

**Report to:** Community Protection Panel Cabinet  
**Date:** 23rd July 2007 26th July 2007  
**Subject:** Wigan and Leigh Housing Performance 2006/07 and Business Plan (2007/10)  
**Report of:** Director of Environmental Services  
**Contact officer:** Peter Layland Ext. 4135

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**Purpose/summary:** To report the performance of Wigan and Leigh Housing during 2006/07 and to present the Business Plan 2007/10.

**Alternative options considered and reason for selecting the one recommended:** Options include accepting, modifying or rejecting the Business Plan. Acceptance is recommended since budgets and priorities are in line with existing Council and Board expectations.

**Recommendation/decision:** The performance of Wigan and Leigh Housing for 2006/07 be noted.  
That the Wigan and Leigh Housing Business Plan 2007/10 be accepted.

**Key Decision:** This report involves a key decision within ground(s) 1.

The decision made as a result of this report will be published within **48 hours** and cannot be actioned until **five working days** have elapsed after that (**making a total of seven working days after the meeting**) i.e. before 7th August 2007

This item is included in the Forward Plan.

**Risks / Implications:**

**Financial:** Wigan and Leigh Housing Company has revised management fee of £15.3m for 2007/08. (£15.5m for 2006/07).  
**Staffing:** No implications for Council.  
**Policy:** Housing Strategy.

Equal Opportunities - Has a Diversity Impact Assessment been conducted?  
 Wards affected:  
 Special Interest Members – Which have been consulted

Report includes progress on Equality Standard for Local Government and CRE Code of Practices for Rented Housing.  
 All.  
 None

Has the Director of Legal and Property Services confirmed that the recommendations within this report are lawful and comply with the Council's Constitution? **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	<b>x</b>
Monitoring	
Sharing for corporate understanding	

	<b>x</b>
Discussion	
Decision	
Information	

**Tracking/Process:**

	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council
CPP 23.7.07		26.7.07	

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

Proper Officer Martin Kimber

Date 3rd July 2007

## **1. Background:**

- 1.1 Within the Councils contractual arrangement with Wigan and Leigh Housing (WALH), the Company are required to submit a Business Plan which covers issues such as stock investment, finances and priorities for development. Also 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 Councils strategic objectives.
- 1.2 Within the performance framework the Council requires:
  - A wide range of indicators to be monitored and performance reported quarterly to Community Protection Panel (except 1<sup>st</sup> quarter) and half yearly to Cabinet.
  - Closer monitoring/reviews on WALH services based on a risk and performance basis.
- 1.3 To ensure the above are delivered the Council meets WALH on a cycle of monthly, quarterly and annual meetings. The Annual Meeting is formal with the Cabinet Member for Community Protection, and the Chairs of the Company attending the meeting. The meeting took place on 5th June considering both the Company's performance over the last year and the Business Plan for future years.
- 1.4 Members are reminded that a new performance framework will be implemented next year. This is designed to fit with the new contract with WALH and to focus more widely on strategic rather than more narrow management issues. The new arrangements will be presented within the Quarterly Reports during the year and within next year's Annual Report.

## **2. Performance 2006/07:**

- 2.1 WALH performance over the last year has been relatively good. This judgement being made by looking at the overall performance framework, the CPA housing indicators, achievements against last year's Delivery Plan, and with reference to separate financial reports.

## **3. Performance Management Framework:**

- 3.1 Throughout 2006/07 reports have been produced on a quarterly basis and this report provides the year end figures. The attached performance framework (Appendix 1) provides detailed figures which compare performance against the previous years figures and the target set for the year. This shows that a relatively high 70% of targets were met and 77% of indicators either improved or remained the same compared with the previous year.
- 3.2 Particularly good performance has occurred in the following areas:-
  - Proportion of tenants in serious rent arrears.
  - Continued good performance on repairs.
  - Significant reduction in the time to relet housing.
  - Continued reduction in the proportion of empty homes.
  - Reduction in the use of bed and breakfast accommodation.
  - Continued outstanding customer satisfaction performance.

- 3.3 Of particular note are the results of the Tenant Satisfaction Survey which put Wigan in the top 5% of performers in both overall satisfaction and in tenant participation. (in comparison with 115 Metropolitan, Unitary & London Councils)
- 3.4 Whilst these areas of strong performance are of central importance, there are some areas of concern. These include:-
- Whilst data quality has improved significantly there are continued difficulties in certain areas.
  - Relatively low proportion of former tenants arrears collected.
  - Continued issues with some aspects of the challenging area of dealing with homelessness such as repeat homelessness and the speed of decisions.
- 3.5 Discussions on these points have occurred with WALH and the Council is satisfied that action plans are in place within these areas.

#### **4. CPA Performance:**

4.1 A smaller number of key performance indicators are used by the Audit Commission to determine a Council's housing performance within the CPA process. Again the picture is positive with a very similar performance to last year. This builds on the significant progress the previous year. A summary of overall performance is shown below, with detailed scores being shown in Appendix 2. Given the nature of the borough it will be difficult to make further dramatic improvements in this area in the short term, however there are a small number of indicators that are capable of moving into the upper quartile and therefore improving further this positive picture.

4.2 CPA Performance WALH contributes to:

	<b>Top Quartile:</b>	<b>Mid:</b>	<b>Lower Quartile:</b>
2004/05	6	5	3
2005/06	7	7	1
2006/07 *	7	7	0

\* one indicator not yet been finalised subject to an Audit challenge

#### **5. Performance against WALH 2006/07 priorities:**

5.1 A further element of WALH's performance is demonstrated in its ability to complete the priorities set out within the Annual Delivery Plan. Appendix 3 provides a detailed evaluation of progress and generally shows good performance.

5.2 The following priorities have shown good progress:

- Development of longer term strategy / including vision.
- New Management structure.
- Governance structures reviewed.
- Extension to the management agreement.
- Neighbourhood management role.
- Reviewed bought in services.
- Area office review.
- Revisions to allocation policies implemented.
- Job Evaluation completed.

5.3 The areas not completed related to finance and value for money. Due to the complexity of these tasks it has been agreed that these items were better delayed in order to complete the tasks comprehensively. These will be progressed within the new structures now in place during 2007/08. However progress was made during the year as evidenced by the completion of 5 VFM exercises.

## 6. Financial Position:

6.1 It is not the role of this report to deal in detail with the financial aspects of the relationship between WALH and the Council, this is negotiated annually having regard to HRA resources. The management fee for 2007/08 is reducing in line with the required efficiency savings.

## 7. Business Plan 2007/10

7.1 Within the new five year agreement with WALH to manage the Council housing stock a decision was made for the relationship between the Council and WALH to become more strategic, linked to an overall vision based as much on community issues as narrow housing interests. This document reflects this, replacing as it does an Annual Delivery Plan with a three year plan which emphasises the key direction of travel. A copy of the full Business Plan is set out in Appendix 4. However of key importance within this are the Five Goals set out below. This sets out a broader role for WALH as it seeks to move from a deliverer of decent homes to one that covers neighbourhoods, and access to better services and affordable homes.

### 7.2 Table 1 Wigan & Leigh Housing Goals

<b>GOAL 1: Better Housing Services</b>	<b>GOAL 2: Decent Homes</b>	<b>GOAL 3: Better Neighbour- hoods</b>	<b>GOAL 4: Access to Affordable Homes</b>	<b>GOAL 5: Housing Services for Vulnerable People</b>
<b>Priority</b>	<b>Priority</b>	<b>Priority</b>	<b>Priority</b>	<b>Priority</b>
Continue improvement on national performance indicators to ensure a CPA Housing domain score of at least 3.	Undertake stock condition survey to inform the production of a 5 to 10 year asset management plan	Improving tenant and resident involvement through Area Housing Forums.	Continue to support the development and work of the Housing Partnership to develop a greater range of housing options and increase the supply of affordable housing in the borough	Review of services with a particular focus on sheltered housing.
Improving customer access to services and customer care through Joint Service Centre	Complete decent homes programme	Improving quality of life focusing on crime, anti-social behaviour and cleanliness.		

and by implementing a customer care strategy with clear service standards  Complete actions arising from last A. C. inspection	Deliver Ince Remediation Project	Progress "SMART" neighbourhoods project to influence Local Strategic Partnership on tackling deprivation.		
<b>Business Enabler Priorities</b>				
<ul style="list-style-type: none"> <li>▪ Continue to improve Financial Management</li> <li>▪ Continue to improve Human Resource Management</li> <li>▪ Embed Value for Money across the organisation</li> </ul>				

7.3 It should be noted that these goals and priorities are backed by more detailed Directorate Plans and it was agreed at the Annual Meeting that the Council will engage with WALH over these priorities and agree a monitoring framework that would ensure that key priorities were being delivered as part of the process.

## 8. Conclusions:

8.1 This report has set down an evaluation of WALH performance during 2006/07 and outlined the agreed general strategic direction for WALH within the Business Plan 2007/10. The broad message is that WALH continues to make progress in improving its management performance. However as the new contract and strategic approach demonstrates, there are major challenges to be faced in the future as WALH seek to not only provide quality rented accommodation, but also seek to engage with the wider agenda of meeting peoples needs and the Council's transformational agenda.

## Performance Framework

Ref:	Indicator:	Actual 2005/06:	Target 2006/07:	Actual 2006/07:	Improving
<b>Rents:</b>					
BV 66(a)	Proportion of rent collected (inc. arrears c/fwd)	97.44%	97.90%	97.71%	Y
BV 66(b)	Number of LA tenants with more than 7 weeks of gross rent arrears as % of LA tenants	5.21%	5.10%	4.68%	Y
BV 66(c)	% of LA tenants in arrears who have had a NSP served	43.15%	42%	45.98%	N/A
BV 66(d)	% of LA tenants evicted as a result of rent arrears	0.36%	0.21%	0.30%	N/A
L9 (a)	Proportion of former tenants arrears collected	7.23%	15%	7.23%	Same
<b>Repairs:</b>					
CPA L19	% of urgent repairs completed within Gov't time limits	95.78%	97%	95.04%	N
CPA L20	Average time to complete non urgent repairs	7.5 days	8 days	7.95 days	Y
<b>% of repairs completed within target time</b>					
L22	Best/ merit	97.89%	98%	98.89%	Y
L23	Emergencies	96.43%	95%	98.34%	Y
L24	Voids	88.27%	95%	96.47%	Y
L25	Other repairs	82.93%	90%	94.87%	Y
<b>Relets / Voids:</b>					
CPA BV212	Average time to relet LA housing	50.87 days	36 days	39 days	Y
<b>Decent Homes / Energy Efficiency</b>					
BV 63 CPA11	Average SAP rating of LA owned dwellings	65	65	65	Same
BV 184a	Proportion of non decent LA dwellings at start of year	22%	16%	16%	Y
BV 184b CPA2	% change in proportion of non decent dwellings between start and end of financial year	29%	12.5%	23.3%	N
H502	Quality of Life on estates	2.9	2.8	2.8	Y
H503	Proportion of non	15.9%	14%	12.4%	Y

	decent homes				
H501	Proportion of Empty Homes (as a % of stock)	1.41%	1.25%	1.28%	Y
<b>Homelessness / Support:</b>					
BV 183 (i)	Average length of stay in B&B of households inc. dependent children or pregnant women	2.25 weeks	0 weeks	1 week	Y
BV 183 (ii)	Average length of stay in hostels of household inc. dependent children or pregnant women	0 weeks	0 weeks	0 weeks	Same
BV 203	% change in no. of families placed in temp. accomm.	86.25%	10%	1.34%	Y
BV 214	Proportion of households accepted as homeless who were accepted as homeless within last 2 years	0.74%	1.00%	3.43%	N
BV 213	Households considered themselves homeless who approach for housing advice and case work intervention resolves their situation (per 1000 households)	1.2%	2.00%	Not yet determined  Subject to Audit scrutiny	
L39	Proportion of homelessness applications on which decisions / notification goes to applicant within 33 days	92.36%	84%	84.3%	N
L43	% of successful tenancies for Housing Link ( 6 mths after support ends)	97.14%	96%	98.47%	Y
SP KP1	Service users who are supported to establish and maintain independent living	94.87%	93%	98.96%	Y
SP KP12	Service users who have moved on in a planned way from temp living arrangements	87.80%	90%	87.57%	N
<b>Tenant Participation / Customer Satisfaction:</b>					

BV 75a	Satisfaction of Council housing tenants with opportunities for participation in management & decision making in relation to housing services provided by their landlord	62.6%	65%	73.19%	Y
BV 75b	Satisfaction of ethnic minority Council housing tenants with opportunities for participation in management & decision making in relation to housing services provided by their landlord	52%	65%	72.64%	Y
BV 75c	Satisfaction of non ethnic minority Council housing tenants with opportunities for participation in management & decision making in relation to housing services provided by their landlord	61.60%	65%	73.24%	Y
BV 74a CPA 12	Satisfaction of Council tenants with the overall service provided by their landlord.	83.3%	86%	83.51%	Y
BV74b	Satisfaction of ethnic minority LA tenants with the overall service provided by their landlord	75.70%	86%	79.00%	Y
BV74c	Satisfaction of non ethnic minority LA tenants with the overall service provided by their landlord	83.10%	86%	83.74%	Y
L52 (a)	% of customers satisfied with allocation process	88.17%	90%	94.54%	Y
L52 (b)	Satisfaction with the furnished tenancy service	100%	95%	100%	Same
L52 (c)	Satisfaction with the homelessness services	80.23%	80%	89.41%	Y
L52 (d)	Satisfaction of	94%	94%	93.22%	N

	current tenants with sheltered housing service				
L52 (e)	Tenant satisfaction with the overall repairs service	98.13%	98%	98.47%	Y
L52 (f)	% customer satisfaction following programme works	94%	93%	93%	N
L52 (g)	% of neighbour nuisance cases resolved to the satisfaction of the person reporting the incident	64.08%	75%	75.50%	Y
L53 (a)	% of tenants who consider there is a serious problem with neighbour nuisance in their areas (Status survey)	11.2%	11%	12.73%	N
L53 (b)	% of tenants who feel there is a serious problem relating to cleanliness in their area	18.10%	16%	18.16%	N
BV 164 CPA 10	Is the CRE Code of Practice followed	Yes	Yes	Yes	Same
BV 2	Level of Equality Standard ALMO complies with	ES3	ES3	ES3	Same
BV 156	Proportion of public buildings with access to disabled	38%	50%	55%	Y
<b>Financial Information:</b>					
CPA H9	Average weekly cost per dwelling	£12.33	£12.45	£12.61	N

## Audit Commissioning Benchmarking Analysis (CPA)

<b>Indicator</b>	<b>Wigan Threshold position (2006/07 Performance)</b>
Proportion of non-decent LA Homes	Upper Quartile
Percentage of change of LA decent homes	Mid Quartile
Urgent repairs in time	Mid Quartile
Average time for non-urgent repairs	Upper Quartile
Rent Collection and Arrears	Mid Quartile
Average re-let times	Mid Quartile
Average weekly management cost	Mid Quartile
CRE code for rented housing	No Quartile limit But WALH comply
Energy Efficiency of Council Housing	Upper Quartile
Overall satisfaction with housing service	Upper Quartile
Satisfaction with opportunities to participate	Upper Quartile
Average time in temporary accommodation – bed and breakfast	Upper Quartile
Average time in temporary accommodation – hostels	Upper Quartile
Homelessness prevention	Not Yet Finalised
Repeat homelessness	Mid Quartile
Change in Use of temporary accommodation	Mid Quartile

**Appendix 3 Wigan & Leigh 2006/07 Priorities**  
**Theme: Visioning the Future**

	<b>Task</b>	<b>Strategic Theme Link</b>	<b>How we Did</b>
1	We will develop a longer-term strategy beyond 2007 that encompasses a vision for social housing in the borough.	all	Achieved. New Vision and goals reflected in this plan.
2	We will review the management structure and portfolios to facilitate effective delivery of the new Vision	all	Achieved. New structure in place and operational
3	We will review the governance structures for the company	all	Achieved. New Governance structures now operating
4	We will negotiate an extension to the Management Agreement with the Council following a review of the clauses in the existing agreement	all	Achieved. New agreement started on 1 <sup>st</sup> April with revised clauses giving more operational freedom for the company
5	Develop the Neighbourhood Management Role entrusted to WALH by LSP	People and Choice  Neighbourhood Renewal	Good start made on a 4 year project
<b>Theme: Value for Money/Efficiency</b>			
6	We will review the remaining bought-in services from Wigan Council	Business Enabler	Achieved. Existing SLAs reviewed & agreed
7	We will identify costs of services and inputs and prioritise them for review	Business Enabler	Postponed until 2007/8
8	We will test all services against the Value for Money Key Line of Enquiry	Business Enabler	Postponed until 2007/8
<b>Theme: Continuous Service Improvement</b>			
9	We will complete the implementation of phase 3 of the Service Excellence Review of Area Housing offices	People and Choice  Neighbourhood Renewal	Achieved. Services now delivered from 6 Area Offices. Some internal work on some offices remains to be done.
10	We will implement the revisions to the Council's allocations policy	People and Choice  Neighbourhood Renewal	Achieved. New policy implemented from 1 <sup>st</sup> April 2007
11	We will complete the Job Evaluation pilot and project	Business Enabler	Achieved. Job Evaluation interviews and cost modelling completed. Ready for implementation in 2007/8
12	We will tackle the remaining improvements identified by the Audit commission's Housing inspectors in the last inspection	all	Good progress made across most areas. Still some work to do, notably on value or money



# WIGAN & LEIGH HOUSING

*Better Homes, Brighter Futures*

## Business Plan 2007-2010



CUSTOMER SERVICE EXCELLENCE

CCA



The professional body  
for customer contact



Community  
Legal Service



INVESTOR IN PEOPLE



## Chair's Introduction

Geoff Roberts, Chair of the Board of Directors



It is my pleasure to introduce this Business Plan at the start of our new five year agreement with Wigan Council. These are exciting times for Wigan & Leigh Housing. The first five years of our existence were dominated by the massive amount of work we invested in the housing stock, some £250M in all, made possible by achieving and then retaining a “Good, 2 star” rating from the Audit Commission. The stock is now in the best condition it’s been for many, many years. We have also improved the quality and performance of the services we deliver and greatly increased the ways we involve customers in the decisions that affect them. We are justifiably proud of the fact that tenants’ satisfaction with both the quality of the services we provide and the opportunity to become involved is high and improving.

During last year we made a number of significant steps forward. These include agreeing a new long-term vision and goals for the organisation, restructuring the Management Team and reshaping the Governance structure to provide for greater tenant involvement, notably through Area Housing Forums. These changes are intended to move us on from being a social housing provider to becoming a major partner enabling those who live on our estates to improve their quality of life and prospects. This gives us a great platform to carry on improving what we do.

But we are not losing sight of our core business of delivering housing services. Many areas of performance have improved, placing us amongst the best in the country, though there are areas where we know we need to do better.

Our aim over the life of this plan is to provide value for money services for our customers and to make major progress on delivering our new Vision. The main areas of deprivation in the borough continue to be concentrated on council estates and we want to see a better quality of life for our customers and are determined to

support residents in improving their neighbourhoods.

Delivering the priorities in this plan will ensure we achieve our Vision of Better Homes, Brighter Futures and I commend it to you.



**Geoff Roberts**  
**Chairman**

## Contents

	<b>Page</b>
Chair's Introduction	2
Executive Summary	4
Introducing Wigan & Leigh Housing	5
Company Vision and the 5 Goals	7
Our Priorities for the Next Three Years	10
How the Company is Organised and Resourced	11
Our Performance Management Framework	20
How We Performed Last Year	22

## Appendices

- A Directorate Plan Housing Management
- B Directorate Plan Housing Needs
- C Directorate Plan Strategy, Policy & Projects

- D Directorate Plan Stock Investment & Repairs
- E Directorate Plan Deputy Chief Executive's
- F Inspection Improvement Plan
- G Operational Performance 2006/7

## Executive Summary

This first Delivery and Business Plan under the new agreement takes a three year view. Wigan & Leigh Housing is a large provider operating at a time when the future of Arms Length Management Organisations is subject to a number of reviews at a national level. The Company is keeping a watching brief on national developments so it is able to take advantage of any opportunities which arise.

The Company has agreed a new Vision supported by 5 goals. It has also agreed a number of core values to help define the way we go about our business. A number of business enablers support the operation of the organisation.

Following consultation, a number of priorities to support the achievement of the five goals have been agreed. This includes improvement to some of the business enabler services.

A number of initiatives which generated significant value for money savings and a much closer management of budgets have been undertaken. This has enabled the Company to agree a reduced management fee for 2007/08.

A managed approach to risk is obtained by periodically reviewing and updating a comprehensive risk management register and having plans for business continuity in key areas of activity.

Key aspects of cross-cutting support services like ICT, Human Resource Management, equality and diversity and customer care are regularly reviewed and have their own strategies and policies in place.

There is a robust performance management framework in place to ensure that progress against priorities and against service delivery targets is regularly reviewed.

An annual review of performance shows that good progress was made in achieving most of the priorities in the 2006/07 plan and against the issues raised in the 2005 inspection. The main area where progress was limited was around proving value for money.

Most areas of operational performance showed improvement and many are new top quartile standard. Areas of concern remain around the management of homelessness.

## **Introducing Wigan & Leigh Housing**

Wigan and Leigh Housing is one of the country's first Arms Length Management Organisations (ALMOs). A company limited by guarantee and wholly owned by Wigan Council, our core business is the management of the Council's 23,000 homes as well as related housing activities such as dealing with homelessness.

Formed in 2002, the first five years of the Company's existence involved overseeing major investment in the housing stock to bring it up to the Government's decent homes standard. The Company has been judged a "Good" organisation by the Audit Commission's Housing Inspectorate during two separate, very rigorous inspections in 2002 and 2005. However, in 2005 the Housing Inspectorate also concluded that we had uncertain prospects for improvement. This was a wake-up and we are determined to demonstrate that we can improve.

### **Our Operating Environment**

Wigan and Leigh Housing provides a range of housing services for the community of Wigan Borough. The borough is around 77 square miles in area. It comprises the two towns of Wigan and Leigh and a number of smaller townships. The population is just over 300,000 living in over 130,000 households. The population is predicted to rise slightly in the next ten years as is the number of actual households due to the formation of smaller households.

The Company plays a leading role in housing provision in the borough accounting for over 23,000 of the 32,500 homes for rent. The other providers are housing associations with around 3,000 homes and private landlords with about 6,500 homes.

The council housing stock is mostly of a traditional construction. Nearly half comprises three bedroom houses and only 21% are flats. Major investment over the last 5 years and significant environmental work has improved the appearance of estates and now 86% meet the Government's decency standard. However, the main areas of deprivation, poor health, unemployment and low educational attainment continue to be concentrated on Council estates in the borough. Worklessness, low income, poor health and disability are major issues in the local communities we work with.

Several factors, including house price rises and a diminishing housing supply through Right to Buy, have combined to increase demand for social housing in the borough. These factors are largely outside the Council's or the Company's control but present a real challenge in meeting the housing need of the most vulnerable whilst maintaining stable and sustainable communities. However, it is now very

evident that additional social housing needs to be constructed if we are to avoid a major housing crisis in the future.

At a national level the Government has given a clear message that ALMOs have an important role to play in supporting sustainable communities and providing additional affordable homes for rent. At the time of producing this plan there are several national reviews being undertaken which are likely to impact on the future ways that ALMOs operate and are regulated. A potentially significant one is the work being carried out with a number of ALMOs and councils to explore the potential for operating outside the housing subsidy system. The Company will keep a watchful eye on these developments and look for opportunities to improve the services we provide.

In 2006 the Board, together with tenants and partners refreshed the borough's *Vision for Social Housing* developed in 2001 translating it into a series of themes for action. This new vision revolves around the five goals set out overleaf. The new vision has been used to shape the new Governance structure, the officer structure and this Delivery and Business Plan. It has been subject to extensive consultation and has received significant support.

# Company Vision and the Five Goals

Wigan & Leigh Housing's Vision

**“Better Homes, Brighter Futures”**

The Vision is supported by the 5 goals shown in the following matrix

What we want to achieve		How we will deliver
<b>Goal 1</b>	<b>Better housing services</b> Targets: <ul style="list-style-type: none"> <li>Over 90% customer satisfaction. Top performing housing services (Comprehensive Performance Assessment housing score of 3 or 4).</li> </ul>	<ul style="list-style-type: none"> <li>By providing quality customer care, access to services and personal choice.</li> <li>By delivering quality value for money services.</li> </ul>
<b>Goal 2</b>	<b>Decent homes</b> Targets: <ul style="list-style-type: none"> <li>95% of Council homes decent by 2010.</li> <li>Maintain decency standards.</li> </ul>	<ul style="list-style-type: none"> <li>By having realistic stock investment programmes.</li> <li>By providing a quality responsive repair programme.</li> </ul>
<b>Goal 3</b>	<b>Better estates</b> Targets: <ul style="list-style-type: none"> <li>Reducing the gap between our estates and the Borough average for crime and anti-social behaviour, street cleanliness index and deprivation.</li> <li><i>People feel safe in their own homes and on their estates.</i></li> </ul>	<ul style="list-style-type: none"> <li>By championing a new approach to Neighbourhood Renewal and stronger communities with greater community participation.</li> <li>By working with the Community Safety Partnership on reducing crime and disorder and improving the street scene.</li> </ul>
<b>Goal 4</b>	<b>Access to affordable homes</b> Targets: <ul style="list-style-type: none"> <li>Contribute to 100 additional affordable homes a year</li> <li>Maximising the use of existing stock to meet housing need.</li> </ul>	<ul style="list-style-type: none"> <li>By working in partnership with Wigan Council in the provision of additional affordable homes for rent and sale focussing on those who cannot afford market prices.</li> </ul>
<b>Goal 5</b>	<b>Housing services for vulnerable people</b> Targets: <ul style="list-style-type: none"> <li>To ensure homelessness Best Value Performance Indicators are at middle or top national thresholds.</li> <li>Targets for vulnerable people to</li> </ul>	<ul style="list-style-type: none"> <li>By providing a comprehensive housing advice service to prevent homelessness, support those most vulnerable and try and ensure prompt access to appropriate accommodation.</li> <li>By fundamentally reviewing supported and sheltered housing services. To ensure housing services are accessible to</li> </ul>

	be developed.	the most vulnerable.
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Figure 1: 5 Goals

In meeting our customers needs and delivering excellent services to achieve these goals we have embraced the following core values as an organisation:

- **Be honest, open & helpful**
- **Respect the individual**
- **Value diversity**
- **Empower staff and support their development**
- **Value feedback, listen and learn**
- **Be visionary and forward thinking**
- **Look to continuously improve and encourage innovation**
- **Strive to go the extra mile**
- **Be accountable and responsible**

We also recognise that any organisation of our size needs efficient business processes and a range of effective support services in place to function effectively. These “business enablers” are critical to our overall success and are set out below together with the outcomes we are looking for and how we will achieve them.

<b>Business Enabler</b>	<b>Achieved Through</b>	<b>Outcomes</b>
Governance	Strong, democratic governance	Revised governance structure
Strategic Planning	Strategic planning process/project management	10 year vision
Business/Delivery Plans	Annual business planning cycle	3-5 year business plans
Value for money/quality	Performance management/VFM reviews and quality processes	CPA Housing Score of 3
Financial Management	Medium term and annual financial plans	Balanced sustainable budgets
Human Resources Planning	Medium term and annual HR plans	IIP Status and continuous learning
Asset Management	Medium term and annual AM plans	Assets and offices meet need
ICT Planning	Medium term and annual ICT plans	Annual ICT plan delivered
Customer Access/Care	Services designed to be accessible and customer care systems	90% Customer Satisfaction and Chartermark
Participation/Partnerships	Resident participation plan and external communication/relationship framework	73% Customer
Equality & Diversity	Annual E&D plan/partnership	
Image/Marketing	Marketing strategy	
Communications	Corporate communications plan	

Sustainability	Achieving the 5 goals	satisfaction with involvement opportunities. CoPRE and Level 3 ESG % of programme delivered % Staff who feel well informed (from Staff Survey) SAP rating improvements
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Figure 2: Business Enablers & Outcomes

### Working with Wigan Council

Wigan & Leigh Housing is a key player in helping Wigan Council achieve its strategic objectives and we play an increasingly important role in the Borough’s Housing partnership. Our Vision and Delivery and Business Plan contribute to the priorities of the Council and its partners as the following diagram shows:

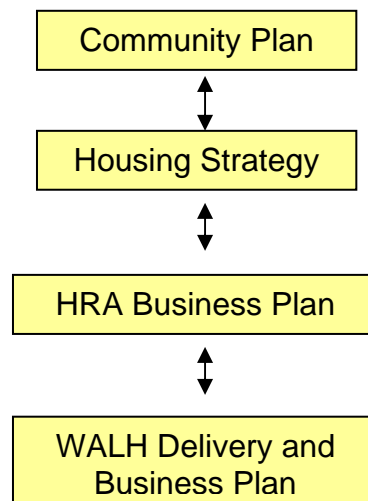


Figure 3: Contribution to Priorities of the Council

The Community Plan sets out the vision for the Wigan Borough Strategic Partnership. The Housing Strategy translates this into housing related priorities and provides the context for all housing provision in the borough. The Council’s Housing Revenue Account Business Plan sets out the Council’s vision for its stock; outlines its key objectives and the strategies being adopted to achieve them, as well as the framework for monitoring and evaluating progress. The Company’s Business Plan turns the wider Council strategies on housing into reality. There is a “Golden Thread” linking the operational activities of the Company in delivering services to the wider objectives in the Community Plan.

This Business Plan takes effect from the start of a new 5 year agreement with the Council.

With the decent homes standard achieved the challenge over the period of this plan is to maintain and sustain the improvements in housing services that have been achieved over the last 5 years and to help the Local Strategic Partnership achieve sustainable improvements. Council estates still comprise some of the most deprived areas in the borough and in the country. The Company is increasingly involved as a major player in the Local Strategic Partnership.

## Our Priorities for the Next Three Years 2007-2010

We have a large and challenging agenda in front of us. We have identified a number of priorities which will be the main focus of our improvement agenda over the next three years. The ones that we will be focussing on over the coming year are set out below, though a number of these large projects will take more than one year to complete. Of course much of the work of the organisation is taken up with the day to day operation of our services. The priorities, which have been linked to the Vision and goals in this plan, are shown in more detail in the Directorate plans which form part of the Appendices to this plan.

### Wigan & Leigh Housing Vision

*Better Homes, Brighter Futures*

<b>GOAL 1: Better Housing Services</b>	<b>GOAL 2: Decent Homes</b>	<b>GOAL 3: Better Neighbour- hoods</b>	<b>GOAL 4: Access to Affordable Homes</b>	<b>GOAL 5: Housing Services for Vulnerable People</b>
<b>Priority</b>	<b>Priority</b>	<b>Priority</b>	<b>Priority</b>	<b>Priority</b>
<p>Continue improvement on national performance indicators to ensure a CPA Housing domain score of at least 3.</p> <p>Improving customer access to services and customer care through Joint Service Centre and by implementing a customer care strategy with clear service standards</p> <p>Complete actions arising from last A. C. inspection</p>	<p>Undertake stock condition survey to inform the production of a 5 to 10 year asset management plan</p> <p>Complete decent homes programme</p> <p>Deliver Ince Remediation Project</p>	<p>Improving tenant and resident involvement through Area Housing Forums.</p> <p>Improving quality of life focusing on crime, anti-social behaviour and cleanliness.</p> <p>Progress "SMART" neighbourhoods project to influence Local Strategic Partnership on tackling deprivation.</p>	<p>Continue to support the development and work of the Housing Partnership to develop a greater range of housing options and increase the supply of affordable housing in the borough</p>	<p>Review of services with a particular focus on sheltered housing</p>
<b>Business Enabler Priorities</b>				

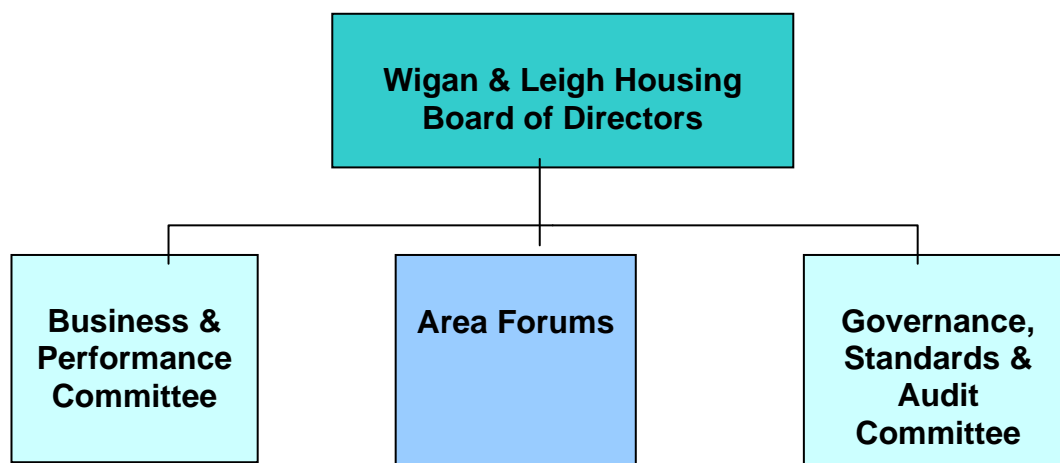
- Continue to improve Financial Management
- Continue to improve Human Resource Management
- Embed Value for Money across the organisation

*Fig 4: Priorities for the Year Ahead*

## How the Company is Organised and Resourced

The company is governed by a Board of Directors. Following a review of governance arrangements a new streamlined structure has been agreed which will strengthen the leadership of the organisation. The Board consists of 12 Directors and is equally comprised of tenants, Council nominees and independent members. The Board is supported by two Committees and during 2007 five Area Forums, each with a tenant Chair, will be set up. Council nominations are made annually by the Council. Tenant Members are elected and retire in rotation. Independent Members are now selected by tenants and bring to the Board key knowledge on issues such as audit and finance.

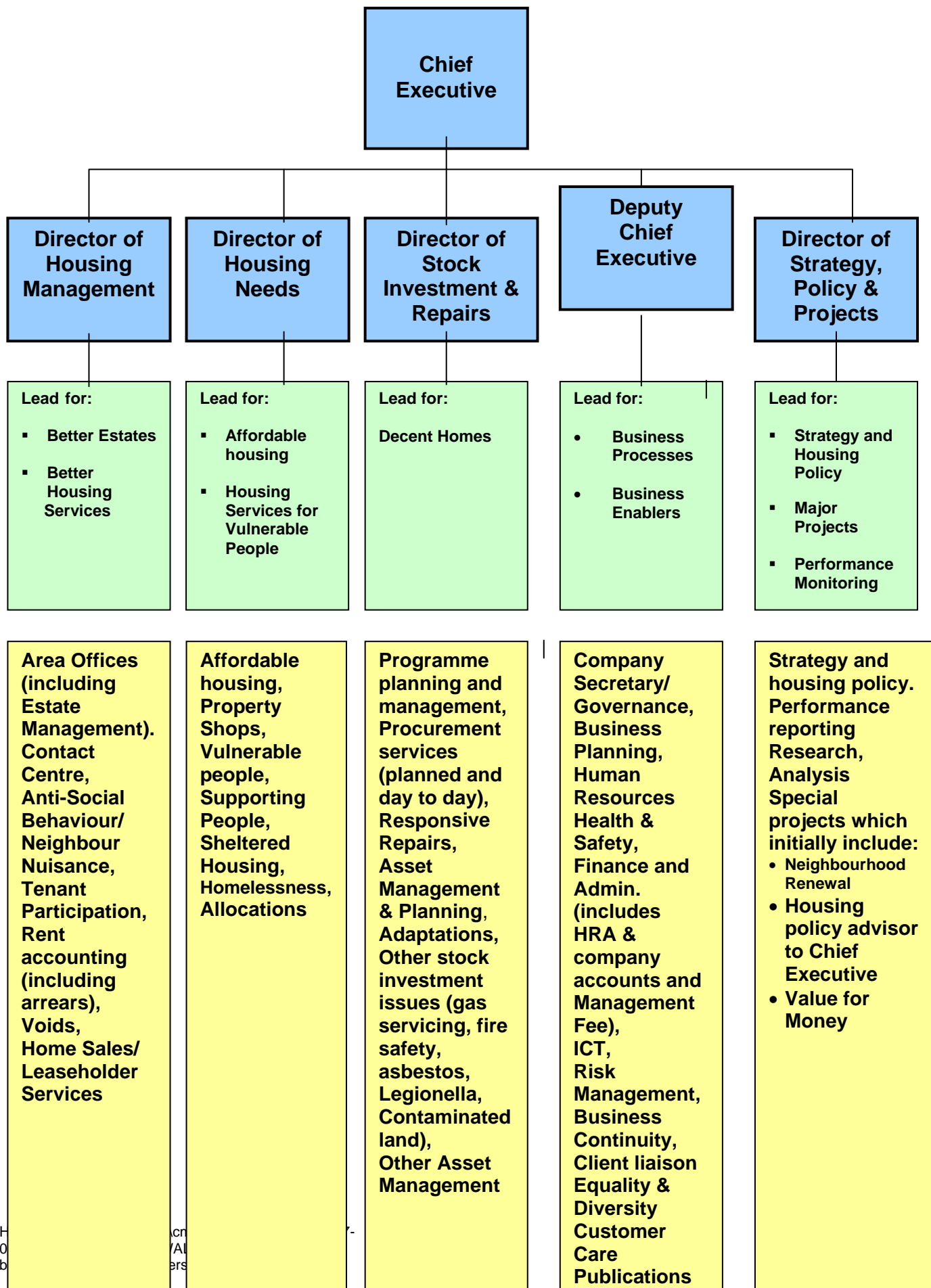
The governance structure is shown below.



*Figure 5: Governance Structure*

In 2006 the officer Management Team reduced from 7 to 6 and restructured to deliver the new Vision. The new structure is shown in *Fig. 6* overleaf.

Figure 6: *Wigan & Leigh Housing Management Structure*



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## Our Finances

The Company is limited by guarantee and is a non-profit making organisation. Our aim is to use our resources as efficiently as possible providing maximum value for money for the services that we deliver. The more efficiently that the Company delivers its services, the greater funds available to the Housing Revenue Account to fund programmes of work or other services that directly benefit tenants.

The Company's income is almost exclusively derived from a management fee paid by the Council via the Housing Revenue Account (HRA). The fee is negotiated annually having regard to available HRA resources. Some services delivered by the Company are funded through a contribution into the HRA from other sources, notably the management of the homeless service which is funded through General Fund contributions to the HRA and then paid to the Company through the management fee.

The Council's ability to pay an adequate management fee depends on the level of resources available to the HRA. The sufficiency of the HRA is affected by a number of factors, some of which are outside the Council's control. The annual subsidy settlement is by far the most significant factor. Reliance on an annual process makes long-term planning difficult to do with any certainty. A series of assumptions need to be made by the Council when forecasting the resources available to the HRA. The Company works closely with the Council in developing these assumptions. The Medium Term Financial Plan HRA Forecast to 2010 is set out below. The 2006/07 figures have been included for comparison.

*Figure 7: Medium Term Financial Plan HRA Forecast to 2010*

	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Stock at beginning of year	23,396	23,074	22,764	22,454
<b>Revenue</b>	£ m	£ m	£ m	£ m
<b>Income</b>				
Rents	61.4	64.9	65.8	68.2
Voids and bad debts	-1.2	-1.3	-1.4	-1.4
Subsidy	6.6	4.7	2.2	-0.9
Misc income		0.5		
<b>Total Income</b>	66.8	68.8	66.6	65.9
<b>Expenditure</b>				
Net Supervision and management	13.8	14.1	14.4	14.7
Responsive repairs	12.2	12.5	12.5	12.5
Revenue programmes	1.3	2.6	3.7	4.6
Cost of rent cap				
Debt charges	15.4	15.1	15.6	15.6
Debt repayment			4.4	4.4
Major Repairs	13.7	13.7	13.7	13.8
<b>Total Expenditure</b>	56.4	58.0	64.3	65.6
<b>Net surplus</b>	10.4	10.8	2.3	0.3
<b>Balance at beginning of year</b>	10.8	3.4	4.6	4.4
Interest on general balances	0.3	0.1	0.1	0.1

Revenue contribution to capital	18.1	9.7	2.6	1.6
<b>Balance at end of year</b>	3.4	4.6	4.4	3.2
Continued	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
	£ m	£ m	£ m	£ m
<b>Major Repairs Reserve</b>				
Brought Forward	2.1	2.2	0.0	0.0
In	13.7	13.7	13.7	13.8
Used	13.6	15.9	13.7	13.8
Carry Forward	2.2	0.0	0.0	0.0
<b>Capital</b>				
<b>Capital Expenditure</b>				
5 Yr ALMO Improvement Programme	27.2	19.3	8.0	1.8
Capitalised repairs	4.4	4.5	4.0	3.7
Capitalised salaries	1.0	0.9	0.7	0.7
Minor programmes/ unallocated	0.6	2.1	4.5	9.8
Demolition	0.3	0.1	0.1	0.1
<b>Total Capital Expenditure</b>	33.5	26.9	17.3	16.1
funded by				
Borrowing				
Major Repairs Reserve	13.6	15.9	13.7	13.8
Revenue contribution to capital	18.1	9.7	2.6	1.6
Reimbursed improvements	1.2	0.9	0.6	0.3
Capital receipts	0.3	0.1	0.1	0.1
Capital allowance	0.3	0.3	0.3	0.3
<b>Total Capital Resources</b>	33.5	26.9	17.3	16.1

The Company continued to be a major contributor to the Council's efficiency targets and value for money in both supervision and management and works expenditure were given a higher priority. The tenant satisfaction survey undertaken in 2006 found that only 8% of tenants considered that a significant improvement was required to the value for money that they got for their rent. A number of opportunities were taken to improve the value for money that tenants receive. Highlights are listed below:-

- We took over the running of the out of hours emergency repairs service, achieving an annual cost saving of over £70K.
- The Service Excellence Review of Housing Management was concluded, also leading to cost savings.
- Some rightsizing of the workforce was undertaken to match the reduced level of programmed work. This, coupled with effective economy in the purchase of goods and services, reduced the costs of running the organisation.
- Negotiations with the main partner contractors carrying out responsive repair work on inflation increases produced agreements which compared very favourably with Government assumptions for subsidy and Gershon purposes.
- The two year deal on below inflation increases with programmed work partners continued to provide a benefit

Over the previous 5 years the Company has achieved some growth and yet still been able to return a surplus each year to the HRA. This year's subsidy settlement

for the HRA is a much tighter one and signals a return to a more challenging financial climate in which the Company has to operate. For the first time since the Company was established the 2007/08 management fee has reduced by

£145,000 from the previous year's figure to £15.33M. This means that efficiency savings will need to be found during the year. A breakdown of the management fee for 2007/08 is set out below

*Figure8: Management Fee Breakdown 2007/08*

	<b>Estimate</b>
	<b>2007/08</b>
	£
Employees: Pay	9,509,837
Employees: National Insurance	699,243
Employees: Superannuation	1,158,031
Employees: Other	270,984
Premises	1,051,326
Transport	419,032
Supplies and Services	1,423,215
Agency and Contracted Services	236,000
Support Services	568,991
<b>Total Expenditure</b>	<b>15,336,659</b>
Less: Customer and Client Receipts	-4,241
<b>Total Income</b>	<b>-4,241</b>
<b>TOTAL MANAGEMENT FEE</b>	<b>15,332,418</b>

## **Risk Management**

The recently concluded Government review of the future of Arms Length Management Organisations has concluded that they have an important role to play in the housing sector. In spite of this there remains a degree of uncertainty about the long-term future of the ALMO movement.

One of the biggest areas of uncertainty and risk is because ALMOs remain within the vagaries of the housing subsidy system which makes it difficult to plan with any certainty about available resources. What is becoming clear is that we are now entering a period of financial constraint and the ability of Housing Revenue Accounts to be able to adequately fund services to tenants is a matter of concern.

Even though Right to Buy sales have stabilised from recent high levels they still lead to a reduced income stream. At the same time upward cost pressures and increasing demands on services may make the high quality housing services delivered by ALMOs unaffordable in the future if structural weaknesses in the Housing Revenue Account are not tackled. A current pilot study, whereby a number of ALMOs and Councils are exploring the possibility of operating outside the subsidy system, is being undertaken.

The above pressures apply nationally to all ALMOs and are largely outside the organisations control. Because of the new five year agreement with the Council our future is secure in the medium-term. We are committed to delivering efficient services and using our resources effectively to provide good value for money. We have already delivered significant value for money efficiency savings to the Council to help it meet “Gershon” efficiency targets. Our Financial Plan provides for below inflation increases in our management fee whilst driving up the quality of services and performance.

As well as concentrating on the financial viability of the organisation we have identified a number of other risks and a full risk management review, in collaboration with the Council and the Company’s auditors, is conducted annually. It looks at the potential risks facing the public sector housing service in the borough in general and Wigan and Leigh Housing in particular. A comprehensive risk management register is agreed by the Board and the Council each year. The register covers both strategic and operational risks, assesses their importance, likelihood and impact and sets out mitigation measures and controls.

In addition to the risk register the Company has adopted a robust approach to business continuity management and has identified the service areas most at risk. Appropriate plans are being refined to ensure business continuity to cover a range of scenarios.

### **Our approach to equality & diversity – “there is “no quality without equality”**

Recent years have seen a dramatic improvement in our approach to Equality & Diversity. The Company has achieved levels 2 & 3 of the Equality Standard for Local Government (ESLG). That achievement and confirmation that we follow the Commission for Racial Equality Code of Practice in Rented Housing was validated by external organisations and a group of partners and customers in 2005/06. A new

code of practice has recently been issued and we will carry out another, externally validated audit in 2007/08 to ensure that we still comply.

We believe there is no quality without equality and our aim is to provide a fair service and respect for all.

Our future aims in this area are to:

- Implement our Hard to Reach Customers Strategy
- Maintain, improve and evidence the Company's approach to legal and best practice standards – including the Audit Commission (Diversity) Key Lines of Enquiry excellence standards.
- Ensure that our diversity monitoring and information systems are robust and continue to improve – this will take us closer to achieving ESG level 4.

## **People – our greatest resource**

Our key aim is to ensure that, by investing in people, we maximise their potential and have a talented, motivated and skilled workforce that is able to deliver high quality, value for money services.

We have developed a Workforce Strategy that has the same lifespan as this business plan. A copy can be found at [www.walh.co.uk/xxxxxxx](http://www.walh.co.uk/xxxxxxx).

Key goals within the Workforce Strategy can be summarised as making Wigan and Leigh Housing an employer of choice by:

- Attracting, retaining and developing outstanding people  
*Includes: reviewing recruitment and selection policies, developing succession planning, reviewing the modern apprentice programme, introducing a graduate trainee scheme, reviewing training provision, introducing a revised employee appraisal process*
- Having strong and visionary managers to lead the organisation  
*Includes: introducing a management/leadership development programme, supporting personal development, wider use of 360° appraisal, developing mentoring skills*
- Being inclusive, supportive and valuing diversity  
*Includes: building on the workforce profile and diversity monitoring that was established under the Equality Standard for Local Government*
- Embracing modern employment practices  
*Includes: reviewing application of sickness policy, reviewing discipline and grievance procedures, carrying out stress management audit, developing role*

### *of JCC and other employee involvement mechanisms*

- Establishing a clear organisational culture  
*Includes: expected standards of behaviour, setting clear parameters, respecting confidentiality, openness and honesty*

## **Information and Communication Technology Strategy**

Competent highly motivated employees must be supported by effective ICT. We use Wigan Council's Information Technology infrastructure through a recently reviewed service level agreement. The Company's main operating system is the Housing Management Information System (HMIS) which is at its final stage of implementation with Right to Buy and Leaseholder modules due to go live in April 2007. The new system allows the development of web-based interactive functions that will, over time, allow customers greater direct access to our services and contribute towards the Council's e-government agenda. The first interactive systems covering choice-based lettings are already operational.

The Company also uses other Council systems, for example the Financial Management Information System, and uses their communications networks for e-mail and telephony. We have and maintain our own website [www.walh.co.uk](http://www.walh.co.uk)

There are approximately 450 IT users located in various sites across the borough. The Company operates with an in-house IT support team who liaise with the Council to maintain and develop systems, provide assistance and training for our employees and produce information from the data held. ICT is an essential tool in helping us to maintain our employee/customer profiles and make sure that our employment practices do not unfairly discriminate and that services are provided fairly and with respect.

We have developed a separate Information and Communication Technology strategy with the same life span as this business plan. A copy of the strategy can be found at [www.walh.co.uk/xxxxx](http://www.walh.co.uk/xxxxx). The main goals contained in the strategy are:

- Ensure that systems are robust and future-proof and support the operations of the business
- Work closely with Wigan Council on any development of customer relationship management systems, particularly in respect of the proposed Joint Service Centre
- Develop the use of hand-held technology and mobile electronic working to support the operation of the business
- Further develop information systems to increase the amount of "self-service" available to customers
- Work to more closely integrate information systems with other stakeholders

## Customer Care and Involvement

Tenants and other customers are central to what we do. The aim of developing competent highly motivated staff, supported by good information and communication technology is to provide the best possible services to our customers.

This is something that we work hard to achieve, and we are pleased that our tenant satisfaction levels are high and improving. To help us achieve this we have formalised our good practice and improvement initiatives into a Customer Care Strategy.

Key elements of the strategy include:

**A clear and robust customer focus:** building on our existing Partnership Agreement (Tenant Participation Compact), making clear our involvement and consultation opportunities (embracing the hard to reach), developing a welcoming and effective complaints and feedback mechanism, evidencing learning and customer influence on the way that we deliver services (especially in respect of fair access to all customers) and including more customers in performance monitoring. Providing customers with information on, and awareness raising in respect of, a range of relevant and emergent issues.

**The use of key service standards:** All standards are clear, agreed with customers, published, regularly monitored, and reviewed, with performance widely reported.

**Effective communication:** Involves having a range of ways in which customers can contact us, and providing responses and (customer approved) information that is relevant, timely, of good quality that meets customers' needs, presented in Plain English, through a variety of methods, and in a range of formats.

**Competent staff:** Ensuring employees are trained in customer care/equality & diversity, and working within a performance orientated management framework.

**The pursuit of best practice:** Pursuing the Audit Commission's (Access & Customer Care) Key Lines of Enquiry excellence standards, and identified best practice.

**External validation:** Maintaining accreditation and standards such as Chartermark, Investors in People, Disability Symbol user entitlement.

Over the next three years we are taking tenant involvement to a different level and deepening the involvement of our tenants. From 2007/08 we are introducing 5 Area Forums, each with a tenant chair. Those Forum chairs who are not already directors will be co-opted onto the Board thereby increasing tenant influence in decision making. The Area Forum boundaries will complement the 10 Township Forums and will help forge strong links with other stakeholders such as the Police, Council street scene services and the voluntary sector.

# Our Performance Management Framework

## External Scrutiny

Wigan & Leigh Housing is subject to a stringent monitoring framework both from the Government through Housing and CPA inspections and from the Council itself. The Council needs to ensure that it is obtaining value for money from the management fee that it pays to the Company. The Council also needs to ensure that the Company is delivering quality services on the Council's behalf and that it is working towards its agreed strategic objectives. As part of the agreement with the Council the Company provides auditable performance information in respect of all the Housing Best Value Performance Indicators (BVPIs) and Comprehensive Performance Assessment Performance Indicators (CPAPIs).

The performance management framework has been fundamentally changed. The new framework retains some key aspects of the previous one in respect of regular meetings, both formal and informal, between the two parties but the basis on which the Company's performance is judged has changed significantly.

The Council uses a range of information to inform its view of the Company's performance including:-

- The adoption of CPA methodology in judging services
- All the current BVPI and CPAPI measurements of performance
- Assessment of progress against the agreed priorities in the Business Plan. These are linked to the Company's Vision and the 5 Goals
- An annual questionnaire
- Information from various sources including the NRF programme and the Council's Citizens Panel

The framework reflects the developing relationship between the Company and the Council and concentrates on a more rounded view of progress against the main issues than previous arrangements. There is an agreed "open book" approach to performance, particularly if any areas of activity are giving cause for concern. Progress is scrutinised through the quarterly and annual meetings and is periodically reported to the Council's Community Protection Panel and Cabinet.

## Internal Management of Performance

During 2006/07 the performance management framework has been fundamentally changed. Each member of Management Team, together with their service heads is responsible for performance management and is directly accountable to the Board. This means understanding the definition of the individual indicators, ensuring that collection systems collect the correct data, that staff are using the systems properly and that any calculations arising from the data collection are accurate and delivering performance to targets. The statutory indicators are subject to audit for accuracy

both by our internal auditors and by District Audit.

The management information collected includes both statutory performance information to be provided to the Council and locally developed indicators. Although overall performance is formally monitored quarterly, managers are expected to be on top of the performance of their own service and many areas are measured more frequently. Key areas like rent arrears and void management are measured weekly.

The key indicators of performance are shown in the individual directorate plans in the appendices.

On a quarterly basis, an agreed set of indicators is collected centrally, together with comments on performance from service heads. This information is discussed formally at a Management Team meeting where any necessary action is agreed. Performance is then reported to the Council, to the Business & Performance Committee and to the Board.

Prior to this, managers discuss their team's performance in team meetings and are expected to take necessary action, set appropriate targets and monitor progress against them.

In addition to the performance in service delivery there is a quarterly scrutiny of progress against agreed priorities.

Each Directorate produces an annual plan, which is appended to this plan, containing a limited number of priorities which contribute directly to the Vision and 5 goals or are business enablers which contribute indirectly towards them by making the Company operate more effectively. Progress against these Directorate plans, and the overall business plan is again scrutinised quarterly through Directorate Management Teams, the executive directors as a whole and through the Business & Performance Committee, Board and the Council.

Performance management is under constant review, the statutory indicators change frequently and new ones are introduced. As service areas are developed new local indicators to manage performance are required whilst some become less relevant over time as circumstances change. Clear accountability for performance is becoming more embedded in the organisation as our performance management systems become more sophisticated. The bedding in of the new performance management framework is priority for 2007/08.

## How we performed last year

2006/07 was a busy but very productive year. We continued to improve across many areas of our services as well as agreeing a new Vision and goals, reviewing and introducing new governance arrangements, negotiating a new agreement with the Council and changing the management team structure. Notably, within the Comprehensive Performance Assessment regime our strong performance ensured that Wigan Council received a score of 3 (out of a maximum 4 for Housing Services), contributing to the Council's "Excellent" CPA rating.

As part of our determination to deliver our Vision of Better Housing Services and improve value for money, a number of key areas, notably rent collection, repairs, void management and sickness absence were identified as areas for improvement. Several Service Improvement Teams (SITs) were set up to fundamentally challenge current practice. The SITs worked effectively and the concept is being developed in 2007 and will include a fundamental review of sheltered housing

The operational performance for 2006/7 is shown at Appendix G

At the beginning of 2006/07 the Board agreed a number of key priorities for the coming year based on three themes. The table below shows how well we dealt with those priorities.

<b>Theme: Visioning the Future</b>			
<b>No</b>	<b>Task</b>	<b>Strategic Theme Link</b>	<b>How we Did</b>
1	We will develop a longer-term strategy beyond 2007 that encompasses a vision for social housing in the borough.	all	Achieved. New Vision and goals reflected in this plan.
2	We will review the management structure and portfolios to facilitate effective delivery of the new Vision	all	Achieved. New structure in place and operational
3	We will review the governance structures for the company	all	Achieved. New Governance structures now operating
4	We will negotiate an extension to the Management Agreement with the Council following a review of the clauses in the existing agreement	all	Achieved. New agreement started on 1 <sup>st</sup> April with revised clauses giving more operational freedom for the company
5	Develop the Neighbourhood Management Role entrusted to WALH by LSP	People and Choice Neighbourhood Renewal	Good start made on a 4 year project
<b>Theme: Value for Money/Efficiency</b>			
6	We will review the remaining bought-in services from Wigan Council	Business Enabler	Achieved. Existing SLAs reviewed & agreed
7	We will identify costs of services and inputs and prioritise them for review	Business Enabler	Postponed until 2007/8
8	We will test all services against the Value for Money Key Line of Enquiry	Business Enabler	Postponed until 2007/8
<b>Theme: Continuous Service Improvement</b>			
9	We will complete the implementation of phase 3 of the Service Excellence Review of Area Housing offices	People and Choice Neighbourhood Renewal	Achieved. Services now delivered from 6 Area Offices. Some internal work on some offices remains to be done.
10	We will implement the revisions to the Council's allocations policy	People and Choice Neighbourhood Renewal	Achieved. New policy implemented from 1 <sup>st</sup> April 2007
11	We will complete the Job Evaluation pilot and project	Business Enabler	Achieved. Job Evaluation interviews and cost modelling completed. Ready for implementation in 2007/8
12	We will tackle the remaining improvements identified by the Audit commission's Housing inspectors in the last inspection	all	Good progress made across most areas. Still some work to do, notably on value or money

*Figure 9: Performance on Priorities*

It can be seen from the above that eight out of the twelve priorities agreed for

2006/07 have been completed; good progress has been made on two others whilst two have been postponed until this year.

The two areas where insufficient progress was made related to finance and value for money. During 2006/07 we made some organisational changes which delayed work on these tasks. The new arrangements now in place allow us to progress these tasks in 2007/08. Value for money is a key project for this year which will be driven by the Director of Strategy, Policy and Projects.

A second list of outstanding, areas for improvement identified at the inspection the previous year was also drawn up. Progress against these tasks is included at Appendix F. Again, good progress has been made; the main area remaining to be resolved is around value for money referred to above. Work is ongoing to ensure that all offices are DDA compliant though the review of office accommodation has delayed this and 100% compliance is still some way off.

Although the main focus has been on making the key changes to governance, structures and business processes to enable step change improvements, reasonable progress was made against both the business plan priorities and the inspection improvements.



