

Report to: Community Protection Panel

Date: 12 March 2007

Subject: Performance Report: Wigan and Leigh Housing 2006/07
3rd Quarter

Report of: Director Designate of Environmental Services

Contact officer: Peter Layland 4135

Purpose/summary: To report the third quarter performance of Wigan and Leigh Housing for 2006/07

Alternative options considered and reason for selecting the one recommended:

Recommendation/decision: To note the report.

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 issues
Wards affected:	All
Special Interest Members – Which have been consulted	None

Has the Director of Legal and Property Services confirmed that the recommendations within this report are lawful and comply with the Council's Constitution?	N/A
Has the Director of Finance and IT confirmed that any expenditure referred to within this report is consistent with the Council's budget?	N/A
Are any of the recommendations within this report contrary to the Policy Framework of the Council?	N/A

For Cabinet reports only :

Categorisation of the report:	x
Discussion leading to a decision	
Monitoring	
Sharing for corporate understanding	

	x
Discussion	
Decision	
Information	

Tracking/Process:

	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council
Community Protection 12/3/07			

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	Feb 2007		Unity House Westwood Park Dr Wigan WN3 4HE

Proper Officer Martin Kimber

Date 23 February 2007

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 in 2005 and its main elements are :-

- System of monthly and quarterly meetings
- Monitoring of key performance indicators
- Annual meeting
- Annual Questionnaire

This third quarter report provides information on key performance targets (Appendix 1) and also on WALH progress on the year's agreed priorities within the Annual Business and Delivery Plan (Appendix 2).

Given a new contract with WALH has been agreed for 2007/08 a revised performance monitoring system will be implemented from next April.

Summary of Performance

Wigan and Leigh Housing (WALH) demonstrated improvement in most service areas during 2005/06, especially around tenant liaison, investment and most aspects of repairs. Performance up to the 3rd quarter in 2006/07 shows continued progress with 80% of performance indicators either on or close to target. Areas where improvements continue to be made include the key areas of repairs, the time taken to re-let property, in customer satisfaction and in certain areas of homelessness eg reduced use of bed and breakfast. The main concern continues to centre on homelessness due to the pressures faced in this area. It should also be remembered that a significant number of indicators are only available annually and a complete picture is not available until the year end.

In relation to performance against the priorities within the Annual Delivery Plan progress is also generally satisfactory. Most priorities are on course to be met during the year but as reported at the last meeting, the target around Value for

Money will not be completed. Within this area it is more important that the process is carried out systematically and to best effect. For these reasons some aspects of this task will be carried out in the next year. Despite this in reality WALH have made very strong contributions over the past couple of years to the Gershon efficiency targets and this will continue in the current year.

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

Critical Risk Factors

– Use of Bed and Breakfast

The performance during 2006/07 has got better as the year has progressed and in a national perspective it represents top quartile performance. However, given our aim to reduce bed and breakfast to zero (via better preventative work and other alternative provision) this result is below target. A review of progress in order to set a revised but demanding target is currently underway.

– Proportion of homeless people who were accepted as homeless within the last 2 years

Concerns were expressed over performance in this area in 2004/05 and this resulted in the development of a service improvement plan. Performance last year improved dramatically. However in the current year, performance has worsened. WALH have pointed out that this is due to a relatively small number of cases and have identified a surge in repeat domestic violence cases as one of the main reasons. Given this performance is now lower quartile in comparison with AC data, WALH have been asked to develop a report on the reasons and an action plan to improve performance.

– Proportion of homelessness applications on which decisions / written notification goes to the applicant within 33 days

The Homelessness Directorate current advice is that preventative measures and the quality of the decision making are more important than the speed of homelessness decisions (this measure is no longer a CPA indicator). However the proportion of cases meeting the 33 days' timescale fell significantly in the first half of the year. Concerns were expressed in the last report and performance in quarter 3 shows some signs of recovery.

– Value for money

Significant work and resources are being devoted to this area by WALH. However it is vitally important that this is done systematically and this will mean that it will continue into next year.

Good Performance

– Satisfaction with Services

The satisfaction levels of all aspects of WALH services all good or outstanding. This reflects well on the company. Especially noteworthy are the high levels within the

repair and improvement programmes, whilst the measures on overall satisfaction and opportunities to participate are also exceptional.

- Repairs Performance

Excellent performance continues within the area of repairs. Whilst quarter 3 data shows a small drop within urgent repairs it remains a strong area.

- Investment Programme

Continued good performance in this area with a steady reduction in the numbers of non-decent housing and high tenant satisfaction

- Re-let times / Empty Homes

Good progress has been made in reducing the re-let time (time empty) from 51 days last year to the current 37 days. The small increase in overall empty homes that occurred during the first half of the year has also been reversed.

Conclusion

General performance by WALH continues to improve in most of the key areas. Indeed in relation to tenant satisfaction, repairs and improvement works, performance is outstanding. However there are isolated areas which give cause for concern and discussions with WALH will focus on these issues during the next few months.

Appendix 1

Client Performance report - Rents

Ref	Indicator	Target 2005/06	Actual 2005/06	Target 2006/07	Qtr 1	Qtr 2	Qtr 3	Year to Date	Quarter 3 Comments
Rents									
CPA BV 66 (a)	Proportion of rent collected including arrears c/fwd	97.90%	97.44%	97.90%	☹ 95.44%	☹ 96.03%	☹ 97.11%	☹ 97.11%	Performance in line to achieve target to year end.
BV66 (b)	Number of LA tenants with more than 7 weeks of (gross) rent arrears as a % of LA tenants	5.10%	5.21%	5.10%	☺ 4.29%	☹ 4.90%	☺ 4.92%	☺ 4.71%	Performance improved in comparison with last year
BV66 (c)	% of LA tenants in arrears who have had Notices Seeking Possession served	43.93%	43.15%	42%	12.31%	16.17%	11.24%	36.72%	
BV66 (d)	% of LA tenants evicted as a result of rent arrears.	0.21%	0.36%	0.21%	0.09%	0.09%	0.09%	9.26%	
L9a	Proportion of former tenant arrears collected	40%	7.23%	15%	Annual	Annual	Annual		

Client Performance Report - Repairs (Programmed and day to day)

Ref	Indicator	Target 2005/06	Actual 2005/06	Target 2006/07	Qtr 1	Qtr 2	Qtr 3	Year to Date	Quarter 3 Comments
Repairs									
L21	Percentage of responsive (but not emergency) repairs during 2006-07, for which an appointment was both made and kept Old BV 185.	80%	67.45%	80%	not avail	not avail	not avail		IT and recording issues mean the data for this indicator currently under review. No longer a CPA indicator.
CPA L19	% age of urgent repairs completed within Government time limits	94%	95.78%	97%	☹ 97.15%	☹ 99.29%	☹ 96.92%	☹ 97.35%	Despite a slight drop in performance in Qtr 3 still above target.
CPA L20	Average time to complete non-urgent repairs	9 days	7.5 days	8 days	☺ 6.92 days	☺ 5.98 days	☺ 6.15 days	☺ 6.46 days	This is very strong performance and well into top quartile.
Percentage of repairs completed within target time									
L22	Best / Merit	97%	97.89%	98%	☹ 98.75%	☹ 98.83%	☹ 98.60%	☹ 98.75%	
L23	Emergencies	97%	96.43%	95%	☹ 97.09%	☹ 99.31%	☹ 99.6%	☹ 98.37%	
L24	Voids	95%	88.27%	95%	☹ 95.21%	☹ 94.74%	☹ 98.12%	☹ 95.90%	
L25	Other Repairs	90%	82.93%	90%	☹ 93.84%	☹ 95.86%	☹ 96.05%	95.14%	

Client Performance Report - Relets and Voids

Ref	Indicator	Target 2005/06	Actual 2005/06	Target 2006/07	Qtr 1	Qtr 2	Qtr 3	Year to Date	Quarter 3 Comments
Relets / Voids									
CPA BV 212	Average time to re-let Local Authority Housing (old L15)	36 days	50.87 days	36 days	☹ 34.22 days	☹ 38.55 days	☺ 32.37 days	☹ 35.35 days	Good overall performance

Client Performance Report - Decent Homes / Energy Efficiency

Ref	Indicator	Target 2005/06	Actual 2005/06	Target 2006/07	Qtr 1	Qtr 2	Qtr 3	Year to Date	Quarter 3 Comments
Decent Homes / Energy Efficiency									
BV63 CPA H11	Average SAP rating of LA owned dwellings	62.8	65	65	Annual	Annual	Annual	Annual	
BV184 a CPA H1	Proportion of non-decent LA dwellings at start of financial year	22%	22%	16%	Annual	Annual	Annual	Annual	
BV184 b CPA H2	Percentage change in proportion of non-decent dwellings between start and end of financial year.	18.6%	29.0%	12.5%	Annual	Annual	Annual	Annual	
HS02	Quality of Life on Estates	N/A	2.9	2.8	Annual	Annual	Annual	Annual	
HSO3	Proportion of non-decent homes	18%	15.9%	14%	☺ 15.40 %	☺ 15.10 %	☺ 15.30 %	☺ 15.30%	WALH still on course to achieve year end target.

Client Performance Report - Empty Homes

Ref	Indicator	Target 2005/06	Actual 2005/06	Target 2006/07	Qtr 1	Qtr 2	Qtr 3	Year to Date	Quarter 3 Comments
Decent Homes / Energy Efficiency									
HSO 1	Proportion of Empty Homes as a percentage of the stock.	1.50%	1.41%	1.25%	☹ 1.60%	☹ 1.69%	☹ 1.33%	1.33%	Reduction in voids during the last quarter.

Client Performance Report - Homelessness and Support

Ref	Indicator	Target 2005/06	Actual 2005/06	Target 2006/07	Qtr 1	Qtr 2	Qtr 3	Year to Date	Quarter 3 Comments
CPA BV 183i	The average length of stay in (I) B and B of households which include dependent children or pregnant women.	0 weeks	2.25 weeks	0 weeks	☹ 0.36 weeks	☹ 1.23 weeks	☹ 0.73 weeks	☹ 0.6 weeks	Performance improved on 2005/06, although still not achieving target.
CPA BV 183ii	The average length of stay (II) Hostels of households which include dependent children or pregnant women.	0 weeks	0 weeks	0 weeks	☺ 0 weeks	☺ 0 weeks	☺ 0 weeks	☺ 0 weeks	Target achieved although no accommodation which meets the definition of hostel.
BV203	Percentage change in average number of families placed in temporary accommodation.	8%	86.25%	10%	Annual	Annual	Annual	Annual	
BV213	Households considering themselves homeless who approach for housing advice and housing advice casework intervention resolves their situation, per 1000 households	TBC new indicator	1.20	2%	☺ 0.94%	☺ 0.77%	☺ 0.72%	☺ 2.5%	
CPA BV214	Proportion of households accepted as homeless who were accepted as homeless within last two years.	1%	0.74%	1%	☹ 1.03%	☹ 8.33%	☹ 3.13%	☹ 5.42%	Poor performance in this area compared with target. Action Plan to improve performance requested from WALH.
L38	Proportion of homeless cases which comply with Quality Standard.	90%	91.69%	92%	☹ 96.00%	☹ 91.68%	☹ 93.73%	☺ 93.88%	
L39	Proportion of homelessness applications on which decisions / written notification goes to applicant within 33 wkg days,.	96%	92.36%	94%	☹ 62.37%	☹ 60.13%	☹ 81.18%	☹ 75.59%	Emphasis is placed on making quality decisions rather than quick decisions although an improvement on decision time is required.
L43	(Housing Link) % of successful tenancies (6 months after support ends)	90%	97.14%	96%	☺ 100%	☺ 100%	☺ 93%	☹ 98%	

Ref	Indicator	Target 2005/06	Actual 2005/06	Target 2006/07	Qtr 1	Qtr 2	Qtr 3	Year to Date	Quarter 3 Comments
SPKPI1	Service users who are supported to establish and maintain independent living.	New	94.87%	93%	☺ 98.75%	☺ 99.38%	☺ 98.89%		Indicator shows service users in the Housing Link Team and sheltered housing service who were supported to establish and maintain independent living. Performance above target.
SPKPI2	Service users who have moved on in a planned way from temporary living arrangements	New	87.80%	90%	☹ 88.50%	☹ 88.10%	☹ 88.68%		

Client Performance Report - Tenant Participation

Ref	Indicator	Target 2005/06	Actual 2005/06	Target 2006/07	Qtr 1	Qtr 2	Qtr 3	Year to Date	Quarter 3 Comments
CPAH13 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%	65%	Tri-annual	Tri-annual	Annual		
BV75b	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%	65%	Tri-annual	Tri-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%	65%	Tri-annual	Tri-annual	Annual		

Client Performance Report - Customer Care and Customer Satisfaction

Ref	Indicator	Target 2005/06	Actual 2005/06	Target 2006/07	Qtr 1	Qtr 2	Qtr 3	Year to Date	Quarter 3 Comments
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%	86%	Tri-annual	Tri-annual	Tri-annual		
BV74b	Satisfaction of ethnic minority LA tenants (excluding white tenants) with the overall service provided by their landlord.	80%	75.70%	86%	Tri-annual	Tri-annual	Tri-annual	Tri-annual	
BV74c	Satisfaction non-ethnic LA minority tenants with the overall service provided by their landlord	80%	83.10%	86%	Tri-annual	Tri-annual	Tri-annual	Tri-annual	
L52 (a)	% of customers satisfied with the allocations process	95%	88.17%	90%	☺ 96.94%	☺ 95.83%	☺ 94.59%	☺ 95.74%	
L52 (b)	Satisfaction with the furnished Tenancy Service	100%	100%	95%	☺ 100%	☺ 100%	☺ 100%	☺ 100%	Performance continues to be well above target for this service.
L52 (c)	Satisfaction with Homelessness service	90%	80.23%	90%	☹ 79.80%	☹ 87%	☺ 100%	☹ 86.47%	Performance is at a high level for a difficult management area and quarters 2 + 3 show a significant improvement.
L52 (d)	Satisfaction of current tenants with Sheltered Housing Service	94%	94%	94%	Annual	Annual	Annual	annual	
L52 (e)	Tenants Satisfaction with the overall repairs service.	95%	98.13%	98%	☺ 99.13%	☺ 98.87%	☺ 98.37%	☺ 98.68%	Performance above target although the return rate is still very low. WALH reviewing all their surveys . Customer / consultation methods.
L52 (f)	% customer satisfaction following undertaking of programmed works	93%	94%	93%	0	☺ 93%	0		
L52 (g)	% of Neighbour Nuisance Cases resolved to the satisfaction of the person reporting the incident.	75%	64.08%	75%	☹ 78.57%	☹ 76.47%	☹ 66.67%	☹ 74.24%	This is a good overall performance for the year to date in a difficult service area.

Ref	Indicator	Target 2005/06	Actual 2005/06	Target 2006/07	Qtr 1	Qtr 2	Qtr 3	Year to Date	Quarter 3 Comments
L53a	Percentage of tenants who consider there is a serious problem with neighbour nuisance in their area STATUS survey	11.2%	11.20%	11%	Tri-annual	Tri-annual	Tri-annual	Tri-annual	
L53b	Percentage of tenants who feel there is a serious problem relating to cleanliness in their area.	18.1%	18.10%	16%	Tri-annual	Tri-annual	Tri-annual	Tri-annual	

Client Performance Report Accessibility

Ref	Indicator	Target 2005/06	Actual 2005/06	Target 2006/07	Qtr 1	Qtr 2	Qtr 3	Year to Date	Quarter 3 Comments
BV164 CPA H10	Does authority follow CRE code of practice in rented housing and 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 "3"	ES"3"	ES"3"	Annual	Annual	Annual		
BV 156	Proportion of public buildings with access for the disabled	50%	38%	50%	Annual	Annual	Annual		

Client Performance Information - Financial Information

Ref	Indicator	Target 2005/06	Actual 2005/06	Target 2006/07	Qtr 1	Qtr 2	Qtr 3	Year to Date	Quarter 3 Comments
CPA H9 L56A	Average weekly management cost per LA dwelling	None set	£12.33	£12.45	Annual	Annual	Annual		

Appendix 2

Progress on the Annual Business and Delivery Plan

Theme: Visioning the future			
No	Task	Success Measure	Progress (9 months)
1	We will develop a longer-term strategy beyond 2007 that encompasses a vision for social housing in the borough	An approved strategy in place to inform future plans	Achieved
2	We will review the management structure and portfolios to facilitate effective delivery of the new vision.	New structure embedded.	Achieved
3	We will review the governance structures for the company.	Governance structures agreed and operational.	Governance Structures agreed. Will become operational in early 2007.
4	We will negotiate an extension to the Management Agreement with the Council following a review of the clauses in the existing agreement.	New agreement signed.	Agreement negotiated. Formal signing delayed due to a revised contract template being issued and seeking confirmation from Counsel on recent European Court rulings.
5	Develop the Neighbourhood Management Role entrusted to WALH by LSP.	Knowledge management system developed and operating.	Small area data group set up and work developing.

Theme: Value for Money / Efficiency			
No	Task	Success Measure	Progress (9 months)
6	We will review the remaining bought-in services from Wigan Council.	<ul style="list-style-type: none"> Agreed and signed SLAs for all bought-in services; to include performance measures Efficiency savings of at least 2.5% achieved. 	Model SLA agreed. Most SLAs also agreed. Some work continuing on Audit and Payroll SLA.
7	We will identify costs of services and inputs and prioritise them for review.	<ul style="list-style-type: none"> Costs identified and costing structure agreed. Priority list for review agreed. 	Task deferred until 2007. Will over-run into 2007/08.

		<ul style="list-style-type: none"> • VFM Project Plan produced and implementation started. 	
8	We will test all services against the Value for Money Key Line of Enquiry.	<ul style="list-style-type: none"> • Documented tests with action identified and incorporated into overall VFM Project Plan. 	Task deferred until 2007.

Theme: Continuous Service Improvement			
No	Task	Success Measure	Progress (9 months)
9	We will complete the implementation of phase 3 of the Service Excellence Review of Area Housing offices.	<ul style="list-style-type: none"> • Part-time offices closed and efficiency savings realised. • Staff relocated into remaining AHOs. • Staffing changes implemented and efficiency savings realised. 	Largely complete.
10	We will implement the revisions to the Council's allocations policy	<ul style="list-style-type: none"> • Revisions to policy agreed by Council and implemented. 	Approved by Cabinet in November
11	We will complete the Job Evolution pilot and project.	<ul style="list-style-type: none"> • Evolution completed • Scoring system agreed ready for pay modelling 	Pilot completed On target to complete interviews by year end.
12	We will tackle the remaining improvements identified by the Audit Commission's Housing inspectors in the last inspection	<ul style="list-style-type: none"> • Main criticisms dealt with to satisfaction of Council client. 	Main issues tackled with the exception of value for money (see 6).