



Delivery Plan 2018-19



Introduction from our Chair of the Board and Cabinet Member for City Assets and Housing

Welcome to the Wolverhampton Homes 2018-19 Delivery Plan. We are both committed to the ongoing partnership that Wolverhampton Homes and the City of Wolverhampton Council have forged. By continuing to work collaboratively we are confident that Wolverhampton Homes will continue to provide excellent services that enable all our communities across the city to thrive.

We know that our shared operating environment is challenging, nevertheless, we have ambitious plans to build on both the core services offered and to embrace future opportunities to improve our City.

This plan outlines our approach for the next year, detailing our key priorities and overarching goals for both services to those who live within the Council homes that Wolverhampton Homes manages but also the new service offers that we are now delivering on behalf of the Council. This includes the delivery of all pre-tenancy services including homelessness and cross tenure housing advice services; the delivery of adaptations services and the granting of disabled facilities grants; Telecare services and also the citywide out of hours telephone service.

We know that affordable, good quality housing is essential for the City's residents and that it is the foundation for thriving communities. Therefore, we will continue to focus on working with tenants to successfully sustain their Council tenancies; work cross tenure to prevent homelessness; through the WH Home Improvement Agency, support residents to continue to live independently through the provision of telecare services and the delivery of aids and adaptations work.

We will work with the Council to make sure that we deliver full value through our asset management plans. This includes the delivery of the future capital programme that will enable us to improve both properties and the wider estates. We will continue to deliver our stringent health and safety programme of work and have a shared commitment to respond proactively to the recommendations following the Grenfell inquiry.

We will continue to build new social housing units and to work in partnership with WV Living to successfully let their new homes. Furthermore, we intend to extend the portfolio of temporary accommodation and private sector leasing properties and fully endorse the City's 'Rent with Confidence' scheme.

Finally, we are committed to making a difference to the lives of our tenants, leaseholders and wider customer base through working closely with them to deliver our employability initiatives including LEAP and our apprentice scheme. We want our tenants voice to be heard. So, we intend to launch our 'Tenants and Leaseholder Deal' that will include our service commitment both on an individual basis, but also encapsulate our wider engagement framework.

The Wolverhampton Homes Board will continue to actively oversee the work of the company. This plan will be formally agreed with the Council before the start of the financial year and will then be reviewed on a quarterly basis.

Sue Roberts MBE (Chair)

Wolverhampton Homes

Cllr. Peter Bilson

(Cabinet Member for
City Assets and
Housing) CoWCI

1 Overview of Wolverhampton Homes' management responsibilities and delivery arrangements

- 1.1 Overall Wolverhampton Homes manages just under 23,000 properties of which 2,250 are leaseholds. We are a company limited by guarantee, wholly owned by City of Wolverhampton Council. Wolverhampton Homes started in 2005 and is operating under a new 15-year management agreement signed in 2013.
- 1.2 In conjunction with the Council, we have developed a number of shared service arrangements and these are delivered through specific service level agreements.
- 1.3 Wolverhampton Homes is currently run by a board of five Council nominees, five tenants and five independent members. The board is responsible for the strategic direction of the company. Operational arrangements are led by the senior management team. This consists of the Chief Executive, one Director and three Assistant Directors.
- 1.4 Wolverhampton Homes is monitored by the Council within the terms of the Management Agreement.

2 Supporting the priority actions for 2018-19

- 2.1 The context for setting priorities for 2018/19 are:
 - Supporting the Council's Corporate Plan both Housing & Homelessness Strategies and the HRA Business Plan.
 - Undertaking a role in supporting the Council in 'delivering new homes' and maximising the use of the wider housing assets
 - Keeping tenants and leaseholders safe in their homes through robust health & safety and compliance programmes
 - Supporting the sustainment of tenancies through enabling residents to manage their affairs
 - Continuing to respond to Welfare Reform and the roll out of Universal Credit to support the Council's aim of safeguarding people in vulnerable situations
 - Promotion of the Digital First agenda
 - Optimising the delivery of Disabled Facilities Grants
 - Promote access and use of Telecare services
 - Successfully introduce services to meet the requirements of the Homeless Reduction Act
 - Continuing to effectively respond to changing legislation
- 2.2 During the latter part of 2017/18, we realigned our Operations services to better equip us to respond to our operational environment and we will continue to embed our new Housing Options department; Home Improvement Service and specialist income & money management team.
- 2.3 During 2018/19 we will refine our Business Support Services following the sharing of services with the Council; to enhance our business assurance and performance management framework and importantly to renew our focus on delivering value for money. This will support the development of our next 5-year Business Plan.

3. Overview of our priority actions for 2018/19

3.1 As detailed above, we are committed to delivering excellent services by working collaboratively with the Council and other key stakeholders. The priorities within this year's delivery plan are summarised below and further detail can be found at Appendix 1. We are reviewing our performance management framework and final key performance indicators and their associated targets will be finalised, in conjunction with the Council, before the end of 2017/18.

3.2 Housing Management

Our priority across housing management services is to enable residents to effectively sustain their tenancies. We recognise the significant risk that Universal Credit poses to our residents in terms of them effectively meeting their rental liability. We have invested significantly to bolster our staffing resources to ensure we are delivering effective rent collection and tenancy support strategies. We will continue to monitor tenancy outcomes and our performance closely and know that we will need to review and refine our approach over time. In summary we will prioritise the following:

- **Income collection:** continuing to support tenants to manage their household budgets and to meet their rental commitments. This will include providing focused responses to support those who are in receipt of Universal Credit.

Provide a wider range of money management advice services including a focus on debt advice.

- **Tenancy Management:** support tenants more effectively to sustain their tenancies and seek to reduce the number of evictions across the year.

Ensure our SPIN initiative is embedded as part of our core service offer.

- **Promote and enable independent living:** through a wide range of support services including Telecare, personal support and safeguarding initiatives
- **Extend our housing management services:** provide cost effective market rent management, and shared ownership management, for WV Living

3.3 Property Services

We know that our tenants and leaseholders place high value in having an effective repairs and maintenance service. We have invested in improved technology to support increased productivity and improved quality of service. We have also strengthened our staffing resources to ensure the safety of our tenants and leaseholders in the delivery of effective health and safety and compliance services. In partnership with the Council, we continue to refine the planning for and delivery of the capital programme in line with the asset management strategy. We will continue to review our response to the challenges facing the housing sector following the Grenfell tragedy. In summary we will:

- **Repairs and Maintenance:** continue to offer an effective response repairs service by introducing our new repairs scheduler; improve on the delivery of 'right first time' repairs thus realising greater efficiencies. We will also be completing the replacement of our Fleet vehicles.
- **Health and safety and compliance:** we will continue to ensure that tenants and leaseholders are safe in their homes through our robust compliance

framework which incorporates gas and electrical safety. We will continue to respond to fire safety requirements across the housing stock and be ready to implement the outcomes of the Grenfell Inquiry

- **Improvement programme:** including the delivery of external works and fencing programmes
- **Regeneration projects:** on-going delivery of the Heath Town project and improvement plans to Ellerton Walk
- **Home Improvement Agency:** we will develop the WH Home Improvement Agency service offer (cross tenure) which will incorporate the delivery of disabled facility grants and works; minor adaptations; affordable warmth services.
- **New Build:** we intend to double the output in the delivery of the new build infill programme
- **Make best use of the Council's housing assets:** we will identify land and alternative stock use where beneficial to the City, particularly around miscellaneous properties

3.4 Housing Options

We realigned our Housing Support team to incorporate homelessness, housing advice and support services as part of our wider shared service arrangements. Led by our new Assistant Director the teams are now embedded and during 2018/19 we want to continue to develop a more holistic approach to pre-tenancy services. One of the key challenges this year will be developing an effective response to ensure we meet the requirements of the Homeless Reduction Act. In summary we will:

- **Letting homes:** continue to allocate properties effectively and ensure void periods are minimised
- **Homelessness reduction act:** ensure the effective delivery of services to meet the challenges of this new legislation with an increased emphasis on homelessness prevention
- **Temporary accommodation:** effectively manage temporary accommodation and deliver an enhanced portfolio of properties including an extension of the private sector leasing scheme. Ensure our accommodation meets the 'Rent with Confidence' standards.
- **Supporting people to manage their homes:** provide effective support services across all stock managed by WH including the temporary accommodation.

Work in partnership to ensure the needs of vulnerable clients are met and provide solutions for specific groups including the victims of abuse, violence and hate crime and the socially isolated

- **Housing Advice services:** work cross tenure to promote housing choice for residents and enable them to be 'tenancy ready' through training and support services.

3.5 Tenant & Leaseholder engagement; customer access and supporting communities

We recognise the need to have a modern, inclusive tenant and leaseholder engagement framework where the tenant and leaseholder voice is heard. During 2018/19 we will be launching the Tenant and Leaseholder Deal that will establish those key engagement links and also provide clarity about the service standards tenants and leaseholders should receive, together with a reaffirmation as to their own responsibilities. We will also continue to improve the accessibility of services across the city. We will:

- **Tenant and Leaseholder Deal:** rethinking our approach to engagement and launching the tenant/leaseholder/council deal
- **Digital engagement:** we will make engagement opportunities more accessible using all digital platforms and provide learning opportunities for tenants and leaseholders to develop their IT skills.
- **Blended approach to customer access:** ensuring we offer a range of access channels including the extension of the customer portal to Leaseholders; relaunch of on line services for tenants and refinement of the service offer through our one stop shops
- **Telecare:** successfully deliver Telecare services to vulnerable members of our communities
- **Delivering employment & employability opportunities:** ensure that our skills and development services support residents to gain and keep employment
- **Equality:** continue to work with all our communities to promote inclusion and equality and to support the life chances of our young people

3.6 Wider service delivery priorities for the company

There are a number of cross-organisation priorities that will help support front line service delivery. In summary these include:

- **Business improvement:** continues to be a cross cutting priority across divisions, and that efficiency and social value are delivered through an enhanced performance culture
- **WH People Deal:** ensuring staff are engaged, motivated and strive to deliver excellence. We will continue with our programme of workforce development and ensure we can recruit and retain talented staff
- **New Office building:** by investing in a new office we will be able to work in an increasingly agile way and successfully relocate services into our new office currently being planned for as part of the Council's East Gateway regeneration initiative.
- **Partnership & collaborative working:** we will continue to be an exemplar in partnership working and stakeholder engagement.

We will continue to be a trusted partner of CWC and 'work as one to serve the city'.

4.0 Performance Management framework

- 4.1 We will continue to manage and monitor services using key performance indicators and through the use of robust targets. Our intention is to continue to follow those KPI's within our primary performance booklet. However, these will be reviewed during quarter one of 2018/19 as part of our review of the existing performance management framework.

Our intention is to build a basket of core KPI's that enable Board Members to effectively manage and monitor the delivery of the company's strategic business objectives. The framework's golden thread will then cascade appropriate operational indicators through all other organisational levels. These service KPI's baskets will underpin our performance culture.

We will continue to regularly report our performance to the City Council through the existing forums. A draft set of potential performance KPI's are included at appendix 2. These will be refined in conjunction with the Council, as part of our regular management and monitoring review arrangements.

5.0 Financial plan for 2018/19

- 5.1 The 5-year management fee freeze, introduced at the end of 2013, continues to shape our financial planning and inform our Medium Term Financial Strategy. Appropriate adjustments have been made to the Fee to reflect the transfer of homelessness and housing options; home improvement and telecare services into WH and the wider shared service arrangements which are supported through specific SLA's.
- 5.2 The Council continue to implement the 1% reduction in social housing rents in accordance with the Welfare Reform and Work Act. Following consultation, rent is to be charged across a 52 week rent year as will service charges. This change to rent payments is better aligned to the payment of Universal Credit and is just one of many focused activities WH will be taking to maximise the collection of rent over the next year.
- 5.3 Wolverhampton Homes has worked hard in previous years to effectively control costs and has therefore successfully deposited 'savings' or reserves, which are now being used to support a number of service investments. This includes:
- Realignment of the Operations directorate and the investment in staffing resources to improve tenancy sustainment, rent collection and compliance services.
 - Investment in digital solutions – including mobile devices across trade services and the repairs scheduling system
 - Investment in One Stop Shops and improved customer experience
 - Improved senior management arrangements for the extended housing options department incorporating homeless, advice and support services

We will continue to effectively manage our costs and the Medium Term Financial Strategy is reviewed regularly and considered by both our Resources Committee and the full Board. We are also developing our 5 year Business Plan and this will include detailed financial plans.

- 5.4 During this year we will be reviewing our value for money strategy and producing regular VFM statements. This will include a revised approach to benefits realisation,

to support the delivery of our business improvement plans. We anticipate that key service improvement reviews will be delivered within responsive repairs; against the requirements of the Homeless Reduction Act; income management and housing management services. We also anticipate that as part of plans to relocate to new company offices, we will identify efficiencies to be realised as a result of a move to agile working and some consolidation to our wider business support services.

- 5.5 The Management fee from the housing revenue account has been set at £39.3M for 2018-2019. Wolverhampton Homes also receives income from the council for delivering capital and grant funded works programmes.
- 5.6 Our Medium Term Financial Strategy forecasts using a contribution from reserves of £1M for 2018-2019. This plan continues to use contributions from reserves to balance the budget for the next 5 years whilst reducing the base expenditure budget to forecast income levels. Reserves will also be used to support investment across our core services.
- 5.7 Our Risk Management Strategy was enhanced during 2017/18 to ensure that we continue to identify and mitigate risks effectively. This includes our financial planning and management process.

6 Workforce planning

- 6.1 Wolverhampton Homes is committed to the recruitment and retention of talented staff. Central to this is our ongoing commitment to the equality and diversity agenda. 2017/18 saw us effectively deliver on equal pay issues and attain accreditation to the Living Wage Foundation. We also signed up to the 'Inclusive Futures' campaign and over the next year are developing a Wolverhampton Homes 'People Deal'.
- 6.2 We have invested significantly in front line services and during the next year will review the effectiveness of this investment across our Operational departments.
- 6.3 We also intend to review the efficacy of service provision across all those services recently transferred from the Council. We want to ensure that appropriate resources are used to deliver an effective housing options service that responds well to the introduction of the Homeless Reduction Act. Similarly, we want to enhance our portfolio of temporary accommodation and to work closely with the Council to provide the City with effective cross tenure housing solutions.
- 6.4 Wolverhampton Homes is equally committed to support more vulnerable city residents in their desire to continue to live independently and so we will focus upon the embedding and extension of Telecare services in the next year. There will be an ongoing focus on the effective delivery of all adaptations services together with affordable warmth initiatives.
- 6.5 Our Skills and Development team activity is critical in respect of the above ambitions. It also has a key role to play as we continue to offer 'employability' initiatives to our tenants. We remain committed to the LEAP scheme and the provision of a full apprenticeship scheme. 2018/19 will also see us partner with the Council to offer a graduate placement through the LGA graduate scheme.

7 Managing and monitoring this plan

- 7.1 Wolverhampton Homes has always worked closely with the Council and other stakeholders to ensure we remain accountable for the delivery of this plan.

- 7.2 We will ensure that during the next year we continue to report regularly to our key stakeholders about our performance.
- 7.3 In partnership with the Council, we will in the next year review our Management Agreement to ensure that it continues to be fit for purpose. We will also work collaboratively to ensure the development of our next 5 year Business Plan responds effectively to the needs of the Council and the communities we serve. We would welcome the opportunity to then align future Delivery Plans in line with these strategic documents.

8 Summary

- 8.1 During 2018/19 we intend to ensure that our core service offer is high quality; cost effective and responsive to our customers' needs. We want to continue to embed our shared service arrangements in conjunction with the City Council and work collaboratively in the delivery of shared priorities.
- 8.2 We have detailed within this plan the service improvements we intend to deliver over the next year that will enhance our communities and the quality of life for our customers.
- 8.3 We believe that this Delivery Plan offers a primary roadmap to ensure we deliver on our mission "to help people get on in life" and realise our vision of "unlocking people's potential through housing, skills and technology".
- 8.4 We believe that the successful implementation of this plan will be achieved if we remain true to our values which are:
- Working together
 - Open to new ideas.
 - Respecting differences.
 - Delivering our promises

	<p>The Neighbourhood team will provide and maintain clean, safe and secure estates, whilst also absorbing and delivering City wide Telecare and Out Of Hour's call monitoring from the 24/7 CCTV control room.</p> <p>The first point of contact for customers presenting as homeless, seeking housing options advice, or requiring temporary accommodation will be supported via WH Customer Services at One Stop Shop's or via Homes Direct.</p>	<ul style="list-style-type: none"> • Mobilise new Grounds Maintenance contract • Maintain excellent communal area standards and fire prevention activity in all flatted accommodation • Receive, review and develop transferred Out Of Hour's and telecare call handling services • Increase the portfolio of Telecare customers in partnership with CWC • Promote and enable independent living through assistive technology • Deliver training Telecare Services Association standard training to all 24/7 control room officers • Improve appearances on estates <ul style="list-style-type: none"> • Implement new customer services strategy • Ensure advice and support is consistent in all first point of contact customer service transactions • Support Housing options in all first point of contacts, triage customers presenting as homeless providing advice and managing appointment calendar • Increase digital interaction via One Stop Shops digital hubs • Identify, refurbish and deliver new front of House One Stop Shops in Bilston, supporting CWC plans for Bilston Town hall 	<p>Concierge Manager</p> <p>Housing Manager (Merry Hill) / Homes Direct Manager</p>
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<p>Supporting tenants impacted by welfare reform</p>	<p>We predict £30m of housing benefit will migrate to Universal Credit by 2022, and despite a tremendous amount of publicity, there are still gaps in awareness throughout our customer base.</p>	<ul style="list-style-type: none"> • Continue with marketing/awareness campaigns • Support applicants, new tenants and existing tenants through all contacts • Identify potential impact, offer advice upon - benefits, debt, access to work, Discretionary Housing Payment, getting online, setting up bank accounts and savings ahead of moving to Universal Credit • Deliver up to date in-house training with associated staff • Obtain Financial Conduct Authority accreditation • Increase access to digital and online services through WH website and in One Stop Shop's • Provide a range of money management and debt advice services • Digital/online training to support navigation through Universal Credit portal • Provide pre- tenancy money and affordability advice through Are You Ready workshops 	<p>Housing Managers Low Hill / Merry Hill / ASB Team Manager</p>
<p>Tenancy sustainment plan (reduce evictions) Promote independent living (link to housing options work/telecare etc)</p>	<p>During 2016/17, 354 cases were entered for court in response to arrears, resulting in 105 evictions.</p> <p>The impact upon customers/families and the business during the court process, subsequent evictions and resulting void works has a detrimental impact upon all parties.</p>	<ul style="list-style-type: none"> • Enhance Moneysmart offer to new tenants - <ul style="list-style-type: none"> ○ Discuss financial barriers, benefit issues, rent payments ○ Named moneysmart officer for each new tenant ○ Enhance involvement at Are You Ready sessions • Ensure all tenants served with a notice and arrears still increasing receive moneysmart contact within 4 week Notice Period • Review processes to reduce number of notices sent, and when it is appropriate to send in relation to rent arrears. • Review all potential evictions and court entries at weekly meeting – identify patterns and or trends to inform processes • Neighbourhoods – address physical estate designs, redesign and or remove problematic issues to support sustainable estates • Promote telecare to tenants and their families 	<p>Housing Management / Housing Options</p>

	2018/19 will see a review of existing processes with a desire to reduce evictions to those where all effort and support has been exhausted.	<ul style="list-style-type: none"> ○ Identify assistive technology to support independence ○ Identify adaptations to assist tenant and prevent problematic situations developing 	
Increase the portfolio of properties available through a range of initiatives - Private Sector Leasing, WV Living, Rent with Confidence letting scheme and shared ownership.	To undertake the full range of management functions associated with managing rental properties whilst increasing the number of properties available.	<ul style="list-style-type: none"> ● Private Sector Leasing, continue to grow portfolio of properties to support the increasing demand shown on the housing register ● Deliver a comprehensive efficient and effective management solution to landlords in the City ● Review structures to accommodate new business opportunities and resulting from the delivery of properties via WV living and the rent with confidence scheme ● Holistically review planned actions associated with Assured shorthold tenancies links with Housing options and Homeless Reduction Act 	Head of Leasehold Management
Delivery of Out of Hours and 24/7 telecare call handling services	<p>Integrate the transferred call handling team within the existing 24/7 CCTV/door entry control centre.</p> <p>Support CWC vision to increase the number of customers benefiting from the service.</p>	<ul style="list-style-type: none"> ● Increase the number of service users ● Meet the agreed targets identified in the Out of Hours Service SLA ● Meet the agreed targets identified in the 24/7 telecare call monitoring SLA 	Neighbourhood Services Manager

Property Services

Objective	Detail	Required outcomes	Responsible person
Embed new structures & realise the benefits	Undertake recruitment to new posts following and in accordance with consultation process.	Implement working practices and procedures specifically focusing on design, health and safety and stock investment data.	Assistant Director - Property
Delivery of the capital programme – A, fire regulation and other compliance requirements B, new build and major improvement programmes	Monitor delivery against Asset Management Plan. Meeting the capital programme priorities for the City of Wolverhampton Council. Ensuring that the strategic housing business objectives are met.	Ensure effective on-going fire safety management is continued. Review working practices following the outcome of the Grenfell Tower investigation and implement any recommendations relevant for Wolverhampton. In accordance with budget provision continue to contribute to the new build across the city in terms of infill sites and conversions.	Head of Commercial Services and Stock Investment Contracts Manager - Strategic Construction Partnership
Heath Town	Delivery of the next phases in the Heath Town estate regeneration	Supporting the Council with their wider regeneration and estate masterplan. Progress with the refurbishment of the retained stock. Concentrating on the deck access properties.	Head of Commercial Services and Stock Investment
Ellerton Walk Estate	Final design of the refurbishment scheme.	Finalise detailed designs for first work packages and procure supply chain Start delivery of first work packages and commence project.	Head of Commercial Services and

	Progress with the delivery of the refurbishment scheme.		Stock Investment
Best use of stock – identification & options appraisal for unprofitable CWC owned assets	Review future options for ‘miscellaneous properties’ with in the Housing Revenue Account in accordance with legal and financial requirements.	Options appraisal completed with appropriate recommendations to CWC. Appraisal to be conducted using Value for Money principals.	Assistant Director of Property Services
DRS & service improvement inc benefits realisation	Implement new DRS scheduler	Improve the delivery of first time repairs; increase productivity and customer satisfaction; realise efficiencies.	Assistant Director of Property Services
Home Improvement Agency	Develop and deliver new Service Level Agreement. Review working practices and procedures Review and maximise wider commercial opportunities Introduce fit for purpose service structures – post TUPE transfer	Improved opportunity to support independent living cross tenure. Enable WH to be the provider of choice for disabled facilities grants. Optimise spend of disabled facilities grants on behalf of CWC.	Head of Operations

Housing Options

Objective	Detail	Required outcomes	Responsible person
Prepare for letting and management of new WV Living stock	<ul style="list-style-type: none"> • Identify IT requirements • Identify patch for appropriate income and tenancy management purposes 	<ul style="list-style-type: none"> ✓ To allow the property to be advertised, let as per agreed procedures ✓ To allow income and tenancy management to be in place in advance of allocation 	Assistant Director - Housing Options / Housing Managers
Review and Improve portfolio of temporary accommodation	<ul style="list-style-type: none"> • To improve existing temporary accommodation subject to the agreed standard and to it accommodation that is required Commence a general review of existing council owned and commissioned temporary accommodation • Commence a review of the use of The Whitehouse (hostel) in line with the covenants that are placed on it with consideration on creating self-contained units • Increase the portfolio of temporary accommodation to meet future needs and challenges (HR Act) with 	<ul style="list-style-type: none"> ✓ Have temporary accommodation that is appropriate in terms of type, location and flexibility to meet current and future needs ✓ That meets statutory needs in a cost-effective way ✓ That minimises the use of Bed & Breakfast ✓ improve the quality of the hostel accommodation including improving safeguarding and Health and Safety issues ✓ to increase the availability of single person homeless households expected because of HR Act ✓ To ensure that support is appropriate and effective in terms of move on with increased chances of tenancy sustainment ✓ Service user involvement in review and improvement of services 	Assistant Director - Housing Options / Housing Outreach and Young Persons Manager / Team Leader

	<p>consideration being given to acquiring at least one House of Multiple Occupations to meet the needs of single homeless households</p> <ul style="list-style-type: none"> • To review the support arrangements for households in all forms of temporary accommodation • Work with private rented sector to for other forms of temporary accommodation which better meets the needs of households • Quality reviews/service standards 		
<p>Bid for Domestic Violence services</p>	<ul style="list-style-type: none"> • Analyse bid documents • Make sure there is a match with WH's technical, skill and experience requirements; • Would the work fit in with WH strategy and positioning of WH business? • Estimate the costs of fulfilling the contract / justify cost • Assess how the contract would affect other work, staffing and ability to take on other new business 	<ul style="list-style-type: none"> ✓ Diversification of WH business ✓ Potentially profit making ✓ Builds on positive reputation in terms of work related to Domestic Violence 	<p>Assistant Director - Housing Options / Housing Support Manager / Director of Business Support</p>

	<ul style="list-style-type: none"> • Work on bid document / make bid 		
<p>Launch service offer to implement homeless reduction act</p>	<ul style="list-style-type: none"> • Working with consultant/use of toolkit to prepare in relation to control of service, use of new burdens funding, documentation, personal housing plans • Working group developed in conjunction with CWC/WH/Tenant Management Organisation's/Estate Management Board's and others • IT needs (Northgate) • Consideration being given to commissioning services from partners to meet requirements • Look at Housing Options Structure, Triage arrangements, review the approach to prevention and to overhaul working processes • Recruitment – skills sets/lived experience of homelessness • Provision of training for relevant staff 	<ul style="list-style-type: none"> ✓ WH to be able to fully respond to the fundamental change in homelessness legislation ✓ To ensure staff are aware of and able to meet the requirements of the legislation ✓ To reduce the risk of damage to WH's and CWC's reputation ✓ To reduce the risk of an increase in review applications and Judicial Reviews ✓ To ensure that prevention remains the focus minimising the use of temporary accommodation where possible ✓ Reassure CWC that statutory duties are being met and service is being delivered in line with the Council's homelessness strategy ✓ Reduction in eviction due to S21's ✓ Customers to be at the core of the service with standards meeting expectations and service being delivered on a consistent basis that work towards clearly targeted outcomes ✓ Service user involvement in the review and development of services 	<p>Assistant Director - Housing Options / Team Leader Housing Options</p>

	<ul style="list-style-type: none"> • Regular monitoring meetings with CWC • Work within the private rented sector landlords to develop more positive relationships • Develop menu of options for private sector landlords • Quality reviews – customer experience / service standards 		
Introduce fit for purpose service structures – post TUPE transfer	<ul style="list-style-type: none"> • Review existing structures in Housing Options, Housing Outreach & Housing Support and Temporary Accommodation 	<ul style="list-style-type: none"> ✓ Opportunity to identify efficiencies across the sections ✓ Improved service delivery for customers/tenants ✓ Identify any technological/IT resources that can be used to improve service delivery ✓ Ensure structure better reflects the challenges of the HR Act and welfare reform 	Assistant Director - Housing Options / Housing Options Managers
Value For Money programme	<ul style="list-style-type: none"> • Identify what services cost • Identify how cost relates to service quality 	<ul style="list-style-type: none"> ✓ understand the quality of service in each activity area, and compare this to peer authorities on multiple levels ✓ identify real value for money improvement and provide better quality services without increasing costs 	Assistant Director - Housing Options / Housing Options Managers
Review of Lettings	<ul style="list-style-type: none"> • Evaluate outcomes of 9-month pilot which may result in restructure • Develop new structure 	<ul style="list-style-type: none"> ✓ Focus on skill set within the team that can respond to new challenges ie Welfare Reform, contribute to tenancy sustainment/prevent homelessness; 	Assistant Director - Housing Options /

	<ul style="list-style-type: none"> • New job descriptions /assimilation/recruitment • IT development to assist in efficiencies (where possible) • Quality reviews/service standards 	<ul style="list-style-type: none"> ✓ Maintain/increase emphasis on pre-tenancy programme of work to make households 'tenancy ready' ✓ Service user involvement in development of service 	Principal Lettings Officer
Support for CWC in review of Allocation Policy	<ul style="list-style-type: none"> • Ensure trends/issues that are impacting on effective administration of allocations policy are identified and shared with CWC • Ensure any changes do not adversely impact on other statutory and policy issues (eg HR Act, Equalities Act) 	<ul style="list-style-type: none"> ✓ Allocations policy is fit for purpose and complies with statutory guidelines ✓ That it reflects new legislation ✓ That it is as clear and concise as possible and accessible 	Assistant Director - Housing Options / Principal Lettings Officer / Team Leader Housing Options

Business Support

Objective	Detail	Required outcomes	Responsible person
Deliver employability opportunities	Learning, Employment and Achieving Programme Apprenticeship scheme Looked After Children training and support programme	✓ Continue to deliver these schemes to at least 2017/18 levels	Head of HR Skills and Enterprise
Corporate Social Responsibility programme	Review and extend the scheme to cover disadvantaged groups across the city	✓ Complete research and consultation to deliver new arrangements to anticipated spend of £80k	Head of HR Skills and Enterprise
Digital engagement & channel shift	CLICK start Digital services via one stop shops & on-line customer portal	<ul style="list-style-type: none"> ✓ Continue with CLICK start programme and work in conjunction with One Stop Shops to deliver improved enabling opportunities for customers ✓ Launch new portal for leaseholders and relaunch portal to tenants 	Head of HR Skills and Enterprise / Head of Communications
Improve tenant engagement arrangements	New strategy & action plan taking account of CORE survey Community Impact assessments Annual tenants conference Clearer links to service design & improvements	✓ Introduce the Tenant and Leaseholder Deal	Business Support Manager / Director of Business Support

Developing an agile workforce and prepare for relocation to new offices	Policy & its application Move to new offices – design requirements	✓ Embed new agile working arrangements and be ready for move to new offices	Head of HR Skills and Enterprise / Director of Business Support
Recruit & retain talented staff	Appraisal system Organisational development programme Staff engagement & communications strategy Sharing services with CWC Leadership development programme Times 100 action plan	✓ Develop and implement the WH People Deal	Head of HR Skills and Enterprise / Director of Business Support
Organisational change	Embed Operations restructure Review shared service arrangements across housing & property services Develop & introduce new Business Support structures	✓ Continue to have fit for purpose staffing and service structures to support high quality service delivery	Senior Management Team
Performance framework	Improved arrangements being embedded Effective use of customer intelligence & service insight	✓ New performance management framework embedded together with agreed revised Key Performance Indicator baskets	Head of Business Improvement

Fit for purpose ICT arrangements	Supporting mobile working Shared services ie homeless services; Commercial activity	✓ Investment plan delivered and fit for purpose ICT infrastructure in place to support digital agenda	Head of Business Improvement
VFM programme	Revised approach to Value For Money strategy in place Service review programme in place with effective benefits realisation systems introduced	<ul style="list-style-type: none"> ✓ Improved understanding of cost and qualitative outcomes ✓ Efficiency programme being delivered ✓ Effective medium term financial strategy in place 	Director of Business Support

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Appendix 2 – Draft Suite of Key performance Indicators

The following are the draft suite of operational performance metrics that will support the monitoring and management arrangements for Wolverhampton Homes and the City of Wolverhampton Council. This will be subject to final agreement before the start of 2018/19.

Property Services

Service area	Key performance indicator
Responsive Repairs	% or responsive repairs during period for which as appointment was made/kept
Responsive Repairs	% total response repairs completed within target
Responsive Repairs	Satisfaction with response repairs
Stock investment/repairs	Compliance – combined PI micro suite relating to key H&S related services inc Gas/Electric/FRA
Home Improvements	Number type and value of grants delivered for all works
Home Improvements	End to each delivery time taken for adaptations
Home Improvements	End to each delivery time taken for housing assistance works
Telecare	Number of new users of the Telecare service
Telecare	End to each delivery/installation time for Telecare installations

Housing Management

Service area	Key performance indicator
ASB team	% satisfied with the way their anti-social behaviour complaint was dealt with
Homes Direct	Homes Direct - % of Customers calls answered within 80 seconds
Income Management	% of rent collected
Income Management	% rent arrears of current tenants as a proportion of rent roll (GNPI 29) (WH only)

Income Management	% of tenants evicted as a result of rent arrears (WH only)
Telecare	% of calls answered through Jontek Answerlink within 60 Seconds
Telecare	% of calls answered through Jontek Answerlink within 180 seconds
Out of Hours	% of OOH's calls logged on CEP
Out of Hours	% of OOH's calls answered in 80 seconds
Out of Hours	% of OOH's calls answered
Out of Hours	% of OOH's calls abandoned

Housing Options

Service area	Key performance indicator
Lettings	Average time taken to re-let minor works voids
Lettings	Average re-let time major works voids
Lettings	% rent lost through empty property
Lettings	Council tax liability - average number of management voids
Lettings	% new tenants satisfied with the allocation & lettings process
Homeless	% of clients satisfied with the service they received (Homeless Services)
Homeless	Number of households helped to prevent homelessness
Homeless	Number of times Rent Deposit Scheme utilised
Homeless	Number of households accepted as homeless
Homeless	Length of time in Temporary Accommodation (inc B&B)

Housing Support	% of clients satisfied with the service they received (Support Services)
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Business Support

Service area	Key performance indicator
HR	Average number of working days lost through sickness
Business Improvement	Number of repairs requested online as a % of all repairs.
Business Improvement Team	% of transactions by preferred payment methods

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Performance Review Arrangements between City of Wolverhampton Council and Wolverhampton Homes

1.0 Introduction

- 1.1 City of Wolverhampton Council has delegated to Wolverhampton Homes housing management services under the terms of the Management Agreement. A new fifteen year Management Agreement was entered into in 09 July 2013.
- 1.2 This document summarises the performance review arrangements between City of Wolverhampton Council and Wolverhampton Homes.

2.0 Wolverhampton Homes Annual Delivery Plan

- 2.1 Wolverhampton Homes' Annual Delivery Plan is the key document which supports the delivery of the Management Agreement.
- 2.2 The Delivery Plan details:
 - 2.2.1 the agreed priorities of Wolverhampton Homes for the coming year, how these support its strategic objectives (as set out in its Business Plan) and contribute to the goals of the Council and the community the Council represents
 - 2.2.2 the key performance requirements for the services
 - 2.2.3 the performance standards expected
 - 2.2.4 the financial and staffing resources required to enable Wolverhampton Homes to deliver the Delivery Plan and perform the services with skill, care and diligence
- 2.3 The Council will use Wolverhampton Homes' achievement against the Delivery Plan to assess Wolverhampton Homes' compliance with the terms of the Management Agreement. Wolverhampton Homes will provide a summary of performance against the delivery plan for all tenants managed by Wolverhampton Homes.

3.0 Performance Review Arrangements

- 3.1 Day to day responsibility for Wolverhampton Homes' performance management and contribution to these performance review arrangements lies with the Principal Performance Manager, reporting to the Director of Business Support.
- 3.2 The Service Manager Housing Strategy leads for the Council in matters relating to these performance review arrangements.

- 3.3 Representing the two organisations each of the leading post holders described above will report through the normal arrangements to senior officers and Wolverhampton Homes Board or City of Wolverhampton Council Cabinet, respectively.
- 3.4 The performance review arrangements include:
- 3.4.1 jointly determining the standards required for the performance of the services within the Management Agreement
 - 3.4.2 jointly determining any added value outcomes (relevant to the strategic objectives of the Council and the community which it serves) to be achieved as a result of delivering the services within the Management Agreement
 - 3.4.3 the review processes for the key exchanges between City of Wolverhampton Council and Wolverhampton Homes, namely:
 - 3.4.4 monitoring of Wolverhampton Homes performance
 - 3.4.5 monitoring and review of service level agreements between City of Wolverhampton Council and Wolverhampton Homes
 - 3.4.6 financial monitoring and reporting
 - 3.4.7 negotiation of the Annual Delivery Plan
- 3.5 Reflecting the close partnership relationship between the two organisations, there will be regular and effective formal and informal communication between strategic directors and managers of Wolverhampton Homes and City of Wolverhampton Council and where appropriate, City of Wolverhampton Council councillors and board members of Wolverhampton Homes.
- 3.6 The Service Manager Housing Strategy is responsible for ensuring that where service delivery is the direct responsibility of the Council via service level agreements, these will be subject to review by exception report from the Director of Business Support at the monthly Performance and Operational Group Meetings (described later in this document) and where necessary reporting to the Service Director - Housing.

4.0 The Setting of Standards

- 4.1 In line with the Management Agreement, the services delivered by Wolverhampton Homes will represent value for money, best value generally, and achieve continuous improvement for the benefit of the Council and its tenants and leaseholders. The Council will monitor the progress of Wolverhampton Homes towards agreed priorities, and its achievement against performance standards; ensuring as necessary that mechanisms are implemented to bring about corrective action in the event of under-performance. The objectives for continuously improving services are set out in the Delivery Plan.

- 4.2 Having regard to the principles set out in paragraph 4.1 above and the needs of the Council's corporate planning priorities, performance targets will be jointly agreed annually for:
- 4.2.1 All of the performance indicators, standards and targets which form part of the City of Wolverhampton Council's monitoring of Wolverhampton Homes' delivery of the services in the Management Agreement (as set out in the Delivery Plan)
 - 4.2.2 The ways in which Wolverhampton Homes will contribute to added value in the development of the City Strategy and the Housing Strategy
 - 4.2.3 The comparison of performance against that of recognised benchmarking groups and similar or neighbouring housing service providers, where appropriate
 - 4.2.4 Continuous improvement to top quartile performance which when achieved will be maintained
 - 4.2.5 How and which non-cashable efficiency savings will be achieved
- 4.3 The timetable and process for agreeing priorities and relevant performance targets each year will be an integral part of the development of the Annual Delivery Plan and will be as set out below:
- 4.3.1 The Council will inform Wolverhampton Homes of the key corporate performance indicators that are relevant to its operations
 - 4.3.2 By December of each year, following stakeholder consultation, Wolverhampton Homes will present proposed indicators and targets as part of its draft Annual Delivery Plan
 - 4.3.3 The Council will provide formal comments and feedback to inform the final draft Annual Delivery Plan through agreement reached in negotiation in the Delivery Plan Technical Meetings. The final draft Annual Delivery Plan, including the final proposals for targets, will be considered by the Delivery Plan Monitoring Group
 - 4.3.4 Any disputes regarding the setting of performance indicator targets will be determined under the relevant terms of the Management Agreement
 - 4.3.5 By March each year, following final approval of the coming year's Annual Delivery Plan, Wolverhampton Homes will provide its performance targets for that year to the Council. These will be reviewed during the year in the light of performance. Revisions to the targets may be agreed if performance exceeds or does not meet expectations
 - 4.3.6 The number and extent of key performance indicators will be reviewed annually as part of this process and any changes agreed by both organisations

5.0 Performance Review Meetings

- 5.1 Information from the meetings will be fed into the reporting cycles of the Council's Directorate Group, Cabinet, and the Board of Wolverhampton Homes.
- 5.2 The Management Agreement makes provisions for the following meetings:
- 5.2.1 Performance and Operations Group (POG) Meetings
 - 5.2.2 Financial Issues Group (FIG) Meetings
 - 5.2.3 Asset Management Group (AMG)
 - 5.2.4 Delivery Plan Monitoring Meetings
 - 5.2.5 Delivery Plan Technical Meetings
 - 5.2.6 Ad hoc Management Agreement Meetings

Additionally, City of Wolverhampton Council and Wolverhampton Homes agree that the performance management arrangements will include:

- 5.2.7 An Annual Meeting/Event (if appropriate)
- 5.2.8 Briefing/exchange of information meetings
- 5.2.9 Scrutiny and Performance Panels
- 5.2.10 an annual review and formal adoption of these arrangements as included in the Annual Delivery Plan
- 5.2.11 Provision for observer status attendance by relevant City of Wolverhampton Council employees/councillors at the Board meetings of Wolverhampton Homes

6.0 Delivery Plan Meetings

The following sets out the way in which the City of Wolverhampton Council and Wolverhampton Homes have agreed to put into practice the calendar and membership of meetings and the supplementary arrangements.

- 6.1 Delivery Plan Monitoring Group
- 6.1.1 Membership comprises key employees from City of Wolverhampton Council, Wolverhampton Homes and the Tenant Representative Body as detailed below:

CWC	Cabinet Member for City Assets and Housing (Chair)
CWC	Service Director Housing
WH	Chief Executive
CWC	Service Manager Housing Strategy
CWC	Service Lead Housing Strategy
CWC	Housing Strategy and Development Support Officer

CWC	Finance Manager
WH	Chair
WH	Director of Business Support
WH	Appropriate officers
Tenant Representatives	Tenant Representative Body (four nominations)

6.2 The Outline Calendar:

Wolverhampton Homes' Annual Delivery Plan Process	
DATE	ACTION
August	<ul style="list-style-type: none"> Wolverhampton Homes Business Plan preparatory review begins City of Wolverhampton Council will prepare the Delivery Plan process timetable of key dates
September } October }	<ul style="list-style-type: none"> Wolverhampton Homes senior Management Team and Board Business/Delivery Plan development process begins.
October } November }	<ul style="list-style-type: none"> First round Delivery Plan consultation with stakeholders, including Wolverhampton Council, through the Delivery Plan Technical meetings.
December	<ul style="list-style-type: none"> First draft of Delivery Plan produced for consultation with all stakeholders
January	<ul style="list-style-type: none"> Wolverhampton Homes approved performance targets for the new year forwarded to the Council for inclusion in the Council's Corporate Business Plan.
March	<ul style="list-style-type: none"> Final draft of Delivery Plan, agreed by the Delivery Plan Monitoring Group and Wolverhampton Homes Board, adopted by the Council's Cabinet and Full Council

6.3 Delivery Plan Monitoring Group Meetings:

- 6.3.1 The Delivery Plan Monitoring Group will be the designated forum through which all Annual Delivery Plan Meeting business will be conducted
- 6.3.2 Throughout the year and at year end, the group will review performance against the targets set out in the current year's Delivery Plan; and, at the appropriate time in their development, review the initial and final drafts of the Annual Delivery Plan
- 6.3.3 Prior to agreement to the document, comments/recommendations arising from the Delivery Plan Monitoring Group will be reviewed

- 6.3.4 On agreeing the final draft of the Annual Delivery Plan, the Group will recommend that the Annual Delivery Plan be accepted by City of Wolverhampton Council and Wolverhampton Homes

6.4 Delivery Plan Technical Meetings

CWC	Service Lead Housing Strategy
CWC	Housing Strategy & Development Support Officer
CWC	Appropriate Officers
WH	Director of Business Support
WH	Appropriate officers

- 6.4.1 These meetings will be held as necessary after the first Draft has been distributed until the final adoption of the Delivery Plan by Wolverhampton Homes Board and the Council's Cabinet
- 6.4.2 These meetings at officer level are integral to the development of the annual sections of the Delivery Plan, and to the wider performance review process throughout out the year
- 6.4.3 Responsibility for the development and production of the Annual Delivery Plan rests with Wolverhampton Homes. The process of Delivery Plan Technical Meetings will facilitate full and proper participation with appropriate representatives of City of Wolverhampton Council and opportunities for timely consultation with the Tenant Representative Body and other key stakeholders
- 6.4.4 Wolverhampton Homes' Director of Business Support will be responsible for making available, at the appropriate times, the initial draft of the Annual Delivery Plan setting out the proposed performance indicator targets and the annual sections. The final draft of the Annual Delivery Plan will be forwarded to the Council's Service Manager Housing Strategy in a timely manner for presentation to the Group
- 6.4.5 City of Wolverhampton Council's Service Manager Housing Strategy will be responsible for ensuring that any feedback and/or recommendations arising from the quarterly monitoring of the Annual Delivery Plan are considered during the development of the new Annual Delivery Plan. The Service Manager Housing Strategy is also responsible for ensuring that the final draft of the new Annual Delivery Plan is presented to the meeting in a timely manner

6.4.6 Any information to be exchanged will normally be managed by the Housing Strategy and Development Support Officer for City of Wolverhampton Council and the Director of Business Support for Wolverhampton Homes

6.4.7 Any disputes arising out of any sections of the Delivery Plan, including performance indicator targets, will be determined under the terms of Clause 31 of the Management Agreement

7.0 The Annual Meeting

7.1 The Council will, if appropriate, call this meeting, with invitations extended to all stakeholders. The purpose of the open forum is to provide a wider audience with the opportunity to participate in celebrating the value added outcomes for the City, of the partnership arrangements between City of Wolverhampton Council and Wolverhampton Homes.

7.2 Such stakeholders will include, but not exclusively:

CWC	All elected Councillors
CWC	Corporate Directorate
CWC	Appropriate senior employees
WH	All Board Members
WH	Senior Management Team
WH	Appropriate senior officers
Tenant Representatives	Tenant Representative Body
Tenant Representatives	Appropriate area representatives

8.0 Quarterly briefing/exchange of information meetings between City of Wolverhampton Council and Wolverhampton Homes

8.1 To maintain good communication links, a range of mechanisms are in place to promote positive working relationships and keep councillors well informed about Wolverhampton Homes' activities and performance. These include, for example, contributions to regular councillor briefings and attendance by invitation at City of Wolverhampton Council boards and panels.

9.0 Performance and Operations Group (POG) Meetings

9.1 City of Wolverhampton Council has put in place a Housing Strategy Team to develop the relationship between itself and Wolverhampton Homes. This team is led by the Service Manager Housing Strategy who has lead responsibility for the monitoring arrangements.

- 9.2 The Housing Strategy and Development Support Officer will undertake the servicing of the Performance and Operational Group (POG) meetings.
- 9.3 Information to be exchanged outside the meetings will normally be managed by the Housing Strategy Team for City of Wolverhampton Council and the Policy and Performance Team for Wolverhampton Homes. Meetings will be held, as a minimum, on a monthly basis between City of Wolverhampton Council's and Wolverhampton Homes' nominated representatives.
- 9.4 In addition there will be opportunity for one meeting each quarter to take the form of City of Wolverhampton Council's representative attending Wolverhampton Homes' Management Team to take part in the section of that meeting that deals with the detail of performance reporting for the quarter, if so required.
- 9.5 Meetings will consider:
- 9.5.1 operational issues
 - 9.5.2 the manner and extent of Wolverhampton Homes' provision of the services described in the Management Agreement and Annual Delivery Plan
 - 9.5.3 long term void properties, both development and management in the light of revised arrangements relating to discount of Council Tax for these properties
 - 9.5.4 other relevant issues which may arise from time-to-time
- 9.6 A standing agenda will allow the group to consider on a monthly basis, operational issues; and on a quarterly basis, other strategic issues.
- 9.7 The table below indicates the members attending this meeting regularly and these may be supported by others as necessary for any particular meeting.

CWC	Housing Strategy and Development Support Officer
WH	Principal Performance Officer

10.0 Asset Management Group (AMG)

- 10.1 The AMG will be serviced by Wolverhampton Homes and supported by City of Wolverhampton Council's Housing Strategy Team.
- 10.2 AMG will provide strategic direction to the management of assets assigned by the Council to housing use.
- 10.3 The group will develop a housing management strategy with periodic review and revision.

- 10.4 The group will monitor capital programmes against budget, performance targets, project progress and related regulatory requirements.
- 10.5 Meetings will be held at approximately six week intervals.
- 10.6 The table below indicates the membership of the group. These may be supported by others as necessary.

CWC	Service Director Housing
WH	Chief Executive
CWC	Service Manager Housing Strategy
CWC	Finance Manager (or representative)
WH	Director of Operations
WH	Assistant Director - Property
WH	Head of Commercial Services

11.0 Management Agreement Meetings

- 11.1 Additionally, City of Wolverhampton Council and Wolverhampton Homes shall meet at such a level and with such frequency as may be reasonably required to ensure the Management Agreement is honoured and the Annual Delivery Plan is performed.

12.0 City of Wolverhampton Council Boards/Panels

- 12.1 The Scrutiny Board of City of Wolverhampton Council holds the Directorates to account for their decisions, and assists the Directorates in the review and development of policies. The Scrutiny Board comprises members from all parties and maintains communications with the Executive and Member Champions.
- 12.2 Cabinet Performance management Panel considers all aspects of the Council's performance management.
- 12.3 Where reasonably requested to do so, appropriate senior employees of City of Wolverhampton Council will be required to attend the Council's Scrutiny Board and/or Cabinet Performance Management Panel.
- 12.4 Senior Officers of Wolverhampton Homes may, from time to time, be requested to report directly to appropriate City of Wolverhampton Council Boards/Panels on the performance of Wolverhampton Homes.

13.0 Wolverhampton Homes' Board

- 13.1 Representatives of City of Wolverhampton Council will be entitled to receive meeting papers and to observe Wolverhampton Homes' Board meetings.

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