



DECISION TAKER: Cabinet **Regeneration**

DATE: 28th November 2002 **8 January 2003**

SUBJECT: Performance Management of Wigan and Leigh Housing Contract

REPORT OF: Director of Environmental Health and Consumer Protection

CONTACT OFFICER: Bob Saunders Ext. 2094

PURPOSE/SUMMARY: To introduce a performance management framework and performance targets which ensures Wigan and Leigh Housing Company Limited delivers the best possible housing management and other services in accordance with its contract with the Council.

RECOMMENDATION/DECISION: To approve the performance management framework, for monitoring, reviewing and assessing the performance of Wigan and Leigh Housing Company Limited.

KEY DECISION This report involves a key decision within ground(s) 1.

Any decision made as a result of this report cannot be actioned until five working days have elapsed i.e. before 6th December 2002.

IMPLICATIONS:

Financial:	£27,000 growth proposal.
Staffing:	Additional post being proposed within the Housing Strategy Service as part of Council's growth process.
Policy:	Housing Strategy.
Equal Opportunities	-
Wards Affected:	All
Special Interest Areas:	-

Tracking/Process:

Forward Plan	Consultation	Ward Members	Partners
	WALH and DFIT		WALH Board 21/11/03
Panel	Overview & Scrutiny	Cabinet	Council
Regeneration 6.1.03		28th November 2002	

There are no Background Papers to this Report within the meaning of Section 100D of the Local Government Act 1972.

Proper Officer R D Saunders

Date 21 November 2002

INTRODUCTION:

Wigan Council is a high performing, low cost organisation which aims to deliver good quality services at reasonable expense. Its vision for the housing service, both in terms of its strategic / statutory function and in the management of the Council's housing stock, is that of top quartile performance at low cost.

In particular, Wigan Council will by 2007 expect all its housing functions to be delivered to a standard which:-

- ◆ provides top quartile performance for 95% of Best Value performance indicators compared to other Metropolitan Authorities.
- ◆ demonstrates strong customer orientation with Charter Mark accreditation for all housing services.
- ◆ is dedicated to equality of opportunity and diversity, complying fully with Equality Standard Level 3 and Commission for Racial Equality Code of Practice for Rented Housing.
- ◆ fully develops and utilises the potential of its staff, and is accredited under the Investor in People (IIP) scheme.
- ◆ has quality systems and processes accredited to ISO Standard 9000 or equivalent.
- ◆ shows sound financial management (of both capital and revenue) with all accounts receiving audit approval annually.
- ◆ displays continuous long term improvement in the services it provides and the satisfaction of the customers it serves.

BACKGROUND:

In April 2002 the Council created an Arms Length Management Organisation to take over the management of the Council's housing stock of 25,705 dwellings. Providing the Council secure a "two star, good" rating from the recent inspection undertaken by the Housing Best Value Inspectorate, the Council should secure significant additional capital resources to improve housing conditions. This investment would be £58 million in 2002-04 with a possible further allocation for 2004-06 bringing the total additional resource up to £137 million over a four year period. This would ensure a substantial improvement in the Council's housing and attainment of the Government's decent homes standard by 2007.

The Council's contractor for housing management functions is Wigan and Leigh Housing. Its functions include:-

- ◆ Stock investment and repairs ordering;
- ◆ Rent collection, dealing with arrears and debt counselling;
- ◆ Estate management, caretaking and support services under Supporting People;
- ◆ Environmental Services;
- ◆ Managing lettings and voids;
- ◆ Enforcement of tenancy conditions;
- ◆ Tenant participation, information and consultation;
- ◆ Homelessness assessments and management of the Council hostel (subject of separate formal agreement).

The value of the service is considerable and includes:-

- ◆ The capital resources that may come with ALMO status, ie. up to £137 million over four years;
- ◆ The Housing Revenue Account, nearly £88 million in 2002-03;
- ◆ Other services (approximately £1.5 million per annum).

The service also accommodates about 20% of the households who live within the Borough. These households include many of the most vulnerable and deprived in our community.

To ensure the contractor, Wigan and Leigh Housing Company Limited (WALH) provides “... the best possible services that meet the expressed needs of citizens”, (ie. the political principle – performance) the Council needs to ensure it has a robust framework in place to rigorously assess and challenge the contractor’s performance.

INFORMATION

Vision of the Relationship and Performance Management Framework

From the Council's perspective it is looking for a long term partnering arrangement which focuses on:-

- ◆ delivering the Community Plan and the Council key strategies (eg. housing, supporting people, community safety, health / social care, neighbourhood renewal), and policies (eg. equal opportunities and poverty);
- ◆ delivering specified outcomes and outputs;
- ◆ providing the best possible housing services that meet the expressed needs of citizens;
- ◆ ensuring and facilitating learning and continuous improvement;
- ◆ providing maximum room for operational freedom, but ensuring clear controls are in place for such areas as policy and financial matters which affect the Council.

The performance management process that is being used by the Council is summarised in Figure 1. The process endeavours to maintain the ‘golden thread’ where priorities and objectives set out in the Community Plan flow down through the Housing Strategy and HRA Business Plan and into WALH’s agreed Delivery Plan. Performance outputs / outcomes are then monitored against targets and reviewed and reported.

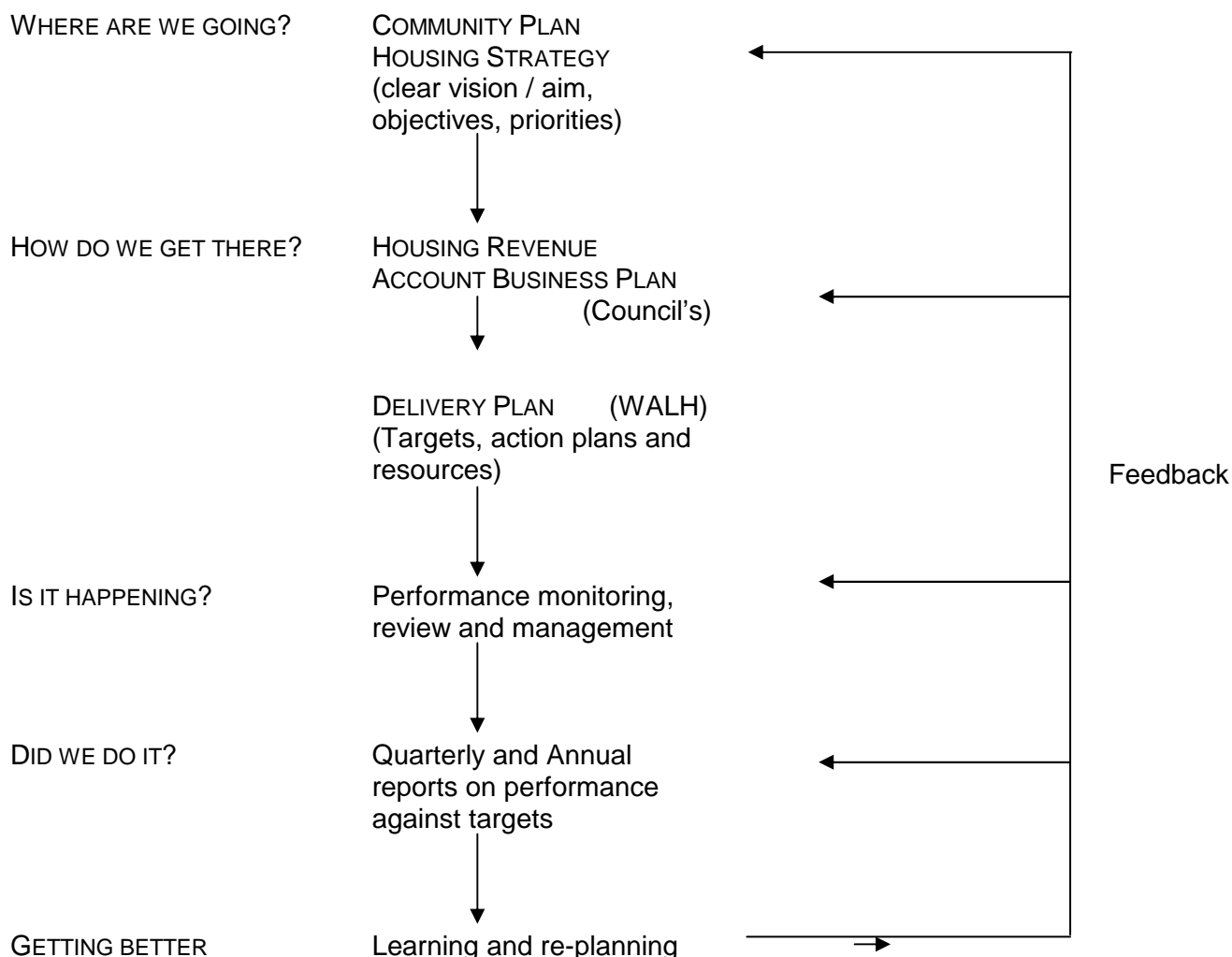


Figure 1: The Performance Management Framework

Performance Indicators and Targets

A key element of the performance management framework is a suite of outcome measures, performance indicators and targets which will be used to monitor and review WALH's performance.

These performance measures and targets assume the Council is successful in securing additional "ALMO" resources in December 2002 are set out in Appendix 1 and cover:

- * The Housing Strategic Objectives - Monitoring important outcome measures such as achieving the decent homes standard for 2007.
- * Corporate Health Indicators - Monitoring issues such as sickness absence levels and the proportion of women and black and minority ethnic people in senior posts.
- * Best Value Performance Indicators - Monitoring performance against targets to ensure WALH achieves top quartile performance by 2007 (when compared to all authorities and correcting for regional variance).
- * Local Performance Indicators - Monitoring performance to ensure WALH is delivering the best possible services, these include customer care, repairs, tenant participation, rent collection, neighbour nuisance, homelessness and financial measures.

Several of these continue with 'old' Best Value Performance Indicators (BVPI) in a positive response to the (then) DTLR for councils to "*consider measuring former national PIs on a local level where these would inform local management decisions.*" (2002-03 BVPI publication)
- * Continuous and Key Processes - Monitoring WALH's progress in implementing Best Value Improvement Plan and improving key process (ie. customer care, staff development and quality systems).

Performance Monitoring, Review, Reporting and Management

WALH will be required to submit electronically performance data to the Council to the frequencies set out in Appendix 1 (ie. mostly quarterly and annually).

Subject to the software proving sufficiently flexible, the Housing Strategy Service will use the innovative Performance Plus (P+) IT software for monitoring the performance of all housing services. The Housing model is already partly developed and will be fully operational by April 2003.

To ensure the information has a robust audit trail, WALH will be required to include a Performance Record Card (based on Wigan Council's model for monitoring Best Value

Performance Indicators). The card will include defining the indicator, naming the person responsible for making the measurement, and specifying the data sources and method of calculation. The council's 'client' (the Housing Strategy Service, Environmental Health and Consumer Protection Department) will, together with Internal Audit, undertake validation checks.

The Housing Strategy Service' audits will focus on the strategic objectives and local performance indicators. Internal Audit will focus on the Best Value Performance Indicators. This will involve carrying out annual validation checks on collection systems and calculations for a sample of Best Value Performance Indicators prior to their inclusion in the Best Value Performance Plan. Internal Audit also carry out in-year reviews of BVPI systems based on the following risk assessment factors:

- Procedural Issues identified by Internal Audit review.
- Procedural Issues identified by External Audit review.
- New indicators for the current and forthcoming year.
- Amended definitions for the current and forthcoming year.
- New and amended definitions 2003/2004 – assessment of progress towards information submission from April 2003.
- Audit Commission guidance (External Audit).
- Corporate concerns.

This is being supplemented in 2003-04 by Internal Audit in its capacity as WALHs internal auditors undertaking a thorough review of WALH's performance management system and WALHs risk management arrangements (including updating the existing risk register).

Client monitoring will be supplemented by the following:-

- Quarterly progress reports by WALH which will be submitted on the implementation of the WALH's Best Value Improvement Plans, these will be submitted to the Council's Performance Panel. Internal Audit will review progress against Best Value Improvement Plan on a regular basis. The initial review is undertaken 4-8 months after the Best Value review has been reported to Performance Panel and the timing of subsequent reviews is based on a risk assessment (based on the outcome of the initial review, task completion, confidence in departmental systems and performance management controls). Internal Audit also validate the biannual progress reports to Performance Panel.
- Retaining the Council's robust financial performance management system for both revenue and capital budgets with quarterly reports to Regeneration Panel.
- A rolling programme of reviews by the client assessing the performance of housing services against the Comprehensive Performance Assessment housing criteria.
- An annual questionnaire which identifies performance and contractual issues (see Appendix 2).

This annual questionnaire has been described by the Housing Best Value Inspectorate as "..... a searching document, requiring WALH to detail explicit contributions made to corporate and housing strategic objectives, as well as under performance on financial, performance and stock investment targets within the delivery plan, and BVR improvement plans".

The questionnaire (which has now been further improved to incorporate areas for improvement in the report of the Housing Best Value Inspectorate), follows the basic principles of risk management and endeavours to identify the critical issues which the Council then needs to focus on in its client monitoring role over the forthcoming year. This mechanism provides:-

- ◆ a proactive approach to performance management giving WALH advanced notification on the aspects of their performance that the Council will be challenging in the forthcoming financial year;
- ◆ complements the continuous in year monitoring which is supplemented by WALH undertaking 'exceptional' reporting where there is a deviation in the performance from the specified targets; and
- ◆ a systematic way to produce an overall evaluation of WALH's performance that feeds into the Council's Best Value Performance Plan and HIP submission.

This monitoring will flow into a "plan, report and improve" process to ensure reports are produced and their key action points flow into the appropriate planning process (to ensure future monitoring and evaluation of any proposed improvement). This process is summarised in Figure 2 and shows the split between the strategic / client interests of the council, and the operational domain of WALH. Most is already in place - the main area warranting further attention is WALH developing Business Unit Plans / Team / Personal Plans.

In addition to the monitoring and review described above, the Council's Housing function is subject to formal internal Scrutiny by Councillors (the CPA corporate assessment report said that *"in practice the structures are well understood and used effectively by councillors. In particular, the scrutiny commissions and the best value panel are developing a role for themselves to challenge the pattern of current services."*). The Local Strategic Partnership (LSP) will monitor contributions to the Community Plan currently being finalised. This includes the contribution of Housing to wider Community goals like reducing health inequalities, crime and 'street scene'. The LSP has already agreed to use PerformancePlus™ to monitor the Community Plan so there is a direct path for Housing performance information described in this report to flow into that process.

Planning Process

Reporting Process

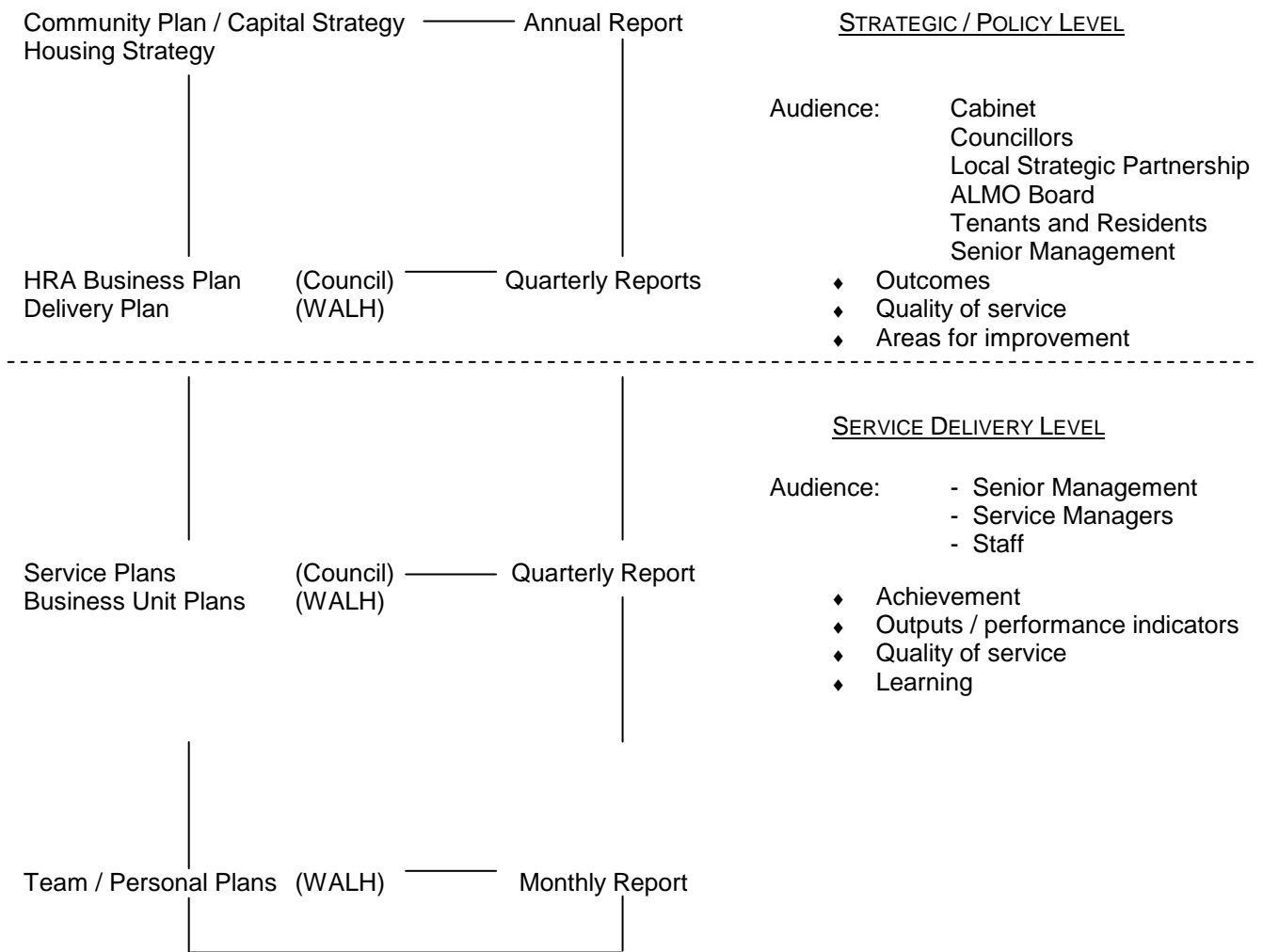


Figure 2: Summary of the Planning Process and Performance Management Reporting Framework

To review performance and ensure corrective action, a framework of formal meetings has already been established and approved by Cabinet (see Appendix 3). The annual and quarterly meetings are orientated towards strategic and policy issues, notably progress on outcomes, Best Value Performance Indicators and Best Value Improvement Plans. The monthly meetings focus on delivery, notably on service performance and include a programme of assessing the performance on 'risks' which emerge from the annual questionnaire.

Ensuring Performance

The culture to emerge from WALH is one closely aligned to the Council's political principle of providing the best possible services. There is a strong commitment to continuously improve and in this context the client's preferred method of securing improvements revolves around:

- ◆ recognising good work and commending WALH for major achievements;
- ◆ sharing areas of concern openly linked to being understanding, helpful and facilitating learning; and
- ◆ improving performance through goal setting, where goals (or targets) are jointly set and achievable.

It is recognised that a fine line exists between responding to poor performance made as part of facilitating learning, and allowing a situation to deteriorate through poor client monitoring and control.

The Council's contract for housing management and other services with WALH formalises both:

- performance monitoring and review;
- mechanisms for addressing unsatisfactory performance.

Options for the Council to secure resolution of poor performance include:-

- ◆ issuing instructions to implement measures;
- ◆ variation of the management fee;
- ◆ engaging a third party to carry out a review; and
- ◆ termination of all or part of the agreement.

The contract is also for a five year fixed term with the option to extend. WALH is well aware that the Council's decision in 2006-07 will be influenced by its performance on delivering the Best Value Improvement Plans and the performance targets set out in this report.

Challenge and Consultation

The performance management framework has initially been challenged by:

- the Corporate Policy Advisor;
- the head of Internal Audit;
- the Chairperson of the Housing Partnership (a Chief Executive of a Housing Association);
- an external consultant (Dr. L. Dunne, lead on Best Value in Housing, Institute of Public Finance Ltd.).

WALH have also been consulted and has submitted the report to its Board. Subject to Cabinet's approval it is proposed to implement the framework without delay, but to then begin consultation to further strengthen and improve the framework. In particular the client will be consulting with FOTARA on the local performance indicators and liaising further with

WALH (on results from its engagement of tenants). The performance indicators are considered by the Council to be the minimum we would expect so that we can ensure 'best possible services', but are willing to consider more challenging targets or additional indicators.

SUMMARY:

In April 2002, the Council appointed an Arms Length Management Organisation, Wigan and Leigh Housing Company Limited, to manage the Council's housing stock and provide specified housing services. Subject to the outcome of an assessment by the Housing Best Value Inspectorate this approach should secure a total additional resource of up to £137 million over a four year period. This would ensure a substantial improvement in the Council's 25,705 dwellings.

The scale of the service is considerable and includes managing the capital investment and aspects of the Housing Revenue Account, (nearly £88 million of expenditure in 2002-03). The service also accommodates about 20% of the Borough's households including the most vulnerable and deprived in our community.

To ensure WALH provide the best possible services the client (Environmental Health and Consumer Protection) propose a robust performance management framework. This framework:-

- ◆ ensures contributions to the Community Plan and other Council priorities;
- ◆ delivery of objectives in the Housing Strategy, (eg. achieving the decent homes standard by 2007);
- ◆ sets performance indicators and targets up to 2007;
- ◆ requires the robust collection of data and electronic reporting and uses Performance Plus (P+);
- ◆ quarterly performance reports which include progress on implementing Best Value Improvement Plans and quarterly financial monitoring statements; and
- ◆ a searching annual questionnaire which enables the client to focus on critical (ie. risk) areas.

This framework ensures both a proactive and reactive approach to performance management by the client with WALH also responsible for 'exceptional' reporting where deviation from performance targets occurs.

A formalised structure of reporting arrangements has already been established with the monthly and quarterly meetings feeding into an annual report (and meeting) which like the quarterly reports, will go to the Regeneration Panel and Cabinet. Reports will identify both successes and areas of under achievement together with the necessary corrective action.

Where poor performance is identified, the clients preferred response will be to facilitate learning, however a situation will not be allowed to deteriorate, and where necessary, the client will secure improvements through the more formal mechanisms contained in the contract.

CONCLUSIONS:

The report set out proposals for a robust performance management framework for the provision of housing management and other contract services to be delivered by Wigan and Leigh Housing. Application of the proposals, over the term of the contract agreed (2002-2007), will ensure:-

- the Council's assets and financial interests are protected;
- strategic objectives and key policies are delivered;
- Council tenants receive the best possible services;
- Housing management and other contracts services will continuously improve.

CONTRACT: WIGAN AND LEIGH HOUSING - HOUSING MANAGEMENT AND OTHER SERVICES
PERFORMANCE MEASURES, INDICATORS AND TARGETS 2002 TO 2007

MEASURE	<u>Milestones</u>				Target 2006/07	Frequency of report
	2002/03	2003/04	2004/05	2005/06		
<u>HOUSING STRATEGY OBJECTIVES</u>						
Achieve Equality Standard level 3 ("ES3") in 2003 (BVPi 2)	ES "2"	ES"3"	ES "3"	ES"3"	ES"3"	Annual
Comply with CRE Code of Practice for Rented Housing (BVPi 164)		Yes	Yes	Yes	Yes	Annual
The proportion of LA homes which were non decent at beginning of the year (BVPi184a)	58%	34%	25%	5%	0%	Annual
The percentage change in proportion of non-decent LA homes (BVPi184b) *	41%	26%	80%	100%		Annual
Empty homes	2.3%	2.1%	1.9%	1.7%	1.5%	Annual
Quality of Life Index (Housing 'Quality of Life' Best Value report)	3.5	3.3	3	2.75	2.5	Annual
Cleanliness Index (Best Value report – Street Scene)	63	66	69	71	71	Annual
Average percentile rank of public sector Housing BVPIs (using CPA methodology including <u>area</u> comparators where 62.5% average = Best quartile).	55%	60%	65%	70%	70%	Annual

MEASURE	<u>Milestones</u>				Target 2006/07	Frequency of report
	2002/03	2003/04	2004/05	2005/06		
<u>CORPORATE HEALTH PERFORMANCE INDICATORS</u>						
% of top 5% earning posts filled by women (BVPi 11a)	50%	50%	50%	50%	50%	Annual
% of top 5% earning posts filled by black or minority ethnic employees (BME) (Bvi 11b)	0	3%	3%	6%	6%	Annual
Working days / shifts lost to sickness absence (per staff) (BVPi 12)	10.5	9	6	5	5	Quarterly
Early retirements (excluding ill-health) as a percentage of the total workforce (BVPi 14)	0.5%	0.5%	0.4%	0.4%	0.4%	Annual
Ill-health retirements as a percentage of the total workforce (BVPi 15)	0.7%	0.6%	0.5%	0.5%	0.5%	Annual
Prompt payment of undisputed invoices (BVPi 8)	100%	100%	100%	100%	100%	Annual
Number of staff who say they are disabled (as defined by the Disability Discrimination Act) as a percentage of the total workforce (BVPi 16)	2%	3%	3%	3%	3%	Annual
Percentage of BME staff on the workforce (BVPi17X)	0.7%	1%	2%	2%	2%	Annual

PERFORMANCE MEASURES, INDICATORS AND TARGETS

MEASURE	<u>Milestones</u>				Target 2006/07	Frequency Of report
	2002/03	2003/04	2004/05	2005/06		
<u>NATIONAL HOUSING BEST VALUE PERFORMANCE INDICATORS</u>						
Average SAP rating of Council dwellings (BVPi63)	60	61	63	68	69	Annual
Re-let time (calendar days) (BVPi 68)	60	51	41	40	40	Quarterly
% of tenants satisfied with overall service (BVPi74a)	80%	83%	85%	87%	90%	Annual
% of tenants satisfied with opportunity in decision making (BVPi75) (ethnic breakdown to be included based on final definition for 2003-04)	52%	55%	60%	65%	70%	Annual
% satisfaction of black and minority tenants with overall service (BVPi 74b)	83 %	86%	90%	93%	96%	Annual
Homelessness average of stay (days) for families with dependant children or pregnant women (BVPi183)	34	(To determine targets once top quartile known)				Annual
% responsive (not emergency) repairs for which an appointment was made and kept (BVPi185)	60	(As above)				Annual

PERFORMANCE MEASURES, INDICATORS AND TARGETS

MEASURE	Milestones				Target 2006/07	Frequency of Reports	
	2002/03	2003/04	2004/05	2005/06			
<u>LOCAL PERFORMANCE INDICATORS</u>							
On Customer Satisfaction:							
L1	% of telephone calls answered within 10 rings	97%	97%	97%	97%	97%	Quarterly
L2	% of letters responded to within 10 days	96%	96%	96%	96%	96%	Quarterly
L3	% of general enquiries/service requests responded to within 3 working days			90%	92%	95%	Quarterly
L4	% of service enquiries resolved within 30 days	} System to be developed		85%	87%	90%	Quarterly
L5	% of customers who found staff courteous and helpful			90%	92%	95%	Quarterly
L6	% overall customer satisfaction rate amongst customers using the service			83%	87%	90%	Quarterly
L7	% of customers who found it easy to contact the service			85%	90%	95%	Quarterly
L8	% customer satisfaction following undertaking of programmed works	80%	83%	85%	87%	90%	Quarterly
<u>On rents</u>							
L9	% rent arrears (BVPi66b) OLD	3%	2.9%	2.7%	2.6%	2.4%	Quarterly
L10	% rent written off (BVPi66c) OLD	0.63%	0.7%	0.75%	0.7%	0.63%	Quarterly
L11	% rent lost due to vacant dwellings (old BVPi 69)	2.6%	2.4%	2.3%	2.2%	2.0%	Quarterly
L12	% of customers with issue resolved on rent	System to be developed		90%	92%	95%	Quarterly
L13	% of tenants owing over 13 weeks rent	-	5.2%	Targets to be set by 2003			Quarterly
L14	% of tenants 5 weeks in arrears receiving notices of possession	77%	95%	97%	97%	97%	Quarterly
L15	% of Housing Benefit cases processed within 14 days	67%	70%	75%	80%	85%	Quarterly

PERFORMANCE MEASURES, INDICATORS AND TARGETS

MEASURE	Milestones				Target 2006/07	Frequency of Reports
	2002/03	2003/04	2004/05	2005/06		
L16 <u>On re-let</u> % of houses re-let outside of target	[Targets to be set for 2003/04]					Quarterly
L17 <u>On Repairs</u> % relevant repairs done in Government time limits (BVPI72) OLD	83%	86%	90%	93%	96%	Quarterly
L18 Average time to complete responsive repairs (calendar days) (BVPI73) OLD	13	12	11	11	11	Quarterly
L 19 As L5 to L7, but L6 (overall satisfaction)	93%	94%	94%	95%	95%	Quarterly
L 20 % Repair jobs completed in target times						
a) Best/Merit	100%	100%	100%	100%	100%	Quarterly
b) Emergencies	100%	100%	100%	100%	100%	Quarterly
c) Voids	75%	80%	85%	90%	90%	Quarterly
d) Other repairs	90%	90%	95%	95%	95%	Quarterly
L21 Average time taken to complete						
a) Best/Merit	4	4	4	4	4	Quarterly
b) Emergencies	1	1	1	1	1	Quarterly
c) Voids	20	16	14	12	10	Quarterly
d) Other repairs	13	12	11	11	11	Quarterly

PERFORMANCE MEASURES, INDICATORS AND TARGETS

MEASURE	Milestones				Target 2006/07	Frequency of Reports	
	2002/03	2003/04	2004/05	2005/06			
L22 % of emergency repairs where appointment was made and kept	60%	70%	80%	85%	90%	Quarterly	
L23 % of jobs pre-inspected	60%	50%	40%	30%	20%	Quarterly	
L24 % of jobs post-inspected	8%	10%	10%	10%	10%	Quarterly	
L25 % of jobs rejected as incomplete or overcharged	28%	20%	15%	10%	5%	Quarterly	
Rehousing from decommissioned stock							
L26 % rehoused within 3 months on 1 to 10 dwellings	38%	50%	70%	80%	90%	Annual	
L27 % rehoused within 3 months on 11 to 50 dwellings	100%	100%	100%	100%	100%	Annual	
L28 % rehoused within 9 months on 51+ dwellings	N/A	100%	100%	100%	100%	Annual	
<u>Other Indicators</u>							
Planned maintenance and improvement schemes	}	All to use L1 to L7 and report thereon. Additional service specific Performance Indicators to be developed by each unit and submitted at 2004/05 monthly client/contractor meeting.					Quarterly
Environmental Protection (Estate caretakers)							
Tenancy enforcement (Tenancy Relation Team)							
Supporting People Services							
Leasehold Management and Right to Buy							
Tenant Participation							
Asylum Seekers							
Homelessness							

PERFORMANCE MEASURES, INDICATORS AND TARGETS

MEASURE	Milestones				Target 2006/07	Frequency of Reports
	2002/03	2003/04	2004/05	2005/06		
L29 Homelessness % decisions on applications in 33 working days (BVPi67)OLD	97%	97.5%	98%	98%	98%	Quarterly
L30 Average time taken to decide whether to accept a person as homeless (days)	9	8	8	7	7	Quarterly
L31 Average length of stay in Bed and Breakfast/Hotel		(Needs further work in developing due to low use of B & B)				
L32 Disrepair claims resulting in compensation claims	13	12	10	9	8	Quarterly
L33 % of serious rent arrears cases interviewed by debt adviser	}	To be developed in 2003/04				
L34 % of serious rent arrears cases who were able to claim additional benefit after help from a debt adviser						
L35 Re-let times, calendar days (BVPi68)OLD	60	51	41	41	41	Quarterly
L36 % rent lost due to vacant dwellings (BVPi69)OLD	2.6%	2.4%	2.3%	2.2%	2%	Quarterly
L37 Annual change in SAP rating (BVPi70)OLD	+ 1%	+ 1%	+ 2%	+ 5%	+ 1%	Annual
On Financial Performance						
L38 Average weekly management cost (BVPi 65a)OLD	£8.12	£8.36	£8.61	£8.87	£9.14	Annual
L39 Average weekly repairs costs (BVPi65b)OLD	£13.15	£13.54	£13.95	£14.37	£14.80	Annual
L40 % expenditure against annual capital and planned maintenance programme	95%	97%	98%	98%	98%	Quarterly

PERFORMANCE MEASURES, INDICATORS AND TARGETS

MEASURE	Milestones				Target 2006/07	Frequency of Reports
	2002/03	2003/04	2004/05	2005/06		
L41 Average spend per home on responsive repairs						Annual
L42 Average spend per home on major repairs/ Improvements (non MRA)						
L43 Average spend per home on major repairs/ Improvements (MRA and other capital resources)						
L44 % revenue expenditure between responsive/planned					40/60	Annual
<u>Continuous Improvement and Key Enablers</u>						
Achievement of milestones and targets in the Best Value Improvement Plans for						
L45 (a) "Who gets a Council House"	Yes	Yes	Yes	Yes	Yes	Quarterly
(b) "Arms Length Management"	Yes	Yes	Yes	Yes	Yes	Quarterly
L46 Chartermark Status	-	-	-	Yes	Yes	Annual
L47 Investors in People Status	-	-	Yes	Yes	Yes	Annual
L48 Quality Assurance ISO 9000	-	-	-	-	Yes	Annual

WIGAN COUNCIL



ANNUAL QUESTIONNAIRE TO WIGAN AND LEIGH HOUSING IDENTIFYING KEY ISSUES AT THE FORMAL ANNUAL PERFORMANCE MEETING

All questions relate to performance in financial year 2002/03.

QUESTION:		RESPONSE OF WALH (WITH REFERENCE TO SOURCE DOCUMENT / EVIDENCE BASE):
<u>STRATEGY</u>		
1.	Identify and quantify (in terms of outputs or outcomes) your three main contributions to the objectives of the Community Plan.	1. 2. 3.
2.	Identify and quantify (in terms of outputs or outcomes) your main contributions to the Housing Strategy's eight strategic objectives.	1. 2. 3. 4. 5. 6. 7. 8.

3.	What has been done to ensure staff are trained and understand the Community Plan Housing Strategy and HRA Business Plan.	
4.	In the Delivery Plan 2003/04, what resources are allocated to meet the objectives of the Community Plan and Housing Strategy?	
5.	Do you have any major initiatives proposed for 2003/04 which make significant contribution to the Community Plan or Housing Strategy?	
6.	<p><u>PERFORMANCE IN 2002/03</u></p> <p><u>On the Delivery Plan</u></p> <p>What are the significant variations (both successes and failures) their reasons and corrective measures on:</p>	
a)	The Financial Plan	
b)	The Stock Investment Plan	
c)	The Performance Plan	

d)	The Service Delivery Plan	
e)	The Resourcing Plan	
7.	<u>On Best Value</u>	
a)	What are the predicted outturns on the BVPI's against targets? List reasons for variations of +/- 5% and corrective measures.	
b)	What progress has been made on implementing the BV Improvements Plans? Identify successes and failures together with corrective action.	
8.	What performance measures and targets exist and what significant variations (\pm 5%) occurred for the following services:	
a)	Homelessness Service	
b)	Asylum Seekers Services	

c)	Tenancy Relations Service	
d)	Tenant Participation Services	
e)	Regeneration	
f)	Maintenance, Development and Repairs Services	
g)	Rent Recovery Services	
h)	Rents and Home Sales Services	
i)	Care in the Community	

j)	Housing Aid	
k)	Policy Development	
l)	Best Value and Performance	
9.	For 2002/03:	
a)	What are the main findings in the 'Annual Report of Complaints'? (required by Clause 34.2 of contract).	
b)	On racial disputes and harassment, what was the number of incidents and outcomes?	
c)	On Court cases / out of Court settlements, how many cases by type and what percentage were in favour of the Council?	
d)	What audit reports were completed in the year, what were the main findings and what improvements still need to be implemented?	

e)	<p>On Health and Safety:</p> <ul style="list-style-type: none"> - When was the organisation's H&S policy last revised? - Does a risk based review programme exist to ensure pro-active compliance with the HSWA 74? - Were there any breaches of statutory duty? If so, what improvements have been made? 	
f)	<ul style="list-style-type: none"> - Were there any breaches of other statutory duties, (eg. discrimination, data protection, Human Rights?). If so, what improvements have been made? 	
10.		
a)	<p>How was the Tenants Compact reviewed during the year and what consultation took place?</p>	
b)	<p>Were the targets set in 2000/01 achieved? If not, what corrective action has been taken?</p>	
c)	<p>What other tenant consultation was undertaken, what were the findings and consequential actions?</p>	
11.	<p>What progress was made in implementing the CRE code for rented housing, achieving CRE Level 3 and implementing the programme set out by WLH in the Council's Race Equality Scheme 2002-2005?</p>	

12.	Were there any other significant issues which arose during the year relating to the contract or performance? (eg. Staffing / organisational, data management, key processes / systems, contract management, new legislation, asset management).	
13.	<u>PROPOSALS FOR 2003/04</u> On the proposed Delivery Plan what are the main changes to the following:	
a)	The Financial Plan	
b)	The Stock Investment Plan	
c)	The Performance Plan	
d)	The Service Delivery Plan	
e)	The Resourcing Plan	

14.	What are the main proposals in Best Value Forward Plan for:-	
a)	Implementing Improvement Plans	
b)	Delivering BVPI targets	
c)	Further BV Reviews	
d)	Supporting the Council's BV Review Programme.	
15.	On the proposed Delivery Plan:	
a)	Does it include all the performance measures indicators and targets specified by the Council?	
b)	Are there any performance targets which are unlikely to be achieved?	

16.	<p>Are any of the issues or shortfalls identified in questions 1 to 12 not addressed in the Delivery Plan or Best Value Forward Plan?</p> <p>(If not, what are the reasons?)</p>	
17.	<p>Do the Delivery Plan and Best Value improvement Plan have a "SMART" implementation plan which identifies who does what, when, and monitors report on progress.</p>	
18.	<p>On management of the HRA:-</p>	
a)	<p>What are the main variations (ie. savings and growth) from 2002/03?</p>	
b)	<p>What are the implications for Wigan Council both financially and otherwise?</p>	
c)	<p>What are the main risk areas and how are these to be managed and by who?</p>	
d)	<p>Are the appropriate delivery mechanisms in place to ensure expenditure programmes are delivered?</p>	
e)	<p>What contingencies exist to manage significant budget variations?</p>	

19.	Are there any significant issues emerging from the 5 year forward projections of the HRA?	
20a	What is the current stock number, what changes are expected over the next 3 years?	
20b	Are any major clearances requiring Council approval planned for 2003/04? If so, where and how many properties are involved?	
21.	<p>What are WLH's plans for:-</p> <ul style="list-style-type: none"> - Improving management (eg. using the EFQM Business Excellence Model); - Improving its quality management systems and procedures; - Improving staff development; - Improving customer care; - Achieving appropriate third party accreditations. 	
22.	On Performance Management Systems, what plans exist to improve existing systems and develop a new system appropriate to the new organisation and the contract?	

23.	<p>Has WLH made or plan to make:-</p> <ul style="list-style-type: none"> ◆ Any significant changes to the staffing structure. ◆ Any significant changes to office opening hours. ◆ Any significant changes to the out of hours service. ◆ Any significant changes to the number and / or location of area offices. 	
24.	<p>Are there any issues or difficulties WLH wish to raise with the contract and any requests for contract variation?</p>	
25.	<p>Are there any other issues WLH wish to raise at the annual meeting or issues / initiatives it wishes to explore with Wigan Council or any of the Leader's Partnerships during the forthcoming year?</p>	
	<p><u>Additional Questions:</u></p> <p>On the findings from the Housing Best Value Inspection Report, December 2002:-</p>	
26.	<p>What steps are being taken and targets set to improve practices by June 2003 in diversity and identifying 'hard to reach customers', and how they may be affected by current service delivery arrangements?</p>	
27.	<p>What steps are being taken and performance targets set to ensure customer complaints are effectively managed to prevent customers being inconvenienced and resolutions to issues being delayed unnecessarily? (by 2003)</p>	

28.	For empty homes deemed available to let what minimum standards are being set in consultation with customers and how will they be monitored? (By March 2003)	
29.	What steps are being taken to engage groups in decision making, (eg. service design and delivery), as well as to increase the use of different frameworks by which tenants exercise involvement or control over how they services they receive are managed and delivered?	
30.	What steps are being taken to improve access and delivery of services through area offices and other mechanisms? (By December 2003?)	
31.	What steps are being taken to review the current number and location of area offices to ensure value for money?	
32.	What steps are being taken to reduce repair pre-inspection to the targets specified by the Council?	
33.	What steps are being taken and targets set to ensure appointment systems are customer focused and provide choice?	
34.	What steps are being taken and targets set to improve management of the responsive repairs service and target based use of revenue resources? (by March 2003)	

35.	What steps are being taken and targets set to improve performance in key areas identified by the Inspectorate? (eg. relet times and rent arrears) (by January 2003)	
36.	What steps are being taken and objectives set for completing reviews of key issues identified by the Inspectorate?	
37.	How will the future organisational reviews and evaluations within the BVR impact on customers and performance?	
38.	What steps are being taken and targets set to address factors that affect the residents quality of life on estates?	
39.	What steps are being taken to implement the challenging longer term targets set by the Council in relation to Best Value Performance Indicators (top quartile) and local indicators?	
40.	What steps are being taken to ensure Improvement Plan is owned by Board Members and drives organisation change and service development?	
41.	What steps are being taken to fully implement the Commission for Racial Equality Code of practice for Rented Housing? (By December 2003).	

42.	What steps are being taken to revise practices relating to the administration of decorating grants for new tenants to ensure they are not paid retrospectively? (by March 2003)	
43.	What steps are being taken to improve the performance management system in relation to the following:	
i)	Target setting for teams, and target setting for individuals, which directly link to the Community Plan, Housing Strategy, and targets set by the Council?	
ii)	Staff appraisal systems.	
iii)	A suite of performance measures and information to all managers with prior analysis of key performance issues and action required? (By March 2003)	
44.	What steps are being taken to review support services (including HQ resources)?	
45.	What relaxations does WALH seek in relation to capital expenditure controls?	

Annual Meeting

This meets each June to assess overall performance. It will review progress over the past 12 months and propose action for the coming year. It will be relatively formal and would include the Joint Chairs of Wigan and Leigh housing and the Cabinet Member for Regeneration. It will concentrate on outputs / outcomes, performance, future proposals and will be formally reported (the "Annual Report") to Cabinet and the Wigan and Leigh Housing Board. It will specifically monitor Best Value, including the implementation of the Improvement Plans and consider the draft HRA Business Plan / performance Reports. It will also consider the final Delivery Plan submitted by WALH for each year prior to its submission to Cabinet.

Quarterly Meeting

This meeting reviews performance on a quarterly basis. Representation will be at Chief Officer level. In terms of the agenda it will be relatively fixed covering the following:

- ◆ Progress in implementing improvements identified as needed in previous meetings.
- ◆ Policy / Strategic Developments.
- ◆ Best Value / Service Improvement Agenda.
- ◆ Contract Performance / Variations.
- ◆ Contract Issues.
- ◆ Other Key Issues.

Given the nature of WALH / Council relationship representatives from Departments other than Environmental Health and Consumer protection may also be invited, eg. land and property, Finance etc. as appropriate. The Quarterly Cycle is to be April, July, October and January with each covering the above agenda, but with appropriate seasonal topics added, eg. October – Growth Bids. Minutes and Quarterly Reports will be reported to the Regeneration Panel, the Cabinet and WALH Board and any matters requiring Cabinet decision will be highlighted.

Monthly Meeting

This set of meetings concerns itself with monitoring performance in a more detailed way. Concentrating on raising standards in certain key areas identified from the Annual Questionnaire and to debate the emerging agendas. As a checklist it is proposed to use the Housing Corporate Performance Assessment framework as a way of identifying and progressing key topics. It will also have a secondary agenda of ensuring the recommendations of the quarterly report are carried out. Its attendees will vary with the agenda, but would be generally led from EH&CP by the Housing Strategy Service manager. Minutes will be distributed to appropriate Chief Officers.

Ad Hoc Meetings

These may be necessary on occasions and attendees will be appropriate to the content of the meetings. It is envisaged, for example, such a meeting may be necessary to consider the level of rent increases prior to recommendation to Cabinet.