



This is an Open Report

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**Report to:** Community Protection Panel Cabinet  
**Date:** 21 January 2008 24 January 2008  
**Subject:** Wigan & Leigh Housing Half Yearly Performance 2007/08 and Governance Review 2007.  
**Report of:** Director of Environmental Services  
**Contact officer:** Peter Layland Telephone: 01942 828983

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**Purpose/summary:** To report the performance of Wigan & Leigh Housing during the first half of 2007/08 and to seek approval of recommendations to change the composition of the WALH Board.

**Alternative options considered and reason for selecting the one recommended:** Options include rejecting the recommendations of the Governance Review. Acceptance is recommended in light of the governments support for the increased governance role for tenants.

**Recommendation/decision:** The performance of Wigan & Leigh Housing for the first half of 2007/08 is noted and the recommendation to change the composition of the Board as set out in the report is accepted.

**Key Decision:** This report does not involve a key decision. The decision made as a result of this report will be published within **48 hours** and cannot be actioned until **seven working days** have elapsed, i.e. before 31 January 2008

**Risks/Implications:**

Financial:	Wigan & Leigh Housing Company has a management fee of £15.3m for 2007/08
Staffing:	No implications for the Council
Policy:	Housing Strategy
Equal Opportunities - has a Diversity Impact Assessment been conducted?	Report includes progress on equality issues
Wards affected:	All

**Property Implications – Does the proposal involve a reduction, addition or change to the Council’s asset base or its occupation?**

No

**If yes have the property implications been agreed with the Corporate Property officer?**

**Does this proposal have significant implications for the Council and the local population?**

No

**Does this proposal involve a new policy or procedure or significant changes to an existing policy or procedure?**

A diversity impact assessment is not necessary at this stage, however, equality and diversity implications have been considered when producing this report.

Has the Director of Legal and Property Services confirmed that the recommendations within this report are lawful and comply with the Council’s Constitution? **Yes**

Has the Director of Finance and IT confirmed that any expenditure referred to within this report is consistent with the Council’s budget? **Yes**

Are any of the recommendations within this report contrary to the Policy Framework of the Council? **No**

\* delete which applicable

**For Cabinet reports only:**

Categorisation of the report:	<b>x</b>		
Discussion leading to a decision		Discussion	
Monitoring	<b>x</b>	Decision	<b>x</b>
Sharing for corporate understanding		Information	

**Tracking/Process:**

	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council
21/1/08		24/1/08	

**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 meetings	December 2007		Gateway House, Standishgate, Wigan

Proper Officer M. Kimber

Date 2.1.08

## 1. Background

- 1.1 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.
- 1.2 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
- 1.3 The company's performance also impacts on key government assessment of the Council's performance notably:
  - Council's Housing Strategy and
  - Comprehensive Performance Assessment
- 1.4 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
- 1.5 This half year report provides information on key performance targets (Appendix 1) and also on WALH progress on the years agreed priorities within the Annual Business and Delivery Plan (Appendix 2). A revised performance management system is now in place that reflects aims and objectives of the new contract with WALH, effective from April 2007.

## 2. Summary of Performance

- 2.1 Wigan & Leigh Housing (WALH) demonstrated improvement in most service areas during 2006/07. Performance during the first half of 2007/08 shows continued performance with 94% of the indicators that are reported on a quarterly basis either on or close to target. Many of the indicators are only available annually and therefore a complete picture is not available until year end.
- 2.2 In relation to performance against priorities within the Annual Business and Delivery Plan, progress again is satisfactory. They reflect the new vision and aims of the company and generally show good progress. Some tasks/projects contained within the Business and Delivery plan, for example the review of support for vulnerable people on Council estates, will be carried over into next year simply because of the amount of work involved.

### **3. Critical Risk Factors**

#### **3.1 Homeless Prevention**

WALH continues to challenge its performance and has identified a number of areas where it believes that improvements can be made such as anti social behaviour, rents and leaseholder services. The area of most concern is the homelessness prevention indicator (BV213). Top quartile performance is 4 households per 1000, half yearly performance of 1 represents bottom quartile. Predictions relating to the annual out-turn for this indicator are 2 which represents mid-quartile. WALH have made this indicator an "at risk" indicator which will ensure considerable focus is given to this area of work. It is a particularly important indicator locally due to the high levels of homelessness in the Borough.

### **4. Good Performance**

#### **4.1 Average time take to re-let Local Authority Housing**

Performance has improved significantly in this area over the last 2 years. However further improvements can be made. WALH explain that by letting a hard-to-let property that has been vacant for sometime (these tend to be sheltered bedsits), this can detrimentally affect the overall performance by up to 4 days. Performance will continue to be monitored over quarter 3 & 4 but it is currently ahead of the year end target of 34 days.

#### **4.2 Value For Money**

Significant progress has been achieved in this area with a Value For Money (VFM) strategy produced in September 2007. The strategy has been rolled out across the company and a Procurement strategy is currently being written to compliment this work. The impact of all the work on VFM and financial management is evident in the £145,000 reduction in the Management Fee for 2007/08. WALH continues to absorb increased running costs and advises that it will deliver savings of at least £0.25 million for 2007/08 and will hold the Management Fee for 2008/09 at £15.332 million. There will be further significant Gershon efficiency savings to be reported emerging from effective management of building contracts.

#### **4.3 Proportion of Empty Homes as a percentage of the stock**

Performance is currently ahead of the year end target and is one that has improved significantly over the last couple of years. It is an important indicator given the current high demand for property. This represents around 250 vacant properties at any one time out of an ever reducing stock number of around 23,000. Further reductions are unlikely given the level of property turnover, however performance may improve by approximately 0.1% as the long term vacant properties at Ince are relet following remediation works.

#### **4.4 Satisfaction with Services**

Most customer satisfaction indicators are annual indicators and are reported at year end. This is largely due to low response rates resulting in large swings

in performance, an annual picture gives a more reliable picture. Of the 3 customer satisfaction indicators reported at the half yearly position all show extremely high levels of customer satisfaction. This commitment to delivering quality services is also reflected in WALH recent successes in retaining its Chartermark accreditation and the Contact Centres Association's Global Standards award. In addition WALH has also recently retained its Investors in People (IIP) status

#### 4.5 Repairs Performance

Further improvements have been made in this area. 97.53% of urgent repairs are being completed within the governments target time limits. The average time taken to complete non-urgent repairs is 8.83 days. Both are on target. Performance has dipped slightly on the proportion of outstanding gas safety certificates. However, this is due to the nature of the work and the timing of the programme of servicing. This will rectify itself by year end and a pleasing performance out turn is predicted.

#### 4.6 Improvement works

Continued reduction in the numbers of non-decent housing with high levels of customer satisfaction. Year end should see further improvements in this area.

### **5. Conclusion**

- 5.1 General performance by WALH continues to improve in most of the key areas. In some areas such as repairs, improvement works and most significantly customer satisfaction performance is outstanding. However, the report has identified some areas of concern, particularly around homelessness, and it is clear that WALH is not complacent and is challenging its approach on other key service areas such as anti-social behaviour, rents and leaseholder services. Monitoring will continue but it needs to be recognised that despite significant investment in prevention services, homelessness remains an area under pressure. This is largely down to the influence of the Housing Market and is largely out of WALHs control.
- 5.2 To put these performance improvements in context it is now very likely that the CPA housing score will increase from 3 to a maximum 4 for 2007.

### **6. Governance Review**

- 6.1 As set out in the Annual Business and Delivery Plan there has been an ongoing Governance Review within Wigan & Leigh Housing. A copy of the Board report (4<sup>th</sup> December 2007) is attached at Appendix 3 and this proposes a number of changes. Some of these involve relatively small variances in the remit of various Board Committees and Area Forums and are reported for information. However, one proposal does require formal Council approval (as the main shareholder) as this seeks to vary the size and shape of the Board.
- 6.2 The Wigan & Leigh Board are requesting that the composition of the Board is changed as described below

<b>Board Membership</b>	<b>Current Structure</b>	<b>Proposed Structure</b>
Tenants	4	6
Councillors	4	4
Independents	4	4
Total	12	14

6.3 The WALH report sets out the main reasons for the change namely to ensure tenants are empowered without losing the vital support provided by the Independent and Council members. It is also a move in line with government views of greater tenant involvement within ALMO arrangements. It also has a particular logic within the proposed Board structure with:

- 5 Chairs of Area Housing Forums
- 1 Chair of the Sheltered Housing Forum
- A natural split of 7 members for each of the two committees
- Retaining the benefit of Independents who offer specialist advice on governance, finance etc.

6.4 Given these benefits and the government support for increasing the governance role of tenants, it is recommended that Cabinet approve these changes to the WALH Board.

## **7. Recommendations**

7.1 The half yearly performance (2007/08) of Wigan & Leigh Housing be noted and the changes to the Board structure following the governance review be approved.

## Appendix 1

**Performance Framework**

<b>Ref</b>	<b>Indicator</b>	<b>2006/07 Performance</b>	<b>Half Year Target</b>	<b>Half Year Performance</b>	<b>Year End Target</b>
BV12	The number of working days/Shifts lost due to sickness absence	13.17 Days	6.5 Days	5.3 Days ☺	13 Days
BV8	The percentage of invoices paid within 30 days or being received	94.64%	96%	100% ☺	96%
BV212	Average time to Re-let Local Authority Housing (old L15)	39 Days	36 Days	33.77 Days ☺	34 Days
BV66a	Proportion of Rent Collected including Arrears C/fwd	97.71%	96.07%	96.33% ☺	97.80%
BV66b	Number of LA tenants with more than 7 weeks of (gross) rent arrears as a % of LA tenants	4.66%	4.58%	4.28% ☺	4.5%
BV66c	% of LA tenants in arrears who have had Notices Seeking Possession served	45.99%	23%	31.16% ☺	46%
BV66d	% of LA tenants evicted as a result of rent arrears	0.30%	0.16%	0.16% ☺	0.16%
HS01	Proportion of Empty Homes as a percentage of the Stock	1.28%	1.27%	1.23% ☺	1.27%
L9a	Proportion of former tenant arrears collected	7.23%	3.75%	4.94% ☺	7.5%
BV183i	The average length of stay in B&B	1 week	1 week	0 weeks ☺	1 week
BV213	Households considering themselves homeless who approach for housing advice and housing advice casework intervention resolves their situation, per 1000 households in the authority	1	1.5	1.01 ☹	3
BV214	Proportion of households accepted as homeless who were accepted as homeless within last two years	3.61%	3.2%	2.31% ☺	3.0%

HS03	The proportion of LA homes which were non decent reported as snapshot at quarter end	12%	11%	11.5% ☹️	10%
L19	% age of urgent repairs completed within Government timelimits	95.04%	95.4%	97.53% 😊	95.5%
L20	Average time to complete non-urgent repairs	7.95 Days	8 Days	8.83% ☹️	8
	% of repairs which are emergency / urgent repairs	15%	15%	20.18% ☹️	15%
	Proportion of gas servicing certificates outstanding	2.45%	7%	6.6% ☹️	2%

## WIGAN AND LEIGH HOUSING BOARD 2<sup>ND</sup> OCTOBER 2007

### Report of the Deputy Chief Executive

**Contact :** Tony Gerrard **Tel. No:** 01942 486509 **e-mail:** t.gerrard@walh.co.uk

### Update on Priorities from Business Plan after 2<sup>nd</sup> Quarter 2007

<b>Purpose/Summary:</b>
To inform members of progress which has been made after the second quarter in respect of priorities in the 2007/10 Business Plan
<b>Recommendations:</b>
Members are asked to note the contents of this report

<b>For decision, discussion or information?</b>	For information
<b>For the open part or the press and public excluded part of the agenda? If press and public excluded please state reason.</b>	Open

<b>Financial and Value for Money Implications:</b>	There are no financial implications arising from this report			
<b>Staffing Implications (only when outside of existing resources):</b>	There are no staffing implications arising from this report			
<b>Key Risks:</b>	That the tasks are not delivered on time meaning that the company's goals are not achieved			
<b>Equality and Diversity Implications:</b>	There are no equality and diversity implications arising from this report			
<b>Area Forums Affected:</b>	All			
<b>Tracking/Process</b>	<b>Consultation</b>	<b>Area Forum/s</b>	<b>Committee</b>	<b>Board</b>
				2 <sup>nd</sup> October 2007

## **1.0 Purpose of the Report**

- 1.1 To inform Members of progress which has been made after the second quarter in respect of priorities in the 2007/10 Business Plan.

## **2.0 Introduction**

- 2.1 At the meeting on 1<sup>st</sup> May 2007 Members agreed the Business Plan for the period 2007/10. The plan was subsequently agreed at the annual meeting with the Council on 5<sup>th</sup> June 2007. The plan sets out a number of key priorities to support the 5 goals and the vision of Better Homes, Brighter Futures. Those priorities are converted into tasks in the various Directorate plans. This report updates Members on progress that has been made on those tasks after the second quarter of the year.

## **3.0 Progress Against Priorities**

- 3.1 Appendices A-F show progress against the priority tasks agreed by the Board. Members will note that these are significant pieces of work which are projects in their own right, some of which have a lifespan beyond the current year.
- 3.2 Members will note that there has been good progress made although it has been necessary to adjust some of the target dates in a small number of cases.

## **4.0 Conclusion**

- 4.1 A good start has been made to work on the various priority tasks forming part of the 2007/10 Business Plan.

## **5.0 Recommendation**

- 5.1 Members are asked to note the contents of this report

## Appendix A : Housing Management

Key Priority	Priority (High or medium)	Resources	Target Start Date	Target End Date	Current Position
Improving tenant and resident involvement through Area Housing Forums and estate inspection and encouraging participation from hard to reach groups	High	Staff from within the Directorate	Apr 07	Mar 08	The Forums are progressing and confidence amongst the membership is increasing. We will review the impact of the Forums later in the year. Gardening Competition Judging is complete and prizes will be awarded at the Tenants' Conference on 22 <sup>nd</sup> November. The Partnership Agreement with tenants is being reviewed and this sets the strategy and framework for tenant involvement. Work continues to create an effective SLA between FOTARA and ourselves.
Improving quality of life and focusing upon crime, anti-social behaviour and cleanliness	High	Directorate staff plus key support from the Council (Community Safety, Young Peoples Services, Street Scene Teams) plus the Police	Apr 07	Mar 08	Progress on developing the first PACT in Worsley Mesnes has been slower than expected due to difficulties in gathering sufficient baseline data for monitoring. This will impact upon wider roll out across the Borough. At operational level, various joint projects are working well. The review of our approach to criminal damage (Board priority) is complete and the improved procedure has been implemented. This should see a

					reduction in the number of cases. The review of our ASB strategy is reported elsewhere on the agenda.
Focus performance management on key areas of voids, current and former tenant arrears and sickness absence management	High	Directorate staff	Apr 07	Mar 08	Our focus remains on voids, rent arrears and sickness levels and second quarter outturn will be known shortly. Current rent arrears are lower than the same point last year but it is too soon to predict the year-end position. Changes to the process are on-going as agreed by Board in July and these will take time to bed in. Difficulty in letting sheltered property continues to impact upon our published performance but the streamlining of procedures is of benefit overall. The revised sickness procedure is fully implemented and Managers are on target with key monitoring thresholds.
Improving access to services through development of the Joint Service Centre, Property Shop and Housing Options Service	High	Directorate staff plus DHN, Council and other partners	Apr 07	Oct 2010	An officer working party has recently met to review our approach to the JSC and how our services will integrate. The process for deciding the preferred developer will be completed by Christmas. The main focus over the next few months will be on communication and IT development and its impact upon the Contact Centre plus the integration of the Wigan Property Shop and Housing Options Service into the wider

					Neighbourhood Services facility.
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## Appendix B : Housing Needs

Key Priority	Priority (High or medium)	Resources	Target Start Date	Target End Date	Current Position
Further develop housing options and affordable housing supply	High	<ul style="list-style-type: none"> <li>• Staff from within Directorate</li> <li>• Section 106 affordable housing monies</li> <li>• Partnerships with other housing providers</li> </ul>	Apr 07	Mar 2010	<ul style="list-style-type: none"> <li>• Affordable Housing List being managed through the Property Shops and first homes due December 2007. The first applications have been received.</li> <li>• Company has been successfully selected by the Council for development bids to the Housing Corporation with Adactus Housing and potential development sites have been identified. Submission may not now be made until 2008.</li> <li>• Options for creating a Local Housing Development Company are being investigated</li> <li>• A Housing Green paper has been published with a focus on more affordable homes</li> <li>• Homeless Services and the Property Shops are being developed towards a housing options service.</li> </ul>

Carry out a review of older persons housing and support with particular emphasis on sheltered housing	High	<ul style="list-style-type: none"> <li>Staff from within Directorate assisted by staff from the Director of Strategy, Policy and Projects</li> </ul>	Apr 07	Mar 08	<ul style="list-style-type: none"> <li>A Service Improvement Team (SIT) has been established and is meeting regularly. A project brief for the Team has been agreed.</li> <li>A vision for the future of the service is emerging based on 4 themes; Advice, Homes, Active &amp; Healthy, Support</li> </ul>
Carry out a service improvement review of the homelessness service with particular emphasis on:- <ul style="list-style-type: none"> <li>Improving prevention and PI performance</li> <li>Preparing for the Supporting People value for money review.</li> </ul>	High	<ul style="list-style-type: none"> <li>Staff from within the Directorate</li> </ul>	July 07	Mar 08	<ul style="list-style-type: none"> <li>Outline approach agreed. Project Manager is Group Manager (Housing Options)</li> <li>Slight delay in starting Service Improvement Team due to work on appointments and relocation of staff to different offices</li> <li>The Service Improvement Team has now started to meet</li> </ul>
Start the review of support for vulnerable people on estates.	Medium	<ul style="list-style-type: none"> <li>Staff from within the Directorate assisted by staff from the Director of Strategy, Policy and Projects</li> </ul>	April 08		Original date amended from Oct 07 Start will not now be until April 2008 to enable resources to be directed to the Older Persons SIT

## Appendix C : Strategy Policy & Projects

Key Priority	Priority (High or medium)	Resources	Target Start Date	Target End Date	Current Position
Progress SMART Neighbourhoods project, with focus on “what works” and resource inputs, to influence Local Strategic Partnership approach on tackling deprivation.	High	Staff from within Directorate	Apr 07	Mar 08	<p>Presentation of initial findings from SMART Neighbourhoods work given to WALH Board and Senior managers from LSP partners. Current focus is on working with colleagues from Adult Services and PCT on health deprivation issues, an area where Wigan in general and Council estates in particular are falling further behind the rest of the country.</p> <p>Initial findings and later in-depth analyses being drawn up into series of accessible reports, in clearly badged format. Focus on working with health continues, with heavy involvement in Public Health Strategy and Strategic Needs Assessment, ensuring strong focus on needs of estates.</p>
Project management of Ince contaminated land remediation	High	£2.5 million capital resources, primarily from Defra. Staff from within Directorate and from Stock Investment and Repairs	Apr 07	Mar 08	<p>Scheme progressing well on site. Main current concern is delay in funding decisions by Defra and so we are working very closely with the Council to resolve this.</p> <p>Continuing delay from Defra remains major concern, and focus of work in</p>

					partnership with Council.
Develop and embed Value for Money process throughout the service, and carry out prioritised Value for Money reviews.	High	Staff from across Company	Apr 07	Mar 08	Continuing to deliver efficiency savings. Formalised Value For Money strategy drafted and being reported to Board in September. Presentations to staff conferences generated wide range of interesting suggestions to improve VFM, currently being evaluated. Work ongoing on Procurement Strategy. Value for Money Strategy presented to Board in September and agreed as basis for wider consultation. Work progressing on action plan implementing strategy
Develop project management skills across the organisation	Medium	Directorate staff, plus some external training	Apr 07	Mar 08	Initial "taster" session arranged for managers across the company to introduce project management ideas. In depth training courses being set up for managers currently involved in project work. Informal coaching on principles and practice progressing, to be reinforced by formal training shortly.
Develop knowledge management skills across organisation, particularly effective use of management information to improve and plan services	Medium	Directorate staff	Apr 07	Mar 08	Work on performance monitoring has highlighted a range of issues where skills need to be improved – data quality, process re-engineering, analysis and strategic research – and an action plan is being devised to address these urgently.

					Action plan, involving staff from Directorate in specific improvement projects, to be implemented from October.
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## Appendix D : Stock Investment & Repairs

Key Priority	Priority (High or medium)	Resources	Target Start Date	Target End Date	Current Position
Undertake stock condition survey	High	External consultants with in house staff	Apr 07	Mar 08	On programme - Appointed Surveys to start September 2007
Produce 5 to 10 year asset plan	High	External consultants with in house staff	Nov 07	Mar 08	On target. Draft report to feed into estimates timetable. This follows on from previous task
Complete decent homes programme	High	Staff within Directorate	Ongoing	Dec 08	On programme –On target to finish December 2008,with the exception of approximately 5%
Special projects and minor works	Med/High	Staff within Directorate and consultants	Apr 07	Dec 2010	Most schemes are on target - reprogramming of external works to 5 Multi-Storey blocks in Scholes Village to be completed by 2010, and replacement of communal aerial systems to be completed by October 2009
Project management of Ince contaminated land remediation. (Crossover scheme lead by DSPP)	High	£2.5 million capital resources, primarily from Defra. Staff from within Directorate and from Stock Investment	Ongoing	2009	Scheme progressing well on site. Main current concern is delay in funding decisions by DEFRA and so we are working very closely with the Council to resolve this.

		and Repairs			
Build in VFM, efficiencies, savings	High	Staff within Directorate and DSPP	Ongoing		Principles imbedded within Directorate. Consultations with contractors to take place in November to identify savings. Open Book option being considered for Day to Day Contractors. Benchmarking of repairs costs with other ALMO's being undertaken
Improve Operational Performance	Medium	Staff within Directorate and constructor partners	Ongoing	2009	Repairs Service Improvement Team set up – action plan on target. Improving performance meetings established across Directorate.
Asset Management / Accommodation	Medium/ High	Staff within Directorate	Apr 07	Dec 07	All moves completed, higher than anticipated costs for extension to Platt Bridge Office. Probable completion date for all work including storage solutions likely to be February 2008

## Appendix E : Deputy Chief Executive

Key Priority	Priority (High or medium)	Resources	Target Start Date	Target End Date	Current Position
Developing and implementing an Access & customer care strategy with clear service standards, that are monitored and reported.	High	Directorate staff to lead. Staff across company to be involved in delivering	May 07	Mar 08	<p>The Business Processes Team are continuing to research best practice, and are in the process of drafting a strategy and project plan. A detailed report will be presented to the 6 November meeting of the Board.</p> <p>On target</p>
Ensure that Wigan & Leigh Housing comply with BV 164 and the relevant Commission for Racial Equality Code of Practice on which it is based.	High	Directorate staff to lead. Staff across company to be involved in delivering	Sep 07	Mar 08	<p>We comply with the existing BV164 and the old CRE Code on which it is based. We anticipated that future compliance with this PI would be based on the new CRE Racial Equality Code.</p> <p>However, BV164 is being dropped from CPA assessment.</p> <p>Whilst, as a matter of good practice, we are continuing to pursue compliance of the new Code, doing so by March 2008 is no longer considered to be high priority.</p>
Develop Equality Action Plans in respect of Disability, Gender and	High	Directorate staff. Staff across company to be	May 07	Oct 07	Late starting because Group Manager (Business Processes) was tied up in a

Race.		involved in delivering			<p>long-term bullying &amp; harassment investigation.</p> <p>Disability Plan had been agreed and will be published by October 2007.</p> <p>Work has commenced on Race &amp; Gender Plans with a target publishing date of December 2007.</p>
Review all the risks identified in the Risk Management matrix and ensure that there are appropriate business continuity measures identified	Medium	Directorate staff	Sep 07	Nov 07	The review has commenced and is expected to be completed by November 2007.

### Continue to improve Financial Management through:

Developing a robust financial management framework and monitoring system	High	Directorate staff	Apr 07	Oct 07	High level information provided to Management Team and Board. Detailed information re Staff costs in the process of being drawn up. On target
Ensuring that there is a systematic approach to the process of dealing with annual savings and growth	Medium	Directorate staff	Apr 07	Dec 07	Develops existing system. Outline approach agreed by MT. Directorate's proposals on business case pro-forma considered by MT 1 <sup>st</sup> August 2007. On target
Developing a procurement strategy for goods and services	Medium	Directorate staff	Oct 07	Mar 08	To complement existing strategy for Programmed works. Programme Board set up. Project Team set up and meeting. On target

Develop a system for capturing and informing the production of annual efficiency statements (AES)	High	Directorate staff. Staff across company to be involved in identifying efficiencies	Aug 07	Jan 08	Forward look for AES produced on time. Backward look for AES produced on time. Identified some £2.5M. Ideas flowing to Finance Manager via e-mail. Need to consider if we produce our own AES as requirement may cease next year. On target
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**Continue to improve Information Technology management through:**

Develop and start to deliver an ICT strategy	High	Directorate staff	May 07	Oct 07	First draft of strategy produced and out for consultation
Develop the use of hand-held technology and mobile electronic working to support the operation of the business	Medium	Directorate staff with support from service managers	Already started	Jan 08 and ongoing	<p>Trials in HM Directorate did not go smoothly. EMOs trialling A4 size tablets said they were too heavy and not as user friendly as they should be. There are also current problems with wi-fi hotspots being addressed by Council. Some reluctance for EMOs testing system to use in the circumstances, though one in particular is very keen to continue using the technology.</p> <p>Works better on rents queries than on tenancy management side.</p> <p>A5 size tablets being tested for use by MOs who are very keen to get started. Training mid-August went well. Some</p>

					<p>changes required in set-up. Kirona have advised on this and tablet currently being set-up.</p> <p>Has missed original target date of Sept.07</p>
Further develop information systems to increase the amount of "self-service" available to customers	Medium	Directorate staff with support from service managers	Already started	Sep 07	<p>Live date met for Rent Enquiry on-line. Person reference will appear on next rent statements, with information to tell customers that they are now able to get their up to date rent statement on the internet.</p> <p>On-line housing applications being tested but still some problems need addressing by Northgate. Target missed and no expected date yet for development fix</p>

**Continue to improve Human Resource management through:**

Introducing an employee appraisal system more closely linked to Wigan & Leigh Housing's vision and goals	High	Directorate staff. Managers across company to be involved in delivering	Already started	1Jun 07	<p>Introduction completed. Training provided to managers requesting it. (mandatory for new managers)</p> <p>Deadline for completing interviews 30 November 2007.</p> <p>Positive feedback so far.</p> <p>Action plan in place for follow up, analysis and reporting back to MT.</p> <p>Evaluation and review to take place March 2008.</p>
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					Follow up work on target.
Reviewing and implementing changes to Wigan & Leigh Housing's discipline and grievance procedure	High	Directorate staff. Managers across company to be involved in delivering	May 2007	<p>Work on hold temporarily</p> <p>Priority given instead to review of Workplace Bullying and Harassment Policy, Procedure and Guidance.</p> <p>Workplace Bullying and Harassment Policy agreed by Board.</p> <p>Consultation on Procedure and Guidance to take place during September / October 2007.</p> <p>Target launch date 7 November 2007 – to coincide with National Ban Bullying at Work Day.</p> <p>Revised dates:</p> <p>Discipline and Grievance work to restart October 2007</p> <p>Consultation on drafts during November 2007</p> <p>Launch January 2008</p>	<p>Oct 07</p> <p>Nov07</p> <p>Jan08</p>

<p>Introducing revised procedures for the management of sickness absence</p>	<p>High</p>	<p>Directorate staff. Managers across company to be involved in delivering</p>	<p>Already started</p>	<p>1 Jun 07</p>	<p>Completed.</p> <p>Launched 4<sup>th</sup> June with SMT. New procedures now operational. New reports to support managers on target to be available after 2nd quarter but will still be based on previous management structure.</p> <p>Work ongoing on linking CPS system to new structure and post numbers</p>
<p>Further developing the organisational culture including clarifying expected standards of behaviour</p>	<p>Medium</p>	<p>Directorate staff</p>	<p>Sep 07</p>	<p>Sep 08  Nov07</p>	<p>Initial work completed in target.</p> <p>Behavioural standards and core values incorporated into manager and employee competencies.</p> <p>Reinforced through revised Workplace Bullying and Harassment Policy – to be launched November 2007.</p> <p>Work on implementation of HSE Management Standard on Workplace Stress to start in October 2007. (Separate Project) – use alongside PPD feedback to test out where we are now.</p> <p>HR Manager to provide a position statement, gap analysis and action plan to MT May 2008</p> <p>On Target</p>

Finalise implementation of tasks from HSE Improvement plan	Medium	Directorate staff	Already started	Apr 08	<p>All tasks for 2006/7 completed apart from following which are part complete:</p> <ul style="list-style-type: none"> <li>• Formalise Arrangements for Managing Contractors (completed on Planned Maintenance only)</li> <li>• Implement systems for measuring contractors H&amp;S performance (part completed for planned maintenance only)</li> </ul> <p>The above tasks have been transferred to this years 2007/8 Health and Safety Improvement Plan and the revised completion date for these, from December 2007 is April 2008.</p>
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## Appendix F : All Directorates

Key Priority	Priority (High or medium)	Resources	Target Start Date	Target End Date	Current Position
Improve the quality and frequency of performance management information across the Directorate.	Medium	Staff from within the Directorate assisted by staff from the Director of Strategy, Policy and Projects	Apr 07	Mar 08	This task cuts across all directorates. There is steady progress though a long way to go.

## WIGAN & LEIGH HOUSING BOARD – UPDATE 4 DECEMBER 2007

### Report of the Chief Executive

Contact : Ashley Crumbley

Tel. No: 01942 486507

### Governance Review 2007

<b>Purpose/Summary:</b>
To inform Members of the findings and conclusions from the Governance Review 2007. There clearly have been significant changes and improvements since November 2006 and the proposals represent more of a consolidation of the change and further improvements. They include changes to the remit of the two Committees and Area Housing Forums plus increasing the Board composition to 6 Tenant Board Members.
<b>Recommendations:</b>
Members consider the findings and conclusions of the Governance Review 2007 and the Governance Improvement Plan set out in the Report.

<b>For decision, discussion or information?</b>	Decision
<b>For the open part or the press and public excluded part of the agenda? If press and public excluded please state reason.</b>	Open

<b>Financial and Value for Money Implications:</b>	Chairs of Area Housing Forum would like to see an increase in resources for Forums.			
<b>Staffing Implications (only when outside of existing resources):</b>	None.			
<b>Key Risks:</b>	Acceptability by stakeholders.			
<b>Equality and Diversity Implications:</b>	Equality & Diversity reports to go directly to Board.			
<b>Area Forums Affected:</b>	All. Further discussion will take place with the Chairs and tenants around the expanded role for Area Housing Forums.			
<b>Tracking/Process</b>	<b>Consultation</b>	<b>Area Forum/s</b>	<b>Committee</b>	<b>Board</b>
	-	-	Governance 13.11.07	4.12.07

## 1.0 Background

1.1 Following the Board's strategic review meeting on 2 October 2007, the Governance, Standards & Audit Committee has commenced a "governance review". Also included in the review was Paul la Thangue, one of our tenants.

1.2 The first "governance review" meeting was held on 23 October 2007. The meeting:

- undertook a self assessment using the Board Development Agency's criteria which were used in 2006;
- considered best practice from Excellent, 3 star ALMOs and developed options for both structure and composition and;
- assessed progress in implementing the Governance Change Plan adopted in 2006.

1.3 The second and final meeting took place on 13 November 2007 and the Review Group considered, amongst other matters:

- A comparison of our governance arrangements with the Housing Corporation's guidance for Registered Social Landlords
- Finalising the options developed at the 23 October 2007 meeting for changing the existing structure and composition;
- Drafting a new Governance Improvement Plan from the issues raised at the Strategic Board meeting (2 October 2007) and the Governance Review Group meetings.

## 2.0 Information

2.1 On 23 October 2007 the Governance Review Group considered the self assessments carried out by individual Board Members using the Board Development Agency criteria. The Group decided to focus on the assessment by Jean Garlick, who had been involved in the 2006 Governance Review and had significant knowledge of governance matters.

2.2 This self assessment exercise revealed significant improvements since 2006. The key conclusions were

- On **leadership and direction** – substantial improvements with a clear vision, a good understanding of the key issues facing Wigan & Leigh Housing and challenging targets. We should build on our strengths by forging ever closer links with key partners.
- On **monitoring and appraising performance** – substantial improvements evidenced by improving national performance indicators. Some further improvements needed with SMART action plans.
- On **probity and accountability** – a step change in approach since the introduction of the Governance, Standards & Audit Committee though a procurement strategy was still required.

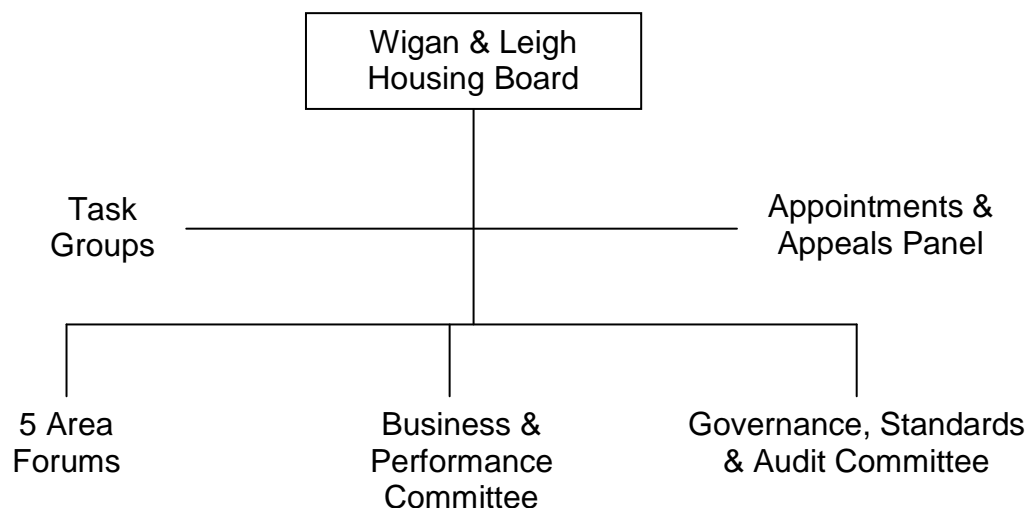
On **governance style and executive relationships** – substantial improvements, but more was needed on the appraisal of Board Members and senior managers. Board Member development needed further improvements.

- 2.3 Since the meeting, Wigan & Leigh Housing has been subject to an independent assessment as part of its Investors in People Accreditation. The assessor has been complimentary about Wigan & Leigh Housing's governance arrangements, seeing them as a major strength with a clear direction and self awareness.
- 2.4 The Governance Review Group meeting on 23 October 2007 also looked at various governance structures adopted by excellent 3-star ALMOs. The Group concluded the other models were too complex, Wigan & Leigh Housing should retain a simple structure. The changes proposed and confirmed at the meeting on 13 November were as follows:
- Adding "Investment" to the Business and Performance Committee to deal with both Asset Management (Decent Homes) and house building (Affordable Homes).
  - The Service Improvement Reviews, a scrutiny role, should be transferred to the Governance, Standards & Audit Committee.
  - The role of Area Housing Forums should be broadened to include "sense of place" including "regeneration" promoting, for example, our "Pathways into training and employment" initiative. The role of Tenant Participation should be revised to provide more support to the Area Housing Forums and engaging local communities.
  - Equality & Diversity reports needed to go to the main Board. In the 2006 Governance Review the Board was clear that it wanted Equality & Diversity reports coming to the main Board, "it was too important to delegate".
- 2.5 On 25 October 2007, the Deputy Chair, Marjorie Marsden, convened a meeting of the Area Housing Forum Chairs and senior officers. The meeting supported changes to the Forums emerging from the Governance Review Group and asked for local budgets to be increased to about £30,000 a year for each Forum. The meeting concluded that the "sense of place" role for the Chairs and Forums should be developed and a consensus reached on the key areas for moving forward.
- 2.6 This was discussed further at the Governance Review Group on 13 November and the following changes are suggested in relation to Area Housing Forums:
- Rather than spending time on research and developing detailed proposals we should move to an action based learning approach to progress the "sense of place" and broader tenant engagement. In effect this is "learning by doing". It was acknowledged there would be risks and mistakes made, but with this, tenants and staff would learn.

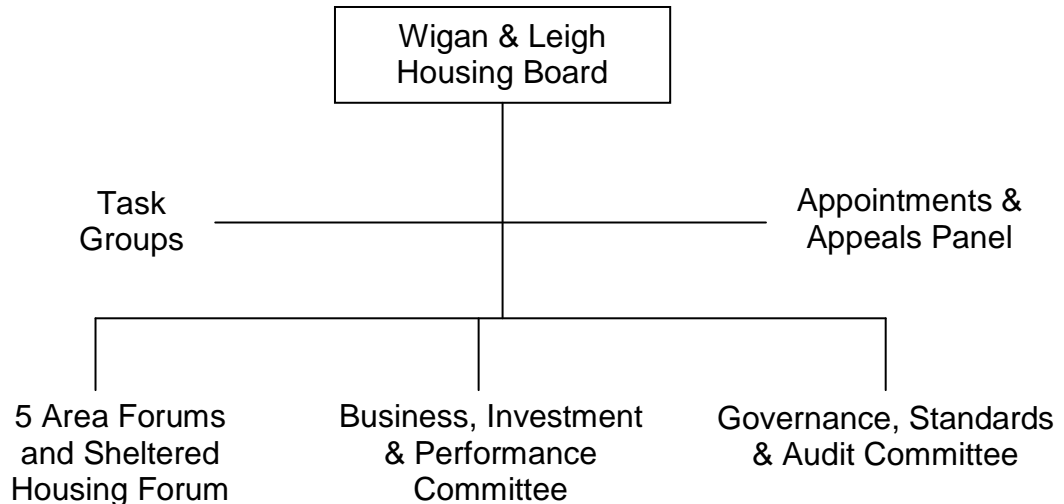
- Chairs of the Area Housing Forums should progress the initiative, supported by the Tenant Participation Service and its Group Manager. Then in February 2008 the Tenant Board Members and a wider group of tenants would firm up on ideas for 2008/09.
- Better Neighbourhoods budgets and tenant engagement budgets should come under the control of the Area Housing Forums from April 2008.
- The role of the Tenant Participation Service should fundamentally change from servicing Tenants and Residents Groups to providing an increased emphasis on a facilitating and training support role. This would release approximately 30% of staff time to support the Area Housing Forums and wider engagement of our communities.
- Wigan & Leigh Housing should expand its engagement of communities to include the voluntary sector, social groups and other community groups encouraging “bridging events” which bring together all, including “hard to reach” and the Black and Minority Ethnic communities.

2.7 The existing structure and proposed structure are summarised in Figures 1 and 2. Subject to the Board approving the proposals, the Company Secretary will submit a further report revising the terms of reference of the Committees and Forums. The main changes proposed are:-

- To extend the remit of the Business and Performance Committee to include “investment” matters such as any house-building programme and the capital investment programme; and
- To move the scrutiny role to the Governance, Standards and Audit Committee



***Figure 1* Existing Board Structure**



**Figure 2 Proposed Board Structure**

- 2.8 On the composition of the Board, the Governance Review Group meeting on 23 October 2007 concluded the existing Board was working very well. The tenants were empowered, not just through the increase in numbers but through other measures including:
- being democratically elected by tenants,
  - being chairs of the Area Housing Forums,
  - selecting Independent Board Members, and
  - being treated with dignity and respect at meetings.
- 2.9 The Review Group also concluded that the tenants were in a strong position “the tenants elected the Tenant Board Members who in turn selected the Independent Board Members, and ultimately the Councillor Board Members were accountable to tenants through the ballot box”.
- 2.10 Moving to be a “tenant led” or “tenant managed” Board was carefully considered. The only national example which had delivered “excellence” was the Kensington and Chelsea Tenant Management Organisation. The Governance Review Group was not convinced and felt the Kensington and Chelsea model was more leaseholder influenced than a “tenant led” organisation. The tenant members of the Review Group were the most concerned with a move to a tenant majority. They felt no one group holding overall power provided for the long term protection of tenants’ interest and “insurance” was needed in case one group tried to infiltrate the Board through the tenant elections.
- 2.11 The Group’s discussions concluded there were three main options (see Figure 3) and on balance option 1 was preferred. The key to influence was not the numbers of tenants, but creating a culture and framework where tenants were able to have a major say in the running of Wigan & Leigh Housing.

Board Membership	Existing Numbers	Option (1)	Option (2)	Option (3)
Tenants	4 plus up to 2 co-opted	6	6	7
Councillors	4	4	4	4
Independents	4	4	3	3
TOTAL	12	14	13	14

**Figure 3 Options on Board Composition**

2.12 The Review Group also saw other advantages for Option 1, these included

- a logical number of tenants with
  - 5 chairs of Area Housing Forum
  - 1 chair of the Sheltered Housing Forum;
- a natural split of 7 members for each of the two Committees; and
- retaining the benefit of Independents who could offer tenants independent advice on specialist matters such as finance, governance and links with other key partners.

2.13 The Governance Review Group also considered the Governance Change Plan (Appendix 1) adopted 7<sup>th</sup> November, 2006 and found only one of the 14 tasks to be outstanding. This work of providing Area Profiles on quality of life to the Area Housing Forums is underway and linked to the “PACT” initiative.

2.14 At its final meeting, the Governance Review Group considered appraisals, Board Member development and related matters. The Group was assisted by the Company Secretary who had looked for examples from other ALMOs. The key conclusions reached by the Group were:

- We should continue our policy of not paying Board Members but should consider an annual fixed sum expenses payment. For example, Berneslai Homes was now paying the Chair £8,700 and Members £2,900 a year. The Group wanted to attract people not motivated for financial reward. The payments might also exclude people who were on benefits.
- We should consider replacing our Board role descriptions (Appendices 2 - 4) with new role descriptions developed from Berneslai (Appendices 5-8).
- On appraisals, the Group’s preferred model should be based on the self-assessment model used by First Choice Homes Oldham (Appendix 9).
- The Company Secretary could then collate the self appraisals and use these, together with other considerations (such as new legislation or developing our Vision) to produce a Board Member development programme.

- For Wigan & Leigh Housing’s Management Team appraisals could involve:
    - The Chief Executive undertaking an annual appraisal by the Board based on Wigan & Leigh Housing’s overall performance, progressing the Vision and a 360° appraisal (once every two years).
    - For Directors, an annual review by one of the Committees on their achievements in delivering their directorate’s key tasks and performance targets (set out in the Business Plan). The Chief Executive would also conduct annual Personal Performance Development appraisals for each Director.
- 2.15 The issues identified by the Board at its strategic review meeting on 20 October 2007 have been included in the Governance Improvement Plan set out in Appendix 10.
- 2.16 Subject to Board approving this Report and the Governance Improvement Plan it is proposed this is subject to further consultation with:
- Tenants, through a consultation event in February 2008;
  - FOTARA;
  - Council for Voluntary Services;
  - other groups; and
  - the Shareholder
- 2.17 The Governance Review Group also proposed that a “critical friend” be appointed to examine the final report on the governance review and provide an independent opinion on the recommendations. Enlighten, a consultancy that has been highly recommended following completion of governance reviews at other ALMO’s, is to be invited to undertake this role.
- 2.18 For clarity, the changes to the composition of the Board to have 6 tenant Board Members will need the formal agreement of the Shareholder, but out of courtesy it will be advised of the other changes the Board is making. The Department of Communities and Local Government will also be informed.

### **3.0 Conclusions**

- 3.1 The Governance Review of 2006 has resulted in significant changes and improvements in the governance of Wigan and Leigh Housing. The Board provides strong leadership with a clear vision and much greater influence for tenants. The extent of progress is revealed in only one task contained in the Governance Change Plan from November 2006 not being completed.
- 3.2 The Governance Review Group is not recommending any further radical changes. The proposals and suggested Governance Improvement Plan represent more of a consolidation, continuous improvement and a further strengthening of tenant empowerment with an increased presence on the Board and wider roles for the Area Housing Forums.

4.0 **Recommendation**

- 4.1 Members consider the findings and conclusions of the Governance Review 2007 and the Governance Improvement Plan set out in the Report.

**Governance Change Plan, November, 2006**

<b>Phase / Task</b>	<b>Leads</b>	<b>Target Dates</b>	<b>Status</b>
<b><u>Consultation and Approval</u></b>			
1. Approval of consultation document.			
– Board	Chairperson/Chief Exec	26 <sup>th</sup> Sept	Completed
– Council's Cabinet	Cllr Ready / Chief Exec	October	Completed
2. Briefings/consultation			
– Wigan Homes			
– Leigh Homes			
– Human Resources			
– Equality & Diversity			
– Relevant Councillors			
– FOTARA			
– Leaseholders Forum			
– Tenants' Conference	Chief Executive	26 <sup>th</sup> Oct	Completed
3. Consider consultation/adopt proposals			
– Board	Chairperson/Chief Exec	7 <sup>th</sup> Nov	Completed
– Cabinet	Cllr Ready / Chief Exec	16 <sup>th</sup> Nov	Completed
4. Changes to constitution, delegations etc	Company Secretary	19 <sup>th</sup> Dec	Completed
5. Development of Area Housing Forums concept Implementation	Governance Review Group	Oct 06	Completed
6. Thank you letters to those on former Boards and Committees. Announce creation of new groups.	Company Secretary	Jan 07	Completed
7. Recruitment			
– 4 Independents	Company Secretary	Oct/Nov 06	Completed
– Tenant vacancy and 2 co-optees	Company Secretary	Jan/Mar 07	Completed
8. Induction of new members	Company Secretary	January 07	Completed

<b>Phase / Task</b>	<b>Leads</b>	<b>Target Dates</b>	<b>Status</b>
9. Produce any business programme and cycle of Board/Committee meetings aligned to business planning/financial planning cycle	Company Secretary/ Deputy Chief Exec	January (Board)	Completed
10. Introduce 2 committees	Company Secretary	Jan 07	Completed
– (Finance & Governance)	Initiates		
– Committees identify key tasks/programme for Board approval	Finance – Deputy Chief Exec Governance – Chief Exec	Jan 07	Completed
11. Develop Area Forums – Area Managers/Tenant Participation and FOTARA	Tenant Participation Manager	Feb/ Mar 07	Completed
12. Board assesses nominees for Area Forums from FOTARA	Tenant Participation Manager	April 07 Feb 07	Completed
13. Briefings of Forum members/staff	Tenant Participation Manager	Mar 07	Completed
14. Area Profiles produced	Director of Housing Management	Mar 07	Not done
15. Implement Area Forums	Director of Housing Management	April 07	Completed
16. Nomination for champions	Chairperson	Feb 07	Done only one
<b><u>Monitoring and Review</u></b>			
17. Monitoring and review of changes	Chair of Governance/ Company Secretary	April / July / Oct 07	In progress
18. Evaluation/priority setting – use of Board Development Agency model or Commission Scotland model of Governance arrangements	Chair of Governance (Main Board)	April/July/ Oct 07 Oct 07	In progress Completed
– Progress on improving governance	Chair of Business/Performance		
– Progress in developing vision	Chair of Business/Performance	Oct 07	Completed

**WIGAN AND LEIGH HOUSING**

**ROLE DESCRIPTION**

TITLE: Chair of the Board

RESPONSIBLE TO: The Board and Shareholder

**Main Objective**

To lead effective governance of Wigan and Leigh Housing including developing and delivery of it's vision and value for money services.

**Role and Responsibilities**

1. Ensure that Board decisions contribute to the vision, values and business plan.
2. Ensure that the Board's actions and decisions comply with current legislation and the relevant policies and procedures of the organisation.
3. Effectively chair the Board and meetings.
4. Promote succession and development planning to minimise vacancies and ensure an appropriately skilled, well-balanced and representative Board.
5. Develop an effective and constructive working relationship with the Council, the Local Strategic Partnership and tenants.
6. Fulfil an ambassadorial and representative role with key partners at a local and national level.
7. Ensure that the governance of the organisation follows best practice and continually improves.
8. Establish and maintain an effective working relationship with the Chief Executive.
9. Ensure that annual appraisal arrangements are in place for the Board and Management Team.
10. Oversee the recruitment and selection process for the Chief Executive and Directors.
11. Annually review the Board Terms of Reference and Scheme of Delegations.
12. Fulfil the roles and responsibilities of a Board Member.

NOTE: Vice Chair will:

- (i) substitute and take full responsibility for the Chair in their absence,
- (ii) support the Chair.

**WIGAN & LEIGH HOUSING**

**ROLE DESCRIPTION**

**TITLE:** Independent/Council Board Member (Wigan and Leigh Housing Board)

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**Purpose:**

As a member of the Company's Board of Directors to work for the benefit of Wigan and Leigh Housing and to be responsible for the effective management of Company affairs and resources.

**Key Tasks:**

1. To provide strategic direction to the organisation.
2. To assist in developing Company Policies ensuring they support the aims and objectives of the organisation and reflect best practice, and to approve new policies and policy changes.
3. To ensure that the Company engages with the local community and supports and develops community consultation, involvement and participation.
4. To participate fully in Board Meetings.
5. To contribute to other committees and working groups set up by the Board to address specialist or detailed areas of work.
6. To set targets, monitor and regularly review progress in a range of key performance areas including service quality, customer care, income management, stock investment, health and safety, equal opportunities.
7. To participate fully in training and development relevant to the role of Board Member.
8. To develop effective working relationships with other Board Members and officers of the Company.
9. To ensure that all Board decisions reflect the Company's commitment to Equality and Diversity and Health and Safety.
10. To provide leadership in terms of achieving continuous improvement in health and safety and ensure that the Company meets its legal and moral obligations to its employees, customers, and contractors.
11. To lead by example, at all times acting in accordance with the Company's Code of Conduct for Board Members.

This role description is current at the date shown, but in consultation with Board Members, it is liable to variation to reflect or anticipate changes in the organisation.

**WIGAN & LEIGH HOUSING**

**ROLE DESCRIPTION**

**TITLE:** Tenant Board Member

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**Purpose:**

As a member of the Company's Board of Directors to work for the benefit of Wigan and Leigh Housing and to be responsible for the effective management of company affairs and resources.

**Key Tasks:**

1. To provide strategic direction to the organisation.
2. To ensure that all Board decisions reflect the Company's commitment to Equality and Diversity and Health and Safety.
3. To approve Company Policies ensuring any changes or new policies support the aims and objectives of the organisation and reflect best practice.
4. To ensure that the Company engages with the local community and supports and develops community consultation, involvement and participation.
5. To participate fully in Board Meetings and to represent the views of tenants.
6. To contribute to other committees and working groups set up by the Board to address specialist or detailed areas of work.
7. To set targets, monitor and regularly review progress in a range of key performance areas including income management, stock investment, health and safety, equal opportunities.
8. To participate fully in training and development relevant to the role of Board Member.
9. To develop effective working relationships with other Board Members and officers of the Company.
10. To provide leadership in terms of achieving continuous improvement in health and safety and ensure that the Company meets its legal and moral obligations to its employees, customers, and contractors.
  1. To adopt safe working practices in line with current Company procedures and to undertake appropriate training in Health and Safety.
12. To lead by example, at all times acting in accordance with the Company's Code of Conduct for Board Members.
13. To chair the Area Housing Forums reporting on Board business and taking forward key issues raised at local level.

This job description is current at the date shown, but in consultation with Board Members, it is liable to variation to reflect or anticipate changes in the organisation.



Berneslai Homes

A fresh approach to people, homes and communities

### **JOB DESCRIPTION FOR CHAIR**

<b>Organisation:</b>	Berneslai Homes
<b>Role:</b>	Chair
<b>Location:</b>	Springfield House, Barnsley
<b>Allowance:</b>	£8,700
<b>Responsible to:</b>	The Board

### **Overall Purpose of the Role**

To ensure that the company and the Board has a clear strategic direction and vision and, working closely with the Chief Executive, set overall direction, policy and plans. To ensure that the Board perform effectively as a collective entity, to champion the work of the company and ensure that it maximises output, quality of service and value for money.

### **Leadership**

1. Provide strategic direction and motivational leadership to the Board in the delivery of the company's strategic plan
2. To Chair Board meetings and attend nine Board meetings and Board Briefings per year and to act as Chair of the company's Joint Consultative Committee
3. To attend a number of key meetings and events each year, including the following:
  - Annual staff conference –
  - Quarterly performance with Council
  - Quarterly ALMO Futures group
  - Annual Board away day
  - Chairing the quarterly Joint Consultative Committee
  - Estate walkabouts – 1 per month
  - Showcasing Initiatives
  - Fortnightly meetings with the Chief Executive

- Annual appraisal Chief Executive
  - Annual appraisals of Board
  - CIOH annual conference
  - NFA annual conference
  - Other conferences, as required
4. Ensure an annual review by the Board of the company's strategic direction and achievement of key outcomes
  5. In addition to specific responsibilities as Chair, to undertake the role of a full Board member, acting in the capacity of a Director under the Companies Act, providing clear strategic direction for the Company and ensuring that it delivers good quality public services.
  6. To ensure that the Board members are encouraged to take on tasks/roles enabling them to play a full part in the Board's activities, providing development opportunities for all members
  7. To ensure that Board members understand the respective roles of Board and management and that they maintain the strategic/operational distinction at all times
  8. To ensure that the Board acts as a collective decision making body and that the process is transparent
  9. To ensure that the Board fulfil their statutory duties in line with relevant legislation and avoid conflicts of interest
  10. To ensure that the appropriate standards of behaviour are maintained in accordance with the Code of Conduct and, where necessary, to take the appropriate course of action to enforce this
  11. To develop an effective working relationship between the Board and the management team, based on openness and mutual respect and if required resolve personal differences within the Board.
  12. Build and maintain positive and effective working relationships with all key stakeholders and partners of the company, including senior members and officers of Barnsley MBC, board members and executive directors of the company's business partners, board members and chief executives of other ALMO's, cabinet ministers and local MPs
  13. To positively promote the company and act as an ambassador for Berneslai Homes

### **Working with the Chief Executive**

1. To develop a constructive and effective working relationship with, provide support to and act as a critical friend for the Chief Executive

2. To ensure that proper arrangements are in place to hold an annual appraisal with the Chief Executive to discuss their performance and agree an annual personal development plan
3. To meet frequently with the Chief Executive to review current and future workload and to ensure the existence of the necessary checks and balances to each other's authority

### **Governance**

1. To secure high standards of Governance within the Company, reviewing regularly its effectiveness and that of individual Board members
2. To ensure that the Board maintains a strategic focus throughout its work
3. Promote the consistent application of principles of integrity, probity and accountability to maintain the company's reputation for independence, transparency and cost-effectiveness
4. Agree standards for Board agendas and papers with Board members and the management team
5. Ensure that the timing and frequency of Board meetings is appropriate to meet Board business needs
6. Ensure that there is a mechanism in place to track implementation of decisions and to remind the Chief Executive where implementation is not happening or is behind schedule
7. Ensure that the Board receives appropriate advice, when needed, from either senior staff or external sources

### **Performance**

1. To hold annual appraisals with Board Members to discuss their performance and contribution to the Board and to agree an annual personal development plan
2. To ensure that new Board members undergo an effective induction Process and that their development needs are identified at an early stage and built into the Board development programme

### **Executive Powers**

1. To be clear about the Chair's delegated powers
2. To consult with all Board members as widely as possible or necessary
3. To ensure the existence of a proper audit trail to demonstrate justification for action
4. To report back to the next Board meeting on all executive actions, outlining the reason for the decision and those consulted.



Berneslai Homes  
A fresh approach to people, homes and communities

## **JOB DESCRIPTION FOR TENANT BOARD MEMBERS (NON EXECUTIVE)**

**Title:** Board Member

**Responsible to:** The Chair of the Board

**Responsible for:** Acting in the capacity of a Director under the Companies Act, and contributing to the strategic aims of the Company, ensuring the necessary financial and human resources are in place for the organisation to achieve its objectives, and devising robust systems of internal control and performance management.

**Allowance:** £2,900 per annum

### **Main Objectives**

To work with other Board members to ensure that the Board operates effectively and provides clear strategic direction for the Company and delivers good quality public services.

To ensure that the Company is governed correctly in line with its constitutional and statutory obligations, its Code of Conduct, and best practice.

### **Roles and Responsibilities**

1. To approve and own the strategic direction for the company, including its vision, aims and strategies, to guide Berneslai Homes to achieve its aims in the most efficient and effective manner, consistent with organisational values and approach
2. Participate in shaping the Company's long term mission, developing its business plan and agreeing that plan with Barnsley Metropolitan Borough Council

3. As a Board, to take ultimate collective responsibility, as per the Memorandum of Association, for controlling the management and administration of the company, whilst delegating management to the Chief Executive
4. To ensure that all decisions taken by the Board are compatible with the mission and business plan and that effort and resources are directed accordingly
5. To ensure that the Board's actions and decisions comply with current legislation and the relevant policies and procedures of the organisation, as well as developing and promoting corporate vision and values for the organisation that are clear and inspiring
6. To monitor and review the performance of the Company to ensure compliance with constitutional, statutory, regulatory and contractual obligations, and to ensure that a sound financial position is maintained
7. To request, receive, read and consider reports prepared by officers and question these where necessary to ensure that decisions are well founded
8. To attend Board Meetings and to fully engage and participate in Board discussions and decision-making through either a sub committee or portfolio holder structure (to be determined)
9. To approve strategic plans, budgets and authorisation limits
10. To approve annual budgets [and multi year budget projections] and to monitor progress against these and to ensure that the company is managing cash flow prudently
11. To ensure that an ongoing risk assessment and management process is in place across the company that it is informing policies, procedures and plans and that individual Board members are updated on this and advised of any significant changes as they occur
12. To offer advice and mutual support to other Board Members in reaching consensus.
13. To take collective responsibility for decisions of the Board
14. To abide by the Company's Equality and Diversity Policy
15. To declare any relevant personal or professional interests in any matters being discussed by the Board
16. To uphold the Company's Code of Conduct and maintain the highest standards of probity

17. To respect the confidentiality of information, where its release would compromise the interests of the Company, its staff and Barnsley Metropolitan Borough Council tenants and leaseholders
18. To provide advice and guidance in subject areas where the Board Member has particular expertise to the Board and Chief Executive, where appropriate
19. To take part in the recruitment and selection process of the Chief Executive and to delegate to her/him the management of the company. To supervise the Chief Executive and if necessary take part in any disciplinary proceedings
20. To ensure that the company has the resources, both human and financial to achieve its aims
21. To participate in the company's Personnel Panel if required in relation to the following:-
  - Determining employee appeals in relation to grading, grievance and discipline.
  - Hearing of investigations arising from allegations of misconduct made against Board Members in relation to the Board's Code of Conduct.
22. To appoint the Company Secretary



Berneslai Homes

A fresh approach to people, homes and communities

## **JOB DESCRIPTION FOR INDEPENDENT BOARD MEMBERS (NON EXECUTIVE)**

**Title:** Board Member

**Responsible to:** The Chair of the Board

**Responsible for:** Acting in the capacity of a Director under the Companies Act, and contributing to the strategic aims of the Company, ensuring the necessary financial and human resources are in place for the organisation to achieve its objectives, and devising robust systems of internal control and performance management.

**Allowance:** £2,900 per annum

### **Main Objectives**

To work with other Board members to ensure that the Board operates effectively and provides clear strategic direction for the Company and delivers good quality public services.

To ensure that the Company is governed correctly in line with its constitutional and statutory obligations, its Code of Conduct, and best practice.

### **Roles and Responsibilities**

1. To approve and own the strategic direction for the company, including its vision, aims and strategies, to guide Berneslai Homes to achieve its aims in the most efficient and effective manner, consistent with organisational values and approach
2. Participate in shaping the Company's long term mission, developing its business plan and agreeing that plan with Barnsley Metropolitan Borough Council

3. As a Board, to take ultimate collective responsibility, as per the Memorandum of Association, for controlling the management and administration of the company, whilst delegating management to the Chief Executive
4. To ensure that all decisions taken by the Board are compatible with the mission and business plan and that effort and resources are directed accordingly
5. To ensure that the Board's actions and decisions comply with current legislation and the relevant policies and procedures of the organisation, as well as developing and promoting corporate vision and values for the organisation that are clear and inspiring
6. To monitor and review the performance of the Company to ensure compliance with constitutional, statutory, regulatory and contractual obligations, and to ensure that a sound financial position is maintained
7. To request, receive, read and consider reports prepared by officers and question these where necessary to ensure that decisions are well founded
8. To attend Board Meetings and to fully engage and participate in Board discussions and decision-making through either a sub committee or portfolio holder structure (to be determined)
9. To approve strategic plans, budgets and authorisation limits
10. To approve annual budgets [and multi year budget projections] and to monitor progress against these and to ensure that the company is managing cash flow prudently
11. To ensure that an ongoing risk assessment and management process is in place across the company that it is informing policies, procedures and plans and that individual Board members are updated on this and advised of any significant changes as they occur
12. To offer advice and mutual support to other Board Members in reaching consensus.
13. To take collective responsibility for decisions of the Board
14. To abide by the Company's Equality and Diversity Policy
15. To declare any relevant personal or professional interests in any matters being discussed by the Board
16. To uphold the Company's Code of Conduct and maintain the highest standards of probity

17. To respect the confidentiality of information, where its release would compromise the interests of the Company, its staff and Barnsley Metropolitan Borough Council tenants and leaseholders
18. To provide advice and guidance in subject areas where the Board Member has particular expertise to the Board and Chief Executive, where appropriate
19. To take part in the recruitment and selection process of the Chief Executive and to delegate to her/him the management of the company. To supervise the Chief Executive and if necessary take part in any disciplinary proceedings
20. To ensure that the company has the resources, both human and financial to achieve its aims
21. To participate in the company's Personnel Panel if required in relation to the following:-
  - Determining employee appeals in relation to grading, grievance and discipline.
  - Hearing of investigations arising from allegations of misconduct made against Board Members in relation to the Board's Code of Conduct.
22. To appoint the Company Secretary



Berneslai Homes

A fresh approach to people, homes and communities

## **JOB DESCRIPTION FOR COUNCIL BOARD MEMBERS (NON EXECUTIVE)**

**Title:** Board Member

**Responsible to:** The Chair of the Board

**Responsible for:** Acting in the capacity of a Director under the Companies Act, and contributing to the strategic aims of the Company, ensuring the necessary financial and human resources are in place for the organisation to achieve its objectives, and devising robust systems of internal control and performance management.

**Allowance:** £2,900 per annum

### **Main Objectives**

To work with other Board members to ensure that the Board operates effectively and provides clear strategic direction for the Company and delivers good quality public services.

To ensure that the Company is governed correctly in line with its constitutional and statutory obligations, its Code of Conduct, and best practice.

### **Roles and Responsibilities**

1. To approve and own the strategic direction for the company, including its vision, aims and strategies, to guide Berneslai Homes to achieve its aims in the most efficient and effective manner, consistent with organisational values and approach
2. Participate in shaping the Company's long term mission, developing its business plan and agreeing that plan with Barnsley Metropolitan Borough Council

3. As a Board, to take ultimate collective responsibility, as per the Memorandum of Association, for controlling the management and administration of the company, whilst delegating management to the Chief Executive
4. To ensure that all decisions taken by the Board are compatible with the mission and business plan and that effort and resources are directed accordingly
5. To ensure that the Board's actions and decisions comply with current legislation and the relevant policies and procedures of the organisation, as well as developing and promoting corporate vision and values for the organisation that are clear and inspiring
6. To monitor and review the performance of the Company to ensure compliance with constitutional, statutory, regulatory and contractual obligations, and to ensure that a sound financial position is maintained
7. To request, receive, read and consider reports prepared by officers and question these where necessary to ensure that decisions are well founded
8. To attend Board Meetings and to fully engage and participate in Board discussions and decision-making through either a sub committee or portfolio holder structure (to be determined)
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14. To abide by the Company's Equality and Diversity Policy
15. To declare any relevant personal or professional interests in any matters being discussed by the Board
16. To uphold the Company's Code of Conduct and maintain the highest standards of probity

17. To respect the confidentiality of information, where its release would compromise the interests of the Company, its staff and Barnsley Metropolitan Borough Council tenants and leaseholders
18. To provide advice and guidance in subject areas where the Board Member has particular expertise to the Board and Chief Executive, where appropriate
19. To take part in the recruitment and selection process of the Chief Executive and to delegate to her/him the management of the company. To supervise the Chief Executive and if necessary take part in any disciplinary proceedings
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22. To appoint the Company Secretary

**First Choice Homes Oldham  
Skills Self-Assessment Audit**

Getting the right mix of skills, experiences and qualities is a key ingredient in building an effective board. A skills audit is useful in a number of ways:

- It forms the basis of a development review meeting.
- It can identify a range of skills amongst Board Members, some skills that may never have been identified or called upon by the organisation.
- It allows prospective new Board Members to be recruited on the basis of what they can bring to the board, complementing and enhancing what is already there and increasing the diversity of both skills and perspectives.

Clearly, the ideal Board Member would have every desirable skill and quality, but in the real world we each have only a selection. If we know what qualities we possess ourselves, and what qualities others possess, we can pool our talents.

**Please answer all questions in this self-assessment. There are 41 questions, split into 7 groups. Read each question and tick the value which you feel is most appropriate to you. Each answer has a point value:**

- |                           |   |
|---------------------------|---|
| 1. I need further support | 2. I could take responsibility for my own development |
| 3. I feel competent       | 4. I could mentor others                              |

This list is not exhaustive and there are certain transferable skills that are not included here, but which you may have acquired. If you feel that you possess a particular skill that is not listed here, you should feel free to include it in your Audit.

<b>COMMUNICATION &amp; TEAMWORK</b>			<b>SCORE</b>			
<b>Who?</b>	<b>No.</b>	<b>Description</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
All	1.	I feel confident about my reading.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All	2.	I am able to use different reading strategies (skim, scan, read in-depth)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All	3.	I am able to focus on the main points of a report and not getting bogged down in too much detail.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All	4.	In discussions, I listen to others and am sensitive to their points of view.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All	5.	I never try to end or divert conversations that don't hold my interest.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All	6.	My body language always reflects my keen intent to listen carefully.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All	7.	I fulfil the ambassadorial role when attending meetings outside of the organisation and demonstrate loyalty to the organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

All	8.	I respect the roles and feelings of others and see the need for compromise.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All	9.	I would be confident in delivering a presentation or presenting a report.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All	10.	I can report back on meetings to colleagues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All	11.	I am confident in contributing ideas to a group or in suggesting a new order of things.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All	12.	I support the corporate line and don't allow personal relationships to deflect from the board's purpose.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All	13.	I am sensitive to the roles of other team members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### NUMERACY

Who?	No.	Descriptor	SCORE			
			1	2	3	4
All	14.	I am confident about making simple calculations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All	15.	I can interpret graphs, charts, tables and diagrams where necessary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### PERFORMANCE

Who?	No.	Descriptor	SCORE			
			1	2	3	4
Main	16.	I can see clearly the link between the organisation's strategic objectives and performance measures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Main	17.	I understand BVPIs; KPI's and LPIs and how they affect service delivery.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local	18.	I can demonstrate knowledge of the local performance contract and use it as a tool to improve performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### STRATEGIC FOCUS

Who?	No.	Descriptor	SCORE			
			1	2	3	4
Main	19.	I am clear about the organisation's short-term and long-term objectives and how the organisation is performing against them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Main	20.	I am clear about FCHO's business planning cycle, its purpose and key elements and can relate it to the organisation's key objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Main	21.	I am clear about which Key Performance Indicators are critical to the organisation's success.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### ROLES AND RESPONSIBILITIES

Who?	No.	Descriptor	SCORE			
			1	2	3	4
All	22.	I demonstrate my commitment to the Board and the organisation by attending meetings on a regular basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Main	23.	I prepare for meetings by reading papers and clarifying any points in advance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All	24.	<b><i>Where appropriate and as necessary, I contribute to the work of any committees that have been established by the Board.</i></b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All	25.	I am familiar with the Code of Conduct for Board Members and am confident that my actions comply with, the provisions of the code.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

All	26.	I seek to gain extra knowledge of areas where the operation of FCHO is contained within key strategic agreements e.g. with Council, Audit Commission; ODPM; and other partners.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All	27.	I act in the best interests of the organisation at all times and take collective responsibility for all decisions made.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Main	28.	I am clear about the Board's responsibilities in the area of risk and am confident that the completeness, clarity and accuracy of management information will enable the Board to fulfill its risk management responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Main	29.	I am clear about the organisation's top 10 risks and am satisfied that risks of lesser significance are being monitored elsewhere in the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All	30.	<b><i>Where appropriate and as necessary, I contribute to the work of any committees that have been established by the Board.</i></b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Main	31.	I understand the legal responsibilities of the Company Director role.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Main	32.	I am clear about the separation of responsibilities between the Council, the Board and the Executive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### TECHNICAL KNOWLEDGE & EXPERTISE

Who?	No.	Descriptor	SCORE			
			1	2	3	4
All	33.	I understand the legal responsibilities of the Council for providing housing advice and securing accommodation for homeless people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All	34.	Through the Government's Respect agenda, I understand the need to tackle ASB and to that end, the need to work closely with local agencies, communities and residents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All	35.	I understand the audit commission's requirements, the benefits of, and the challenges associated with customer involvement and the tensions between that and the drive for efficiencies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Main	36.	I understand the legal responsibilities of the Company Director role.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local	37.	I can demonstrate an awareness of the cleaner, safer, greener agenda e.g. litter and graffiti; noise; vandalism and street lighting; parks and garden; streets and neighbourhoods and how this contributes to the business of FCHO.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All	38.	I have experience of operating in an HR and/or learning and development environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All	39.	I have experience of financial procedures and of financial monitoring.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### EQUALITY & DIVERSITY

Who?	No.	Descriptor	SCORE			
			1	2	3	4
All	40.	I have a clear understanding of the organisation's responsibilities around equality and diversity and am clear, as a Board Member about my responsibilities in this area.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All	41.	I can demonstrate an up-to-date understanding of the Disability Discrimination Act and in the discharging of my duties, can show an understanding of the necessity of delivering all services with due regard to the need to avoid sexual or racial discrimination; discrimination on the grounds of disability or any form of discrimination.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

42. Do you have any work related skills or qualifications not mentioned above? If yes, please state.
43. Can you think of any other areas of development that would help you in fulfilling your role as a Board Member?
44. Please use this space to record any additional remarks, notes, questions, suggestions or other comments you wish to make.

**Wigan & Leigh Housing  
Governance Improvement Plan 2008/9**

<b>Task/Change</b>	<b>Lead</b>	<b>Target Dates</b>	<b>Progress</b>
<b><u>Consultation and Approval</u></b>			
1. Governance Review Group undertakes review	Chair of Governance, Standard and Audit /Company Secretary	Oct / Nov 2007	
2. Consultation document			
- to Board	As above	Dec 2007	
- to shareholder	Chief Executive	Dec 2007	
- to Area Housing Forums	Chairs of Forums	Jan 2008	
- others			
3. Consider consultation/ Adopt proposals			
- Board	Chair of Governance	Feb / Mar 2008	
- Cabinet or delegated authority	Cllr Ready/Chief Exec. / Client officer		
4. Seek Government approval if needed	Chief Executive	Mar 2008	
<b><u>Implementation of Governance Changes</u></b>			
5. Implement Changes	Company Secretary		
- Structure/terms of reference		Apr 2008	
- Members of Board/Committee			
6. Amend Articles, etc.	Company Secretary	Apr 2008	
7. Revise role description of Board Members	Company Secretary	Feb 2008	
8. Appraisal and development of Board Members.	Company Secretary	Feb / Apr 2008	

	<b>Task/Change</b>	<b>Lead</b>	<b>Target Dates</b>	<b>Progress</b>
9.	Appoint existing chair of Sheltered Forum to Board (Arrange election to coincide with next Area Housing elections).	Company Secretary	Apr 2008	
10.	Appoint existing tenant co-optee to Board		Apr 2008	
11.	Induction of new Member(s)	Company Secretary	Apr 2008	
12.	Recruit Independent Board Members ( 1 + 2 up for renewal)	Company Secretary	Apr 2008	
13.	Identify and establish links with major partners notably CVS, LSP and partnership forums.	Chief Executive Board	Apr 2008	
14.	Where appropriate Board reports to include SMART targets and action plans.	Management Team	Apr 2008	
15.	Review schemes of delegations, financial regulations and delegations.	Company Secretary	Jun 2008	
16.	Approve a Procurement Strategy	Management Team	Jun 2008	
17.	Appraisal reports of (a) Chief Executive and (b) Management Team Members	Chief Executive	Jun 2008	

Task/Change	Lead	Target Dates	Progress
18. Area Housing Forums - Expand role - Increase Better Neighbourhood funds including Tenant Participation Budgets. - Increase support for Tenant Participation Fund.	Housing Group Manager	Feb - Aug 2008	
19. Review Board Member expenses. Consider annual fixed sum payment.	Company Secretary	Mar 2008	