



This is an Open Report

Report to: Community Protection Panel Cabinet

Date: 16 January 2006 19 January 2006

Subject: Performance Report, Wigan and Leigh Housing 2005/06 Half Year

Report of: Director of Community Protection

Contact officer: Peter Layland 4135

Purpose/summary: To report the half year performance of Wigan & Leigh Housing for 2005/06.

Alternative options considered and reason for selecting the one recommended:

Recommendation/decision: Panel's views are invited on the performance of Wigan and Leigh Housing.

Key Decision: This report does not involve a key decision.

Implications:

Financial:	Housing Contract valued at £16m per annum
Staffing:	None
Policy:	Housing Strategy
Equal Opportunities - Has a Diversity Impact Assessment been conducted?	Report includes progress on equality
Wards affected:	All
Special Interest Members – Which have been consulted	None

For Cabinet reports only :

Categorisation of the report:	X		X
Discussion leading to a decision		Discussion	
Monitoring	X	Decision	
Sharing for corporate understanding		Information	

Tracking/Process:

	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council
Community Protection 16.1.06		19.1.06	

List of Background Papers in accordance with Section 100D of the Local Government Act 1972:

Document	Date	File Reference	Place of Inspection
Notes of Quarterly Meeting with WALH	14/11/05		Unity House
CPA Direction of Travel Statements	Oct 05		Unity House



Proper Officer

Date

10 January 2006

Background:

In April 2002 the Council set up an Arms Length Management Organisation to manage its stock of Council dwellings. The nature and scale of the contract with Wigan and Leigh Housing is significant. Within the contractual arrangement with Wigan and Leigh Housing (WALH) the company is required to submit performance management information.

Wigan and Leigh Housing manage approximately:

- 23,500 Council houses
- additional ALMO capital resources of £137m
- payment of an annual management fee of over £15m
- contributes to key housing and corporate objectives

The company's performance also impacts on key government assessment of the Council's performance notably:

- Council's Housing Strategy and
- Comprehensive Performance Assessment

The performance management framework that helps govern the relationship between Wigan and Leigh Housing and the Council was reviewed earlier in the year. The new arrangements were agreed by Cabinet on 6 October 2005 and they largely retained the main elements of the performance framework including:

- System of monthly and quarterly meetings
- Annual meeting
- Annual Questionnaire

However extensive changes were made within the information selected for monitoring, with the number of performance indicators being reduced so as to concentrate attention on key aspects of the service. It was also agreed to monitor the priorities of the Annual Business Plan on a quarterly basis. This report is the first monitoring report to adopt this new framework with the detailed results shown in Appendix 1 and 2.

In addition comparative information on a range of performance indicators has been made available for CPA purposes by the Audit Commission. This is shown in Appendix 3 and it provides a clear view of performance in comparison with other Councils in England.

Summary of Performance

Wigan and Leigh Housing (WALH) performed reasonably well in 2004/05 making progress on most aspects of their performance. Performance as measured by indicators with Appendix 1 has made continued progress during the first half of 2005/06 with 67% being on target. Areas where improvements are being made include the important area of repairs and the number of empty homes. Satisfaction levels with the various services also remain high. Areas of concern centre on homelessness, especially the increased use of bed and breakfast.

In relation to performance against the priorities within the Annual Delivery Plan progress in the first half of the year has been slow. Whilst progress against some targets have been either unachievable due to delays in government guidance or had

tight timescales "imposed" by the inspection, greater efforts are needed in this area if most of the priorities for the year are to be actioned.

Finally comparison between Wigan and Leigh's performance and the Audit Commission's benchmarking has shown that of the 14 indicators measured for CPA purposes, 5 were within the upper quartile and 3 within the lower quartile. Whilst these represent a reasonable performance attention needs to be focused within the areas of concern namely urgent repairs in time, the CRE code of guidance and on repeat homelessness.

The main detailed issues to emerge from the 6 month review were the following:-

Critical Risk Factors

- Use of Bed and Breakfast (BV 183i)

The use of bed and breakfast has significantly increased during the first half of the year with expenditure levels of nearly £150,000 and residents averaging 3 weeks per stay. This is explained by the increased numbers of homeless acceptances and reductions in the stock available. However this position cannot be acceptable and a whole series of alternatives to bed and breakfast use are now being developed.

Continued dialogue between WALH and the Council will be maintained on this topic, with a presumption of trying not to use bed and breakfast in the future. This should be more achievable as the homelessness prevention strategy and new alternatives develop.

- Proportion of homelessness applications decision made within 33 days (L39)

Currently some 80% of homelessness decisions are formally decided within 33 days. This shows a slight decline on previous performance and is well outside target. The key reasons are the increased numbers of cases and the efforts to improve the quality of the response. Discussions on ways to improve this indicator are ongoing with WALH.

- Repeat Homelessness

This is a new indicator and from Audit Commission comparisons our performance is within the lowest quartile. Actions within the Homelessness Strategy are currently emphasising preventative action which will hopefully, improve our position. Again, discussions on ways to improve this indicator are ongoing with WALH.

- CRE Code of Guidance for Rented Housing / Level III Equality Standard

Extensive work is underway in trying to ensure compliance with Level III of the Equality Standard and the CRE Code of Guidance. The task is considerably more involved than first anticipated and new realistic targets are being set and properly audited. External validation from a "critical friend" is ongoing with a hope that our claims of meeting the CRE code will be validated.

- Value for Money / Procurement Issues

This issue was highlighted within the inspections and ambitious targets were set to rectify the problems. Limited progress has been made so far in developing a procurement strategy or in reviewing bought-in services. Progress in this key area needs to be improved and changes implemented within the rest of the current financial year.

- Complete current reviews

Within the delivery plan a series of service reviews were highlighted. A significant number of these have been progressed but not yet completed. These need to be "signed off" as soon as possible eg rent collection, lettings.

- Future Vision / Direction

Given WALH current 5 year contract ends in April 2007 it is important that a future vision and direction is agreed between the Council and WALH. Unfortunately due to government delays in publishing guidance on future options this has not been completed. Rapid progress will be needed within this area once the guidance is published.

Good Performance

- Progress on Customer Access

Reviews on the customer access strategy including the opening of offices etc have been agreed and implemented.

- Satisfaction levels

The satisfaction levels for all aspects of WALH services remain remarkably high and reflect well on the company. Especially noteworthy is the very high levels of satisfaction within the improvement programmes with levels of 94% satisfaction being achieved.

- Decency Levels

WALH have also maintained good progress within the improvement programmes and is still on course to achieving the government's decent homes target within 2008, some 2 years ahead of the national target.

- Repairs Service

Most aspects of the repairs service has improved over the last few years with continuing improvements still occurring. This is shown across most categories of works, with improvements within urgent repairs, best / merit and within the average time to complete non-urgent repairs.

- Voids

The time taken to repair and let voids and in the proportion of properties empty continue to improve

Conclusion

WALH performance in recent years has demonstrated improvement in most service areas. Indeed some aspects of its performance, especially around tenant satisfaction, investments and most aspects of repairs is outstanding. They have also transformed its relationship with tenants and this has been demonstrated by being shortlisted for Beacon Status within Tenant Participation for 2006/07.

However this review has also identified areas of concern which need significant attention. The largest single area is homelessness which is currently under pressure through changes in affordability in the borough. Action is being taken on this topic by both WALH and the Council and it is hoped that increasing investment in prevention and in alternatives to bed and breakfast will bear fruit. Given it is a high priority weekly monitoring by the Council will be undertaken in this critical area and an Action Plan has been produced.

Action on a small number of performance indicators which are performing badly within the Audit Commission CPA comparison is also being taken. The other key area for action is within progress on the priorities within the Annual Business Plan. Whilst some of these have been delayed by external factors WALH will need to increase its activity in these areas if it is to complete a number of outstanding tasks in this area.

These issues have been discussed with WALH and agreement made on the way forward and it is a reminder that the pace of change is relentless even for a generally improving organisation.

Finally of special importance in the coming months will be the CPA and the key preparations within this area are to complete the tasks within the report. The aim of this is to make progress on weaker aspects of performance and to ensure the plans for change are progressed as set out in the Delivery Plan.

Ref	Indicator	Target 2004/05	Actual 2004/05	Target 2005/06	Qtr 1	Qtr 2	Half Year	General comments	Quarter 2 Comments
Rents									
BV 66 (a)	Proportion of Rent Collected including Arrears C/fwd	97.80%	97.09%	97.90%	95.93%	95.97%	95.97%	⊖ Note that the tolerance range now used is 1% for this PI, which accounts for quarter 1 now showing as red rather than the originally reported blue.	Rent free weeks are still due at Christmas and year end. Performance was 94.5% at the equivalent time last year.
BV66 (b)	Number of LA tenants with more than 7 weeks of (gross) rent arrears as a % of LA tenants	NEW	5.51%	TBC	5.18%	5.49%	5.49%		Target not set as parameters for calculating indicator were redefined. Currently producing reports on last years performance to this revised definition to calculate target. Out-turn for end of last year was 5.51%. Indicator is calculated as an average but the reduction in arrears caused by rent free weeks will mean this years out -turn is likely to be lower than last years.
BV66 (c)	% of LA tenants in arrears who have had Notices Seeking Possession served	NEW	50.32%	41.79%	11.25%	11.03%	22.37%	⊖	Performance is slightly over target as to be on target at this point in the year would be 20.9%. However, with 4 rent free weeks later in the year, the out-turn is likely to be better than target.
BV66 (d)	% of LA tenants evicted as a result of rent arrears	NEW	0.25%	0.21%	0.24%	0.09%	0.15%	⊖	The PI is only reported to 0 decimal points. It is anticipated that due to a backlog of cases being presented for eviction approval, performance will be poorer than target over the year but should then improve again.
L9a	Proportion of former tenant arrears collected	35%	9.70%	40%	Annual	Annual	Annual		

CLIENT QUARTERLY PERFORMANCE REPORT- REPAIRS (PROGRAMMED AND DAY TO DAY)

Ref	Indicator	Target 2004/05	Actual 2004/05	Target 2005/06	Qtr 1	Qtr 2	Half Year	Quarter 2 Comments
Repairs								
CPA H3 L21	Percentage of responsive (but not emergency) repairs during 2003-04, for which an appointment was both made and kept Old BV185	60%	62.60%	80%	75.99%			Mears data outstanding
BV211a	Proportion of planned repairs and maintenance expenditure on HRA dwellings compared to responsive maintenance expenditure on HRA dwellings		NEW		Annual	Annual	Annual	
BV211b	Proportion of expenditure on emergency and urgent repairs to HRA dwellings compared to non urgent repairs expenditure to HRA dwellings		NEW		Annual	Annual	Annual	
L19	% age of urgent repairs completed within Government timelimits	93%	87.44%	94%	86.36%	100.00%	☹	There were 18 jobs that corresponded to the definition within the quarter, 7 in Leigh Homes and 11 in Wigan Homes. 100% were dealt with in target times.
L20	Average time to complete non-urgent repairs	11 days	10 days	9 days	11 Days	7 days	☹	7.14 days. The rapid repairs performance data has been used for this indicator.
Percentage of repairs completed within target time								
L22	BEST/MERIT	95%	95.85%	97%	98%	98.00%	☹	6914 jobs were completed within target. 106 jobs missed the target and 30 of these were in Leigh, 76 in Wigan.
L23	Emergencies	90%	90.02%	97%	93%	94.00%	☹	Performance has improved from quarter 1 by 1%. 5646 emergency repairs were completed in quarter 2 with 5272 within target. 374 jobs missed target and details of these have been passed to the partner contractors.
L24	Voids	90%	69.04%	95%	77%	87.00%	☹	Performance in quarter 2 has improved from quarter 1 by 10%. 599 of 691 were completed in target. 92 repairs that missed target have been fed back to contractors and they are checking validity of data.

Ref	Indicator	Target 2004/05	Actual 2004/05	Target 2005/06	Qtr 1	Qtr 2	Half Year	Quarter 2 Comments
L25	Other Repairs	90%	72.68%	90%	71%	84.00%	77%	There was an improvement in performance from quarter 1 and this builds on the improvement in performance each quarter throughout the previous year. 4101 of 4894 jobs were completed within target.

CLIENT QUARTERLY PERFORMANCE REPORT- DECENT HOMES / ENERGY EFFICIENCY

Ref	Indicator	Target 2004/05	Actual 2004/05	Target 2005/06	Qtr 1	Qtr 2	Half Year	Quarter 2 Comments
Decent Homes / Energy Efficiency								
BV63 CPA H11	Average SAP rating of LA owned dwellings	63.0	62.3	62.8	Annual	Annual	Annual	
BV184a CPA H1	Proportion of non-decent LA dwellings at start of financial year	30%	31.0%	22.1%	Annual	Annual	Annual	
BV184b CPA H2	Percentage change in proportion of non-decent dwellings between start and end of financial year	20.0%	30.7%	18.6%	Annual	Annual	Annual	
HS02	Quality of Life on Estates	3.0	3.7	N/A	Annual	Annual	Annual	
HSO 3	Proportion of non-decent homes	24%	22.10%	18%	21.10%	19.80%	19.80%	On track to achieve end of year target.

CLIENT QUARTERLY PERFORMANCE REPORT- EMPTY HOMES

Ref	Indicator	Target 2004/05	Actual 2004/05	Target 2005/06	Qtr 1	Qtr 2	Half Year	Quarter 2 Comments
Decent Homes / Energy Efficiency								
HSO 1	Proportion of Empty Homes as a percentage of the Stock	1.90%	1.60%	1.50%	1.30%	1.43%	1.43%	☺ Levels of voids continue to fall across WALH. The figure quoted is a projection to year end based on current voids and trends.

CLIENT QUARTERLY PERFORMANCE REPORT - RELETS AND VOIDS

Ref	Indicator	Target 2004/05	Actual 2004/05	Target 2005/06	Qtr 1	Qtr 2	Half Year	Quarter 2 Comments
Relets / Voids								
BV 212	Average time to Re-let Local Authority Housing (old L15)	41 days	39 days	36 days	35 days	45 days	38 days	☺ Qtr 2 figure affected by a lower number of returning voids, successful letting of 33 hard to let properties and completion of kitchens omitted off programme in the lifetime of the voids. There is future agreement to take sign up date as end of void process.

CLIENT QUARTERLY PERFORMANCE REPORT - HOMELESSNESS AND SUPPORT

Ref	Indicator	Target 2004/05	Actual 2004/05	Target 2005/06	Qtr 1	Qtr 2	Half Year	Comments Quarter 2
BV 183i	The average length of stay in (I) B and B	1 week	0 weeks	0 weeks	1 week	4 weeks	3weeks	☹️ Half year average is 17.7 days. Internal audit process clarified definition, to include time in temporary accomm if started stay in B&B. 2004/05 figure to be clarified by audit.
BV 183ii	The average length of stay in (I) B and B of households which include dependent children or pregnant women	0 weeks	0 weeks	0 weeks	0 weeks	0 weeks	0 weeks	☺️ Achieving target.
BV203	Percentage change in average number of families placed in tempoary accommodation	2%	8.45%	8%	Annual	Annual	Annual	
BV213	Households considering themselves homeless who approach for housing advice and housing advice casework intervention resolves their situation		NEW	Tbc	0.80%	0.70%	0.80%	Now 6 months data available will set target for coming year. Quarter 2 shows a slight dip in performance but it is anticipated that new initiatives such as the Prevention Officer will increase performance over the year.
BV214	Proportion of households accepted as homeless who were accepted as homeless within last two years		NEW	Tbc	5.30%	5%	5%	Now 6 months data available will set target for coming year. Quarter 2 shows improvement on quarter 1.
L38	Proportion of homeless cases which comply with Quality Standard	90%	83.09%	90%	87.06%	92.00%	88.75%	☺️ Performance against the Quality Standard continues to improve.
L39	Proportion of homelessness applications on which decisions / written notification goes to applicant within 33 wkg days	96%	82%	96%	84.00%	77.00%	80.5%	☹️ Decrease in performance is due to staff spending longer doing interviews to ensure quality decisions are made - there has been a fall in number of acceptances (see L42). In quarter 2 628 out of 817 cases received decisions within 33 working days.
L43	(Housing Link) % of successful tenancies (6 months after support ends)	80%	98.44%	90%	96.20%	100.00%	98.5%	☺️ High quality service continues to be provided and has improved this quarter to 100%.
L48	Supporting People PI's	60%	75%	80%	80%	80%	80%	☹️ SP KPI 2 'moving on in a planned way' is to be used as this indicator

CLIENT PERFORMANCE REPORT- TENANCY PARTICIPATION

Ref	Indicator	Target 2004/05	Actual 2004/05	Target 2005/06	Qtr 1	Qtr 2	Actual 2005/06	Comments
BV75a	Satisfaction of council housing tenants with opportunities for participation in management and decision making in relation to housing services provided by their landlord	55%	62.60%	55%	Annual	Annual		
BV75b H13	Satisfaction of ethnic minority council housing tenants (excluding white minority) with their opportunities for participation in management and decision- making in relation to housing services provided by their landlord	55%	52.10%	55%	Annual	Annual		
BV75c	Satisfaction of non-ethnic minority council housing tenants with their opportunities for participation in management and decision- making in relation to housing services provided by their landlord	55%	61.60%	55%	Annual	Annual		

CLIENT QUARTERLY PERFORMANCE REPORT- CUSTOMER CARE AND CUSTOMER SATISFACTION

Ref	Indicator	Target 2004/05	Actual 2004/05	Target 2005/06	Qtr 1	Qtr 2	Half Year	Quarter 2 Comments
Customer Satisfaction and Perception								
BV74a CPA H12	Percentage of all council tenants (or a representative sample) stating that they are satisfied with the overall service provided by their landlord when surveyed	80%	83.30%	80%	Annual	Annual	Annual	
BV74b	Satisfaction of ethnic minority LA tenants (excluding white tenants) with the overall service provided by their landlord	80%	75.70%	80%	Annual	Annual	Annual	
BV74c	Satisfaction of non ethnic LA minority tenants with the overall service provided by their landlord	80%	83.10%	80%	Annual	Annual	Annual	
L52 (a)	% of customers satisfied with the Allocations Process	95%	99.10%	95%	94.11%	100%	☺ 96%	
L52 (b)	Satisfaction with the Furnished Tenancy Service	100%	100%	100%	100%	100%	☺ 100%	100% target achieved
L52 (c)	Satisfaction with Homelessness service	90%	73.30%	90%	69.80%	86%	☹ 78%	Performance has improved significantly in quarter 2. The return rate is still relatively low and will be looking at different ways to gather feedback, eg. Telephone survey.
L52 (d)	Satisfaction of current tenants with Sheltered Housing Service	94%	78.00%	94%	Annual	Annual	Annual	

L52 (e)	Tenants Satisfaction with the overall Repairs Service	94%	93.90%	95%	90.60%	98.46%	96.09%	☹️	Customer satisfaction levels continue to improve.
L52 (f)	% customer satisfaction following undertaking of programmed works	91%	93%	93%	92%	94%	94%	☹️	Customer satisfaction levels continue to improve.
L52 (g)	% of Neighbour Nuisance Cases resolved to the satisfaction of the person reporting the incident	75%	65%	75%	54.50%	88%	71.25%	☹️	Satisfaction levels have improved and are now above target. The use of telephone survey and revised survey questions could explain the jump in performance.
L53a	Percentage of tenants who consider there is a serious problem with neighbour nuisance in their area STATUS survey	11.2%	11.2%	11.2%	Annual	Annual	Annual		
L54b	Percentage of tenants who feels there is a serious problem relating to cleanliness in their area	18.1%	18.1%	18.1%	Annual	Annual	Annual		

CLIENT PERFORMANCE REPORT- ACCESSIBILITY

Ref	Indicator	Target 2004/05	Actual 2004/05	Target 2005/06	Qtr 1	Qtr 2	Half Year	Comments
BV164 CPA H10	Does authority follow CRE code of practice in Rented Housing & good practice standards for social landlords in tackling harassment	YES	YES	YES	Annual	Annual	Annual	
BV2	Level of Equality standard for Local Government to which ALMO complies	ES "2"	ES "1"	ES "3"	Annual	Annual	Annual	
BV156	Proportion of public buildings with access for the disabled	83%	31.8%	50%	Annual	Annual	Annual	

CLIENT PERFORMANCE INFORMATION- FINANCIAL INFORMATION

Ref	Indicator	Target 2004/05	Actual 2004/05	Target 2005/06	Qtr 1	Qtr 2	Half Year	Comments
CPA H9 L56A	Average weekly management cost per LA dwelling	£10.90	£11.96		Annual	Annual	Annual	

Appendix 2

Progress on Priorities in 2005/06 Delivery and Business Plan

Task	Target	Success Measure	Progress (6 months stage)
<p>1 We will develop a longer-term strategy beyond 2007 that encompasses a vision for social housing in the borough. This will encompass a review of the management structure from Board level to facilitate effective delivery.</p>	<p>October 2005</p>	<p>Approved strategy in place to inform future plans</p>	<p>Work on visioning and a longer term strategy underway and consultation survey undertaken with tenants.</p> <p>However the delay in Government proposals for the future of ALMOS means that the task cannot be completed.</p>
<p>2 We will negotiate an extension to the Management Agreement with the Council beyond 2007 which excludes any unreasonable restrictions.</p>	<p>December 2005</p>	<p>Formal extension to the Management Agreement by Council's Cabinet.</p>	<p>Work identifying possible changes to Management Agreement taken place. However, little progress can be made until the Government proposals for the future of ALMOs is published.</p>
<p>3 We will implement a transparent strategy for customer access. This will include completing the implementation of Phase 2 of the Service Excellence Review creating 6 host officers and a number of smaller part-time officers.</p>	<p>July 2005</p>	<p>Approved strategy in place and implemented. Changes introduced seamlessly with no reduction in service performance.</p>	<p>Task completed by July 2005.</p>

Task	Target	Success Measure	Progress (6 months stage)
<p>4 We will improve the value for many of the services that we deliver by:</p> <ul style="list-style-type: none"> – reviewing all bought-in services from the Council – developing a procurement strategy – testing all services against value for money KLOE – develop maintenance and asset management strategy to deliver improved vfm in both commissioning and works. 	<p>October 2005</p> <p>October 2005</p> <p>December 2005</p> <p>March 2006</p>	<p>SLAs in place for all bought-in services</p> <p>Approved strategy in place</p> <p>Savings identified with plan to realise them.</p> <p>Approved strategy in place</p>	<p>Work underway and agreement gained with Council. However, amount of work under-estimated and unrealistic target set.</p> <p>Little progress made</p> <p>Little progress made.</p> <p>Limited progress but discussions started with nearby ALMOs or a common strategy.</p>
<p>5 We will review the policy on collecting rent a week in arrears and agree measures to reduce the impact of current and former tenant arrears.</p>	<p>July 2005</p>	<p>Now collection policy approved by Board</p>	<p>Rents Steering Group has considered this issue. Recommendations to be made to Board shortly.</p>
<p>6 We will comprehensively review local lettings policies and ensure they and nominations are delivered according to Council priorities. This will be integrated with a review of the impact of the allocation system.</p>	<p>September 2005</p>	<p>New Policies by Board / Council</p>	<p>Key changes introduced in October eg first come first served. Further changes being considered and will be brought forward in early 2006.</p>
<p>7 We will develop targets which relate to individual staff performance as part of a Performance Development</p>	<p>March 2006</p>	<p>Revised procedures in place with 90% PDR completed and plans received by HR.</p>	<p>Limited progress due to Job Evaluation work. Work will be undertaken in early 2006.</p>

Task	Target	Success Measure	Progress (6 months stage)
Review process.			
8 We will achieve level III of the Equality Standard for Local Government.	September 2005.	Level 3 compliance.	Work continuing in this area. Target over-optimistic and will be reset.
9 We will continue to work closely with the Council and others to manage the problems with contaminated land at Ince Central.	March 2006.		This is a major task that involves a huge level of staffing resource. Considering complexity good progress made.
10 We will concentrate efforts on improving performance in service delivery in areas where current performance is below target specifically: <ul style="list-style-type: none"> – Answering letters – RTB price notices – Repair completions – Void completions 	March 2006	Improved Performance on 2004/05 year end figures.	Performance in all areas better than last year but not always to target.
11 Review the effectiveness of our information systems. This to include reviews of: <ul style="list-style-type: none"> – Management information systems – Cost centre management – IT and e-government strategy. – Document imaging and work flow system – Communications 	March 2006	Improved overall performance against PIs through the availability and use of information.	Generally reasonable progress on this priority.

Audit Commission Benchmarking Analysis (CPA)

Indicator	Wigan Threshold position (2004/05 Performance)
Proportion of non-decent LA Homes	Mid Quartile
Percentage of change of LA decent homes	Upper Quartile
Percentage of responsive repairs for which LA made / kept an appointment.	Mid Quartile
Urgent repairs in time.	Lower Quartile
Average time for non-urgent repairs	Upper Quartile
Average re-let times	Qualified indicator (Mid)
Average weekly management cost	Mid Quartile
CRE code for rented housing.	Lower Quartile?
Energy Efficiency of Council Housing	Mid Quartile
Overall Satisfaction with housing service	Upper Quartile.
Satisfaction with opportunities to participate	Mid Quartile
Average time in temporary accommodation - bed and breakfast	Upper Quartile
Average time in temporary accommodation - hostels	Upper Quartile
Repeat homelessness	Lower Quartile