



Wigan Council

Reinvented, Restructured and Revitalised Property Maintenance Service

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Our People

Our Place

Our Future

- Council in-house property maintenance – trading service
- Primarily delivers repairs and maintenance on Council housing stock tenanted and void – East of Borough 11,000 properties
- Planned works, Adaptations, corporate, & school works
- Income based on SORs & quotes
- High quality works & High customer satisfaction
- Ageing workforce
- Lack of ambition & continuous improvement
- 2016 – serious threat of service being merged with external co.

Austerity

- Since 2010 rationalisation of services
- Council Freshlook Review & Transformation Board for service efficiency and effectiveness
- Council considers alternative more economically advantageous options
- Fight for survival as in-house service
- End of some significant work-streams for service
- SORs not reviewed for 15 years (benchmarking showing 25% below NHF rates)
- Financial pressures continue

- LBS Freshlook transformation 2017-2020
- Overarching service aim – Justify place as an in-house service and ensure it became the most efficient and effective it could be, whilst maintaining quality levels and corporate demands
- Initial Objectives:
 - Workforce modernisation – Our People
 - Service modernisation – Processes & Customers

Workforce Modernisation

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- Restructure
- Management & Staff
- Culture Change – Award winning ‘Deal for Your Street’, ‘BeWigan’ and Manager behaviours
- Council commitment to in-house Service, Competitive workforce, Benchmarking
- Commitment to local employment, opportunities for young people through apprenticeships & work opportunities

- Lean Review
- Increasing Financial Surpluses
- Competitive, New Workstreams
- Adoption of New Technologies
- Consistency in delivery and utilization Best Practice to benefit customers

Long standing former service model and staff, resulted in key challenges and barriers of :

- Change Programme – acceptance of fundamental change to service structure and workforce
- Management and Elected Council Members – convincing of the value of the service remaining in-house
- Time constraints of key personnel to lead change and ensure operational performance and commitments achieved
- **Each of above presented a cultural challenge**

Financial Achievements

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- Consistent over achievement of the required financial surplus
- Focus on cost reduction increasing surplus as % of turnover
- New income streams over past 3 years

Full Budget Impact of Workforce and Service Modernisation

- £1.5m above budget surpluses by 31/3/2020
- New business growth and long-term work streams

Achievements

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- Streamlined, integrated and empowered workforce – 20% reduction in non-productive staff
- High customer satisfaction levels
- Continuous improvement culture embedded
- Strategic Plan focused on sustainability and continuous improvement - workforce succession plan in place
- Valued in-house service – expanded on 1/4/20 through TUPE of external contractor

Where are we now

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- Commercially based approach to service delivery, whilst retaining a strong public service ethic in supporting the Council's corporate objectives
- Staff working flexibly, on competitive rates
- Securing new business investment
- Increased support for apprentices, local young people (especially those leaving care), staff volunteering and community wealth building approaches

Future Targets & Goals

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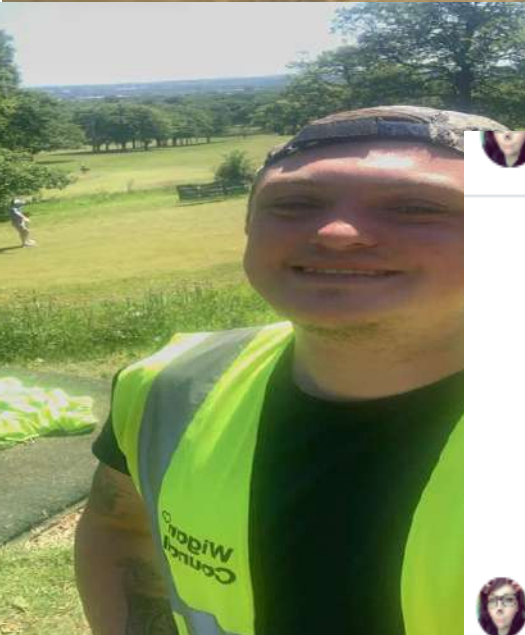
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- Full integration of the TUPE'd company
- An ongoing financially secure service
- Re-drafting of long term sustainable strategic plan securing future of the service
- Successfully trading and fully participating in APSE benchmarking to show ongoing improvement
- End to end digitalisation of the void and repairs activity

Most notably has been the response by staff within the service to the COVID pandemic:

- Commitment to emergency repairs and works (sometimes in COVID+ client's homes)
- Working long hours on a broad variety of non usual tasks

COVID-19



Assign Conversation ▼

SAT 9:46 PM

I just want to say a massive Thankyou to the plumber who came out today during these times and also the guy who handled my call,excellent response fixed in no time with safe distance throughout I can't remember the plumbers name but again massive Thankyou such a nice guy 😊

