

**Report to:** Community Protection Panel

**Date:** 10th March 2008

**Subject:** Performance Report: Wigan & Leigh Housing 2007/08  
3rd Quarter

**Report of:** Director of Environmental Services

**Contact officer:** Peter Layland 01942 828983

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**Purpose / summary:** To report the third quarter performance of Wigan and Leigh Housing for 2007/08

**Alternative options considered and reason for selecting the one recommended:** This is an information report

**Recommendation / decision:** To note the report

This report does not involve a key decision.

**Key Decision:** This report does not involve a key decision. The decision made as a result of this report will be published within **48 hours** and cannot be actioned until **seven working days** have elapsed, i.e. before 19th March 2008

**Risks / Implications:**

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

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

No

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

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

No

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

No

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Has the Director of Legal and Property Services confirmed that the recommendations within this report are lawful and comply with the Council's Constitution? **N/A**

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

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

\* delete which applicable

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**For Cabinet reports only :**

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

	<b>x</b>
Discussion	
Decision	
Information	

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**Tracking/Process:**

	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council
10.3.08			

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

Proper Officer \_\_\_\_\_

Date \_\_\_\_\_

## 1. **Background**

- 1.1 In April 2002 the Council set up an Arms Length Management Organisation to manage its stock of Council dwellings. The nature and scale of the contract with Wigan and Leigh Housing is significant. Within the contractual arrangement with Wigan and Leigh Housing (WALH) the company is required to submit performance management information.
- 1.2 Wigan and Leigh Housing manage approximately:
- 23,000 Council houses
  - additional ALMO capital resources of £137m
  - payment of an annual management fee of over £15m
  - contributes to key housing and corporate objectives
- 1.3 The company's performance also impacts on key government assessment of the Council's performance notably:
- Council's Housing Strategy and
  - Comprehensive Performance Assessment
- 1.4 The performance management framework that helps govern the relationship between Wigan and Leigh Housing and the Council has been regularly reviewed and its main elements are :-
- System of monthly and quarterly meetings
  - Monitoring of key performance indicators
  - Annual meeting
  - Annual Questionnaire
- 1.5 This 3<sup>rd</sup> quarter report provides information on key performance targets (Appendix 1) and also on WALH progress on the years agreed priorities within the Annual Business and Delivery Plan (Appendix 2). A revised performance management system is now in place that reflects aims and objectives of the new contract with WALH, effective from April 2007.

## 2. **Summary of Performance**

- 2.1 Wigan & Leigh Housing (WALH) demonstrated some improvement in most service areas during 2006/07. Performance has continued to improve during the first three quarters of 2007/08 with 12 out of 15 indicators that are reported on a quarterly basis being better than target, including all the key financial targets. This is encouraging but it should be remembered that many of the indicators are only available annually and therefore a complete picture is not available until year end.
- 2.2 Members will be aware of the Council's successful Comprehensive Performance Assessment (CPA) rating published in February 2008. The Housing element of this score moved from 3 (Performing Well) to 4 (Performing Strongly) the highest score available. WALH play a major role in this judgement with none of the 18 indicators the Audit Commission use to measure the service being in the bottom performing quartile and 8 performing in the top quartile.

- 2.3 In relation to performance against priorities within the Annual Business and Delivery Plan, progress again is satisfactory. This plan reflects the new vision and aims of the company and it shows that good progress continues to be made in terms of the Ince contaminated land scheme, within new affordable housing preparations and importantly in terms of WALH maximising value for money. For example against a background of severe funding pressures on the HRA, the fee for WALH to manage the Council stock was reduced by £145,000 in 2007/08, is being held unchanged in 2008/09 and probably held unchanged again in 2009/10. WALH is also ensuring other efficiency savings elsewhere in the HRA. There have been some delays in certain areas such as the PACT initiative and the low demand for certain sheltered properties continues to have an impact, but these reflect real complexities in these areas.

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

- 3.1 Members will recall the half yearly performance report gave Homelessness Prevention (BV213) as the area of most concern. This indicator defines a prevention case as one where a household has considered themselves as homeless or as having a housing problem and has approached the local authority's housing advice service and as a result of advice / casework intervention, their housing problem has been resolved.
- 3.2 Quarter 3 sees no change to the concerns highlighted in the half yearly report. WALH predict an out turn for the year of 2 cases per thousand population against a target of 3. As part of the improvement plan WALH are currently investigating with audit, whether other work they do can count towards homeless prevention. Other work that is funded by the local authority such as offender resettlement casework, prolific offender casework and casework carried out by the Key Project may also count and audit are also considering this.
- 3.3 Other areas reported as outside target are a lengthening of the time to complete non urgent repairs and in the % of repairs which are classified emergency or urgent. These are partly the result of changes in definition and are balanced by significant improvements within urgent repairs. A further indicator being shown as outside target is the proportion of non decent homes. However works to be completed in the final quarter are expected to bring this up to target by the year end.

### **4. Good Performance**

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

Performance has improved significantly in this area and continues to improve. The year end target is 34 days and performance is currently ahead of this target (30.69 days). This figure is affected by the letting of hard-to-let properties such as sheltered bedsits. Currently the letting of such properties is detrimentally affecting performance by 6 days.

#### 4.2 Proportion of Empty Homes as a percentage of the stock

Previous reports have stated that performance is at an optimum level and is unlikely to improve, however performance has increased in quarter 3 and is the best performance ever recorded. Considering the stock continues to reduce and taking into account the figure includes properties purposely not let such as properties awaiting remediation work at Ince, this performance (1.1%) is excellent.

#### 4.3 Rent Collection Performance

The proportion of rent collected at quarter 3 is in advance of the year end target. Performance in other areas of rent collection is also encouraging. The number of tenants who owe 7 or more weeks rent is down and yet the number of evictions remains static. The amount of Former Tenant Arrears collected has also increased with the current performance well in advance of the year end target.

#### 4.4 % of urgent repairs completed within Government timescales

There has been a significant improvement in this indicator to 97.81% over the year and if this is maintained it will mean that this area of work has moved from one of weakness a couple of years ago to one which is now comparatively strong .

#### 4.5 Gas Servicing

Performance has improved since the half yearly position and is in advance of the year end target. Extra engineers have been employed and so far 17321 free, annual gas services have been undertaken. There are a number of tenants that refuse to grant access to the contractor to service the gas appliances. These are, after several attempts by Housing staff, referred to the Director of Legal Services for further action, and currently there are 41 case progressing to court.

### **5. Conclusion**

- 5.1 General performance by WALH continues to improve in most key areas. Most performance indicators predict an out turn in advance of their year end target and good progress is being made on business plan priorities. There are areas of concern, particularly around homeless prevention, however WALH have acknowledged this and are giving the subject considerable attention to ensure improvement. A fuller picture of performance will be available at the year end when a significant number of annual indicators including customer satisfaction will become available.

### **6. Recommendations**

- 6.1 The 3<sup>rd</sup> Quarterly performance of WALH be noted.

## Diversity Impact Assessment form

Section:

Policy/Service Area:

Person Completing Form:

Date:

Do any of the below groups suffer specific disadvantage (please indicate)

	Yes	No		Yes	No
Race			Disability		
Ethnicity			Gender		
Age			Religion		
Class			Sexual Orientation		

Is there evidence of disadvantage or associated problems?

How was the information collected and/or who have you consulted with?

Action Plan – *What specific actions are planned to tackle any disadvantage identified?*

Is the policy in line with current equality legislation and relevant codes of practice?

Timescale	
Responsibility	
Comments	

**Are the actions specified included in any other documents/plans?**

Departmental Service Plan	
Section/Team Plan	
Other (Specify)	

Date for further review
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## Appendix 1

**Performance Framework**

Ref	Indicator	2006/07 Performance	Q3 Target	Q3 Performance	Year End Target
BV12	The number of working days/Shifts lost due to sickness absence	13.17 Days	9.75 Days	7.53 Days ☺	13 Days
BV8	The percentage of invoices paid within 30 days or being received	94.64%	96%	100% ☺	96%
BV212	Average time to Re-let Local Authority Housing (old L15)	39 Days	35 Days	32.76 Days ☺	34 Days
BV66a	Proportion of Rent Collected including Arrears C/fwd	97.71%	97.18%	97.36% ☺	97.80%
BV66b	Number of LA tenants with more than 7 weeks of (gross) rent arrears as a % of LA tenants	4.66%	4.54%	4.72% ☺	4.5%
BV66c	% of LA tenants in arrears who have had Notices Seeking Possession served *	45.99%	34.50%	39.93%	46%
BV66d	% of LA tenants evicted as a result of rent arrears *	0.30%	0.23%	0.26%	0.30%
HS01	Proportion of Empty Homes as a percentage of the Stock	1.28%	1.27%	1.10% ☺	1.27%
L9a	Proportion of former tenant arrears collected	7.23%	5.62%	9.09% ☺	7.5%
BV183i	The average length of stay in B&B	1 week	1 week	0 weeks ☺	1 week
BV213	Households considering themselves homeless who approach for housing advice and housing advice casework intervention resolves their situation, per 1000 households in the authority	1	2.25	1.46 ☹	3
BV214	Proportion of households accepted as homeless who were accepted as homeless within last two years	3.61%	3.10%	1.93% ☺	3.0%
HS03	The proportion of LA	12%	10.5%	10.9%	10%

	homes which were non decent reported as snapshot at quarter end			☹️	
L19	% age of urgent repairs completed within Government timelimits	95.04%	95.60%	97.81% 😊	95.5%
L20	Average time to complete non-urgent repairs	7.95 Days	8 Days	8.82% ☹️	8
	% of repairs which are emergency / urgent repairs	15%	15%	20.45% ☹️	15%
	Proportion of gas servicing certificates outstanding	2.45%	9%	7.6% 😊	2%

\* Bv 66 (c+d) results are for comparative purposes only. A significantly higher or lower figure in these areas could indicate problems.

## WIGAN AND LEIGH HOUSING BOARD - 13 FEBRUARY 2008

### Report of the Deputy Chief Executive

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

### Update on Priorities from Business Plan after 3rd Quarter 2007/08

<b>Purpose/Summary:</b>
To inform Members of progress which has been made after the 3 <sup>rd</sup> quarter of 2007/08 in respect of priorities in the 2007/10 Business Plan.
<b>Recommendations:</b>
Members are asked to note the contents of this report.

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

<b>Financial and Value for Money Implications:</b>	There are no financial implications arising from this report.			
<b>Staffing Implications (only when outside of existing resources):</b>	There are no staffing implications arising from this report.			
<b>Key Risks:</b>	That the tasks are not delivered on time meaning that the Company's goals are not achieved.			
<b>Equality and Diversity Implications:</b>	There are no equality and diversity implications arising from this report.			
<b>Area Forums Affected:</b>	All			
<b>Tracking/Process</b>	<b>Consultation</b>	<b>Area Forum/s</b>	<b>Committee</b>	<b>Board</b>
				5 <sup>th</sup> February 2008

## **1.0 Purpose of the Report**

- 1.1 To inform Members of progress which has been made after the third quarter of 2007/08 in respect of priorities in the 2007/10 Business Plan.

## **2.0 Introduction**

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

## **3.0 Progress Against Priorities**

- 3.1 Appendices A-F shows progress against the priority tasks agreed by the Board. Members will note that these are significant pieces of work which are projects in their own right, some of which have a lifespan beyond the current year.
- 3.2 Members will note that, as in the previous quarters, there has been good and steady progress made though it has been necessary to revise some of the target dates in a small number of cases. Changes since the 2<sup>nd</sup> quarter report and where dates have been amended are highlighted by bold red text.

## **4.0 Conclusion**

- 4.1 Good overall progress continues to be made to work on the various priority tasks forming part of the 2007/10 Business Plan.

## **5.0 Recommendation**

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

## Appendix A : Housing Management

Key Priority	Priority (High or medium)	Resources	Target Start Date	Target End Date	Current Position
Improving tenant and resident involvement through Area Housing Forums and estate inspection and encouraging participation from hard to reach groups	High	Staff from within the Directorate	Apr 07	Mar 08	<p>The Forums are progressing and confidence amongst the membership is increasing. We will review the impact of the Forums later in the year. Gardening Competition Judging is complete and prizes will be awarded at the Tenants' Conference on 22<sup>nd</sup> November. The Partnership Agreement with tenants is being reviewed and this sets the strategy and framework for tenant involvement. Work continues to create an effective SLA between FOTARA and ourselves.</p> <p><b>The first annual review of the Area Forums will take place in February 2008.</b></p> <p><b>Funding arrangements for tenant involvement were reviewed by the Board in January with resources being allocated to the Forums from April 2008.</b></p> <p><b>The Estate Inspection process is being reviewed and tenants will be involved. Proposals will be submitted</b></p>

					<p><b>to Board in March 2008.</b></p> <p><b>The new focus for the Tenant Participation Team will be on developing community networks as well as continuing to give support to Tenants &amp; Residents groups. Work continues on reviewing FOTARA's role and funding arrangements.</b></p>
Improving quality of life and focusing upon crime, anti-social behaviour and cleanliness	High	Directorate staff plus key support from the Council (Community Safety, Young Peoples Services, Street Scene Teams) plus the Police	Apr 07	Mar 08	<p>Progress on developing the first PACT in Worsley Mesnes has been slower than expected due to difficulties in gathering sufficient baseline data for monitoring. This will impact upon wider roll out across the Borough. At operational level, various joint projects are working well. The review of our approach to criminal damage (Board priority) is complete and the improved procedure has been implemented. This should see a reduction in the number of cases. The review of our Anti-Social Behaviour (ASB) strategy is reported elsewhere on the agenda.</p> <p><b>The new ASB strategy has been implemented with regular training to ensure compliance. Further work is being done to improve the management information needed to monitor progress and outcomes of</b></p>

					<p><b>cases.</b></p> <p><b>Strong partnership working with the Council and Police is now in place and the Council's ASB strategy has been reviewed in line with ours. Until the Council has finally decided how it will be working in localities, we cannot make further progress in some areas.</b></p> <p><b>Work on the cleaner and greener element continues within the Council to create their neighbourhood teams. Our staff will then develop close links with respective staff.</b></p> <p><b>We intend to review the Grounds Maintenance Service provided by the Leisure and Culture Trust in 2009.</b></p>
Focus performance management on key areas of voids, current and former tenant arrears and sickness absence management	High	Directorate staff	Apr 07	Mar 08	<p>Our focus remains on voids, rent arrears and sickness levels and second quarter outturn will be known shortly. Current rent arrears are lower than the same point last year but it is too soon to predict the year-end position. Changes to the process are on-going as agreed by Board in July and these will take time to bed in.</p> <p>Difficulty in letting sheltered property continues to impact upon our published performance but the streamlining of procedures is of benefit overall.</p>

					<p>The revised sickness procedure is fully implemented and Managers are on target with key monitoring thresholds.</p> <p><b>Sickness and absence management has improved reducing the overall level of absence.</b></p> <p><b>The number of voids at any one time has continued to reduce and the time taken to let them has improved. We are now advertising properties whilst on notice to further reduce the period of time empty. Low demand for sheltered properties continues to impact upon our performance and this is being considered as part of the work being done by the Director of Housing Needs.</b></p> <p><b>On rent arrears, we have not yet been able to implement the proposed changes to our working arrangements for current arrears agreed by the Board in July 2007.</b></p> <p><b>Former Tenant Arrears progress has been slower than originally planned but progress is now being made as reported to the Governance, Standards and Audit Committee on 31<sup>st</sup> January, 2008.</b></p>
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<p>Improving access to services through development of the Joint Service Centre, Property Shop and Housing Options Service</p>	<p>High</p>	<p>Directorate staff plus Director of Housing Needs, Council and other partners</p>	<p>Apr 07</p>	<p>Oct 2010</p>	<p>An officer working party has recently met to review our approach to the Joint Service Centre (JSC) and how our services will integrate. The process for deciding the preferred developer will be completed by Christmas. The main focus over the next few months will be on communication and IT development and its impact upon the Contact Centre plus the integration of the Wigan Property Shop and Housing Options Service into the wider Neighbourhood Services facility.</p> <p><b>Responsibility for the work on the JSC has now moved from the Director of Housing Management to the Deputy Chief Executive, Director of Strategy Policy and Projects and Director of Housing Needs as part of the Business Process Review and transfer of the Housing Options Service into the new facility. In terms of the building developer, the Council is in the final stages of choosing the preferred contractor.</b></p>
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## Appendix B : Housing Needs

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

					<p><b>modelling and on pre qualification to enable bids to the Housing Corporation. More detailed report to Board in March 2008.</b></p> <ul style="list-style-type: none"> <li>• A Housing Green paper has been published with a focus on more affordable homes</li> <li>• Homeless Services and the Property Shops are being developed towards a housing options service. <b>Refurbishment and re-launch of the Property Shops complete.</b></li> </ul>
Carry out a review of older persons housing and support with particular emphasis on sheltered housing	High	<ul style="list-style-type: none"> <li>• Staff from within Directorate assisted by staff from the Director of Strategy, Policy and Projects</li> </ul>	Apr 07	Mar 08 <b>Expansion and implementation of action plan 2008/09</b>	<ul style="list-style-type: none"> <li>• A Service Improvement Team (SIT) has been established and is meeting regularly. A project brief for the Team has been agreed.</li> <li>• A vision for the future of the service is emerging based on 4 themes; Advice, Homes, Active &amp; Healthy, Support.</li> <li>• <b>Action plan produced based on the 4 themes and sub groups are progressing the work.</b></li> </ul>
Carry out a service improvement review of the homelessness service with particular emphasis on:-	High	<ul style="list-style-type: none"> <li>• Staff from within the Directorate</li> </ul>	July 07	Mar 08	<ul style="list-style-type: none"> <li>• Outline approach agreed. Project Manager is Group Manager (Housing Options)</li> </ul>

<ul style="list-style-type: none"> <li>Improving prevention and PI performance</li> <li>Preparing for the Supporting People value for money review.</li> </ul>					<ul style="list-style-type: none"> <li>Slight delay in starting Service Improvement Team due to work on appointments and relocation of staff to different offices</li> <li>The Service Improvement Team has now started to meet</li> <li><b>Group Manager leaving the organisation has meant further delay. Temporary Group Manager now recommencing work on systems.</b></li> </ul>
Start the review of support for vulnerable people on estates.	Medium	<ul style="list-style-type: none"> <li>Staff from within the Directorate assisted by staff from the Director of Strategy, Policy and Projects</li> </ul>	April 08	<b>March 2009</b>	Original date amended from Oct 07 Start will not now be until April 2008 to enable resources to be directed to the Older Persons SIT

## Appendix C : Strategy Policy & Projects

Key Priority	Priority (High or medium)	Resources	Target Start Date	Target End Date	Current Position
Progress SMART Neighbourhoods project, with focus on “what works” and resource inputs, to influence Local Strategic Partnership approach on tackling deprivation.	High	Staff from within Directorate	Apr 07	Mar 08	<p>Presentation of initial findings from SMART Neighbourhoods work given to WALH Board and Senior managers from Local Strategic Partnership partners. Current focus is on working with colleagues from Adult Services and Primary Care Trust (PCT) on health deprivation issues, an area where Wigan in general and Council estates in particular are falling further behind the rest of the country.</p> <p>Initial findings and later in-depth analyses being drawn up into series of accessible reports, in clearly badged format.</p> <p>Focus on working with health continues, with heavy involvement in Public Health Strategy and Strategic Needs Assessment, ensuring strong focus on needs of estates.</p> <p><b>Team Members are now working with colleagues in Council and PCT to introduce a shared, web-based, local information system which will highlight inequalities and deprivation within the Borough. We have</b></p>

					<b>contributed to development of the “Wigan Story” underpinning the new Local Area Agreement, stressing the importance of tackling inequalities and have made presentations on the SMART Neighbourhoods findings to a variety of audiences.</b>
Project management of Ince contaminated land remediation	High	£2.5 million capital resources, primarily from Defra. Staff from within Directorate and from Stock Investment and Repairs	Apr 07	Mar 08	Scheme progressing well on site. Main current concern is delay in funding decisions by Defra and so we are working very closely with the Council to resolve this. Continuing delay from Defra remains major concern, and focus of work in partnership with Council. <b>Just before Christmas Defra awarded sufficient resources to fund the 07/08 work and the first phase of 08/09.</b>
Develop and embed Value for Money process throughout the service, and carry out prioritised Value for Money reviews.	High	Staff from across Company	Apr 07	Mar 08	Continuing to deliver efficiency savings. Formalised Value For Money strategy drafted and being reported to Board in September. Presentations to staff conferences generated wide range of interesting suggestions to improve VFM, currently being evaluated. Work ongoing on Procurement Strategy. Value for Money Strategy presented to Board in September and agreed as basis for wider consultation. Work progressing on action plan implementing strategy <b>Continuing good progress on implementation of Action Plan as fully</b>

					<b>reported to Business and Performance Committee in December. Current focus is primarily on development of procurement strategy while continuing with developing toolkits and embedding VFM in our regular business processes.</b>
Develop project management skills across the organisation	Medium	Directorate staff, plus some external training	Apr 07	Mar 08	. Initial “taster” session arranged for managers across the company to introduce project management ideas. In depth training courses being set up for managers currently involved in project work. Informal coaching on principles and practice progressing, to be reinforced by formal training shortly. <b>Formal training arranged, leading to appropriate qualifications for 12 Project Managers, and related briefing will be provided to equip senior managers to fulfil roles on Project Boards.</b>
Develop knowledge management skills across organisation, particularly effective use of management information to improve and plan services	Medium	Directorate staff	Apr 07	Mar 08	Work on performance monitoring has highlighted a range of issues where skills need to be improved – data quality, process re-engineering, analysis and strategic research – and an action plan is being devised to address these urgently. Action plan, involving staff from Directorate in specific improvement projects, to be implemented from October.

					<b>Majority of Directorate staff are now working within operational Directorates on projects including improving business processes in homelessness, repairs and rents; stock condition survey analysis; Older Persons Service Improvement Team.</b>
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## Appendix D : Stock Investment & Repairs

Key Priority	Priority (High or medium)	Resources	Target Start Date	Target End Date	Current Position
Undertake stock condition survey	High	External consultants with in house staff	Apr 07	Mar 08	On programme and on target. <b>Surveys completed, summary reports to follow</b>
Produce 5 to 10 year asset plan	High	External consultants with in house staff	Nov 07	Mar 08	On target. Draft report fed into estimates timetable. This follows on from previous task. <b>Draft reports to include Building Cost Model for long term option appraisal.</b>
Complete decent homes programme	High	Staff within Directorate	Ongoing	Dec 08	On programme –On target to finish December 2008, with the exception of approximately 5% <b>Still on target to complete 95% of dwellings by December 2008, with the exception of High Rise blocks, Ince land contamination and properties where occupiers refused major works. However, new Stock Condition Survey may identify areas of concern.</b>

Special projects and minor works	Med/High	Staff within Directorate and consultants	Apr 07	Dec 2010	Most schemes are on target - reprogramming of external works to 5 Multi-Storey blocks in Scholes Village to be completed by 2010, and replacement of communal aerial systems to be completed by October 2009
Project management of Ince contaminated land remediation. (Crossover scheme lead by DSPP)	High	£2.5 million capital resources, primarily from Defra. Staff from within Directorate and from Stock Investment and Repairs	Ongoing	2009	Scheme progressing well on site. Main current concern is delay in funding decisions by Defra and so we are working very closely with the Council to resolve this. <b>Funding now approved by Defra for next phases. Report to Cabinet outlining remaining issues being prepared by Director of Strategy, Policy and Projects.</b>
Build in VFM, efficiencies, savings	High	Staff within Directorate and DSPP	Ongoing		Principles imbedded within Directorate. Consultations with contractors to take place in November to identify savings. Open Book option being considered for Day to Day Contractors. Benchmarking of repairs costs with other ALMO's being undertaken  <b>Principles now well-established within Directorate. Main Partnering Contractors agreed 0% inflation increase. Estimated overall savings £0.5m in 2008/09 Open Book option for Day to Day Contractors agreed and progressing.</b>

Improve Operational Performance	Medium	Staff within Directorate and constructor partners	Ongoing	2009	Repairs Service Improvement Team set up – action plan on target. Improving performance meetings established across Directorate.
Asset Management / Accommodation	Medium/High	Staff within Directorate	Apr 07	<b>Mar 08</b>	All moves completed, higher than anticipated costs for extension to Platt Bridge Office. Probable completion date for all work including storage solutions likely to be February 2008

## Appendix E : Deputy Chief Executive

Key Priority	Priority (High or medium)	Resources	Target Start Date	Target End Date	Current Position
Developing and implementing an Access & customer care strategy with clear service standards, that are monitored and reported.	High	Directorate staff to lead. Staff across company to be involved in delivering	May 07	Mar 08	<p>The Business Processes Team are continuing to research best practice, and are in the process of drafting a strategy and project plan. A detailed report will be presented to the 6 November meeting of the Board.</p> <p>On target</p> <p><b>This project has been overtaken by the decision to have a much broader look at access and involvement which will be a major theme in 2008/09 to meet the goal of Better Housing Services.</b></p> <p><b>Some preparatory and planning work has been undertaken on this task during the year.</b></p>
Ensure that Wigan & Leigh Housing comply with BV 164 and the relevant Commission for Racial Equality Code of Practice on which it is based.	High	Directorate staff to lead. Staff across company to be involved in delivering	Sep 07	Mar 08	<p>We comply with the existing BV164 and the old CRE Code on which it is based. We anticipated that future compliance with this PI would be based on the new CRE Racial Equality Code.</p> <p>However, BV164 is being dropped from CPA assessment.</p>

					<p>Whilst, as a matter of good practice, we are continuing to pursue compliance of the new Code, doing so by March 2008 is no longer considered to be high priority.</p> <p><b>The Commission for Racial Equality (CRE) Code of Practice in Rented Housing on which BV 164 was based has been superseded by a revised Code issued by the CRE. The CRE has been subsumed into the new Commission for Equality &amp; Human Rights (CEHR).</b></p> <p><b>We are carrying out a year end check to ensure that we can still evidence compliance with the CRE Code of Practice in Rented Housing as at 31 March 2008.</b></p>
Develop Equality Action Plans in respect of Disability, Gender and Race.	High	Directorate staff. Staff across company to be involved in delivering	May 07	Oct 07	<p>Late starting because Group Manager (Business Processes) was tied up in a long-term bullying &amp; harassment investigation.</p> <p>Disability Equality Plan had been agreed and will be published by October 2007. <b>Now complete.</b></p> <p>Work has commenced on Race &amp; Gender Plans with a target publishing</p>

				<b>Mar 08</b>	date of December 2007. <b>The Gender Equality Action Plan is now due to be completed before year end.</b>
				<b>Jul 08</b>	<b>The task of completing our Race Equality Action Plan will need to be carried forward to the 2008/09 Plan</b>
Review all the risks identified in the Risk Management matrix and ensure that there are appropriate business continuity measures identified	Medium	Directorate staff	Sep 07	Nov 07	The review has commenced and is expected to be completed by November 2007.  <b>Review for 2007/08 completed and agreed by Board in November 2007.</b>

### Continue to improve Financial Management through:

Developing a robust financial management framework and monitoring system	High	Directorate staff	Apr 07	Oct 07	High level information provided to Management Team (MT) and Board. Detailed information re Staff costs in the process of being drawn up. On target  <b>Detailed information on Staff costs now provided to MT monthly. Completed</b>
Ensuring that there is a systematic approach to the process of dealing with annual savings and growth	Medium	Directorate staff	Apr 07	Dec 07	Develops existing system. Outline approach agreed by MT. Directorate's proposals on business case pro-forma considered by MT 1 <sup>st</sup> August

					2007. On target  <b>Now completed</b>
Developing a procurement strategy for goods and services	Medium	Directorate staff	Oct 07	Mar 08	To complement existing strategy for Programmed works. Programme Board set up. Project Team set up and meeting. On target  <b>Programme Board recently reviewed 3<sup>rd</sup> draft of strategy. On target.</b>
Develop a system for capturing and informing the production of annual efficiency statements (AES)	High	Directorate staff. Staff across company to be involved in identifying efficiencies	Aug 07	Jan 08	Forward look for AES produced on time. Backward look for AES produced on time. Identified some £2.5M. Ideas flowing to Finance Manager via e-mail. Need to consider if we produce our own AES as requirement may cease next year. On target

### Continue to improve Information Technology management through:

Develop and start to deliver an ICT strategy	High	Directorate staff	May 07	Oct 07	First draft of strategy produced and out for consultation  <b>Strategy finalised and to be considered at Business, Investment &amp; Performance Committee on 19<sup>th</sup> February 2008</b>
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<p>Develop the use of hand-held technology and mobile electronic working to support the operation of the business</p>	<p>Medium</p>	<p>Directorate staff with support from service managers</p>	<p>Already started</p>	<p>Jan 08 and ongoing</p>	<p>Trials in HM Directorate did not go smoothly. EMOs trialling A4 size tablets said they were too heavy and not as user friendly as they should be. There are also current problems with wi-fi hotspots being addressed by Council. Some reluctance for EMOs testing system to use in the circumstances, though one in particular is very keen to continue using the technology.</p> <p>Works better on rents queries than on tenancy management side.</p> <p>A5 size tablets being tested for use by MOs who are very keen to get started. Training mid-August went well. Some changes required in set-up. Kirona have advised on this and tablet currently being set-up.</p> <p>Has missed original target date of Sept.07</p> <p><b>Testing by Maintenance Officers on Repairs work is going well.</b></p> <p><b>Request made by Leigh Building Services to use hand-helds to update repairs carried out by them being considered. Meeting</b></p>
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					<p>arranged for 14<sup>th</sup> Jan 2008 to explore further</p> <p>Meeting arranged with Group Manager – Better Neighbourhoods to look at further trial with Estate Management Officers set for 4<sup>th</sup> Feb 2008.</p>
Further develop information systems to increase the amount of “self-service” available to customers	Medium	Directorate staff with support from service managers	Already started	Sep 07	<p>Live date met for Rent Enquiry on-line. Person reference will appear on next rent statements, with information to tell customers that they are now able to get their up to date rent statement on the internet.</p> <p>On-line housing applications being tested but still some problems need addressing by Northgate. Target missed and no expected date yet for development fix</p> <p><b>Rent Enquiry system now live on-line via My Council. 65 people currently registered and numbers increasing steadily.</b></p> <p><b>On-line housing applications have been re-written by Northgate. Currently in testing phase.</b></p>

## Continue to improve Human Resource management through:

<p>Introducing an employee appraisal system more closely linked to Wigan &amp; Leigh Housing's vision and goals</p>	<p>High</p>	<p>Directorate staff. Managers across company to be involved in delivering</p>	<p>Already started</p>	<p>1Jun 07</p>	<p>Introduction completed. Training provided to managers requesting it. (mandatory for new managers)            Deadline for completing interviews 30 November 2007.            Positive feedback so far. Action plan in place for follow up, analysis and reporting back to MT. Evaluation and review to take place March 2008.  <b>PPDs now 95% complete</b>  <b>Analysis currently taking place.</b>  <b>Data on stress is informing the work of the Stress Management Steering Group.</b>  <b>Reporting on training and development needs to MT in February.</b>  <b>Amended competencies for cleaners.</b></p>
<p>Reviewing the current modern apprentice programme and evolving it to include a graduate trainee scheme, more closely linked to offering opportunities to those living in deprived areas of the borough.</p>	<p>Medium</p>	<p>Directorate staff. Some direction from Chief Executive</p>	<p>Already started</p>	<p>Jun 08</p>	<p>In principle agreement by Board.            Discussions with potential external stakeholders.            MA posts being held vacant to fund.            On target for June 2008.</p>

					<p><b>First young apprentices in place. Recruitment to new programme on-going. Management processes being developed. Seeking to recruit and train 3 additional NVQ assessors. Still on target for June 2008.</b></p>
<p>Carrying out a training and development review to ensure training is better targeted to the organisations needs. This includes introducing a management development programme</p>	<p>High</p>	<p>Directorate staff. Managers across company to be involved in delivering</p>	<p>Already started</p>	<p>Sep 07</p>	<p>Initial review completed within target following principles and framework agreed with BMT.</p> <p>List of mandatory training agreed and needs identified against job roles. Competency frameworks agreed for managers and frontline employees. Needs to be identified through PPD.</p> <p>Core training programme and list of resources now on intranet (to meet mandatory and competency based needs)</p> <p>Management Development Programme content agreed and currently looking at providers and costs. Options report to MT by end November 2007.</p> <p>Report on skills gaps and priorities (following completion and analysis of</p>

				<b>Feb 08</b>	PPDs) Follow up work on target.  <b>Reporting to MT with new programme and approach Feb 08.</b>
Reviewing and implementing changes to Wigan & Leigh Housing's discipline and grievance procedure	High	Directorate staff. Managers across company to be involved in delivering	May 2007		Work on hold temporarily  Priority given instead to review of Workplace Bullying and Harassment Policy, Procedure and Guidance.  Workplace Bullying and Harassment Policy agreed by Board.  Consultation on Procedure and Guidance to take place during September / October 2007.  Target launch date 7 November 2007 – to coincide with National Ban Bullying at Work Day.  Revised dates:  Discipline and Grievance work to restart October 2007 Consultation on drafts during November 2007 Launch January 2008

				<p><b>Mar 08</b></p> <p><b>May 08</b></p>	<p><b>Policy Statement now agreed.</b></p> <p><b>Consultation on Procedure and Guidance with JCC now scheduled for March 2008.</b></p> <p><b>Launch now scheduled for May 2008.</b></p>
Introducing revised procedures for the management of sickness absence	High	Directorate staff. Managers across company to be involved in delivering	Already started	<p>1 Jun 07</p> <p><b>Mar 08</b></p>	<p>Completed.</p> <p>Launched 4<sup>th</sup> June with SMT. New procedures now operational. New reports to support managers on target to be available after 2nd quarter but will still be based on previous management structure.</p> <p>Work ongoing on linking CPS system to new structure and post numbers</p> <p><b>Review of effectiveness to be carried out during February / March 2008</b></p>

<p>Further developing the organisational culture including clarifying expected standards of behaviour</p>	<p>Medium</p>	<p>Directorate staff</p>	<p>Sep 07</p>	<p>Sep 08</p>	<p>Initial work completed in target.</p> <p>Behavioural standards and core values incorporated into manager and employee competencies.</p> <p>Reinforced through revised Workplace Bullying and Harassment Policy</p> <p>Work on implementation of HSE Management Standard on Workplace Stress to start in October 2007. (Separate Project) – use alongside PPD feedback to test out where we are now.</p> <p>HR Manager to provide a position statement, gap analysis and action plan to MT May 2008</p> <p>On Target</p>
<p>Finalise implementation of tasks from HSE Improvement plan</p>	<p>Medium</p>	<p>Directorate staff</p>	<p>Already started</p>	<p>Apr 08</p>	<p>All tasks for 2006/7 completed apart from following which are part complete:</p> <ul style="list-style-type: none"> <li>• Formalise Arrangements for Managing Contractors (completed on Planned Maintenance only)</li> </ul>

					<ul style="list-style-type: none"> <li>• Implement systems for measuring contractors H&amp;S performance (part completed for planned maintenance only)</li> </ul> <p>The above tasks have been transferred to this years 2007/8 Health and Safety Improvement Plan and the revised completion date for these, from December 2007 is April 2008.</p>
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## Appendix F : All Directorates

Key Priority	Priority (High or medium)	Resources	Target Start Date	Target End Date	Current Position
<p>Improve the quality and frequency of performance management information across the Directorate.</p>	<p>Medium</p>	<p>Staff from within the Directorate assisted by staff from the Director of Strategy, Policy and Projects</p>	<p>Apr 07</p>	<p>Mar 08</p>	<p>This task cuts across all directorates. There is steady progress though a long way to go.</p> <p><b>Now that the number of CPA and BVPIs has drastically reduced (to only 3 for Housing) we are carrying out an exercise to determine what indicators are needed to show the performance of the organisation. These will be measured and reported on in 2008/09.</b></p>