

Report to: Economy, Environment, Culture and Housing Scrutiny Committee

Date: 20 January 2010

Subject: Wigan and Leigh Housing Half Yearly Performance Report

Report of: Interim Executive Director of Environmental Services

Contact officer: Steve Sargent 01942 828952

Purpose / summary: To report the performance of Wigan and Leigh Housing during the first half of 2009/10 and progress against priorities contained within the business plan.

Alternative options considered and reason for selecting the one recommended: There are no alternative options

Recommendation / decision: The Committee is invited to make comments and recommendations as appropriate in relation to the performance of Wigan and Leigh Housing during the first half of 2009/10 and progress against the priorities in the business plan.

This report does not involve a key decision.

Risks / Implications:

Financial:	Wigan and Leigh Housing Company has a management fee of £15.3m for 2009/10. (£15.3m for 2008/09 and previously for 2007/08).
Staffing:	None
Policy:	Housing Strategy
Equal Opportunities - Has a Diversity Impact Assessment been conducted?	N/A
Wards affected:	All

Has the Service Director - Borough Solicitor confirmed that the recommendations within this report are lawful and comply with the Council's Constitution? **N/A**

Has the Service Director - Corporate Services confirmed that any expenditure referred to within this report is consistent with the Council's budget? **N/A**

Are any of the recommendations within this report contrary to the Policy Framework of the Council? **N/A**

* delete which applicable

For Cabinet reports only :

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

Tracking/Process:

	Consultation	Ward Members	Partners
Committee	Overview & Scrutiny	Cabinet	Council
EECH 20/1/10			

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

Proper Officer Gillian Bishop

Date 6 January 2010

1.0 Background:

- 1.1 Wigan and Leigh Housing (WALH) was established in 2002 by the Council as an Arms Length Management Organisations (ALMO) to manage its stock of council dwellings.
- 1.2 Wigan and Leigh Housing manage approximately:
 - 22,872 properties (at 1/4/09)
 - additional ALMO capital resources of £137m
 - 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 assessments of the Council's performance, most notably:
 - Council's Housing Strategy
 - Comprehensive Area Assessment (CAA)
 - Local Area Agreement (LAA)
- 1.4 Since 2003 a performance management framework has been in place to ensure the best possible services are delivered and that the Company contributes to the Council's strategic objectives. This was reviewed in 2005. As part of the Council's contractual arrangement with WALH, the Company has to submit an annual Business Plan which covers issues such as stock investment, finances and priorities for development. Members are reminded that the current performance framework focuses more widely on strategic rather than more narrow management issues.
- 1.5 Within the performance framework the Council requires:
 - A wide range of indicators to be monitored and performance reported quarterly.
 - Closer monitoring/reviews on WALH services based on a risk and performance basis.
- 1.6 To ensure the above are delivered the Council meets WALH on a cycle of monthly, quarterly and annual meetings. The quarterly meeting held on the 19th November considered WALH's performance over the first half of the year between April and the end of September and the progress against the priorities within the Business Plan.
- 1.7 Members will also note there is a separate report to this committee regarding the proposals to amend and further extend the contract.
- 2.0 Half yearly performance 2009/10**
- 2.1 Performance is measured through 21 indicators linked to WALH's organisational goals and key business enablers. The attached performance framework (appendix 1) details performance over the first half of the year against the targets set for the half year and the performance trend from the previous year.
- 2.2 WALH's performance across the 21 indicators is good. 11 of the performance indicators have achieved or exceeded their half year targets. 5 indicators are

not achieving their half year target, whilst 4 are near to target within tolerance levels. One indicator was not available for reporting due to it being revised. Of the indicators in the performance framework which were reported in 2008/09 encouragingly 12 out of 15 show an improving performance trend on the previous years performance.

2.3 Particularly good performance is highlighted in the following areas:

- Continued good performance across the decent homes goal in relation to the council's stock meeting the Decent Homes standard and the repairs service.
- Improvement in the performance for the number of households who consider themselves to be homeless where housing advice intervention has resolved their situation.
- A further reduction in the time it takes to relet properties.
- A reduction in the number of evictions due to rent arrears reflecting WALH's revised procedures focussing on advice, assistance and sustaining tenancies in addition to early intervention and prevention.
- Tenant satisfaction with the service provided by the contact centre.

2.4 Whilst good performance has been noted, areas that have raised concerns include:

- Customer satisfaction with services around Anti Social Behaviour (ASB)
- Proportion of gas certificates outstanding
- Number of households living in temporary accommodation (LAA indicator)
- Proportion of former tenant arrears collected
- Rent collection

2.5 The satisfaction of customers around the handling and outcome of their ASB complaint are new indicators this year so will need further monitoring and consideration over time. The proportion of gas certificates outstanding improves throughout the year and future consideration will be made by WALH to set cumulative based targets over the year rather than a standard target across the year. The increase in the proportion of empty homes as a percentage of stock was against the long term trend of reducing empty properties and achieving the target. Whilst this indicator has slipped against the performance target this quarter, empty properties are still at low levels.

2.6 The number of households living in temporary accommodation is included as a high level target in the Local Area Agreement (LAA). Half year performance stood at 42 households- narrowly missing the half year target of 40 and against the 2008/09 year end figure of 59. However, since the half year report was produced, there has been further significant improvements in performance.

2.7 In regard to the indicators relating to rent collection there was a significant change to collection procedures in September. Previously rent had been due one week in arrears. The new rent collection procedure is now "real time" whereby rent is collected in the tenancy week, rather than the week after. Tenants were given options for paying the week in arrears to bring rent accounts in line with the revised procedure. The introduction of the new rent

collection procedure has had some negative impact on rent collection performance, however this is anticipated to be in the short term. Longer term benefits will include a simpler rent collection regime for tenants to understand and a reduction in former tenant arrears by reducing the number of tenants who leave their tenancy where the week in arrears rent has not been paid.

- 2.8 Discussions have taken place with WALH on these areas and the Council is satisfied that action plans are in place to resolve these concerns.

3.0 Performance against business plan priorities

- 3.1 In order to further measure WALH's performance the Council examines the Company's progress against its annual business plan. Due to the number of tasks within the Business Plan 2009/10, it was agreed that the programme would be delivered over a two year period across 2009/10 and 2010/11.
- 3.2 Appendix 2 is a report to the WALH board in December that details the current progress against the Business Plan. Progress against the Business Plan is good across all areas with no significant slippages at this point.
- 3.3 It must be noted the extra work within the Business Plan that is being generated by the Government's Housing Finance Review of the Housing Revenue Account (HRA). This has been recognised as an additional key task in the Business Plan. The outcomes from the Housing Finance review is also likely to act as key influencer on the delivery of the future affordable housing programme.

4.0 Conclusions

- 4.1 WALH have demonstrated good performance and progress against the Business Plan over the first half of the year. High standards of performance are being demonstrated across WALH's key goals and business enablers. The performance around achieving decent homes, the repairs service and a further reduction in relet times deserving continued recognition. There are challenges to improve performance in areas such as satisfaction with ASB services and rent collection. However it needs to be recognised that the challenges have arisen through WALH's continued desire to improve customer satisfaction with services through the introduction of new performance measures in a challenging service area and by implementing a fundamental change to rent collection procedures.

5.0 Recommendations

The Committee is invited to make comments and recommendations as appropriate in relation to the performance of Wigan and Leigh Housing during the first half of 2009/10 and progress against the priorities in the business plan.

Appendix 1

Performance Framework








Goal 1 – Better Housing Services

	2008/09 Actual	2009/10 Half Year Target	2009/10 Half Year Performance	Good performance	Performance trend from 2008/09	Year end target
Avoidable contact: the proportion of customer contact that is of low or no value to the customer	NEW	12.9%	12.6% ☺	Less is best	New Indicator	12.6%
% of tenants who said that the service provided by the Contact Centre was Excellent or Good	97%	97%	97% ☺	Bigger is better	↔	97%
% of new tenants satisfied with the allocations and lettings process	Revised indicator	85%	N/A	Bigger is better	Revised indicator	85%

Goal 2 – Decent Homes

	2008/09 Actual	2009/10 Half Year Target	2009/10 Half Year Performance	Good performance	Performance trend from 2008/09	Year end target
% of non decent council stock (NI 158)	5%	4%	3.5% ☺	Less is best	↑	3%
% of urgent repairs completed within Government time limits	98.91%	98%	99.27% ☺	Bigger is better	↑	98%
Average time to complete non urgent repairs	8 days	8 days	7.8 days ☺	Less is best	↑	8 days
% of repairs which are emergency / urgent repairs as defined by the Govt Right to Repair legislation	17.56%	18%	14.03% ☺	Less is best	↑	18%
Proportion of gas servicing certificates outstanding	1.32%	1%	2.04% ☹	Less is best	↑	1%

Goal 3 – Better Homes





	2008/09 Actual	2009/10 Half Year Target	2009/10 Half Year Performance	Good performance	Performance trend from 2008/09	Year end target
% of customers satisfied with the way their ASB complaint is dealt with	NEW	83%	74% 	Bigger is better	New indicator	83%
% of customers satisfied with the outcome of their ASB complaint	NEW	80%	66% 	Bigger is better	New indicator	80%
% of ASB cases resolved	NEW	75%	82% 	Bigger is better	New indicator	75%
Proportion of empty homes as a percentage of the stock	1.07%	1.02%	1.13% 	Less is best		0.97%
Average time to relet local authority housing	28 days	26.75 days	26.5 days 	Less is best		26.25 days

Goal 5 – Housing Services for Vulnerable People

	2008/09 Actual	2009/10 Half Year Target	2009/10 Half Year Performance	Good performance	Performance trend from 2008/09	Year end target
Households who consider themselves homeless who approach for housing advice and housing advice casework intervention resolves their situation, per 1000 household in the authority.	2.72	1.9	3.0 ☺	Bigger is better	↑	4.0
Number of households living in temporary accommodation	59	40	42 ☹	Less is best	↑	30

Business Enablers

	2008/09 Actual	2009/10 Half Year Target	2009/10 Half Year Performance	Good performance	Performance trend from 2008/09	Year end target
Value for Money						
% void rent loss	1.04%	1.01%	1.02% ☹	Less is best	↑	0.99%
Proportion of Rent collected including Arrears carried forward	97.76%	96.42%	95.90% ☹	Bigger is better	↓	98.0%
Number of LA tenants with more than 7 weeks of (gross) rent arrears as a % of LA tenants	4.24%	4.17%	4.06% ☺	Less is best	↑	4.00%

	2008/09 Actual	2009/10 Half Year Target	2009/10 Half Year Performance	Good performance	Performance trend from 2008/09	Year end target
% of LA tenants evicted as a result of rent arrears	0.17%	0.12%	0.05% 	Less is best		0.22%
Proportion of former tenant arrears collected	13.59%	8.0%	7.55% 	Bigger is better		16%

APPENDIX 2

WIGAN AND LEIGH HOUSING BOARD 1ST DECEMBER 2009

Report of the Director of Strategy, Policy & Projects

Contact: Janice Barton Tel. No: (01942) 486532 E-mail: j.barton@walh.co.uk

Progress Against Business Plan Key Tasks 2009/10

Purpose/Summary:				
To report to Board, progress against the key tasks agreed by Board in the Business Plan for 2009/10.				
Recommendations:				
Note the contents of the progress against the Business Plan key tasks.				
For decision, discussion or information?		Information and Discussion		
For the open part or the press and public excluded part of the agenda? If press and public excluded please state reason.		Open		
Resource and Value for Money Implications:	A number of key tasks will provide improved value for money for tenants.			
Employee Implications:	Within existing resources.			
Key Risks incl. Company reputation, business relationships, health and safety and legal implications	Reputation and performance of the Company if we fail to deliver the tasks included within the Business Plan.			
Equality (Impact) Assessed?	Yes	X	No	Not Applicable
Equality & Diversity and Community Implications:	Many of the key tasks will produce improvements for vulnerable groups. An impact assessment is included within the Business Plan.			
Environmental Implications:	A number of the initiatives have a positive environmental impact as included in the Business Plan impact assessment.			
Area Forums Affected:	All			
Tracking/Process	Consultation	Area Forum/s	Committee	Board
				1st December 2009

1.0 Background

- 1.1 At the Board meeting in May 2009, Board Members agreed the key tasks to be included in the Business Plan for 2009/10. Due to the number of tasks, it was agreed that the programme would be delivered over a two year period 2009/10 and 2010/11. As you are aware we are now in the process of reviewing the key task list in the light of the recent Board Review Session for 2010/11 onwards.
- 1.2 This is the second update report to highlight progress against the key tasks. Appendix 1 contains details of the tasks and progress to date.

2.0 Issues to Note

- 2.1 There are no significant slippages to report at this point and good progress is being made in many areas despite the size of the programme.
- 2.2 As previously reported the area where progress is likely to be limited is in the area of knowledge management and document management systems because of resourcing issues. Work on this is only likely to commence later this year or in 2010/11.
- 2.3 Additional significant work is also now flowing from the Government's Housing Finance Review of the Housing Revenue Account and this has been included as an additional key task.
- 2.4 It is also not clear at this stage how far delivery and financial models can be identified to take forward Phase 2 of the new build affordable housing programme. To a degree this is linked to the outcomes of the HRA Finance review.

3.0 Options/Implications

- 3.1 Deliver of the Business Plan key tasks is vital to make progress against the organisation's Vision for 2016. There are no alternative options to be considered at this stage.

4.0 Conclusions

- 4.1 This is an update on the key tasks in the 2009/10 Business Plan.
- 4.2 Good progress is being made and there are no major areas of slippage at this stage.

5.0 Recommendations

- 5.1 Board Members are asked to note the progress against the Business Plan key tasks.

APPENDIX 2 Key Priorities for Delivery 2009/10 and 2010/11 (2 year programme) – Update August 2009-08-19

Key:	CE	Chief Executive
	DSPP	Director of Strategy, Policy and Projects
	DR	Director of Resources
	DHN	Director of Housing Needs
	DAMD	Director of Asset Management and Development
	BMT	Business Management Team
	DHM	Director of Housing Management

Key Priorities for 2009/10	Why a Priority	How will be delivered	Who	By When	Key Performance Measure	Progress Update
Better Housing Services						
<p>With customers: Develop a customer care strategy. Agree customer care standards. Agree service standards.</p>	<p>Outcomes of ICE (Improving the Customer Experience) review. Importance of customer care to tenants.</p>	<p>Developing service standards/charter with tenants. Achieving customer service excellence award. Contact Centre accreditation.</p>	DHM	<p>Dec 2009 Jan 2010 Aug 2009</p>	<p>Performance Indicators: NI160 Local authority tenants satisfaction with landlord services. NI14 – the proportion of customer contact that is low/no value to the customer. Achievement of the Customer Service Excellence Standard and maintenance of Contact Centre Accreditation</p>	<p>Customer Care Team now in place and the research phase of the service standards has started. Initial customer standards drafted at the Tenants' Assembly. Service areas to agree their service standards individually and be ratified at future Tenants Assembly The Customer Care Strategy is included on this agenda as a separate item for consideration. The CSE (Customer Service Excellence Standard) Inspection is taking place in December for the Contact Centre and Customer Care.</p>

Key Priorities for 2009/10	Why a Priority	How will be delivered	Who	By When	Key Performance Measure	Progress Update
						<p>The new Customer Care Standards are being finalised with the intention of reporting to Board in January.</p> <p>The development of the Service Standards for all parts of the organisation has started and is being tasked through the Better Housing Services Project Group. The timeframe for the completion of the standards is to be agreed.</p>
Implement an agreed income management strategy.	Economic climate/importance given to value for money for rent by tenants.	Improved support to tenants to maximise their ability to pay their bills.	DHM	Apr 2010	Proportion of rent collected including arrears c/fwd.	<p>Completed. Revised Strategy led to improved performance and reduced evictions during quarter 1. Monitoring now continuing.</p> <p>Monitoring is continuing to show that the improvements are being sustained. At Q2 the number of evictions continues to be very low. More detail will be included in the annual report on rent arrears to the Business, Investment and Performance Committee (BIPC).</p>
Review and re-tender the external debt collection contract.	Economic climate/ Importance given to value for money for rent by tenants.	Tendering exercise.	DHM	Dec 2009	Proportion of former tenant arrears collected.	Tender document being drafted to go to tender October 2009. OJEU (Official Journal of the European Union) not required due to value of contract. Will be in place for April 2010.

Key Priorities for 2009/10	Why a Priority	How will be delivered	Who	By When	Key Performance Measure	Progress Update
Continue with the Pathways to Employment Project.	Economic environment and Local Area Agreement (LAA) priorities.	Continue to recruit apprentices and sponsor graduates from WALH estates both as an employer and through contractors.	DR	Mar 2010	Number of apprentices recruited from WALH estates.	<p>Following an open recruitment exercise one young person from our estates has been appointed to one of five vacancies. This is in addition to the four appointed earlier this year following a ring fenced recruitment exercise. This means that 50% of WALH apprenticeships are held by young people from our estates.</p> <p>Work is now focusing on supporting our partner contractors to offer more employment training opportunities to young people.</p>
Review the Anti Social Behaviour Service	Tenant importance Board priority	Assessment of best practice and consistent delivery of the Anti Social Behaviour Prevention Service	DHM	Dec 2009	<p>Completion of review</p> <p>Performance Indicator - % of neighbour nuisance cases resolved to the satisfaction of the person reporting the incidents.</p>	<p>The review is progressing well and regular reports have been made to the Project Board that includes Board Member and Tenant representation. Focus groups are looking at the specific issues. Recommendations to be considered by the critical friend shortly.</p> <p>The outcome of the ASB review is included on this agenda as a separate item.</p>
Carry out reviews of: Grounds maintenance and gardening.	Importance of the neighbourhoods to tenants.	Review and produce revised proposals to ensure consistent high quality.	DHM	Oct 2010	Complete reviews with recommendations for improvement.	Business Case and Project Plan agreed. Project Board to be set up shortly. Wigan & Leigh Culture Trust have agreed to the scope of the review that will include external benchmarking of the service by consultants employed by the Trust.

Key Priorities for 2009/10	Why a Priority	How will be delivered	Who	By When	Key Performance Measure	Progress Update
Cleaning of block flats.				Mar 2010		<p>Tenant Volunteers have now been selected who will be involved in key elements of the review including membership of the Project Board. Meetings with Leisure are on-going looking at current service delivery and costs. Service Standards will be considered at the Tenants Assembly in February 2010.</p> <p>The review has started and is being led by an external consultant. The Project Plan has been agreed with the research phase on existing services now in progress.</p>
Work in partnership with the Council to reduce the blight on estates from vacant properties and shops.	Board Priority.	<p>Continue the good performance on WALH relet times.</p> <p>Assess the viability of a bid for funding to bring ex Right to Buy properties back into use.</p> <p>Negotiate a strategy with the Council regarding the use of their powers on empty homes and shops.</p>	<p>DHM</p> <p>DSPP</p> <p>DHM shops</p> <p>DSPP</p>	<p>Mar 2010</p> <p>Oct 2009</p> <p>Mar 2010</p> <p>Mar 2010</p>	<p>Performance indicators: Average time to relet LA housing.</p> <p>Proportion of empty homes as a % of stock.</p> <p>Presentation of options to Council.</p> <p>Agreed strategy with Council.</p>	<p>Performance continuing to improve. Q2 outcomes are on target for the year end and are included in a separate report on the agenda.</p> <p>Being considered as an option for future bids to the Homes and Communities Agency but there are issues regarding any capital input required in addition to any grant funding secured.</p> <p>The Property Services Division within the Council's Business Support Department have started the review of the Housing Shops portfolio and early discussions with</p>

Key Priorities for 2009/10	Why a Priority	How will be delivered	Who	By When	Key Performance Measure	Progress Update
			vacant property			them on viability has commenced. Option appraisals on shop units with limited demand will be completed. Options regarding empty homes being considered.
Decent Homes						
Deliver the £40m 2009/10 agreed programme of works within budget. (Repairs capital and improvement works)	Importance of repairs and maintenance to tenants. Financial viability/value for money.	Improve project management and monitoring. Implement actions from the Housing Revenue Account agreed action plan.	DAMD	Mar 2010	Performance against programme. Performance indicator – Tenant satisfaction following the undertaking of programmed works.	Various works in progress – no major issues. Tenant satisfaction at 97% Programmes and 98% Repairs. Programme still continuing on target.
Complete the programme of works to achieve the Government's Decent Homes standard and maintain the level.	National Indicator. Importance of repairs and maintenance to tenants.	Improve asset management across the Directorate. Better physical and financial information. Identify future works/priorities for funding.	DAMD	Mar 2010	Performance Indicator – NI158 % of non decent stock.	Performance indicator on target. Working with the Council accountants to review the coding structure. Established new post – Performance & Progress Manager Met with Stock Investment Task Group agreed to bring forward external works to Douglas House to start in 2009/10 and continue with energy efficiency measures as a major priority. Decency now at 97% Meeting with Stock Investment

Key Priorities for 2009/10	Why a Priority	How will be delivered	Who	By When	Key Performance Measure	Progress Update
						Group to agree 2010/11 programme based on up to date financial information
Strengthen the focus on customers across the repairs and maintenance service.	Importance of repairs and maintenance to tenants.	Self assess against excellence. Set clear service standards/agree consistent information with tenants.	DAMD	Mar 2010 Mar 2010		Customer care being embedded in all sections. Tenant satisfaction 97% and 98%. Exceeding performance indicator target. Appointment system procured and project plan in place. Tenants involved to identify improvements.
Provide energy saving measures across the borough to help reduce tenant fuel bills.	Economic climate. Deprivation/vulnerability of tenants.	Boiler renewal and obsolete heating programmes.	DAMD	8 Year rolling Program-me. subject to Funding	Performance indicators: Percentage of boiler renewal/heating replacement programme completed. Percentage of gas servicing certificates outstanding. SAP (Standard Assessment Procedure) rating (energy efficiency)	Ongoing programme of boiler replacements accessing Government grants to fund additional replacement boilers and speed up the programme. Over 1750 boilers been replaced with energy efficient condensing boilers. 340 heating systems replaced with gas. £1m grant and rebate savings allowing further 600 boilers to be replaced. Just missed challenging target. Proactive work ongoing. Gas audit report to go to next BIPC.

Key Priorities for 2009/10	Why a Priority	How will be delivered	Who	By When	Key Performance Measure	Progress Update
Access to Affordable Homes						
Finalise the management agreement for the Durham Street properties.	Government and Council priority/housing need in the Borough.	Agree management model for Durham Street.	DSPP	Dec 2010	Management agreement approved.	Scoping exercise being undertaken on the work required. Negotiations continuing.
Secure funding for Phase 1 Affordable Housing Bid and start on site.	Government/Council priority/housing need in the Borough. LAA priority.	Secure funding and planning permission for Phase 1. Establish the Company structure to support new build. Effective project delivery of the site.	DSPP DR DAMD	May 2009 Aug 2009 Mar 2011	Performance indicator – NI number of homes delivered. Company structure agreed and implemented. Implementation of project plan to time and budget.	Funding and planning permission secured for 3 sites. (1 WALH and 2 HRA). Bid for fourth HRA site submitted. Report to Board and agreed not to change Company structure but note future developments. Contractor and consultant appointed for the Scholes site and works to start on site in August to remediate below ground. Grant agreement signed on the Scholes site and Contractor now starting the main contract. Contractor identified for the 2 HRA sites subject to Cabinet approval. Target start on site Spring 2010.

Key Priorities for 2009/10	Why a Priority	How will be delivered	Who	By When	Key Performance Measure	Progress Update
Agree a phase 2 new build programme with the Council.	Government/Council priority/housing need in the Borough.	Further develop the new build business plan with the Council.	DSPP	2010	Phase 2 programme agreed.	Need to identify a different delivery and financial model for Phase 2 schemes. Discussion session with key stakeholders planned for January 2010.
Complete the review of the Council's housing allocation policy and implement the outcomes.	Council priority	Complete review, secure approval to the revised policy and implement.	DHN	Jun 2010	Revised policy implemented.	Proposals for a revised framework presented to Board and Cabinet. Approved for wide consultation during summer and early autumn. Extensive consultation undertaken with a wide range of stakeholders.
Reduce the level of overcrowding in all tenures in the Borough	To help address housing need Funding received from Department of Communities and Local Government	Provide baseline figures Develop and implement action plan to achieve reduction in overcrowded households, particularly by encouraging those in the social sector to downsize and free up larger properties	DHN	Dec 2009 Dec 2009	Action Plan developed. Specific targets to be set in course of developing plan.	Baseline approach established. Worker appointed to visit severely overcrowded families and households wishing to downsize and explore housing options with them. Draft action plan prepared including specific targets. Initial visits being undertaken and work ongoing with those wishing to downsize.

Key Priorities for 2009/10	Why a Priority	How will be delivered	Who	By When	Key Performance Measure	Progress Update
Housing Services for Vulnerable People						
Implement the outcomes of the Older Persons' Housing and Support Review.	<p>Government and Council Priority.</p> <p>Demographic changes.</p> <p>Contributes to National Indicator 142 and LAA priority</p>	Develop new models of service and secure Board and Council agreement.	DSPP	Mar 2010		<p>Advice improvements made including interagency guides and improved WALH website. Funding offered to WALH to extend Health and Wellbeing pilot.</p> <p>In liaison with DAMD £1.4m works ongoing to the sheltered housing stock for 2009/10 and programme for 2010/11 being identified.</p> <p>Actions to improve void processes for sheltered housing agreed.</p> <p>Revised model for support service/building management of sheltered stock proposed and subject to internal challenge before broader consultation.</p>
Strengthen Safeguarding Processes	Legislative requirement Local and Government and LAA Priority	Self assessment and action plan	DSPP/ DHN	Mar 2010	Processes reviewed and revised.	<p>Audit of policies and procedures in progress with accompanying case audit file to provide a reality check.</p> <p>Audit completed and update report on developments presented to recent BIPC.</p>

Key Priorities for 2009/10	Why a Priority	How will be delivered	Who	By When	Key Performance Measure	Progress Update
Meet requirements of the new Quality Assessment Framework.	Contract requirement.	Implement requirements.	DHN	Dec 2009	Satisfactory assessment against standard and satisfactory score.	<p>Self assessment against the new standards in progress, with some actions to improve compliance already in hand.</p> <p>Self assessment complete and preparation ongoing for validation visit by Supporting People staff.</p>
Decreased use of temporary accommodation for homeless people and improve the prevention of homelessness.	<p>Government and Council priority</p> <p>National Indicator</p> <p>LAA priority</p>	Implement temporary accommodation reduction plan.	DHN	Dec 2010	<p>Performance Indicators:</p> <p>NI156 number in temporary accommodation.</p>	<p>Internal processes improved, allowing attention to shift to partnership working – particular focus on services for young people.</p> <p>Intensive working with partners on more complex cases coupled with proactive performance management has achieved significant reduction in numbers in temporary accommodation.</p>
Carry out review of funding of non Housing Revenue Account homeless and support services.	Value for money for tenants	Complete research phase and discuss plan with Council in time for inclusion in 2010/11 growth bid.	DHN	Oct 2009	Plan Agreed	<p>Research on costs completed and initial soundings undertaken with the Council.</p> <p>Discussion with Council on funding of these services ongoing.</p>

Key Priorities for 2009/10	Why a Priority	How will be delivered	Who	By When	Key Performance Measure	Progress Update
Business Enablers						
Negotiate new ALMO Contract with the Council.	Contract due to expire in March 2012 – Subject to mid term review with consideration as to extension.	Renegotiation using the quarterly meetings with the client	CE/ DSPP	Mar 2010	New contract agreed.	Scoping note and target timescales produced by the Client. Negotiations ongoing and progress subject of a separate report to this Board.
Strengthen the Business Planning Process and ensure fully understand the new regulation framework.	Importance placed by tenants on information/ involvement. Emerging regulation framework.	Review of business planning cycle including customer involvement. Understand Tenant Services Authority framework and self assess against that.	DSPP	Oct 2009	New business planning framework. Robust self assessment and action plans.	Business Plan strengthened and future involvement of customers will be via the proposed customer involvement mechanisms. Session at Tenants' Conference in September. Review of the supporting performance management framework complete and approved by Board. Performance report revised to make it more focused and user friendly. Board Review session identified priorities for 2012. The vision is being refreshed based on these and key tasks to deliver the priorities are being considered by managers.
Strengthen the Governance of the organisation including tenant involvement, and Board Member	Economic climate. Tenant involvement. Tenant Services	Use of consultants to review governance arrangements and then implement agreed outcomes.	DR		Revised Governance arrangements implemented.	Steady progress on Governance Improvement Plan implementation. Shadow Tenants Committee established and meeting. New Independent Board Member appointed.

Key Priorities for 2009/10	Why a Priority	How will be delivered	Who	By When	Key Performance Measure	Progress Update
development. (This task has been strengthened to take account of the Annual Governance Statement).	Authority Framework	Implement the recommendations from the Annual Governance Statement on whistle blowing, financial procedure rules and strengthening scrutiny.	CE/ Board/ DR	Mar 2010		
Continue to deliver the Value for Money (VFM) strategy	Tenant priority Economic climate	Value for money review of the utility charges paid by the organisation Further value for money review of key service level agreements	DR DR	Mar 2010 Mar 2011	Reviews completed and savings made. Performance indicator – NI – total net value of ongoing cash – releasing value for money gains.	Report to August Board detailed work on Service Level Agreements. Further Board report being prepared. Officer Team established to drive the embedding of VFM Reported to August Board. Public Relations Service Level Agreement renewed. Human Resources Service Level Agreement under review. Legal Service Level Agreement – new system in place.
Review of funding of Social Housing	Government review of funding will see pilot opportunity to become Self Funding HRAs providing local freedom and flexibility	Project Group to consider implications for the Council and the ALMO and advise on feasibility of pilot status.	DR	Mar 2010	Report on feasibility completed.	Project Team being established. Representatives from Government (Communities and Local Government) visited Wigan on 16/11 DR involved at national level with two main interested bodies (Local Government Association, Chartered Institute of Housing, Chartered Institute of Public Finance and Accountancy, Communities and Local Govt) on the detailed mechanics of the

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						proposals.
<u>Human Resources</u>						
Implement job evaluation and new pay model.	Statutory requirement.	Complete modelling, secure agreement, implement model.	DR	Mar 2010	New pay model implementation.	Implementation of new Pay Scheme from 16 th November following Board agreement.
Begin equal pay review.	Statutory requirement.		DR	Dec 2009	Equal pay review started.	Agreed with unions that this will be a 3 year process.
Start review of office accommodation alongside potential for hot desking / home working.	Reduce accommodation costs. Provide flexible working.	Review of requirements/potential for change and implications.	DSPP DAMD DR	Dec 2009	Review commenced.	As a result of Swine Flu more home working. Broader review linked to office moves Council make around the joint service centre.
Deliver staff satisfaction improvement plan.	Outcomes of staff satisfaction survey.	Through project group and Business Management Team (BMT)	BMT	Mar 2010	Performance Indicator – staff satisfaction with employer. Keep Investors in People status.	Improvement plan being worked through.
<u>Health & Safety</u>						
Review gas safety and asbestos processes.	Identified as high risk areas.	Review processes/ responsibilities.	DAMD DR	Mar 2010	Revised processes implemented.	Both reviews progressing.
<u>I.C.T.</u>						
Support Service Developments	Importance to customers.	Review appointments system.	DR DAMD	Mar 2010 Jun	New systems/working in place.	Work commenced on these areas.

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including review of repairs appointment system, and the housing allocations review.		New system implemented.	DR DHN	2010	Revised policy implemented.	
Review Document Management Strategy within Knowledge Management Review.	Lack of storage capacity and to improve processes.	Review of current practice and identify options.	DR DSPP	Mar 2010	Review completed and action plan agreed.	BMT received presentations on document management. Need recognised. Timetable will slip due to resources.
Further develop mobile working.	Improve Customer Service and flexible working.	Review technology options and support skills in use.	DR	Mar 2011	New processes/ways of working in place.	Trials via swine flu.
<u>Equality and Diversity</u> Understand and evidence achievement against the new Equality Framework for Local Government Develop an Equality Action Plan in respect of Race.	Legislation and good practice.	Understand requirements. Agree action plans. Identify responsibilities and awareness raising.	DSPP And BMT	Mar 2010 Mar 2010	Agreed action plans and responsibilities identified. Performance indicator: Percentage of diversity information known about customers.	Project Manager appointed. Currently carrying out an assessment of the organisation's progress on equality and diversity. A report will be presented to BIPC in the new year. Customer care team are considering ways to increase customer insight including diversity information.