for approval following widespread consultation. Meetings are being arranged to ensure that specific actions from the Plan are included in Team Improvement Plans.

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 (where required) in conjunction with MCC & Stakeholders
- Regular liaison meetings with North Manchester Partnership and New East Manchester to discuss strategic priorities and regeneration/development proposals

- Neighbourhood Sustainability Indicators being introduced in order to rank estates in terms of sustainability and demand. These indicators will help strategic investment/intervention decision making
- Joint scheme (Freshfields) with LPC Living and MCC has been short listed by the Housing Corporation for the 'Northern Housing Challenge'. The Housing Corporation will be making a decision regarding schemes to take forward in June 2007.
- In consultation with MCC, identifying potential development opportunities (within estates managed) to improve the housing offer, mix tenure, increase stock numbers (where possible) and make neighbourhoods more sustainable.
- Support, contribute to the development (and implementation) of Local Plans which sit below the NMSRF
- Key member of the North Manchester Public Agencies Forum which aims to identify key issues and develop shared programmes of action to address them.

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 1 – (Reducing the number of residents in receipt of out of work benefits):
- LPSA 2 – (Reducing the proportion of 16-18 year old Manchester residents not engaged in education employment or training)
- LPSA 6 – (Reducing the number of empty and blighted properties in the city's private sector and registered social landlord housing market):
- LPSA 7 – (Liveability - improving the local environment):
- LPSA 8 – (Reducing Anti-Social Behaviour committed by children and young people):
- LPSA 9 – (Reducing Burglary):
- LPSA 12 – (Targeting local cultural activity to increase community cohesion) & LPSA 13 (Increasing the percentage of people who feel they influence decision in their area and the proportion volunteering):

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 at the appropriate level in relation to individual cases. Representation on relevant multi-agency forums. Lead PLSM – Emma Foster.

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 Local Services/ASBAT liaison completed. Respect Agenda – NH actively contributing to pilots and other initiatives. Respect Standard and Manchester Respect Charter signed and service review commenced. Continued active participation in the relevant multi-agency forums. NH Officer seconded as ACP Co-ordination Manager

1. Following on from the review of Local Services and ASBAT, ASBAT officers are working from Local Services Offices to provide on-going support and advice.
2. On-going participation in all multi-agency forums and subsequent active roles in multi-agency initiatives. This quarter includes:
 - Respect Action Weeks (concentrated diversion & enforcement partnership activity on a Ward basis)
 - Operation Geese (in partnership with GMP, warning & any subsequent enforcement to deter the usage of off-road vehicles)
 - Footsteps (identifying households vulnerable to burglary and giving crime prevention advice)
 - Joint Activities Group (continued support of youth providers, identifying gaps in service provision, sign-posting children & young people to access diversionary activity)
3. Local Area Panels are supporting environmental improvement schemes to 'design-out crime' through the Capital Environmental Improvement Programme.
4. On-going working with Mediation Services in monitoring and referring relevant cases.
5. Safer Neighbourhood Policing Teams, NH are supporting the roll-out of these GMP teams. Working in partnership, we are involved in daily liaison, information sharing, complimentary neighbourhood working and providing neighbourhood facilities for briefing sessions and resident participation.
6. On-going participation in the Respect Champion group facilitated by Manchester City Council.
Providing on-going support to Greater Manchester Fire Service's Firefly scheme.

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 being used to resolve low level ASB cases and neighbour disputes.
2. The resettlement workers continue to support new tenants.
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 in 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. Northwards Debt Advice Officer is 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.
6. NH fully involved in discussions about Choice Based Lettings and Allocation Policy.

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

There have been 236 referrals to MEAP for Northwards tenants in the 4th Quarter. All of these have been completed. The average waiting time for a referral was 17.74 days, slightly higher by 2 days than the 3rd Quarter. 28 major adaptations have been ordered after referrals and the average length of time to complete these has been 83.3 days. The average time that a property is with MEAP while being allocated is 17.4 days, down from 20.7 days from the quarter before. There is a 98% satisfaction rating for the service

Activity relating to the environment

Actions taken and planned to address environmental issues.

Regular liaison with Contracting Services (CS) re Grounds Maintenance and Street Cleansing: meetings and joint inspections. Regular liaison with Environmental Services to discuss enforcement and wider environmental issues – further joint working has taken place and continues on a number of issues including Fixed Penalty Notices and links between SEMs, EOs and Wardens. Consultation with Area Panels about capital programme (environmental elements): programme agreed by NH Board October

2006 and now being implemented. 2007/8 programme being prepared.

Activity relating to BME issues

Outline of information provided for and contribution to Equality Strategy

The Equality & Diversity Action Plan 2007 outlines specific actions required to ensure BME issues are addressed at all service levels. Northwards Housing are taking part in the Agenda 2010 Road-show event on 7th June at the Waterloo Centre and are running a series of events for Refugee Week, including holding a stall at the 'Women's Voices from Abroad' Annual Event.

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

Continued close working (Mike Stevens and Colin Elliot). No major issues in this period.

Signed

On behalf of Northwards Housing

Signature

Name

Position

Received

On behalf of Manchester City Council

Signature

Name

Position